EMPLOYEE SEXUAL IDENTITY AND ORGANIZATIONAL AFFIRMATION AT WORK

by

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(Under the Direction of Gary J. Lautenschlager and Kecia M. Thomas)

ABSTRACT

Lesbian, gay, bisexual, and transgender (LGBT) employee sexual identity development stage, organizational identity, and the resultant organizational affirmation of employee sexual identity help to explain the relationships that develop between LGBT employees and the organizations that employ them. Using a developed theoretical framework, potential relationships are identified and examined. The outcomes of these relationships can have positive or negative impact on the individual, and in turn, can impact business performance. This should fuel research and policy development to improve outcomes.

INDEX WORDS: Sexual Identity, Diversity, Inclusion, Employee Engagement, LGBT, Heterosexual Privilege, Discrimination, Organizational Citizenship Behavior, Counterproductive Workplace Behavior, Social Identity Theory, Turnover Intentions, Job Satisfaction, Job Commitment, Organizational Justice, Minority Recruitment, Diversity Programs, Diversity Initiatives, LGBT Legislation

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CHAPTER 1

INTRODUCTION

> "The nature of injustice is that we may not always see it in our own times. The generations that wrote and ratified the Bill of Rights and the Fourteenth Amendment did not presume to know the extent of freedom in all of its dimensions, and so they entrusted to future generations a charter protecting the right of all persons to enjoy liberty as we learn its meaning. When new insight reveals discord between the Constitution's central protections and a received legal stricture, a claim to liberty must be addressed."
> - Justice Anthony Kennedy, *Obergefell v. Hodges*, 576 U.S. ___ (2015)

After receiving vocal criticism for its support of same-sex marriage, Starbucks Corporation found itself in a position requiring a response of magnitude during an annual shareholder meeting. Starbucks, a notoriously lesbian, gay, bisexual, and transgender (LGBT) friendly employer, has been very public about its support of LGBT employees within a larger diversity strategy. It has also been vocal about its support of recent LGBT rulings by the United States Supreme Court.[1] In response to an activist shareholder representative, Howard Schultz, Starbucks' Chief Executive Officer (CEO), stated "I don't know how many things you invest in, but I would suspect not many things, companies, products, investments have returned 38% over

[1] In *United States v. Windsor*, 570 U.S. ___ (2013) (Docket No. 12-307), the United States Supreme Court held that restricting the federal interpretation of "marriage" and "spouse" to apply only to heterosexual unions, by Section 3 of the Defense of Marriage Act (DOMA), was unconstitutional under the Due Process Clause of the Fifth Amendment of the United States Constitution. In *Obergefell v. Hodges*, 576 U.S. ___ (2015) (Docket No. 14-556), the United States Supreme Court held that the fundamental right to marry is guaranteed to same-sex couples by both the Due Process Clause and the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution.

the last 12 months."[2] He continued, "Having said that, it is not an economic decision to me. The lens in which we are making that decision is *through the lens of our people*. We employ over 200,000 people in this company, and we want to *embrace diversity — of all kinds*. If you feel, respectfully, that you can get a higher return than the 38% you got last year, it's a free country. You can sell your shares in Starbucks and buy shares in another company" ("Starbucks CEO holds his ground on gay marriage," 2013).

Improved bottom line organizational outcomes are just one of the many positive benefits that using this lens may yield. Sexual minorities are an important, but often overlooked, constituency within a diverse workforce and overall diversity strategy. LGBT employees experience inequitable treatment based on their sexual or gender identity in workplaces, and the various forms of discrimination impact employee well-being and organizational outcomes (King & Cortina, 2010). Leveraging diversity plays an integral part in the development of positive organizational change because it simultaneously facilitates individual and organizational performance (Earley & Mosakowski, 2000; Williams & O'Reilly, 1998). Unfortunately, United States based organizations have been slow to recognize and leverage LGBT employment diversity. Some researchers indicate that this delay may be based on the fact that the LGBT[3]

[2] The median dividend for all Fortune 500 companies during this period (2013) was 11.90%. http://www.multpl.com/s-p-500-dividend/.

[3] This study uses the "umbrella" of LGBT to include all *stigmatized* sexual and gender minorities. Despite recent calls to separate the "T" from LGBT, recognizing that transgender persons may not have a stigmatized *sexual* identity, it is our position, after consulting the most recent guidance from Lambda Legal, the Human Rights Campaign, and the Gay and Lesbian Alliance Against Defamation (GLAAD), that each person that chooses to be classified as LGBT experiences a "common experience of oppression" (Creager, Tilllman, & Bass, 2016; Walters & Simoni, 1993, p. 94). Further, all facets of the LGBT community have consistently worked together since as early as 1957 to share a common goal of strength and safety in numbers (Walters & Simoni, 1993). In contrast to earlier work that posits that the bisexual community most likely uses a different strategy in managing identity (Button, 2001), there is no empirical support for the concept that bisexual sexual identity takes any different course than that espoused by Walters & Simoni (1993). Likewise, there is no empirical support for the notion that transgender persons should not identify with the identity development stages advanced by Walters & Simoni (1993). Because every person that identifies as LGBT may be an object of "collective discrimination" by heterosexist-oriented societies, the identity stage development model analogized by Walters & Simoni (1993) is most likely applicable to all LGBT persons. At this point, it is the best *stigmatized* identity development measure available.

population represents the last "bastion" of prejudice in our society (Ragins & Cornwell, 2001). Others say that organizations and their diversity initiatives may be logistically unprepared to recognize and fully develop individual contributions in an advancing heterogeneous workforce (Button, 2001). Finally, some suggest that many organizations mirror their compliance standards to only that required by the federal government (King & Cortina, 2010).

Many argue that we are in a new phase of American history; that there is a significant paradigm shift in the overall "approach" toward LGBT persons. In fact, some contend that the United States is in the process of respecting a more inclusive view of what has been a very heterosexist expectation of "acceptable" or "normal" family life (Witeck, 2014). LGBT persons come from a variety of ethnic, social, and racial backgrounds. And, despite the fact that the demographic of LGBT persons is equally as diverse as any population group that already benefits from protective legislation, LGB persons still have *no uniform* federal legislation to protect them while they work in the United States (Button, 2001; 2004; King & Cortina, 2010; Ragins, 2004; Ragins & Cornwell, 2001; Witeck, 2014). Among LGBT persons, identity formation is occurring earlier and earlier, with self-awareness and disclosure transpiring more often between the ages of thirteen and fifteen (Witeck, 2014). Regardless of the age of identity formation or "coming out," LGBT identity is a highly complicated process (Button, 2001; Ragins, 2004; Rosario, Schrimshaw, Hunter, & Braun, 2006). And, when LGBT individuals enter the workforce at differing stages of sexual identity, the experience they have in their places of employment must be considered. Just as an LGBT individual is on a dynamic path to sexually identify, this is but one factor in the formation of their individual identity.

Employment is an omnipresent factor in people's lives and for many it serves as a facet of self-definition, and thus identity (Ashforth & Mael, 1989; Carlsen, 2008; Gini, 1998; Stryker

& Serpe, 1994). Employees configure, revise, and transform definitions of self and others through work-based relationships (Ibarra, 1999; Pratt, 2000; Pratt, Rockmann, & Kaufmann, 2006). As one author puts it, "Every [employee's] work, whether it be literature or music or pictures or architecture or anything else, is always a portrait of him [or her]self" (Butler, 1998, p. 70). For many LGBT employees, that "picturesque" self-portrait is obfuscated by prejudice, stigmatization, denigration, and negativity (e.g., King & Cortina, 2010). LGBT employees, like their heterosexual co-workers, should not be subject to unsupportive social relationships or systemic discrimination in any facet of life, particularly at work (Button, 2001; King & Cortina, 2010; Ragins, 2004; Ragins & Cornwell, 2001; Smith & Ingram, 2004).

Concurrently, organizations, like individuals, struggle with a range of complicated identities and resultant cultures that can be even more complex than individual identities (Hatch & Schultz, 2002; Witeck, 2014). To understand organizational identity, an organization's image and culture have to be simultaneously considered in a multitude of activities including recruitment efforts, internal and external communication, and operating policies and procedures. After analyzing these factors, it is then possible to determine how an organization is internally and externally defined (Hatch & Schultz, 2002). In addition to the need to create an organizational identity that is affirming of itself, its employees, and its stakeholders, organizations also have to address a supplemental layer of external exposure; outside critical voices (Albert & Whetten, 1985; Cheney & Christensen, 2001; Hatch & Schultz, 2002). The media, for instance, is increasingly interested in the so called "private lives" of organizations (Hatch & Schultz, 2002). There is growing interest among media conduits to surface and report any fissure between organizational action and image (Hatch & Schultz, 2002). Business analysts add an additional layer of exposure, by publicly discussing internal business practices including

corporate social responsibility initiatives and actions alongside financial reporting (Fombrun, 1996; Fombrun & Rindova, 2000). Organizations, like individuals, have to manage multiple internal and external layers when considering, creating, and managing an identity and identity strategy. But, unlike individuals, organizations have a larger footprint in how they shape social hierarchies and can be a means to achieve social objectives. Traditionally, organizations have been a significant contributing factor in societal pattern and privilege (e.g. Hinings & Greenwood, 2002; King & Cortina, 2010; Weber, 1964). So, despite the difficulty and complexity involved in developing an organizational identity, with such a large potential impression, organizations have a multifaceted social responsibility to be inclusive of all employees, and this includes addressing organizational affirmation of LGBT employees as part of a larger diversity and inclusion strategy (King & Cortina, 2010; Witeck, 2014).

When an employee functions at work, the inevitable relationship of individual and workplace is created. Knowing the complexity of individual and organizational identity, studying this relationship may help individuals and organizations understand daily functions which lead to individual and business outcomes. Despite the importance of this very common crossing, very little research exists that considers both employee identity and organizational affirmation; and none exists that considers this relationship while simultaneously considering the identity stages of the LGBT employee and the affirming culture of their workplace. Understanding the relationship between individual sexual identity development stage and organizational affirmation, as part of a larger diversity strategy, may help individuals and organizations in the ability to configure, revise, and transform one another to improve individual and organizational experience, and this may improve many business outcomes. To better understand the relationship of organizational affirmation and the concurrent experience of LGBT employees and

their various identities, the relationship should be considered at the same time (e.g., Chrobot-Mason & Thomas, 2002). Using a developed taxonomy, we examine the relationship between perceptions of individual sexual identity development stage and organizational affirmation and the potential positive and negative organizational outcomes (Chrobot-Mason & Thomas, 2002).

CHAPTER 2

LITERATURE REVIEW & HYPOTHESES

Defining and Leveraging Diversity for LGBT Employees

Diversity. Organizational diversity initiatives are critical to LGBT employees because the challenges they face can be quite different from other minority and majority groups (Ragins, 2004). At its core, diversity is the degree with which an organization or workgroup is heterogeneous in functional and personal attributes (Jehn, Northcraft, & Neale, 1999). Operationalizing diversity is not without challenges, as little consensus exists on how it is composed, and what, if any, impact it has on organizational outcomes and processes (Stevens, Plaut, & Sanchez-Burks, 2008). For many, the word diversity alone invokes emotion, leading to political commentary with terms synonymous with compliance initiatives like "quota" and "affirmative action" (Herring, 2009). While the typical default reference for diversity is race or gender, diversity includes all characteristics of individuals like religion, disability, sexual identity, personality, age, geographic affiliation, and ethnicity. At its core, diversity initiatives should seek to formulate a culture of inclusion so that the talents and skills of all employees are valued (Herring, 2009). Diversity initiatives are not void of controversy, mainly because their efficacy is not consistently agreed upon. Some find diversity to have beneficial results including increased employee engagement, productivity, bottom line results, work quality, decreased turnover, increased job satisfaction and commitment, and a myriad of other positive organizational outcomes (e.g., Button, 2001; Ely & Thomas, 2001, King & Cortina, 2010;

Ragins & Cornwell, 2001). Other research yields a perception of negative outcomes including process losses, additional employee conflict, decreased social integration, lagging decision making, and slowed processes (e.g., Jehn et al., 1999).

LGBT employees are potentially the largest minority group that has been the least studied in the workplace (Ragins, 2004). Despite "out" employees occupying 17% (and potentially 34%) of the United States workforce, diversity research specifically addressing LGBT employees is in its infancy (Button, 2001; Gonsiorek & Weinrich, 1991; Ragins, 2004; Ragins & Cornwell, 2001). When examining the working experiences of LGBT persons, factors to consider include majority sexual identities, heterosexism, homophobia, fear and consequence of disclosure, identity management strategies, stigma, treatment and social discrimination, organizational practices and policies, the appropriate legislative coverage, and group and individual identity and attitudes (Chrobot-Mason, Button, & DiClementi, 2002; Chrobot-Mason & Thomas, 2002). Unlike overt minority status, sexual identity is invisible and the choice regarding disclosure can be a highly stressful and important experience (Ragins, 2004). Despite increased occurrences of organizational and governmental initiatives to recognize, affirm, and enforce LGBT directed diversity initiatives, very little research exists that identifies important workplace experiences including discrimination, antecedents, outcomes, and disclosure approaches for LGBT employees. Even less research exists that simultaneously considers the organization's impact on these experiences and the outcomes that may result for employee and organizational stakeholders.

Sexual minorities have been historically, and remain subject to, widespread prejudice, social persecution, and discrimination (Croteau, 1996; Elliott, 1993; Hetheringon, Hillerbrand, & Etringer, 1989; King & Cortina, 2010). Employment discrimination remains a salient topic in

the study of organizations and the LGBT community (Croteau & Hedstrom, 1993; Hetherington et al., 1989). LGBT perception of workplace discrimination, heterosexual privilege, the complicated formation of sexual identity and its dynamics, fear of disclosure, and organizational identity influences LGBT career aspirations and decision criteria and impacts organizational outcomes (e.g.., Chung, 2001). Federal legislation does not explicitly prohibit employment discrimination against sexual minorities (Button, 2001; Ragins, 2004; Ragins & Cornwell, 2001), although a recent ruling by the Equal Employment Opportunity Commission (EEOC) tentatively extends Title VII protection to LGBT persons.[4] Without consistent state, federal, and local protection, LGB employees may approach their jobs and organizations differently. Because LGB employees perform their jobs without any recourse against discriminatory termination in many jurisdictions, clear diversity initiatives that support their identities are needed. In many situations, it may be as simple as the presence of a written policy stating that the organization does not discriminate based on employee sexual identity (Baker, Strub, & Henning, 1995; Button, 2001; McNaught, 1993; Ragins & Cornwell, 2001).

At its root, discrimination against LGBT employees, including disparate treatment, adverse impact, and social discrimination, can be due to a combination of factors including heterosexual privilege, individual homophobic or heteronormative development (both environmental and genetic), stereotypical sexual identity expectations, traditional gender-normative expectations, social naiveté, biological naiveté, prejudice, or any combination of these factors (Herek, 1990; King & Cortina, 2010; Ragins, 2004; Simoni & Walters, 2001). Workplaces are not immune to victimizing LGBT employees (Button, 2001, 2004; King & Cortina, 2010; Ledvinka & Scarpello, 1991; Ragins, 2004, Ragins & Cornwell, 2001;

[4] In Appeal No. 01020133080 (2014), the Equal Employment Opportunity Commission held that Title VII of the United States Constitution protects LGBT employees from sexual orientation discrimination on the basis of existing protection against sex discrimination.

Silverschanz, Cortina, Konik, & Magley, 2007), and there is some evidence that personnel decisions that are made based on sexual orientation are costly, faulty, and ineffective (King & Cortina, 2010).

Workplace discrimination can be viewed as a typical microcosm of activity in many United States communities, where although 89% of respondents in a recent Gallup poll did not *oppose* employment rights for LGB workers, when asked about whether same sex relationships were "always wrong, almost always wrong, wrong only sometimes, or not wrong at all," 50% indicated that said relationships were "always wrong" (Gallup, 2006). This pandemic myopia based on poorly supported and archaic individual differences may result in discrimination. LGBT employees, like all employees, should be selected, evaluated, and promoted on the basis of valid job related criteria. Most scientists and practitioners would uniformly agree that employment decisions are fundamentally only successful when they rely on valid performance predictors (King & Cortina, 2010). There exists no data that supports the notion that LGBT employees perform at lower levels than heterosexual persons (American Psychological Association (APA), 1997; Hiatt & Hargrave, 1994). To the contrary, research indicates that LGBT employees have higher educational achievement than heterosexuals, some score profiles on verbal tests are higher for gay men than heterosexual men, and in tests of visual learning, gay men outperform heterosexual men (Black, Gates, Sanders, & Taylor, 2000; Rahman, Wilson, & Abrahams, 2004).

Leveraging Diversity and the Business Case

Organizations spend in excess of $8 billion USD annually on diversity initiatives (Bohnet, 2016; Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, & Thomas, 2003) and they devote varied resources to diversity initiatives based on the concept that diversity

is not only good for stakeholder value, but also a business imperative. Organizations have to create, foster, and retain a diverse labor pool in order to secure the best human capital and talent. The changing world economy basically mandates that organizations employ a diverse workforce in order to appropriately and effectively deal with a customer base that is increasingly reflective of global diversity. An additional reason that organizations have to have diverse human capital is based on empirical evidence that demographic diversity improves creativity, problem solving, and innovation and these all lead to improved competitive positioning (Jayne & Dipboye, 2004). The purported benefits of diversity include progress, innovation, improved communication, creativity, quality, improved consumer perception, the expansion of client bases, efficiencies in purchasing practices, increased competitive advantage, efficient functioning, increased average sales revenue, increased market share, and increased profitability (Herring, 2009). In addition, diversity initiatives can result in cost savings including expenses related to turnover, absenteeism, and discrimination litigation. Further, diversity initiatives may result in better utilization of talent, increased marketplace understanding, enhanced breadth of understanding in leadership positions, and increased quality of team problem solving (Robinson & Dechant, 1997). When diversity initiatives are not present, turnover increases, resulting in higher costs, absenteeism rates increase, and lawsuits based on discrimination increase (Robinson & Dechant, 1997).

Diversity initiatives or programs can include any, or a combination of, selection techniques, employee and management training programs, affinity groups, turnover and retention programs, and mentoring models (Ryan, Hawdon, & Branick, 2002). Despite the increased presence of organizational diversity initiatives, the net impact can be the existence of fewer programs for certain minority groups. Many diversity initiatives are specifically targeted at

women, African-American, and Hispanic workers, while other minority groups including LGBT employees benefit less from diversity programs (Ryan et al., 2002). More than 90% of Fortune 500 organizations have diversity programs; and 89% of those organizations have programs specifically supporting LGBT employees; with 66% offering domestic partner benefits (Human Rights Campaign, 2016). In the Fortune 10, eight organizations have explicit LGBT policies and 6 provide domestic partner benefits. (Human Rights Campaign, 2016). Even before the United States Supreme Court's significant rulings in 2013 and 2015, many public and private sector employees started devoting more attention to LGBT employees (Chung, 2001). Overall, though, organizations have been slow to incorporate anti-discrimination policies and same-sex benefits (Badgett, 1996; Gainor, 2000).

LGBT Individual Identity Formation and Management

Identity, fundamentally, is the social categorization that individuals assert affiliation with and the individual sense that is associated with these categorizations (Shields, 2008). It includes awareness of self, the development of self-image, self-esteem, and self-reflection (Shields, 2008). Identity is stressed in American culture as that characteristic that allows an individual to express his or her authentic sense of self (Shields, 2008). Because social identities assist individuals in organizing their social relations, this process is mutually constitutive. One social category, like race, takes a meaning in reference to another category, for example sexual identity. The creation and management of these identity categories is dynamic and requires active engagement by the individual (Shields, 2008). Furthermore, an individual does not passively "receive" an identity position, he or she "practices" the aspects of identity which are informed by other identities (Shields, 2008). Once an identity or identities are formed, they represent by their very example social stratification. So, although an individual can experience the impact of

identity classification, identity also systematically reveals the existence and management of power relationships among the social groups that identify with that identity category. (Shields, 2008).

Theoretical Background. A social-psychological perspective that seeks to explain identity in group and intergroup relationships is social identity theory (SIT) (Tajfel, 1978). Social identification is that portion of one's self-concept "which derives from his knowledge of his membership of a social group (or groups) together with the value and emotional significance attached to that membership" (Tajfel, 1981, p. 255). Using social categorization, individuals gather with similar others as a result of prototyped group characteristics in order to create a systematic approach of explaining individual societal placement (Tajfel, 1978; Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). As members of the respective groups then begin to internalize group traits, they begin to depersonalize. This results in morphing between individual and group (Turner et al., 1987). This paradigm of similarity-attraction also suggests that once this depersonalization occurs, it creates an in-group based on shared believes, experiences, and values and an out-group for those not similarly situated (Byrne, 1971).

Once this in-group is created, individuals become invested in group membership and they protect their membership, resulting in favoritism. Simultaneously, in-groups assist individuals in developing a marked distinction from other groups (Tajfel & Turner, 1979). As these in-groups and out-groups are established, they are but one facet of a hierarchy. Social dominance theory (SDT) dictates that a socially dominant identity groups exists at the top of the structure, while at the bottom, a social identity group exists with less status (Sidanius & Pratto, 1999). It follows that dominant groups seek to maintain and improve the hierarchy, while lower structural groups seek to improve their positions by either identifying with the majority group or asserting their

own differences (Tajfel & Turner, 1979). This structure exists in many facets of society, and the workplace is no exception. The process of identification is a crucial component of the dynamics that occur in diverse organizations (Brickson, 2000). Research typically focuses on gender and race differences as examples of social categorization. This research is of crucial importance because these demographic groups help individual employees form their own identity at work (Thomas & Chrobot-Mason, 2005; Tsui, Egan, & O'Reilly, 1992).

Individual Social and Sexual Identity Formation. The social hierarchy in the United States has historically perpetuated institutional discrimination against the LGBT community because heterosexuals are the majority, dominant group. Heterosexuals have been awarded higher status and privilege, partly based on the normalcy that is perpetuated regarding heterosexuality, and as such, LGBT persons are often "invisible" from the perspective of majority group members. Even with recent equalizing changes promulgated by the SCOTUS and the EEOC, LGBT employees still enjoy no officially legislated federal employment protection under Title VII of the Civil Rights Act of 1964. Majority members may still be concerned about the dynamics of diversity initiatives and what it means to their social categorization. In fact, attempts to improve minority inclusion within organizations can result in resistance, backlash, and more intergroup conflicts (Chrobot-Mason, Ruderman, Weber, Ohlott, & Dalton, 2007; Thomas & Plaut, 2008).

In addition to the challenges of being an "other" from a social identity standpoint, the development of an LGBT sexual identity is, in itself, a difficult and complex process (Ragins, 2004; Rosario et al., 2006) that involves psychological influences enveloped by history, politics, and culture (Bohan, 1996; Garnets & Kimmel, 1993). LGBT individuals are generally not raised alongside similar others who are able to help them with their identity development and act as a

support base (Rosario et al., 2006). In many cases, LGBT individuals develop in communities that are openly hostile or ignorant about homosexuality (Rosario et al., 2006). Unlike other minority identity development processes, most LGBT individuals do not have contextual support, are unprepared for the process, and are stigmatized (Rosario et al., 2006). Based on this complexity, the process may result in a fairly inconsistent or incongruent path insofar as it impacts affective, behavioral, and cognitive components. In other words, one's behavior may not align with affect or identity (Rosario et al., 2006).

In general, individuals prefer to achieve congruence with affect, cognition, and behavior over incongruence because incongruence can increase psychological tension (Eagly & Chaiken, 1993, 1998). Homosexual affect or behavior can lead individuals to identify similarly to other same-sex persons and can also cause engagement in sexual behavior that is consistent with homosexuality. The incongruence that exists between gay identity and heterosexuality is helpful when attempting to explain the transition from heteronormative to homosexual behavior and this assists in alleviating the differences between identity and behavior (Higgins, 2002). The "coming out" process has received a significant amount of attention and there are several theoretical models that have been recommended. As a rule, the stages includes identity formation, integration, sexual behavior, and then sexual identity (Cass, 1979; Chapman & Brannock, 1987; Rosario et al., 2006). Studies done on sexual identity development suggest a linear trend beginning with sexual attraction, moving to sexual activity, and then group identity as self-identified LGBT (Henry, Moffitt, Caspi, Langley, & Silva, 1994; Ross, 1989). That said, this linear process is not clear at the individual level because it can vary considerably (Rosario et al., 2006).

Individual Identity Management Strategies

The majority of gay men and women have to make a conscious decision on the management of information about their sexual identities at work, mainly because their stigmatized status is not readily visible. While other demographic identities are *ascribed*, sexual orientation is *achieved* during a long-range developmental process (Weinberg & Williams, 1974). As a member of a stigmatized group, an individual has to decide to "display or not to display; to tell or not to tell; to let on or not to let on; to lie or not to lie; and in each case, to whom, how, when, and where" (Goffman, 1963, p. 42). How to manage sexual identity at work is a major decision for an LGBT individual (Triandis, Kurowski, & Gelfand, 1994). For a variety of reasons, most LGBT employees do not completely disclose their sexual orientation in the workplace (Badgett, 1996; Fassinger, 1995). In many cases, some LGBT employees choose to continue to operate in heterosexist climates without disclosing their sexual identity because they can easily do so. In turn, this helps avoid being a direct target of discrimination.

As Button (2001, 2004) points out, the decision is not merely dichotomous. The management of identity is not as simple as deciding to appear heterosexual or fully identify as an LGBT person. LGBT workers may employ several strategies when managing their sexual identity at work including counterfeiting, avoidance, and integration, or may use a hybrid of any or all three (Woods, 1993). Furthermore, LGBT employees may choose to counterfeit an identity that is heterosexual, appear asexual to avoid the topic of sexuality, or integrate fully and identify as LGBT (Button, 2004). Workers that choose to counterfeit will employ an active attempt at forging a heterosexual identity. They will alter gender specific pronouns, talk about fictional relationships, or fabricate an entire heterosexual relationship. Some employees will go

even further to “mask,” including participation in gender specific activities that are socially defined as heteronormative. They will also avoid any interests or activities that can be labeled as stereotypically “gay” (Woods, 1993). Those that choose an avoidance strategy tend to appear asexual. They typically do not adopt a fictitious strategy but constantly engage in self-editing and don’t explain the entire story. Avoidance strategists try to avoid conversations, personal questions, situations, and events where personal information is exchanged. Avoidance strategists tend to develop a persona that is “strictly business” to elude intrusive questions. Integrationists will reveal their sexual identity and be prepared to accommodate the results. In some cases, those using an integration strategy will allow co-workers to find physical evidence including a photograph to stimulate a conversation about their identity. Or, they may make a direct remark to co-workers they are comfortable with. They may also go so far as to correct heterosexist assumptions when they come up (Woods, 1993). Interestingly, the three identity management strategies are also used in combination (Button, 2004). Counterfeiting and avoidance strategies are closely correlated. And, while distinct, each tactic is commonly used together. For example, an employee may counterfeit an identity that is heterosexual in front of certain coworkers and not others. That same employee may also use an avoidance strategy until pushed to counterfeit. And, even though integrating strategies are negatively correlated with counterfeiting or avoidance strategies, the associated behaviors with each of these strategies are not completely precluded by those used in integration (Button, 2004). In other words, each employee can code shift; so that in some situations, they are open with certain coworkers while using alternative identity approaches with others. (Button, 2004).

Identity management strategies have potential implications as individuals and organizations interact. At a minimum, the strategies, or combination of strategies employed

interface with the organization and its context in many ways. Depending on the organizational identity and resultant affirmation, the strategy used by individuals can take attention and time to maintain and this can lead to decreased efficiency. For example, in organizations that require a lot of team or group based initiatives, an avoidance strategy may be especially harmful. Avoidance strategies can encourage isolation, and this can cause coworkers to find that the employee is non-communicative, aloof, or unfriendly (Button, 2004). Over time, that employee can become even more alienated, and this can lead to a lower level of productivity, and may negatively impact citizenship behavior, job tasks, engagement, commitment, satisfaction, and ultimately may create counterproductive workplace behaviors (CWB); all of which impact at group and individual levels. For example, employees that use a counterfeiting strategy may have problems functioning effectively when there is a blurred line between work and home. If coworkers have to spend time at an individual's home, for instance, they may engage in further misrepresentations that require even more time and resources to maintain. This depletion of individual resources can lead to decreased job performance (Button, 2004). As an additional example, employees that utilize an integration strategy may face treatment discrimination if their organization or clients are homophobic or non-affirming. Employees faced with this contextual situation may have decreased productivity, job commitment, job satisfaction, and increased turnover and turnover intentions. (Badgett, 1996). And, despite the potential complexity in understanding employee sexual identity strategies, organizations should at a minimum foster an inclusive climate so that no matter where an employee falls on an identity spectrum, the policies, procedures, and environment offer a place where an employee feels psychologically safe.

Group Identity Management Strategies. Sexual minorities are a stigmatized part of society, and because of that, many group members have a variety of attitudes about their sexual

identity (Cass, 1979). Although very little research exists on LGBT group identity development, Walters and Simoni (1993) used the model of racial identity development created by Cross (1971) to analyze the LGBT group identity attitudes empirically. The model supports the existence among stigmatized group members as pre-encounter, immersion-emersion, and internalization, with each stage featuring distinct affective, cognitive, and conative factors. In pre-encounter, the individual perceives that heterosexuality is normal and that heterosexuals are the standard to which be judged by. Conversely, persons in this stage believe that homosexuality is flawed or presents limitations. In turn, this leads to a craving to be heterosexual. Immersion-emersion features a "fascination" with sexual identity and may entail group association with significant LGBT events or functions and culture. In this phase, heterosexuality is not viewed as the standard; rather anger is directed toward heteronormative persons because they are seen as homophobic and perpetuators of heterosexism. The desire to separate and create distinctiveness between sexual identities occurs, causing some marked separation. Those LGBT that identify via internalization tend to feel secure and satisfied with their identities. In this stage, LGBT group members do not seek to separate or call out heterosexuals, and they do not perceive heteronormative behavior or association to be the standard (Walters & Simoni, 1993).

Button (2001) empirically examined the influence that these group identity stages may have on a set of general behaviors and cognitions in the workplace. In his study, 537 lesbian and gay respondents across 38 organizations participated. Button hypothesized that pre-encounter attitudes would be positively associated with counterfeiting and avoidance and negatively associated with integrating; that the immersion-emersion stage would be negatively associated with counterfeiting and avoidance and positively associated with integrating; and that internalization would be negatively correlated with counterfeiting and avoiding and positively

correlated with integration. Button found that workers that were in the pre-encounter stage may use counterfeiting and avoidance strategies but not integration strategies. For those individuals in the immersion-emersion stage, they would most likely not use counterfeiting strategies but they may use an integration strategy. For those in the internalization stage, workers were more likely to use an integration strategy and less likely to engage in counterfeiting or avoidance activities (Button, 2001). As such, Button (2001) indicates that the manner in which LGBT employees manage their sexual identity at work is related to both work context and individual identity characteristics. In organizations that were perceived as more equitable, LGBT employees were more committed and had increased levels of job satisfaction. As Button (2001) points out, this result is consistent with non-stigmatized minorities: when an organization actively affirms diversity, racial minority members had increased levels of job satisfaction and job commitment.

As discussed above, individuals develop their identities through awareness of self, the development of self-image, self-esteem, and self-reflection. For LGBT individuals, identity formation is a difficult and complex process, partially due to history, politics, and culture. LGBT persons are often faced with multiple incongruences when compared to majority group members, and to manage these potential disadvantages, LGBT person can employee a variety of individual and group identity management strategies. Whether direct or byzantine, individual navigation of the identity formation process will generally result in a sexual identity development stage based on affective, cognitive, and conative factors. LGBT individuals occupy sexual identity development stages including pre-encounter, immersion-emersion, or internalization. And, each of these stages has appurtenant group identity management strategies.

Organizational Diversity Initiatives and Identity Development – The Process

Typical Organizational Approaches. Diversity initiatives can take many forms and organizations manage and develop diversity in many ways (Stevens, Plaut, & Sanchez-Burks, 2008). As organizations direct their initiatives, they can approach diversity conceptually with a problem-focused or opportunistic approach (Jackson & Dutton, 1988; Stevens, Plaut, & Sanchez-Burks, 2008). When an organization approaches its diversity strategy with a colorblind approach, it essentially sees past race, disregarding individual differences. The colorblind approach is the dominant standard organizations adopt (Plaut & Markus, 2007). In the United States, there are basic "American" cultural ideals that include equality, meritocracy, assimilation, and individualism. This colorblind, assimilationist, or "melting pot" approach ignores cultural group identity and instead assigns a principal or primary identity (Hogg & Terry, 2000; Markus, Steele, & Steele, 2000; Plaut, 2002). This assignment occurs when emphasis is placed on a predominant identity or goal identity but the net effect is a movement that increases the individual's group, or organizational, identity, and decreases the relevant individual differences (Chatman & Flynn, 2001). As an example, an organization may promote activities or goals that encourage additional collaboration between minorities and non-minorities. This, in turn, filters significant important individualities to the front and pushes demographic differences including ethnic, racial, and potentially stigmatized identities to the back. The result is that the diverse employee is dissuaded from thinking, acting, or contributing in the distinctive ways that are associated with his or her group and individual identity, and this creates a roadblock for them to completely utilize their individual and group identity salient viewpoints (Stevens et al., 2008).

Colorblind approaches result in attention being drawn to individual achievement as the primary factor, with secondary factors including diversity yielding to the preservation of cohesion and unity. These attempts at diversity in turn lead to monocultural workplaces, since non-minorities that lean toward preference of individual merit or have high group association needs are likely to identify highly with an organization that pushes individual differences to the backseat. Over time, these non-minorities remain working with the organization because the colorblind approach allows them to morph from a strong identification with the organization's values to actual identification with the organization as a whole (Dutton, Dukerich, & Harquail, 1994). Even though organization's that engage in colorblind diversity initiatives are technically engaging in them to treat people equally, by treating everyone the same, minority employees interpret this approach as neither color neutral or colorblind, but actually exclusionary (Markus et al., 2000).

Interestingly, majority group members support colorblind approaches to diversity because in the end, it serves to reinforce their existing culture of privilege, whereas minorities doubt the colorblind approach because it seems exclusive (Stevens et al., 2008). This distrust only gets worse in organizations that take the colorblind approach and also appear to be already predisposed to majority dominance (Purdie-Vaughns, Steele, Davies, & Crosby, 2006). Once the minority group begins to perceive that the organization is using colorblindness as a façade for protecting the already dominant culture, conflict, dissatisfaction, and frustration result (Chrobot-Mason & Thomas, 2002). While an organization's decision to employ a colorblind approach does not necessarily mean that it intends to take a prejudicial position, stakeholders can view the approach as a way for an organization to build its diversity practices utilizing a philosophy that appeals to majority group members. In turn, this approach alienates minority employees, and the

very incentive to recognize and celebrate diversity can result in the development of a culture of racism (Bonilla-Silva, 2003).

Multiculturalism, on the other hand, celebrates individual differences and the beneficial climate of a workforce that is diverse (Stevens et al., 2008). It unambiguously recognizes individual differences as an asset (Cox, 1991). In organizations that utilize a multicultural approach, minority group members are more comfortable because diversity is recognized as different and salient group identity is preserved and recognized (Plaut & Markus, 2007; Purdie-Vaughns et al., 2006). Multicultural workplaces include networking, mentoring, the celebration of backgrounds, sometimes via ethnic food days, workshops, seminars, formal diversity training, and "diversity days." One would think that between colorblindness and multiculturalism, that the recognition of diversity would foster a long lasting climate of acceptance and inclusion. However, multiculturalism can also alienate majority group members because it may seem they are excluded, and this can cause skepticism, resistance, and resentment which results in either short term or long term failure of diversity initiatives (Stevens et al., 2008). In fact, an argument can be made that multiculturalism essentially creates its own ethnocentric posture, extending an inclusive climate to minorities, but excluding majority group members. This, in turn, places us right back where we started – the potential for exclusion and favoritism, and the loss of the advantages of outcomes where diversity's benefits can be tapped into. Some argue that it places us in an even darker place, where the "obsession with differences begin(s) to threaten the idea of an overarching American nationality" (Schlesinger, 1992, p. 74). When majority employees experience threats to their identity in workplaces that choose multicultural diversity approaches, they may engage in identity management strategies that devalue minorities, resistance, and a reduction in motivation to identity with the organization (Stevens et al., 2008). The net effect of

this can result in resistance and backlash at both individual and organizational levels. For individuals, backlash presents itself in discrimination, silence, avoidance, discrediting initiatives and ideas, and biased language (Stevens et al., 2008).

At the organizational level, backlash can create discriminatory organizational policies, silence cultures, and delays in the implementation and management of diversity programs (Thomas & Plaut, 2008). In Plaut, Garnett, Buffardi, & Sanchez-Brooks (2011), the authors conducted five studies among majority and minority employees to examine implicit and explicit associations with multicultural and colorblind diversity initiatives. They found, across all five studies, that majority group members felt that multicultural diversity initiatives resulted in their *exclusion* and as such, diversity initiatives received decreased support. Similarly, multicultural exposure to majority group members can trigger or activate behavior that takes advantage of traditional stereotypes of minority group members (Cox, 1993; Stevens et al., 2008; Wolsko, Park, Judd, & Wittenbrink, 2000). For example, majority group members that experience resentment or backlash over multicultural diversity initiatives may use social group membership to create judgments about them, and this can trigger "group based processes" that if not controlled, can make prejudice even more visible and permeating (Stevens et al., 2008, p. 122). For instance, in recruitment settings, potential majority job applicants were less positive about the attractiveness of an organization and promotion opportunities when there was blatant support for equal employment or affirmative action for minority group members. Compare this to empirical support among minority employees that show a positive relationship between attraction to organizations and the existence of EEO/AA policies, and minority representation within the organization (e.g., Avery, 2003; James, Brief, Dietz, & Cohen, 2001; Thomas & Wise, 1999; Perkins, Thomas, & Taylor, 2000).

Colorblindness, nor multiculturalism seem to accomplish what organizations and organizational stakeholders really need in a diversity platform; for each and every employee, no matter what their individual differences, to be validated and build a sense of belongingness at work (Baumeister & Leary, 1995). Majority group members are turned off by multiculturalism but feel comfortable with assimilationist approaches. To majority employees, multicultural initiatives serve as a threat to majority social identity. And minority group members are neutralized by assimilation, so they like the multicultural approach because they develop voice and comfort (Stevens et al., 2008; Verkuyten, 2005). Empirically, divergent patterns exist in the debate between colorblindness and multiculturalism. Plaut, Thomas, & Goren (2009), examined minority employee engagement through the lens of white employees using both colorblind and multicultural diversity initiatives. White's multiculturalism positively impacted minority employee engagement while colorblindness impacted minority employee engagement negatively. As such, dominant group members' belief about diversity initiatives had implications for minority employee engagement. In addition, when minimizing group differences, the majority dominance was reinforced and minority group members were marginalized (Plaut et al., 2009).

The solution may be what is termed the "positive core" (Stevens et al., 2008). This is an alternative approach to diversity that is called all-inclusive multiculturalism (AIM). AIM includes all employees. It considers individual differences while also acknowledging the contributions that majority members are making. Basically, AIM is multiculturalism without the negative aspects majority members fear; but without resorting to a colorblind approach. AIM recognizes that people find their demographic group to be important, so it explicitly supports the group vision across all group members including majority members. This platform considers the

American values of egalitarianism and equality, so it doesn't exclude the ideology of individuals and is thus, more palatable, for majority group members (Stevens et al., 2008). AIM takes an approach to intergroup relationships that protect the existence and management of subgroup identity, but encapsulates it in an overarching identity (Hogg & Terry, 2000; Stevens et al., 2008). In recent empirical studies, the AIM approach has reduced the association of exclusion with diversity initiatives by explicitly affirming majority members and including them. In turn, this diversity platform sponsors positive, intergroup relationships among minority and majority members without the feeling of exclusion and with less threat to group identity (Stevens et al., 2008). The overall impact, based on improved social relationships and inclusion, may improve job attitudes including job satisfaction, organizational commitment, employee engagement, and citizenship behaviors while reducing CWB and turnover intentions.

The AIM concept assists organizations in dealing with global changes in the diversity of workforces. Challenges exist with how employees with individual differences interact. As organizations change to reflect the global population, social categorization becomes salient in daily workplace relationships (Hogg & Terry, 2000). For employees to truly appreciate diversity, and feel they are in an inclusive climate, organizations must move past superficial initiatives and encourage individual employees to fully integrate who they are through self and other appreciation at work (Stevens et al., 2008; Thomas & Ely, 1996). At the core of a truly all-inclusive organization is the creation of high quality relationship and relationship between those that are not similar. These relationships should create positive affect, learning, resilience, longevity, and allow employees to challenge, support, and fully engage with comfort, confidence, and clarity (Davidson, 2006). When an organization can foster this climate, employees will openly communicate, learn, and start progressing so that they are able to surpass

the compartmentalization of social categorization. The impact is resilient and supportive mutual relationships (Spreitzer, Sutcliffe, Dutton, & Sonenshein, 2005). By moving past limiting colorblind or multicultural schemas, the exclusionary climate is removed and employees can feel free to celebrate individual differences. In turn, this may improve a host of organizational outcomes including employee engagement, job satisfaction and commitment, turnover intentions, litigation, citizenship behaviors, and firm performance.

Organizations, like individuals, have a widely varying approach to identity. The evolution of organizational identity, a dynamic process, has been labeled by many to include terms like monolithic, monocultural, acculturative via assimilationist or pluralistic, or paradigm oriented; moving from the traditional discrimination-fairness to learning and effectiveness paradigms. Albert and Whetten (1985) define organizational identity as being created through the course of ordered inter-organizational comparisons and considerations of them over time." Most agree that organizational identity, like individual identity, is a social process. Mead (1934) posits that this social process of organizational identity development features a movement from "I" to "We" wherein the organization, like an individual, responds first as an I to the attitudes of others and then develops to a "we" as the responses are assumed, coming back to an "I" when others react to the now formed identity. Hatch & Schultz (2002) argue that organizational identity is not fully cultural or imagistic, rather, it is a dynamic interrelation between the two. In their organizational identity dynamics model, the authors posit that organizations undergo a mirroring process which then results in a movement toward organizational identity claims and the expression of cultural understanding. During this mirroring process, organizations reflect and are influenced by stakeholder images, in turn creating organizational culture (Hatch & Schultz, 2002).

Cox (1991) proposed that organizations that create and maintain a culture that either discourages or ignores diversity are monolithic. In the monolithic organization, the culture and demographic distribution is one of homogeneity. During the hiring process, minority employees are encouraged to adopt the organization's existing norms (Chrobot-Mason & Thomas, 2002). Based on the current demographic changes, this model is really not tenable. Pluralistic organizations have heterogeneous employee constituency and take an active initiative to be inclusive and accepting of minority group members. But, in a pluralistic organization, the diversity culture stops there; there is no further initiative to address the social or cultural aspects of integration (Cox, 1991). The pluralistic organizational identity is typical of large organizations today; and is reactive to the compliance schema to avoid challenges and litigation (Cox, 1991). The multicultural organization does not require employees to assimilate to the existing culture; rather, in the multicultural organization, diversity initiatives are structurally integrated and the employees value diversity for its positive impact. In the ideal multicultural organization, conflict and cultural bias are minimized. This approach moves past remediation and quotas, and starts to actually value the business impact of a diverse workforce. Diversity in a multicultural workplace is managed to extract the positive benefits via improved ideas, skills, creativity, abilities, and knowledge (Chrobot-Mason & Thomas, 2002). The AIM approach adds an additional layer of benefit, by simultaneously embracing core multiculturalism and potentially reducing majority resistance by acknowledging majority contributions (Stevens et al., 2008).

The acculturation models include assimilation and pluralism. The assimilation approach to organizational diversity identity is a unilateral acclimatization where the majority group identity is the expected comportment for all other identities (Cox & Finley-Nickelson, 1991). Unlike the unilateral approach in assimilation, pluralism is a two-way process, vis-à-vis mutual

assimilation, where persons from various identity groups morph somewhat so that they reflect the values and norms of the morphed culture (Cox & Finley-Nickelson, 1991). Minority employees find this type of organization to be appealing, mainly because a pluralistic environment at a minimum promotes bilateral appreciation of each culture's contributions (Chrobot-Mason & Thomas, 2002). In the pluralistic organization, the gap between majority and minority employees is theoretically eliminated (Cox, 1991).

In the paradigm approach to organizational identity, organizational heterogeneity must involve a paradigm shift in order to become effective. The paradigm approach features discrimination and fairness, access and legitimacy, and learning and effectiveness. Discrimination and fairness is the typical approach used by organizations as it serves to remedy prior injustice via active minority recruitment. Organization's in this paradigm also create and maintain career development and mentoring programs. Essentially, in the discrimination and fairness paradigm, the organization utilizes the assimilation and colorblind approaches (Thomas & Ely, 1996). When an organization is in the access and legitimacy paradigm, it celebrates diversity and actively incorporates cultural differences mainly because these adjustments make business sense. These organizations institute diversity initiatives so that they have better access to multicultural consumers. Although this paradigm creates and provides new prospects for minority workers, they are often placed in strategic, limiting positions that are essential vertical or horizontal siloes for their attractiveness to gain previously ignored or unapproachable consumers (Thomas & Ely, 1996). A crucial issue with this paradigm is that individual differences are seen as a way of capitalizing or monetizing the differences as opposed to adapting and learning from them. Instead of just using employees to reach additional markets, organizations that learn to capitalize on differences and adapt and accept those differences

capitalize on diversity and use diverse perspectives to improve day to day operating effectiveness. When a company can utilize the differences and move away from only monetizing diversity, they have entered the learning and effectiveness paradigm. In this paradigm, organizations respect the fact that minority group members can derive benefit from their cultural differences. This, in turn, allows employees to learn from each other and this creates a competitive advantage for the organization that is holistic in nature; it doesn't stop at monetization; rather it incorporates individual differences so that the organization can grow its identity and carry those benefits forward (Chrobot-Mason & Thomas, 2002; Thomas & Ely, 1996).

Dass & Parker (1999) expanded the Thomas & Ely (1996) organizational identity theory by adding a resistance paradigm. Once an organization integrates a diversity initiative for the right reasons, a concern exists that majority members will be displaced by minority employees. In this proposal, Dass & Parker argue that organizations really don't have a best practices diversity management strategy, but that it depends on a number of factors including the type of diversity or initiative, managerial and leadership attitudes, and the pressure or degree of pressure for diversity initiatives. They propose that the most effective scenario is one where an organization has good fit between diversity pressure, perspective, and strategic responses.

As discussed above, organizations can approach diversity conceptually with either a problem-focused or opportunistic approach. The development of organizational identity, like individual identity, is a social process that evolves through the course of ordered inter-organizational comparisons and considerations. Organizational identity is a dynamic process that can include positioning as a monolithic, monocultural, acculturative, assimilationist, pluralistic, or paradigm oriented entity. As organizations make the decision to sponsor and embrace

diversity initiatives, they move from a traditional discrimination-fairness paradigm to a learning and effectiveness paradigm. For LGBT employees, an organization's identity and its related level of affirmation can be critical for a variety of individual reasons; and the quality of the relationship that forms between employee and organization can impact both individual identity and workplace outcomes.

Employee and Organization: The Relationship of Identity and Affirmation

Overview. At work, sexual minorities may be stigmatized by majority identity members, creating devaluation. Like other minority group members, this continuous devaluation can surface in decreased social support, exclusion, and diminished access to career advancing mechanisms like networks (Deitch, Barsky, Butz, Chan, Brief, & Bradley, 2003; Elsass & Graves, 1997; Greenhaus et al., 1990; Mor Barak, Cherin, & Berkman, 1998; Millikens & Martins, 1996; Padilla & Perez, 2003; Thomas & Chrobot-Mason, 2005). After this repeated attenuation and accompanying reinforcement, LGBT employees may feel that their workplace is a threat to their psychological safety because they associate their workplace with a devalued social identity (Padilla & Perez, 2003). This can lead to changes in job attitudes, social interaction, disengagement, and decreased contributions. As a result, an LGBT employee may undermine his or her own success as a result of systemic marginalization (Cox, 1994; Ely & Thomas, 2001). When this occurs, both employee and organization suffer; as the employee loses valuable career and intangible advancement and development, and the organization does not effectively leverage the employees' knowledge, skills, and abilities. (Ely & Thomas, 2001; Thomas & Ely, 1996). Group-based discrimination has significant financial and productivity costs, and in order for organizations to avoid these losses at both bottom line and human capital levels, they have to create new identities for group members or allow multiple group identities to

simultaneously exist. Leadership must endorse, promulgate, and execute organizational programs aimed at managing bias and prejudice among group identities based on social categorization (Chrobot-Mason et al., 2007; Van Knippenberg & Schippers, 2007).

It seems important to analyze the impact that occurs when considering the dynamic relationship between individual sexual identity and organizational affirmation of employee sexual identity. In addition to the organizational desires to improve firm performance, attract, retain, and develop human capital, efforts to remediate past discrimination, and contribute to stakeholder value, individuals have desires to belong, engage, commit, be creative, be themselves, grow professionally, and build their careers. And, each individual and organization is on its own identity trajectory. Not all LGBT employees are at the same place in their identity development. Just like organizations, LGBT individuals experience the lifelong process of identifying. Individual and organizational identity is most likely subject to recycling through the stages of development; so even at these points of connection, the knowledge gained cannot be treated as static (Chrobot-Mason & Thomas, 2002; Helms, 1990). Rather than looking at the development and subsequent relationship between individual and organization as binary or linear, it is more apt to be spectral and dynamic in nature. The views and beliefs that form an individual's identity have consequences for employees and organizations, just like organizational identity; which can have impact on individuals and their workplace experience. As in Chrobot-Mason & Thomas (2002), these "attitudes have consequences for minority employees' affective and behavioral reactions to an organization's attempt to manage its diversity" (p. 324).

Existing Research on LGBT – Workplace Relationship

In the very small body of research that exists, most LGBT – Organization studies heavily focus on the prevalence and types of actual and perceived workplace discrimination and the

resultant outcomes. The studies thus far address potential antecedents, individual, and organizational outcomes through the lens of a perception or threat of discrimination. The existing relationship studies can be divided into six categories, or a combination thereof: (1) the definition, prevalence, and types of workplace discrimination, (2) the antecedents of the defined types of workplace discrimination, (3) the outcomes of the defined types of workplace discrimination, (4) the more generalized concept of sexual identity disclosure and the appurtenant antecedents and outcomes, (5) theoretical contributions toward building a more inclusive climate for LGBT employees based broadly on diversity and inclusion; and (6) practitioner guidance on compliance-related initiatives.

Like other under-represented groups, LGBT employees may experience or perceive three forms of workplace discrimination: disparate treatment, adverse impact, and social discrimination (Twomey, 2003). Adverse impact and disparate treatment occur when persons belonging to a different group, in this case LGBT employees, are treated differently. Disparate treatment occurs intentionally, while adverse impact occurs when an otherwise "neutral" policy has an adverse effect on a member of a group. As mentioned, no consistent, formal federal protection exists to protect LGB employees. Transgender employees are protected on the basis of gender via Title VII of the Civil Rights Act of 1964. LGBT employees also face social discrimination in the workplace. This occurs when an LGBT employee does not have equal access to relationships, activities, and social networks within the workplace when compared to majority group member employees. A lack of access via social discrimination has been shown to damage the careers of under-represented group members (e.g., Ragins, Townsend, & Mattis, 1998; Thomas & Gabarro, 1999) and has also been shown to be a key issue faced by LGBT employees (Woods, 1993). While this is helpful and necessary research in the nascent stages of

LGBT – workplace studies, more research, beyond this general discrimination focus, is needed to better understand this relationship. No study to date has considered individual sexual identity development stage and organizational affirmation simultaneously, although Ragins (2004) identifies this specific relationship as an important area of future research. This study does not limit the potential individual and workplace outcomes by only looking through the lens of discrimination; rather, it looks at the potential impact that the relationship of individual and workplace has at differing, but important stages of development.

Empirical Research Contributions - Antecedents to Workplace Discrimination.

After identifying the forms of LGBT workplace discrimination, researchers have undertaken various studies to explain the potential factors involved in the creation of these discriminatory workplace encounters. Of these studies, the analysis of formal organizational policies and protective legislation have received the most research attention, although other antecedent factors have also been examined (Button, 2001; Crow, Fok, and Hartman, 1998; Horvath & Ryan, 2003; Ragins & Cornwell, 2001; Ragins, Cornwell, & Miller, 2003; Waldo, 1999). A primary predictor of heterosexism in organizations is the lack of organizational practices and policies that create a non-discriminatory and inclusive climate for LGBT employees. In Button (2001), 537 LGBT employees among 38 United States businesses were surveyed to find that the presence of affirming organizational policies resulted in a reduction in reports of sexual orientation discrimination. Likewise, in a national random sample of 2,919 members of three United States-based national gay rights organizations, Ragins & Cornwell (2001) found that supportive organizational policies and practices resulted in less reports of workplace discrimination by gay employees. Furthermore, they found that gay employees perceived significantly less discrimination when they had a gay supervisor. The authors also found that gay employees

governed by applicable protective legislation perceived significantly less workplace discrimination than employees in organizations not covered by protective legislation. The factors considered when deciding to report discrimination included written policies forbidding discrimination, diversity and inclusion initiatives that clearly included sexual orientation subject matter, and the extension of corporate benefits to same-sex partners. The most important organizational practice to reduce reports of workplace discrimination, taking precedence over all other organizational or legislative practices or procedures, was the extension of invitations to same sex partners to company social events (Ragins & Cornwell, 2001).

In Waldo (1999), discrimination was operationalized as either a "direct/overt" or "indirect/assumption" effect among the 287 LGBT workers that responded. The author found that organizational policies and practices did not have a significant association with a reduction in the number of discrimination claims. However, the study indicates that a supportive organizational climate played a more direct role in the prediction of discriminatory acts (Waldo, 1991). In Ragins et al., (2003), the researchers conducted a national sample of 534 gay employees, of which 162 were also persons of color. The authors found that LGB employees reported less workplace discrimination when they had a significant proportion of gay co-workers in their work group or when they were managed by a gay supervisor. In addition, the study found that lesbians and gay people of color reported just as many incidents of heterosexism as their gay white male co-workers. In other words, race or gender did not act as a buffer for sexual orientation discrimination at work (Ragins et al., 2003). Horvath and Ryan (2003) conducted a lab study in which 236 undergraduate students were asked to rate resumes of potential job applicants with manipulations of gender and sexual orientation. The authors found that gay and lesbian potential job applicants were rated less favorably than their heterosexual male

counterpart applicants, but more favorably than heterosexual women. In Crow et al. (1998), the authors used 548 employed MBA students in a simulation study and found that black, gay men were the most likely targets of hiring discrimination, and interestingly that white, female, heterosexual women were the least likely to be discriminated against.

Empirical Research Contributions – Disclosure Decisions and Outcomes of Workplace Discrimination. Ragins & Cornwell (2001) found that gay employees who perceived greater workplace discrimination were more likely to conceal their sexual identities at work than gay employees who reported less discrimination. In addition, gay employees who perceived more workplace discrimination would also hold more negative job and career attitudes than employees who perceived less workplace discrimination. The researchers found that perceptions of workplace discrimination generally mediated the relationship between antecedents and outcomes but did not do so completely. Organizational policies and practices had a stronger impact on perceptions of sexual orientation discrimination that any other antecedent variable. Although legislation was significantly related to reduced reports of discrimination, the most proximal factor was a supportive or gay friendly culture. In their study, the authors found that the passage of protective legislation may not be enough, drawing parallels to race and gender based discrimination. As mentioned earlier, both overt and covert forms of discrimination still exist and it is possible that heterosexism is more pervasive and may be even harder to eradicate than sexism or racism (Ragins & Cornwell, 2001).

In Chrobot-Mason et al. (2001), the authors surveyed 255 lesbian and gay employees and found that those with a strong sense of sexual identity were more apt to utilize an integrative approach and disclose at work. Button (2001) also found that those LGB employees that reported stronger group association with affinity groups were more likely to disclose at work. In

Rostosky & Riggle (2002), the authors found that a significant relationship existed between negative views of one's homosexuality and failure to disclose at work. Further, in Griffith & Hebl (2002), the researchers found in a survey of 270 lesbians and gay men that the centrality of identifying as a gay person impacted self-esteem and disclosure decisions. Both Chrobot-Mason et al. (2001) and Greffith & Hebl (2002) concluded that gay and lesbian employees were more apt to disclose at work when they felt that they were in an organization that had affirming organizational climates. Ragins & Cornwell (2001) identified that disclosure was directly related to written policies forbidding sexual identity discrimination, including sexual orientation in diversity definitions, offering same sex partner benefits, offering affinity and support groups, and inviting same sex partners to company events. Legislation prohibiting sexual identity discrimination also increased employee sexual identity disclosure.

Empirical Research Contributions - Job Attitudes. In addition to the decision to disclose, Ragins & Cornwell (2001) had significant findings related to LGBT employee job attitudes. In their study, the authors found that LGB employees who reported a higher occurrence of discrimination based on their sexual identity had reduced career satisfaction, less satisfaction with opportunities for promotion, received markedly less promotions within the last 10 years of their employ, had decreased organizational commitment, and had increased turnover intentions. They also found that organization-based self-esteem was diminished. Similarly, both Button (2001) and Waldo (1999) found that a negative relationship existed between encountering workplace discrimination and job satisfaction; and Button (2001) found that it also negatively impacted organizational commitment. Button (2001) also found an interactive effect between employee attitudes about their sexual identity and discrimination which then impacted job satisfaction. The more immersion/emersion-salient the employee (expressing fascination with

gay culture), the more negative the reaction to a discriminatory environment. As such, Button's (2001) findings may indicate that the more advanced an LGBT employee's sexual identity, the more negative impact on job attitudes.

As a brief explanation, an employee's job satisfaction and job commitment are crucial factors in the employee-organizational relationship. Job satisfaction can be defined as the positive or negative emotional state resulting from the assessment of one's job or job occurrences (Locke, 1976). Little research exists on the effect of minority employee interpretations of organizational identity and perceptions of unsupportive working environments (Jayaratne, 1993). Perhaps because of this dearth of research related to minority status, perceived discrimination, and job satisfaction, there is a lack of consensus among researchers on the effects of these variables on job satisfaction (Cox and Nkomo, 1993; Jayaratne, 1993). Organizational commitment refers to an individual's holistic perception and feelings about an organization. It is a psychological bond that an employee has with an organization and relates to goal and value congruence, personal effort and investment to an organization, and turnover intentions (Mowday, Porter, and Steers, 1982). Organizational commitment among minority groups is a challenge for companies today chiefly due to treatment discrimination or perceptions of discrimination (e.g., Button, 2001). Turnover intention is defined as the probability that an employee will voluntarily leave a job for another job at the same or different organization. For a variety of reasons, turnover intention is important to organizations. Turnover creates financial and structural human capital stress within an organization. Job satisfaction, employee engagement, and organizational commitments all impact voluntary turnover intentions. LGBT supportive organizations with clear non-discrimination statements had a direct impact on decreasing turnover intentions (Ragins & Cornwell, 2001).

A few studies have examined the general impact of sexual orientation on earnings. In one study based on General Social Survey (GSS) data, gay men earned less than their heterosexual co-workers. Badgett (1995) found that bisexual and gay male employees earned between 11 and 27% less than majority-group male employees with identical education, regional residence, marital status, experience and occupation. More recent studies using GSS data reveal that gay men earned 14-17% less than heterosexual men (Black, Makar, Sanders, & Taylor, 2003) and in a similar study, Blandford (2003) found that gay and bisexual men earned between 30-32% less than heterosexual co-workers. Other authors have found smaller pay disparities. In Allegretto & Arthur (2001), using United States Census data, gay men earned 2.4% less than their heterosexual co-workers. Among lesbian employees, Badgett (1995) found no pay differences between lesbians and heterosexual women. Black et al. (2003) found that lesbian employees earned between 20-34% more than similarly qualified heterosexual women. Blandford (2003) also found that lesbian and bisexual women earned between 17-23% more than heterosexual women co-workers. Some of the explanations advanced for this pay "premium" for lesbians and bisexual employees include the possibility that they are more career focused and don't have to make any career interruptions involving children (Black et al., 2003), that some wage effects are due to living arrangements (Clain & Leppel, 2001), and that lesbians may be more likely than heterosexual women to be the primary wage earner in their relationships (Black et al., 2003).

In summary, understanding the various aspects of job attitudes for LGBT employees is in its nascent stages, with the majority of quantitative research taking place prior to 2005 and featuring a fairly narrow focus. At most, the field has gained knowledge into a mere fraction of the potential antecedents and consequences of disclosure and discrimination, as well as

identifying some potential job attitudes that can impact organizational and individual outcomes. As Ragins (2004) suggests, LGBT – workplace research is an area that represents a huge opportunity for researchers. Ragins (2004) indicates that we need theoretical models and frameworks to guide our research based on the unique challenges faced by LGBT employees. Previous work suggests that a non-affirming organization can negatively impact LGBT job attitudes including job satisfaction (Button, 2001; Ragins & Cornwell, 2001), organizational commitment (Button, 2001; Ragins & Cornwell, 2001), and turnover intentions (Ragins & Cornwell, 2001). It is also possible that a non-affirming organization can negatively impact other important organizational and individual outcomes.

The first purpose of this study is to consider the existing job attitudes scientific research through the lens of employee perceptions of their individual identity stages *while also* considering organizational affirmation. To that end, we will examine the aforementioned job attitude outcomes of job satisfaction, organizational commitment, and turnover intentions to see what impact, if any, the simultaneous investigation of individual sexual identity development and organizational affirmation has on previously advanced findings. We will then use the same lens to investigate other important job related states and outcomes. To do that, we will turn to existing workplace race and incivility research for theoretical guidance. It is our hope that by using analogous research to contribute to the overall theoretical foundation of this study, we will add potentially important findings regarding the relationship of individual sexual identity and organizational affirmation on workplace outcomes. This expansion into additional workplace outcomes for LGBT employees may have significant impact on key initiatives for organizations as well as the creation of a more positive working environment for employees. We explore the

additional concepts of employee engagement, organizational citizenship behavior (OCB), and counter productive workplace behavior (CWB).

An organization's approach to diversity initiatives can have a significant impact on minority employee engagement (Plaut et al., 2008). Employee engagement is an important organizational issue that can positively or negatively impact organizational effectiveness. Defined as the state of mind that occurs during the congruency of personal energy and the performance or experience of work, the employee engagement "process" begins with job characteristics, leadership, and dispositional characteristics, progresses to work engagement via job attitudes, and results in job performance (Christian, Garza, & Slaughter, 2011). Job characteristics can include task variety, problem solving, complexity, social support, work conditions, physical demands, and autonomy. Dispositional characteristics include those aspects that impact employee personal growth and development in the context of their work. They can include affect, personality, and conscientiousness. Job attitudes include items like job satisfaction, organizational commitment, and job involvement. Finally, job performance includes aspects like task and contextual performance (Christian et al., 2011). In Plaut et al. (2008), the authors surveyed 4,915 full time employees in an anonymous web-based diversity climate survey at a large health care organization in the United States. The authors found that depending on the organization's decision to embrace colorblindness or multiculturalism, minority employee engagement was impacted. When majority identity employees embraced multiculturalism, minority psychological engagement increased; but when colorblindness was embraced, engagement levels decreased significantly.

Furthermore, an organization's diversity platform can also negatively impact OCB and CWB (Ensher et al., 2001); Fox & Stallworth, 2005). In Ensher et al. (2001), the authors

surveyed 366 racial minority employees via project WORKWELL in conjunction with the National Institute of Mental Health. In addition to finding that perceptions of workplace discrimination decreased job attitudes including commitment and satisfaction, the authors found that the perception of discrimination by co-workers within the organization decreased OCB. OCB is based on the concept of cooperation willingness coupled with spontaneous, innovative behavior (Barnard, 1938; Katz, 1964). Essentially, OCB is important because it "lubricates" an organization's social machinery (Podsakoff, MacKenzie, Paine, & Bachrach (2000). It is a discretionary behavior that is not recognized explicitly in a formal reward system, although it is beneficial to an organization's functioning. According to Organ, OCBs are discretionary, positive behaviors that go over and above job description requirements (1997). Unlike pro-social or extra-role behaviors, which many consider to be expected within the context of a job, OCB behavior does not support the "technical core" of an organization, but rather, supports the overall organizational, psychological, and social climate where the technical core is functioning (Organ, 1997; p. 73). Podsakoff et al., (2000) defined OCBs as containing seven distinct facets: altruism or helping behavior (voluntarily helping others), organizational compliance (adherence to rules), sportspersonship (tolerance of typical workplace events without complaint), organizational loyalty (external promotion and defense), individual initiative (above and beyond requirements), civic virtue (active governance involvement), and self-development (voluntary improvement in knowledge, skills, and abilities).

The relationship between LGBT employees and OCB as a workplace outcome has not been specifically examined. Depending on organizational affirmation and the relevant diversity climate, LGBT employees may have a decreased level of OCB participation based on the time necessary to identity manage, the level of job stress, the existence of perceived and real

discriminatory situations, interpersonal relationships, the social climate, their promotion status, and their commitment, satisfaction and engagement (e.g., Mays, Coleman, & Jackson, 1996). OCB seems more likely to occur in environments where LGBT employees perceive equity, have strong interpersonal relationships, feel psychologically safe, have leadership support, and have valid reasons to be good citizens. If, for example, an LGBT employee feels that they are working in an unsupportive environment, interpersonal relationships may suffer, and this may impact the employee's decision to engage in OCBs. In addition to a decreased willingness to engage in OCBs, employees may carry this "disengagement" a step further, by willingly engaging in CWBs.

In Fox & Stallworth (2005), the authors surveyed 262 full time minority employees regarding the level of incivility in their workplaces based on racial bullying and everyday workplace experiences based on racial differences. The authors found that when minority employees endured bullying and everyday discrimination based on their race, counterproductive behavior increased. CWB is a behavior or group of behaviors that is performed with detrimental intent within (or potentially outside) the workplace. This can include subtle, passive, or overt acts including physical aggression, theft, purposely not following directions, pranks, antisocial behavior, delinquency, retaliation, revenge, bullying, or inefficiency (Fox, Spector, & Miles, 2001). In general, CWB is perceived to be harmful to organizations because it negatively impacts property, efficiency, operations, morale, or employees (Fox & Spector, 1999). Generally, CWB is directed at either the organization itself or persons within the organization (Fox et al., 2001). When perception of fairness or treatment in the workplace (organizational justice or perceptions of organizational justice), is combined with CWB, these perceptions can serve as a stressor or trigger for CWBs. Employee affective disposition and emotional responses to situations at work

can explain perceptions of justice, and in turn, engagement in CWBs (Fox et al., 2001). In Cohen-Charash & Spector's (2001) meta-analytic work, the authors suggest that if employees perceive workplace injustice, they may intentionally hurt organizational outcomes. The authors posit that an employee's organizational justice perceptions can lead to negative perceptions of the organization, and thus to CWB. We argue, in our joint effects approach, that perceptions of justice will partially mediate the relationship between employee sexual identity development stage/organizational affirmation and CWBs.

Organizational justice, as a whole, is important when considering marginalized groups in the workplace as research suggests that perceptions of organizational justice have a relationship with discrimination claims against employers (Goldman, 2001). Employee perception of fairness in the workplace, or how decisions are made, in both economic and socioemotional ways (Colquitt, 2001), is described by the rubric of organizational justice. It contains distributive, procedural, and interactional facets. Distributive justice is based on the concept of equality or equity and occurs when an organization makes decisions "consistent with implicit norms for allocation" (Colquitt, 2001, p. 386). Procedural justice is defined as the "backstory" to how distributive justice decisions are made, or, in other words, the processes that take place to establish the outcomes in compliance with existing norms. Interactional justice is the interpersonal relationships that employees have during decision making processes; considering fairness, sensitivity, and respect during said processes (Colquitt, 2001). Interactional justice has two components: interpersonal justice and informational justice. Interpersonal justice focuses on the level of sensitivity that employees experience with their co-workers. Informational justice is the explanation that is given for how and why decisions are made by organizations.

The Use of the Therapist-Client Model for Simultaneous Relationship Analysis

Chrobot-Mason & Thomas (2002) used a novel approach to employee-organization research by choosing to apply a therapist-client model created by Helms (1984) to suggest a modern framework for understanding the relationship of employee and organizational identity. In their model, the organization occupies the role of "therapist" and the employee occupies the role of "client." In Helms (1984), the author utilizes a counseling scenario to explain cross-racial relationships to reflect the possible disparity between the applicable racial identity development stage of both "counselor" and "client'. This can result in several scenarios. As an example, if a counselor's racial identity is more advanced than her clients, she will ideally be able to assist in advancing the client racial identity development. Alternatively, if a counselor's racial identity development is less advanced than his clients, he may not be able to assist this client and the relationship may be terminated (Helms, 1984). By utilizing this therapeutic platform, Chrobot-Mason & Thomas (2002) present a window through which to consider the range of relationship between organization/therapist and employee/client in an industrial-organizational psychology setting. The authors extend and synergize earlier work by Cross (1971, 1978, 1994, 1995), Helms (1984; 1990), Cox (1991), and Cox & Finley-Nickelson (1991), to create a theoretical framework that can be used to examine the relationship of individual and organizational racial identity. Our study utilizes the amalgamated work by Chrobot-Mason & Thomas (2002) and then applies related theoretical perspectives on racial identity as footing to explore sexual identity as suggested by Walters & Simoni (1993).

As in racial identity research, sexual minorities have various attitudes about their sexual identity (Button, 2001; Cass, 1979; Miranda & Storms, 1989). In fact, because of their invisible stigma, this may create additional impression management and identity challenges. In their work,

Chrobot-Mason & Thomas (2002), like Helms, suggested that organizations and individuals potentially intersect in one of four ways as presented in Figure 1. Where organization and individual intersect, there can be, respectively, low-low (negative parallel relationship), low-high (regressive relationship), high-low (progressive relationship) and high-high (positive parallel relationship) scenarios. Using the framework established by Helms (1984), the authors created a quadrant that visually represents the potential relationship types. This has been modified to reflect sexual identity.

Relationship Model of Individual Sexual Identity and Organizational Affirmation Development *Adapted from Cox (Chrobot-Mason & Thomas (2002))*		
Organizational Affirmation of Employee Sexual Identity	**Individual Sexual Identity** **Low**	**High**
Low	**Negative Parallel Relationship**	**Regressive Relationship**
High	**Progressive Relationship**	**Positive Parallel Relationship**

Figure 1. Relationship Model of Individual Sexual Identity and Organizational Affirmation Development

In general, it is theorized that organizations with low affirmation of employee sexual identity development will not have established mechanisms to address LGBT employee concerns about diversity, inclusion, or equity. With no systems in place, the low affirmation identity organization cannot address negative situations with any type of efficacy. LGBT employees in this circumstance will not feel that the organization finds diversity issues to be legitimate. And if an employee is low or high identity, and chooses to pursue diversity initiatives, the organization and its majority employees are likely to discredit LGBT employees with negative reinforcement. The result is silencing (Chrobot-Mason & Thomas, 2002). High affirmation identity organizations, on the other hand, may express their appreciation and show that diversity and inclusion is important via various organizational departments or systems. In this situation,

employees, whether high or low identity, will likely receive the systemic message that diversity is an asset and should be studied, shared, and greeted with enthusiasm (Chrobot-Mason & Thomas, 2002). Although low identity employees may initially find the relationship difficult, at least they have a growth opportunity as compared to the discriminatory alternative (Chrobot-Mason & Thomas).

Low-Low (Negative Parallel Relationship). In a negative parallel relationship, both employee and organization have low sexual identity or affirmation of identity development. On the organizational side this would indicate little diversity initiative and erring toward the façade of compliance instead of inclusion and using diversity to gain organizational and individual leverage. An organization at the low identity level will encourage assimilation, even if it appears it is spending diversity dollars (Chrobot-Mason & Thomas, 2002). At the individual level, minority employees would most likely feel that they should just fit in, but no growth opportunities exist on the individual identity spectrum. Using the Cox (1990) theory, this organization would be at a monolithic-pluralistic-acculturation stage; while Thomas & Ely (1996) would place it between the discrimination and fairness paradigm and the access and legitimacy paradigm. At the individual level, this relationship would be at the pre-encounter stage and so the individual would like use counterfeiting and avoidance and may be capable of using an immersion-emersion, but would not be integrative Button, 2001).

Low-High (Regressive Relationship). In a regressive relationship, the organization is at a low affirmation of sexual identity development level, but the employee is at a high identity development level. This relationship will have the propensity to cause conflict and disappointing experiences at the individual level (Chrobot-Mason & Thomas, 2002). With a high identifying employee, the organization is likely to encounter a highly dissatisfied employee and he or she

may engage in CWB, have increased turnover intentions, and have decreased satisfaction, commitment, and engagement levels. Using the Cox (1990) theory, this organization would be at a monolithic-pluralistic-acculturation stage; while Thomas & Ely (1996) would place it between the discrimination and fairness paradigm and the access and legitimacy paradigm. At the individual level, the employee would be at an internalization stage and would be attempting to fully integrate in their personal and professional lives (Button, 2001). In this case, however, the employee would be subject to growing frustration.

High-Low (Progressive Relationship). In a progressive relationship, the organization functions at a high affirmation of sexual identity development level, but the employee functions at a low identity level. Using the Cox (1990) theory, this organization would be multicultural; while Thomas & Ely (1996) would suggest it meets the learning and effectiveness paradigm. At the individual level, this relationship would be at the pre-encounter stage and so the individual would likely use counterfeiting and avoidance and may be capable of using an immersion-emersion, but would not be integrative (Button, 2001). This relationship, like the regressive relationship, is likely to produce conflict, but for a different reason. In a progressive relationship, the low identity employee may be bothered by the organizations expectation that the employee embrace its diversity initiatives, which do not align with their individual identity development. That said, a low identity individual may actually benefit from high identity organizations, because the diversity initiatives and culture can serve as a facilitator for development (Chrobot-Mason & Thomas, 2002). At the organizational level, diversity is valued and embraced, and its impact has moved from a compliance paradigm to one that is recognized for the development of creativity, innovation, and competitive advantage.

High-High (Positive Parallel Relationship). In a positive parallel relationship, both the organization and the employee functions at a high level of affirmation or sexual identity development. Using the Cox (1990) theory, this organization would be multicultural; while Thomas & Ely (1996) would suggest it meets the learning and effectiveness paradigm. At the individual level, the employee would be at an internalization stage and would be attempting to fully integrate in their personal and professional lives (Button, 2001). In this relationship, the organization and individual are capable of simultaneous development and growth; and this cultural fit can promote high levels of employee engagement, creativity, and innovation. In the positive parallel scenario, diversity is a fully integrated into systemic business operations and both organization and employee are committed to the maintenance and development that can occur (Chrobot-Mason & Thomas, 2002).

Detailed Relationship Model of Individual Sexual Identity and Organizational Affirmation Development
Adapted from Button, 2001; Chrobot-Mason & Thomas (2002); Cox (1994)

Organizational Affirmation of Employee Sexual Identity	**Individual Sexual Identity**	
	Low	***High***
Low • Monolith/Pluralism/Acculturation • Ranging from Discrimination & Fairness to Access & Legitimacy	**Negative Parallel Relationship** • Pre-encounter • Ranging from Counterfeiting & Avoidance to Immersion/ Emersion	**Regressive Relationship** • Internalization • Integration
High • Multicultural • Learning & Effectiveness	**Progressive Relationship** • Pre-encounter • Ranging from Counterfeiting & Avoidance to Immersion/ Emersion	**Positive Parallel Relationship** • Internalization • Integration

Figure 2. Detailed Relationship Model of Individual Sexual Identity and Organizational Affirmation Development

Hypotheses

Based on the concepts mentioned above, we examine the relationship between perceptions of individual sexual identity development stage and organizational affirmation and the potential positive and negative organizational outcomes by relying on the following proposed hypotheses:

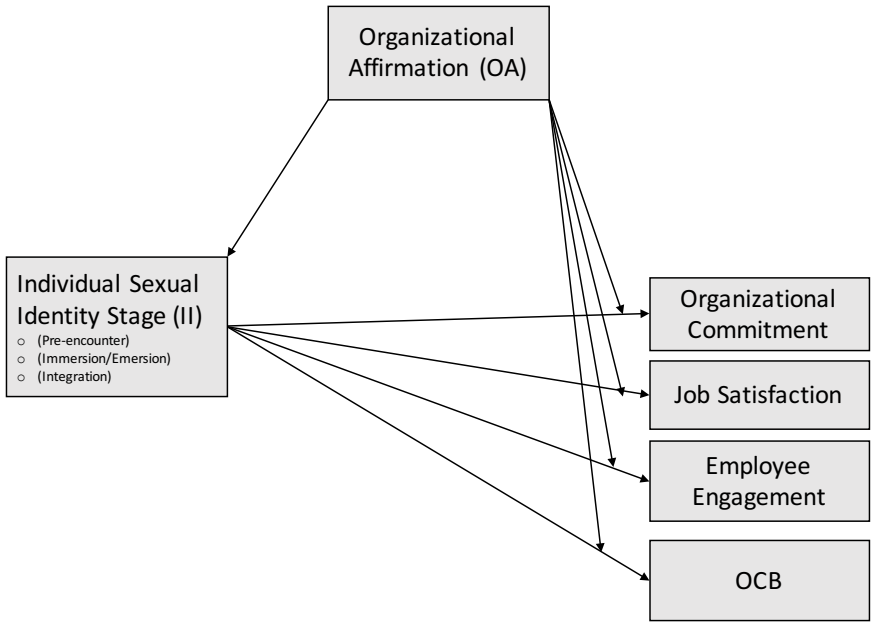

Figure 3. Productive Workplace Outcomes Moderated Model

(H1) Employee sexual identity development stage and organizational affirmation will have a joint effect on individual productive workplace outcomes such that:

a) *Integration, immersion/emersion, and pre-encounter stage employees will report higher productive workplace outcomes including organizational commitment, job satisfaction, employee engagement, and organizational citizenship behavior when they perceive higher organizational affirmation compared to when they perceive lower organizational affirmation.*

1. *Integration stage employees will report the highest levels of productive workplace outcomes when they perceive their organization to have higher affirmation as compared to immersion/emersion and pre-encounter stage employees.*
2. *Immersion/emersion stage employees will report higher levels of productive workplace outcomes when they perceive their organization to have higher affirmation compared to pre-encounter employees.*
3. *Pre-encounter stage employees will report the lowest levels of productive workplace outcomes in high affirmation workplaces as compared to integration and immersion/emersion employees.*

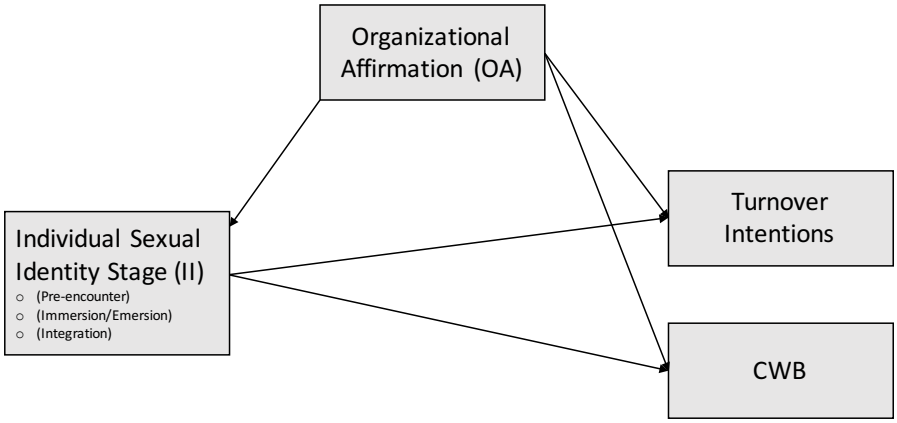

Figure 4. Non-productive Workplace Outcomes Moderated Model

(H2) Employee sexual identity development stage and organizational affirmation will have a joint effect on individual non-productive workplace outcomes such that:

a) *Integration, immersion/emersion, and pre-encounter stage employees will report higher non-productive workplace outcomes including turnover intentions and*

counterproductive workplace behaviors when they perceive lower organizational affirmation compared to when they perceive higher organizational affirmation.

1. *Immersion/emersion stage employees will report the highest levels of non-productive workplace outcomes when they perceive their organization to have lower affirmation as compared to Integration and pre-encounter stage employees.*
2. *Integration stage employees will report higher levels of non-productive workplace outcomes when they perceive lower organizational affirmation compared to pre-encounter stage employees.*
3. *Pre-encounter stage employees will report the lowest levels of non-productive workplace outcomes as compared to integration and immersion/emersion employees.*

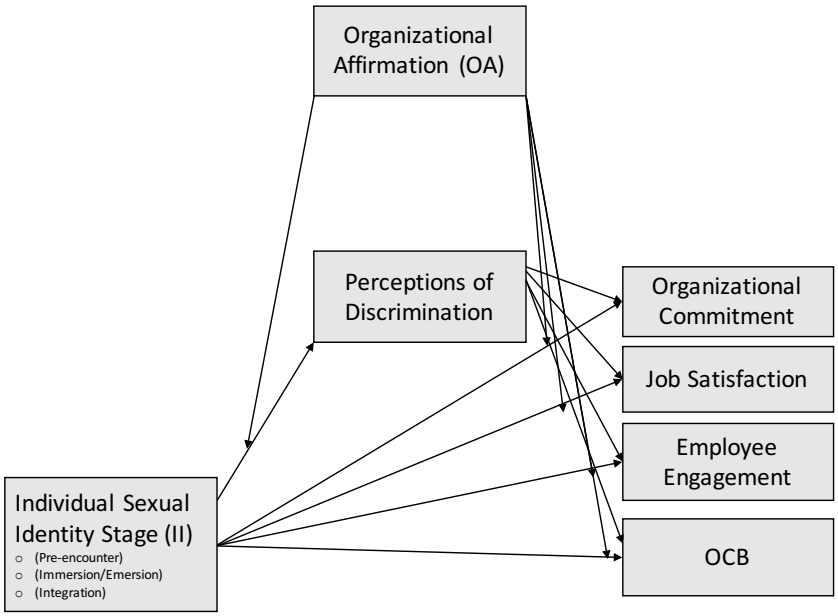

Figure 5. Productive Workplace Outcomes Moderated Mediation Model (Discrimination)

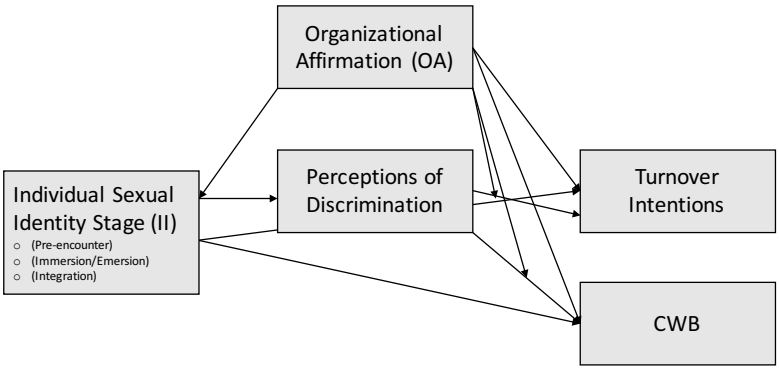

Figure 6. Non-productive Workplace Outcomes Moderated Mediation Model (Discrimination)

(H3) The joint effect of employee sexual identity development stage and organizational affirmation will be negatively or positively related to perceptions of discrimination such that:

a) *Decreased perceptions of discrimination will be positively related to productive workplace outcomes including organizational commitment, job satisfaction, employee engagement, and organizational citizenship behaviors.*
b) *Increased perceptions of discrimination will be negatively related to productive workplace outcomes including organizational commitment, job satisfaction, employee engagement, and organizational citizenship behaviors.*
c) *Increased perceptions of discrimination will be positively related to non-productive workplace outcomes including turnover intentions and counterproductive workplace behaviors.*

d) Decreased perceptions of discrimination will be negatively related to non-productive workplace outcomes including turnover intentions and counterproductive workplace behaviors.

Perceptions of discrimination will partially mediate the relationship between the joint effect of employee sexual identity development stage and organizational affirmation on productive and non-productive workplace outcomes.

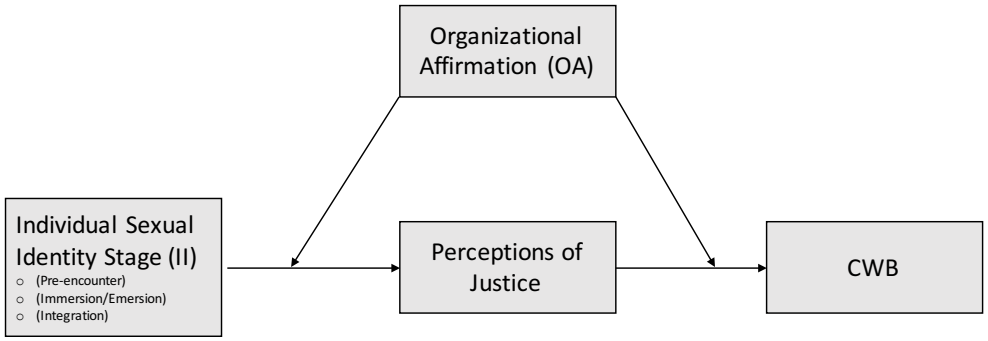

Figure 7. Non-productive Workplace Outcomes Moderated Mediation Model (Justice)

(H4) The joint effect of employee sexual identity development stage and organizational affirmation will be negatively or positively related to perceptions of justice.

(a) Decreased perceptions of justice will be positively related to counterproductive workplace behaviors.

(b) Increased perceptions of justice will be negatively related to counterproductive workplace behaviors.

Perceptions of justice will partially mediate the relationship between the joint effect of employee sexual identity development stage and organizational affirmation on counterproductive workplace behaviors.

CHAPTER 3

METHOD

All survey instruments and procedures were approved by the Institutional Review Board of the University of Georgia.

Participants and Sampling Strategy

As discussed above, LGBT workplace research is in its nascent stages, representing a significant area of opportunity for scientific research with important potential impact on social and economic outcomes. We have minimal insight into the antecedents and consequences of disclosure and discrimination for LGBT employees, and not surprisingly, very few theoretical models or frameworks (Ragins, 2004). Obtaining a representative sample of LGBT respondents is notoriously difficult (Ragins, 2004; Ragins & Wiethoff, 2005) based on a multitude of factors including fear of disclosure, invisibility, operationalization of identity, fear of direct and indirect discrimination, the identification of target populations, and sexual identity development stage. LGBT researchers often must rely on nonprobability sampling, and this may impact the generalizability of findings (Ragins & Wiethoff, 2005). Sampling individuals with invisible stigma is challenging, and relying on "analogous" sampling strategies used with other minority groups including race and gender may not be successfully transferred to LGBT research (Ragins, 2004).

Because we were interested in a specific sample of LGBT employees across different types of organizations, we used chain-referral "snowball" sampling recruitment. Chain referral

sampling occurs when one obtains participants through initial contact referrals if they meet the inclusion criteria and know of other persons that share the required attributes for the sample of interest (Biernacki & Waldorf, 1981; Goodman, 1961). This form of sampling is particularly useful to receive responses from participants that are part of a difficult to access population. Chain-referral sampling does have potential limitations because it is not random and it is not possible to guarantee representativeness of the population. The potential for sampling bias exists because the initial contacts will have a direct impact on those persons contacted to be a participant in the study (Biernacki & Waldorf, 1981). Sampling via chain-referral may also yield disproportionate representation within affinity groups, leading to range restriction. To correct for any potential range restriction, we will integrate a correction for potential statistical artifacts in effect size measurement as recommended by Bobko, Roth, & Bobko (2001). This statistical artifact correction is particularly useful in situations where there is direct range restriction, and has been used when correcting for range restriction in minority group status (Bobko et al., 2001).

Because part of our chain-referral sampling plan includes samples from affinity organizations, which potentially implies a sexual identity development stage past pre-encounter, we were careful to balance the chain-referral sampling across a variety of organizations across the United States in many industries. It is important to note that many affinity organizations allow members to specify their extent of involvement, inclusion in marketing materials, and preferred methods of contact. This allows members to maintain various levels of anonymity. Membership in an affinity group is not, therefore, a *de novo* indication of an advanced sexual identity development stage. For our purposes, however, membership in an affinity organization was carefully considered for range restriction.

Procedure

Chain-Referral Sampling. A recruitment e-mail was sent to potential participants, explaining the general purpose of the study, the inclusion criteria, a link to participate in the online study hosted by Qualtrics, and a request to forward the e-mail along to other potential participants. To help with an effective chain referral sampling, we sent our survey to a selection of initial contacts in many different organizations in many fields. In addition, it was sent to members of employee business resource groups and affinity organizations. Many of the potential participants created posts on social media conduits including Facebook and Instagram, as well as directing potential participants to Reddit specialized membership groups. Each of these posts included a weblink to the Qualtrics survey. Potential participants that accessed the survey via the weblink were met with a consent form that explained confidentiality of survey responses and that all individually identifiable information would be separated from data prior to analyses. Informed consent was obtained electronically by asking participants to indicate that they consent to the conditions of the study and are willing to participate. Once consent was given, participants completed a demographic questionnaire. If they did not meet the inclusion criteria, they landed at the final page of the survey. If they met the criteria, the survey proceeded and in 540 cases was completed. The final landing page provided participants with the chance to discard all responses. At the completion of the survey, all participants were thanked for their participation.

Demographics. The demographic variables collected include United States citizenship or permanent residency, age, affinity orientation, gender at birth, current gender, race, education level, tenure at work, type of employer, position, type of organization, number of employees, region of residence, type of geographic work location, state LGBT protection laws, affinity group existence, affinity group membership, percentage of LGBT co-workers, percentage in

LGBT workplace leadership, LGBT colleagues, LGBT direct supervisor, supervisor support level, and colleague support level. It is important to note that the only reason the demographic was limited to United States citizens or permanent residents is to ensure that the compliance and regulatory climate was uniform among all respondents.

Our sample consisted of 540 self-identifying sexual minorities (18 years or older) from across the nation that were employed either part-time or full-time within the previous 18 months and were either United States citizens or permanent residents. The full details of the demographic data collected are in Table 1. Overall, participants were 50.0% Male, 42.8% Female, and 7.2% Gender Fluid. The average age was approximately 29. The sample was 33.9% Gay, 23.3% Bisexual, 20.6% Lesbian, 20.2% Transgender and Lesbian, Gay, or Bisexual, and 2% Transgender and Heterosexual. At 20.2% Transgender (109 persons), this study has one of the largest transgender populations sampled. This could potentially be based on a contact made with a transgender affinity group at a west coast ivy league Research 1 institution. The sample was predominantly White or Caucasian, comprising 91.1% of survey respondents. Participants were fairly educated, with 67.4% having at least a Bachelor's degree. The majority of respondents (67%) had tenure within their organization of two years or less. The mixture of employer types was diverse, with the largest percentage being information technology (IT) at 12.6%, followed by Education (12.0%), Retail (11.3%), and Healthcare (10.4%). Approximately 31% of the sample were trained professionals, while 14.6% were in middle management. Private sector entities comprised 49.6% of respondent employers, with 33.1% in public sector. Interestingly, 44.5% of the sample worked for organizations with more than 1,000 employees. The concentration of survey participants was in the West and Southeast (26.5%) and Northeast (21.5%). Most respondents worked in either urban (49.1%) or suburban (36.5%) areas. When

asked whether the applicable state had LGBT protection laws, the largest respondent group did not know (35.2%), confirmed that protection exists (31.5%) or confirmed that protection did not exist (24.4%). Approximately 61% of respondents did *not* have an organizational affinity group, while 24.4% did. Of those that did, 13.1% were active in their respective affinity organizations. Approximately 71% of respondents indicated they did not have an LGBT supervisor, while 61.5% of the sample confirmed that they received support from their supervisor considering their sexual identity development. Eighty-one percent of respondents indicated that they had the full support of their co-workers.

Table 1 Sample Characteristics

Respondent Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
	18-24	147	27.2	27.2	27.2
	25-34	278	51.5	51.5	78.7
	35-44	71	13.1	13.1	91.9
	45-54	34	6.3	6.3	98.1
	55-64	7	1.3	1.3	99.4
	65-74	3	.6	.6	100.0
	Total	540	100.0	100.0	

Respondent Affinity Orientation					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Lesbian	111	20.6	20.6	20.6
	Gay	183	33.9	33.9	54.4
	Bisexual	126	23.3	23.3	77.8
	Transgender and Heterosexual	11	2.0	2.0	79.8
	Transgender and Lesbian, Gay, or Bisexual	109	20.2	20.2	100.0
	Total	540	100.0	100.0	

Respondent Gender at Birth					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Female	225	41.7	41.7	41.7
	Male	315	58.3	58.3	100.0
	Total	540	100.0	100.0	

Table 1 continued

Respondent Current Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Female	231	42.8	42.8	42.8
	Male	270	50.0	50.0	92.8
	Gender Fluid	39	7.2	7.2	100.0
	Total	540	100.0	100.0	

Respondent Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Hispanic or Latino	15	2.8	2.8	2.8
	Asian	21	3.9	3.9	6.7
	Black or African-American	12	2.2	2.2	8.9
	White	490	90.7	91.1	100.0
	Total	538	99.6	100.0	
	Missing	2	.4		
Total		540	100.0		

Respondent Tenure at Work					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Less than 1 year	189	35.0	35.0	35.0
	1-2 Years	175	32.4	32.4	67.4
	3-5 Years	93	17.2	17.2	84.6
	6-10 Years	37	6.9	6.9	91.5
	11-20 years	31	5.7	5.7	97.2
	More than 20 Years	15	2.8	2.8	100.0
	Total	540	100.0	100.0	

Table 1 continued

Respondent Employer Type					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Student	34	6.3	6.3	6.3
	Agriculture	6	1.1	1.1	7.4
	Arts	21	3.9	3.9	11.3
	Education	65	12.0	12.0	23.3
	Construction	9	1.7	1.7	25.0
	Finance or Insurance	22	4.1	4.1	29.1
	Government or Public Admin	10	1.9	1.9	30.9
	Healthcare	56	10.4	10.4	41.3
	Hospitality	24	4.4	4.4	45.7
	IT	68	12.6	12.6	58.3
	Manufacturing	21	3.9	3.9	62.2
	Retail	61	11.3	11.3	73.5
	Scientific or Technical	37	6.9	6.9	80.4
	Telecommunications	17	3.1	3.1	83.5
	Transportation or Logistics	19	3.5	3.5	87.0
	Management Consulting	5	.9	.9	88.0
	Professional Services	29	5.4	5.4	93.3
	Other	36	6.7	6.7	100.0
	Total	540	100.0	100.0	

Table 1 continued

Respondent Employment Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Upper Management	12	2.2	2.2	2.2
	Middle Management	79	14.6	14.6	16.9
	Management Trainee	13	2.4	2.4	19.3
	Administrative	94	17.4	17.4	36.7
	Student	46	8.5	8.5	45.2
	Trained Professional	165	30.6	30.6	75.7
	Skilled Labor	53	9.8	9.8	85.6
	Consultant	16	3.0	3.0	88.5
	Research Scientist	47	8.7	8.7	97.2
	Self-Employed	10	1.9	1.9	99.1
	Prefer not to say	5	.9	.9	100.0
	Total	540	100.0	100.0	

Respondent Organizational Type					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Public Sector	179	33.1	33.1	33.1
	Private Sector	268	49.6	49.6	82.8
	Non-Profit	33	6.1	6.1	88.9
	Unsure	60	11.1	11.1	100.0
	Total	540	100.0	100.0	

Respondent Organizational Employee Count (Total)					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Up to 15	98	18.1	18.1	18.1
	16-35	40	7.4	7.4	25.6
	36-50	32	5.9	5.9	31.5
	51-150	39	7.2	7.2	38.7
	151-300	33	6.1	6.1	44.8
	301-1000	58	10.7	10.7	55.6
	1001-10000	102	18.9	18.9	74.4
	10001+	138	25.6	25.6	100.0
	Total	540	100.0	100.0	

Table 1 continued

Respondent Place of Residence by United States Region					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Midwest	98	18.1	18.1	18.1
	Northeast	117	21.7	21.7	39.8
	Southeast	143	26.5	26.5	66.3
	Southwest	27	5.0	5.0	71.3
	West	143	26.5	26.5	97.8
	US Territory or Other	12	2.2	2.2	100.0
	Total	540	100.0	100.0	

Respondent Place of Work - Geographic					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Urban	265	49.1	49.1	49.1
	Suburban	197	36.5	36.5	85.6
	Rural	78	14.4	14.4	100.0
	Total	540	100.0	100.0	

Respondent Place of Work – Urban Locations					
		Frequency	Percent	Valid Percent	Cumulative Percent
	A different location	430	79.6	79.6	79.6
	SF Bay Area	26	4.8	4.8	84.4
	Seattle	13	2.4	2.4	86.9
	Atlanta	14	2.6	2.6	89.4
	Minneapolis	4	.7	.7	90.2
	Boston	13	2.4	2.4	92.6
	Sacramento	4	.7	.7	93.3
	Portland	8	1.5	1.5	94.8
	Denver	15	2.8	2.8	97.6
	Washington DC	5	.9	.9	98.5
	Orlando	8	1.5	1.5	100.0
	Total	540	100.0	100.0	

Table 1 continued

Respondent State LGBT Protection Laws					
		Frequency	Percent	Valid Percent	Cumulative Percent
	LGBT Protection	170	31.5	31.5	31.5
	LGBT Public Protection	48	8.9	8.9	40.4
	No LGBT Protection	132	24.4	24.4	64.8
	Unsure	190	35.2	35.2	100.0
	Total	540	100.0	100.0	

Respondent Organization Affinity Group Existence					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	132	24.4	24.4	24.4
	No	327	60.6	60.6	85.0
	Unsure	81	15.0	15.0	100.0
	Total	540	100.0	100.0	

Respondent Activity in Organization Affinity Group					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	71	13.1	13.1	13.1
	No	469	86.9	86.9	100.0
	Total	540	100.0	100.0	

Percentage of LGBT Employees – Respondent's Workplace					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Less than 10	401	74.3	74.7	74.7
	11-25	95	17.6	17.7	92.4
	26-50	27	5.0	5.0	97.4
	51-75	9	1.7	1.7	99.1
	76+	5	.9	.9	100.0
	Total	537	99.4	100.0	
Missing	System	3	.6		
Total		540	100.0		

Table 1 continued

Percentage of LGBT Leadership – Respondent's Workplace					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Less than 10	484	89.6	89.6	89.6
	11-25	41	7.6	7.6	97.2
	26-50	10	1.9	1.9	99.1
	51-75	5	.9	.9	100.0
	Total	540	100.0	100.0	

Existence of LGBT Colleagues					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Def Yes	181	33.5	33.5	33.5
	Prob Yes	37	6.9	6.9	40.4
	Unsure	49	9.1	9.1	49.4
	Prob Not	147	27.2	27.2	76.7
	Def Not	126	23.3	23.3	100.0
	Total	540	100.0	100.0	

Existence of Respondent LGBT Direct Supervisor					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Def yes	51	9.4	9.4	9.4
	Prob yes	5	.9	.9	10.4
	Unsure	29	5.4	5.4	15.7
	prob not	72	13.3	13.3	29.1
	def not	383	70.9	70.9	100.0
	Total	540	100.0	100.0	

Table 1 continued

Level of Respondent Supervisor Support					
		Frequency	Percent	Valid Percent	Cumulative Percent
	SA	191	35.4	35.4	35.4
	A	141	26.1	26.1	61.5
	Somewhat A	71	13.1	13.1	74.6
	NAD	84	15.6	15.6	90.2
	Somewhat D	31	5.7	5.7	95.9
	D	9	1.7	1.7	97.6
	SD	13	2.4	2.4	100.0
	Total	540	100.0	100.0	

Level of Respondent Colleague Support for LGBT Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
	SA	349	64.6	64.6	64.6
	A	86	15.9	15.9	80.6
	somewhat A	28	5.2	5.2	85.7
	NAD	56	10.4	10.4	96.1
	Somewhat D	12	2.2	2.2	98.3
	D	9	1.7	1.7	100.0
	Total	540	100.0	100.0	

Measures

All variables were examined at the individual level. While organizational affirmation can be represented at the group level, we were not focused on examining individuals nested within organizational group levels. Rather, we are interested in individual LGBT employee perceptions of organizational affirmation and how that affirmation influences LGBT employees at varying sexual identity development stages. The survey distributed to all respondents included every measure summarized below.

Individual Identity Stage. Individual identity was measured using Scott Button's (2001) Lesbian and Gay Male Group Identity scale and sub-scales.[5] This sub-scale construct contains measures for pre-encounter, immersion/emersion, and integration development stages. Each subscale utilized a 7-point Likert scale of strongly disagree (1) to strongly agree (7). For pre-encounter, the sub-scale had 7 questions including "I am very uncomfortable around gay and lesbian people," and "Ideally, everyone in our society would be heterosexual." The immersion/emersion sub-scale contained 6 items including "Straight people can't be trusted," and "I don't have any straight friends anymore." The integration sub-scale contained 5 items like "Being lesbian or gay just feels natural to me," and "People, regardless of their sexual orientation, have strengths and limitations."

Organizational Affirmation of Sexual Identity. The level at which an organization is perceived to be affirming of LGBT employees was measured using Button's (2001) scale. This scale is very similar to that used in the pioneering article by Ragins & Cornwell (2001). Nine items are included that utilize a 7-point Likert scale of strongly disagree (1) to strongly agree (7). Items include "a written policy prohibiting discrimination on the basis of sexual orientation," "benefits that include health insurance for domestic partners, and "public support of gay and lesbian issues or activities."

Organizational Citizenship Behaviors. OCB was measured using Heilman & Chen's (2005) 13 item measure, which are on a 7-point Likert scale of required (1) to optional (7). Items

[5] Previous identity management measures have had issues with meeting "generally acceptable" psychometric reliability. In Button (2001), the pre-encounter Cronbach's alpha (α) ranged between .64 and .65. Immersion-emersion ranged between .63 and .66. Integration ranged between .65 and .66. See Table 3 for details of this study, with Cronbach's alpha equal to .64 (pre-encounter) .81 (immersion-emersion) and .64 (integration). Our Cronbach's alphas are similar, and in this stigmatized area of research, considered acceptable. For a review of the myth that surrounds a .70 "cutoff" for Cronbach's alpha, see Lance, Butts, & Michels (2009) wherein the authors indicate that there is no universal standard of reliability for alpha "cutoff."

include, for example, “Working extra hours during busy times,” “alerting upper management to potentially troublesome issues,” and “speaking well of the organization to outsiders.”

Employee Engagement. This measure includes 17 items created by Schaufeli & Baker (2003) (*The Utrecht Work Engagement Scale*) on a 7-point Likert scale that analyzes an employee’s engagement level. Employees were asked questions including “At my work I feel strong and vigorous,” “I am proud of the work that I do,” and “I can continue working for very long periods of time.” These items received ratings of (0) never to (6) always.

Job Satisfaction. Employee job satisfaction was measured using 12 items from the Gallup Workplace Audit as created by The Gallup Organization (1999) on a 5-point Likert scale of extremely dissatisfied (1) to extremely satisfied (5). Items included, for example, “I have the materials and equipment I need to do my job right,” “I feel fairly well satisfied with my job,” and “at work, my opinions seem to count.”

Organizational Commitment. Employee commitment to their organization was measured using 24 items created by Allen & Meyer (1990) on a 5-point Likert scale of disagree (1) to agree (5). Items include, for example, “this organization has a great deal of personal meaning for me,” “I really feel as if this organization's problems are my own, and “I would be very happy to spend the rest of my career with this organization.”

Turnover Intentions. To measure an employee’s propensity to remain at their current job or their plan to leave in the near or distant future, 5 items created by Bozeman & Perrewe (2001). Such items, measured using a 5-point Likert scale of disagree (1) to agree (5), include, for example, “I will probably look for a new job in the near future,” “I do not intend to quit my job,” and “it is unlikely that I will actively look for a different organization to work for in the next year.”

Counterproductive Workplace Behaviors. CWB was measured using the 31 item Fox & Spector (1999) and Fox, Spector, & Miles (2001) measures, which require an answer of "never" to "every day" on a 5-point Likert scale. Items include "Came to work late without permission," "told people outside the job what a lousy place you work for," and "been nasty or rude to a client or customer."

Perceptions of Organizational Justice. To measure perceptions of organizational justice, we utilized 20 items on a 7-point Likert scale that measured procedural, distributive, interpersonal, and informational justice. The scales were created by Leventhal (1980) and Thibaut & Walker (1986) and include items like "Does your outcome reflect the effort you have put into it?" "have you been treated with dignity? And "are details of an enacted policy communicated in a timely manner?" Items were answered using (1) strongly disagree to (7) strongly agree.

Experience or perception of workplace discrimination. Perceptions or experiences of treatment discrimination were measured using Button's (2001) 9 item measure, which is on a 7-point Likert scale of (1) strongly disagree to (7) strongly agree. Items include "This organization takes steps to ensure that homosexuals are treated just like heterosexuals, "this organization unfairly discriminates against gays and lesbians in the distribution of job-related opportunities (e.g., promotions, work assignments)," or "the policies of this organization are fair and equitable to gays and lesbians."

CHAPTER 4

RESULTS

Initial Examination and Hypotheses Testing Results

This study seeks to be a valuable addition to the growing, but still relatively small, body of LGBT scientific literature. We propose that by looking at the joint effects of employee sexual identity development stage and organizational affirmation, we may be able to assist LGBT employees and the organizations they work within to partially determine what may be beneficial or non-beneficial for productive and non-productive workplace outcomes. No study to date has attempted to understand this joint effect. Unlike other areas of research in industrial-organizational psychology, research on LGBT individuals in the workplace is in its nascent stages (e.g., Ragins & Cornwell, 2000). In addition to the absence of studies, methodological complications can hinder research on LGBT employees, despite its importance. Some of the methodological constraints impacting LGBT researchers include the fact that sexual orientation is defined in numerous ways, standard measures do not exist, limitations exist due to the use of small sample sizes that reflect nonprobability, and there exists an absence of appropriate control groups (Solarz, 1999). The sample likely satiates effect size and power concerns.

Initial analyses were conducted using the statistical program SPSS v.24 (IBM, 2016). SPSS was used to ensure that the study variables and data met the assumptions of normality. Means, standard deviations, and measurement of both skewness and kurtosis were calculated. The data and study variables met all tests for normality. We noted the following statistically

significant correlations between employee engagement and job satisfaction (.56, $p < .01$), organizational commitment (.53, $p < .01$), and organizational justice (.48, $p < .01$). We also noted the statistically significant correlations between job satisfaction and organizational commitment (.49, $p < .01$) and organizational justice (.68, $p < .01$). Finally, we noted the significance of the correlation between turnover intentions and organizational commitment (.57, $p < .01$). High correlations are not atypical among these outcomes, and there is empirical support that the outcomes are, indeed, distinct constructs (Brooke, Russell, & Price, 1988; Saks, 2006). That said, the correlation between organizational justice and employee engagement was notably higher than previous empirical work (Saks, 2006), which could be attributable to the fact that all respondents are self-identified members of a stigmatized group.

Next, we determined the control variables to include in the analyses by examining the correlations between the potential control variables and the dependent variables. We included respondent age and organizational tenure as control variables because they were significantly correlated with one or more outcome variables being investigated. Descriptive statistics including item means and standard deviations, intercorrelations, and coefficient alphas are presented in Table 3. During the initial analyses, it was noted that the CWB measure had very little variance, with a polarized set of responses. Approximately 97% of respondents answered either "1" or "2" indicating that at most, they had engaged in some type of CWB a maximum of one instance. Next, a series of confirmatory factor analyses (CFA) were conducted using M*plus* 7 statistical software (Muthén & Muthén, 2016) for all study variables. The results of the CFA are in Table 4. During the CFA process, it was revealed that the CWB measure appeared to M*plus* 7 to be dichotomous in nature, most likely because all respondents answered with a "1" or "2" value. As such, the CWB measure was examined using exploratory factor analysis (EFA) to

ensure that the factor loadings were correct. With negligible variance, we noted that the CWB measure may have limited value for the study analyses. CWB, was, however, tested as a dependent variable in the hierarchical moderated regression and the SEM models. The CFA of the CWB measure would not converge, so no indices were produced. However, it is an accepted measure that is published, psychometrically tested, and validated (Fox & Spector, 1999; Fox, Spector, & Miles, 2001).

Although all analyses were controlled for age and tenure, because most of our sample was Generation Y with an average age of 29 years ("millennials"), we performed a cursory examination of the respondent outcome variable means and then, where available, compared them to existing non LGBT-specific empirical research within the same respondent age range (Table 2). That examination indicates that for OCB, our sample means ($M = 3.47$) are slightly lower than existing non-LGBT specific research ($M = 3.85$) (Stynen, Forrier, Sels, & Witte (2013)). For employee engagement, our sample means ($M = 4.38$) were in line with non-LGBT specific data, with values ranging between ($M = 2.74$ to $M = 4.51$) (Schaufeli, Bakker, & Salanova (2006). That said, Schaufeli et al. (2006) indicate that the relationship between age and employee engagement is so weak it is impractical to consider it meaningful. For job satisfaction, our sample means ($M = 3.81$) are somewhat higher than other non-LGBT specific research samples ($M = 3.49$) (Kaifi, Nafei, Khanfar, & Kaifi (2012)). For organizational commitment, our means ($M = 2.66$) are well below non-LGBT samples within the same age range ($M = 3.59$) (Kaifi et al., 2012). The most relevant data on turnover intention produces a mean among a similar age group of ($M = 3.2$) whereas our mean was slightly higher at ($M = 3.52$) (Moynihan & Pandey, 2007). As such, except for organizational commitment, our sample resembles existing empirical research which is not LGBT-specific.

In addition, while this study considers LGBT respondents as one "group," we also performed a cursory examination *between* sexual identity and gender identified groups within our sample, breaking down the mean values for outcome, moderator, and mediator variables among gay, lesbian, bisexual, transgender and LGB (T-LGB), and transgender and heterosexual (T-H) groups (Table 2). To compare mean differences between sexual identity groups, we first used a one-way analysis of variance (ANOVA) in SPSS. The one-way between subjects ANOVA was conducted to compare mean differences for the moderator, the mediators, and selected outcome variables. As shown in Table 2, there were significant mean differences for organizational affirmation, perceptions of discrimination, perceptions of organizational justice, OCB, employee engagement, job satisfaction, and organizational commitment.

To analyze these between condition differences, we performed Tukey HSD post-hoc tests, located in Table 2. Post-hoc comparisons using the Tukey HSD test indicated that for OCB, the mean scores for lesbians (M = 3.42, SD = 1.14), gay (M = 3.34, SD = 1.00) and bisexual respondents (M = 3.42, SD = 1.01) was significantly lower compared to the mean score for T-LGB respondents (M = 3.81, SD = .92). For employee engagement, the mean scores for lesbians (M = 4.52, SD = 1.16), gay (M = 4.56, SD = 1.19), and T-H (M = 5.21, SD = .86) were significantly higher as compared to T-LGB respondents (M = 4.03, SD = 1.21). For job satisfaction, the mean score for lesbian (M= 3.90, SD = .89) and gay (M = 3.91, SD = .70) respondents was significantly higher than T-LGB (M = 3.55, SD = .64) respondents. For organizational commitment, lesbian (M = 2.79, SD = .79), gay (M = 2.71, SD = .69), and T-LGB (M = 2.70 SD =.58) respondent mean scores were significantly higher as compared to bisexual respondents (M = 2.44, SD = .77). For organizational affirmation, the mean scores for T-LGB (M

= 3.70, SD = 1.46) and gay (*M* = 3.85, SD = 1.53) were significantly different from lesbians (*M* = 3.11, SD = 1.79) as were the mean scores for gay and T-LGB as compared to bisexual respondents (*M* = 3.02, SD = 1.27). Only one statistically significant mean difference was found for perceptions of discrimination, with gay respondent mean values of (*M* = 3.77, SD = .90) as compared to bisexual respondent mean values of (*M* = 3.40, SD = .76). For perceptions of justice, lesbian (*M* = 3.72, SD = .81) gay (*M* = 3.73, SD = .84) and T-H (*M* = 4.21, SD = .47) mean scores were significantly higher than T-LGB (*M* = 3.32, SD = .80) respondent mean scores.

Overall, post-hoc tests are helpful to determine patterns or relationships that exist between subgroups within populations. Based on analyses of the mean comparisons, statistically significant between group differences, and the patterns that emerged, those respondents identifying as transgender and lesbian, gay, or bisexual (T-LGB) had notably different mean values for OCB, employee engagement, job satisfaction, organizational commitment, organizational affirmation, and perceptions of justice. As noted earlier, including T-LGB persons in the LGBT "umbrella" is considered best practice, but mean differences in many study variables only supports the necessity to continue research on transgender persons, perhaps in isolation, to determine what antecedent and outcome differences exist within the workplace.

Data Analytic Approaches

Hierarchical Moderated Multiple Regression. To test Hypotheses 1 and 2, we utilized hierarchical moderated multiple regression in SPSS v.24 (IBM, 2016). A hierarchical approach on a set of independent variables can potentially produce the coefficients that are needed to address the hypotheses advanced (Cohen et al., 2003). Hierarchical regression involves building successive linear regression models by adding predictors in each stage. As this is a joint effects

study, hierarchical moderated regression is a suitable technique with which to identify moderator variables (Anderson, 1986). The goal for hierarchical moderated regression is to minimize the quantity of independent and moderator variables and improve the predictive ability of a theoretical regression model (Anderson, 1986). The goal of the analysis was to confirm the hypothesized relationships between the perceptions of individual sexual identity stage and organizational affirmation and the potential productive and non-productive outcome variables. Further, the goal of using hierarchical moderated multiple regression analysis was to provide a robust data analytic strategy that could regress the joint (combined) effect perceptions on the independent variables simultaneously.

Structural Equation Modeling. For Hypotheses 3 and 4, we utilized the Sardeshmukh & Vandenberg (2016) Structural Equation Model in M*plus* 7 (Muthén & Muthén, 2016). This model incorporates the approaches presented by Edwards & Lambert (2007) and Preacher, Rucker, & Hayes (2007) wherein a moderated regression integrated path analysis assists in the investigation of moderation for direct, indirect, and total effects within a mediated model. Ultimately, a simple slopes test (Aiken & West, 1991) is used after testing first and second stage moderated mediation. For a variety of reasons, it is not advisable to utilize an ordinary least squares (OLS) regression "piecemeal approach" for moderated mediation because (1) the "piecemeal" approach does not explain which paths relating predictor, mediator, and outcome variables vary pursuant to the moderator, and (2) it is best to avoid a "causal steps" approach with mediation because it requires that the predictor and outcome variables have a significant relationship, and this can cloud a mediation effect when it is accompanied by an opposite-signed direct effect (Edwards & Lambert, 2007, p. 3). In addition, the "causal steps approach" does not provide a direct test of the mediator on the predictor or outcome variables (Edwards & Lambert,

2007, p. 3). OLS regression can be used to estimate moderated mediation, but the conventional approach results in a "tenuous" assumption that the product (interaction) term that is created is normally distributed (Anderson, 1984; Edwards & Lambert, 2007). Even though the variables that comprise a product (interaction) may be normally distributed, the product term distribution is non-normal (Anderson, 1984). Edwards & Lambert (2007) suggest a solution to these potential limitations by utilizing a bootstrap method that repeatedly estimates the coefficients. Then, the newly estimated coefficients are used to compute the product term along with confidence intervals. The Sardeshmukh & Vandenberg (2016) Structural Equation Model in M*plus* 7 (Muthén & Muthén, 2016) uses bootstrapping to resolve this potential concern. Bootstrapping is a statistical technique that allows modeling using an existing sample to infer measurable, resampled data (Efron, 1979). Any potentially significant product paths can then be tested with confidence intervals that consider direct and indirect effects with simple slopes (Edwards & Lambert, 2007).

For Hypotheses 1 and 2, all continuous data were mean centered to reduce any nonessential multicollinearity (Cohen, Cohen, West, & Aiken, 2003; Edwards, 2009). The control variables were entered, then the new mean centered continuous predictor variables were entered, followed by the entry of the interaction term. To enter the interaction term, we multiplied the newly created mean centered continuous variables, creating a cross-products term. Dependent variables were then entered individually to test for any potential statistical significance. Any significant interaction that was found was then plotted using a simple slopes analysis using Interaction! software. By analyzing simple slopes, we can better understand the exact nature of the relationship and interaction between the study variables of interest. We also

analyzed the data by testing the entire moderation model *simultaneously* as a check, in line with Edwards (2009) by using M*plus* 7 (Muthén & Muthén, 2016).

Table 2

Selected Study Variable Means, Mean Comparison, Standard Errors, Standard Deviations, and Post-Hoc Tests Displayed by Group Identity.

	All	Gay			Lesbian			Bisexual			T-LGB			T-H		
Variable	Identities	Mean	SD	SE	Mean	SD	SE	Mean	SD	SE	Mean	SD	SE	Mean	SD	SE
OCB	3.47	3.34	1.00	0.07	3.42	1.14	0.11	3.42	1.01	0.09	3.81	0.92	0.09	3.43	0.45	0.14
Employee Engagement	4.38	4.56	1.19	0.09	4.52	1.16	0.11	4.21	1.11	0.10	4.03	1.21	0.12	5.21	0.86	0.26
Job Satisfaction	3.81	3.91	0.70	0.05	3.90	0.89	0.08	3.76	0.69	0.06	3.55	0.64	0.06	4.11	0.65	0.19
Organizational Commitment	2.66	2.71	0.69	0.05	2.79	0.79	0.07	2.44	0.77	0.07	2.70	0.58	0.06	2.83	0.76	0.23
Turnover Intentions	3.52	3.60	1.44	0.11	3.44	1.71	0.16	3.61	1.52	0.14	3.45	1.61	0.15	2.80	0.68	0.21
Organizational Affirmation	3.46	3.85	1.53	0.11	3.11	1.79	0.17	3.02	1.27	0.11	3.70	1.46	0.14	3.53	1.45	0.44
Perceptions of Discrimination	3.63	3.77	0.90	0.07	3.61	0.98	0.09	3.40	0.76	0.07	3.69	0.63	0.06	3.48	0.93	0.28
Perceptions of Justice	3.60	3.73	0.84	0.06	3.72	0.81	0.08	3.50	0.89	0.08	3.32	0.80	0.08	4.21	0.47	0.14
	Age			Age			Age			Age			Age			
	18-24			25-34			35-44			45-54			55-64			
Variable	Mean	SD	SE	Mean	SD	SE	Mean	SD	SE	Mean	SD	SE	Mean	SD	SE	
OCB	3.68	0.95	0.08	3.29	0.98	0.06	3.72	0.98	0.12	3.72	1.27	0.22	3.29	1.60	0.61	
Employee Engagement	4.27	1.24	0.10	4.44	1.09	0.07	4.09	1.34	0.16	4.65	0.99	0.17	5.20	2.06	0.78	
Job Satisfaction	3.98	0.74	0.06	3.76	0.75	0.05	3.56	0.59	0.07	3.87	0.72	0.12	4.00	1.25	0.47	
Organizational Commitment	2.56	0.70	0.06	2.67	0.75	0.05	2.61	0.56	0.07	2.87	0.57	0.10	3.77	0.63	0.24	
Turnover Intentions	3.96	1.46	0.12	3.38	1.53	0.09	3.37	1.61	0.19	3.22	1.65	0.28	3.43	0.53	0.20	
Organizational Affirmation	3.28	1.56	0.13	3.31	1.43	0.09	4.09	1.80	0.21	3.88	1.68	0.29	4.64	0.13	0.05	
Perceptions of Discrimination	3.58	0.93	0.08	3.57	0.80	0.05	3.88	0.71	0.08	3.67	1.09	0.19	3.71	0.20	0.08	
Perceptions of Justice	3.72	0.75	0.06	3.58	0.91	0.05	3.43	0.74	0.09	3.63	0.94	0.16	3.32	0.43	0.16	

Note. T-LGB indicates transgender and LGB. T-H indicates transgender and heterosexual.

Table 2 continued

Selected Study Variable Means, Mean Comparison, Standard Errors, Standard Deviations, and Post-Hoc Tests Displayed by Group Identity.

Variable		Sum of Squares	df	Mean Square	F	Sig.
OCB	Between Groups	16.319	4	4.080	3.998	.003
	Within Groups	545.958	535	1.020		
	Total	562.277	539			
Employee Engagement	Between Groups	32.445	4	8.111	5.988	.000
	Within Groups	724.691	535	1.355		
	Total	757.136	539			
Job Satisfaction	Between Groups	11.606	4	2.901	5.412	.000
	Within Groups	286.829	535	.536		
	Total	298.435	539			
Organizational Commitment	Between Groups	9.066	4	2.266	4.478	.001
	Within Groups	270.756	535	.506		
	Total	279.822	539			
Organizational Affirmation	Between Groups	71.466	4	17.866	7.762	.000
	Within Groups	1231.479	535	2.302		
	Total	1302.945	539			
Turnover Intentions	Between Groups	9.048	4	2.262	.953	.433
	Within Groups	1269.526	535	2.373		
	Total	1278.573	539			
Perceptions of Discrimination	Between Groups	11.294	4	2.823	4.006	.003
	Within Groups	377.117	535	.705		
	Total	388.411	539			
Perceptions of Justice	Between Groups	18.436	4	4.609	6.671	.000
	Within Groups	369.628	535	.691		
	Total	388.064	539			

Table 2 continued

Selected Study Variable Means, Mean Comparison, Standard Errors, Standard Deviations, and Post-Hoc Tests Displayed by Group Identity.

Tukey HSD

Dependent Variable	(I) SexID	(J) SexID	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
OCB	Lesbian	Gay	.08510	.12153	.956	-.2475	.4177
		Bisexual	.00051	.13150	1.000	-.3594	.3604
		Transgender and Heterosexual	-.00295	.31932	1.000	-.8770	.8711
		Transgender and Lesbian, Gay, or Bisexual	-.38668*	.13622	.038	-.7595	-.0138
	Gay	Lesbian	-.08510	.12153	.956	-.4177	.2475
		Bisexual	-.08459	.11694	.951	-.4047	.2355
		Transgender and Heterosexual	-.08805	.31360	.999	-.9464	.7703
		Transgender and Lesbian, Gay, or Bisexual	-.47179*	.12222	.001	-.8063	-.1372
	Bisexual	Lesbian	-.00051	.13150	1.000	-.3604	.3594
		Gay	.08459	.11694	.951	-.2355	.4047
		Transgender and Heterosexual	-.00346	.31760	1.000	-.8728	.8658
		Transgender and Lesbian, Gay, or Bisexual	-.38720*	.13214	.029	-.7489	-.0255
	Transgender and Heterosexual	Lesbian	.00295	.31932	1.000	-.8711	.8770
		Gay	.08805	.31360	.999	-.7703	.9464
		Bisexual	.00346	.31760	1.000	-.8658	.8728
		Transgender and Lesbian, Gay, or Bisexual	-.38374	.31958	.751	-1.2585	.4910
	Transgender and Lesbian, Gay, or Bisexual	Lesbian	.38668*	.13622	.038	.0138	.7595
		Gay	.47179*	.12222	.001	.1372	.8063
		Bisexual	.38720*	.13214	.029	.0255	.7489
		Transgender and Heterosexual	.38374	.31958	.751	-.4910	1.2585

Table 2 continued

Selected Study Variable Means, Mean Comparison, Standard Errors, Standard Deviations, and Post-Hoc Tests Displayed by Group Identity.

Tukey HSD							
Employee Engagement	Lesbian	Gay	-.03755	.14002	.999	-.4208	.3457
		Bisexual	.30808	.15151	.251	-.1066	.7228
		Transgender and Heterosexual	-.68656	.36789	.337	-1.6935	.3204
		Transgender and Lesbian, Gay, or Bisexual	.49109*	.15694	.016	.0615	.9207
	Gay	Lesbian	.03755	.14002	.999	-.3457	.4208
		Bisexual	.34563	.13473	.078	-.0231	.7144
		Transgender and Heterosexual	-.64901	.36131	.377	-1.6379	.3399
		Transgender and Lesbian, Gay, or Bisexual	.52864*	.14082	.002	.1432	.9141
	Bisexual	Lesbian	-.30808	.15151	.251	-.7228	.1066
		Gay	-.34563	.13473	.078	-.7144	.0231
		Transgender and Heterosexual	-.99464	.36591	.053	-1.9962	.0069
		Transgender and Lesbian, Gay, or Bisexual	.18301	.15224	.750	-.2337	.5997
	Transgender and Heterosexual	Lesbian	.68656	.36789	.337	-.3204	1.6935
		Gay	.64901	.36131	.377	-.3399	1.6379
		Bisexual	.99464	.36591	.053	-.0069	1.9962
		Transgender and Lesbian, Gay, or Bisexual	1.17765*	.36820	.013	.1699	2.1854
	Transgender and Lesbian, Gay, or Bisexual	Lesbian	-.49109*	.15694	.016	-.9207	-.0615
		Gay	-.52864*	.14082	.002	-.9141	-.1432
		Bisexual	-.18301	.15224	.750	-.5997	.2337
		Transgender and Heterosexual	-1.17765*	.36820	.013	-2.1854	-.1699

Table 2 continued

Selected Study Variable Means, Mean Comparison, Standard Errors, Standard Deviations, and Post-Hoc Tests Displayed by Group Identity.

Tukey HSD							
Job Satisfaction	Lesbian	Gay	-.01017	.08809	1.000	-.2513	.2309
		Bisexual	.13785	.09532	.598	-.1230	.3987
		Transgender and Heterosexual	-.20366	.23145	.904	-.8372	.4298
		Transgender and Lesbian, Gay, or Bisexual	.35500*	.09874	.003	.0848	.6252
	Gay	Lesbian	.01017	.08809	1.000	-.2309	.2513
		Bisexual	.14802	.08476	.406	-.0840	.3800
		Transgender and Heterosexual	-.19349	.22731	.914	-.8157	.4287
		Transgender and Lesbian, Gay, or Bisexual	.36517*	.08859	.000	.1227	.6076
	Bisexual	Lesbian	-.13785	.09532	.598	-.3987	.1230
		Gay	-.14802	.08476	.406	-.3800	.0840
		Transgender and Heterosexual	-.34151	.23020	.574	-.9716	.2886
		Transgender and Lesbian, Gay, or Bisexual	.21715	.09578	.157	-.0450	.4793
	Transgender and Heterosexual	Lesbian	.20366	.23145	.904	-.4298	.8372
		Gay	.19349	.22731	.914	-.4287	.8157
		Bisexual	.34151	.23020	.574	-.2886	.9716
		Transgender and Lesbian, Gay, or Bisexual	.55866	.23164	.114	-.0754	1.1927
	Transgender and Lesbian, Gay, or Bisexual	Lesbian	-.35500*	.09874	.003	-.6252	-.0848
		Gay	-.36517*	.08859	.000	-.6076	-.1227
		Bisexual	-.21715	.09578	.157	-.4793	.0450
		Transgender and Heterosexual	-.55866	.23164	.114	-1.1927	.0754

Table 2 continued

Selected Study Variable Means, Mean Comparison, Standard Errors, Standard Deviations, and Post-Hoc Tests Displayed by Group Identity.

Tukey HSD							
Organizational Commitment	Lesbian	Gay	.07916	.08559	.887	-.1551	.3134
		Bisexual	.35127*	.09261	.002	.0978	.6047
		Transgender and Heterosexual	-.03939	.22487	1.000	-.6549	.5761
		Transgender and Lesbian, Gay, or Bisexual	.08231	.09593	.912	-.1803	.3449
	Gay	Lesbian	-.07916	.08559	.887	-.3134	.1551
		Bisexual	.27211*	.08235	.009	.0467	.4975
		Transgender and Heterosexual	-.11855	.22085	.983	-.7230	.4859
		Transgender and Lesbian, Gay, or Bisexual	.00314	.08607	1.000	-.2324	.2387
	Bisexual	Lesbian	-.35127*	.09261	.002	-.6047	-.0978
		Gay	-.27211*	.08235	.009	-.4975	-.0467
		Transgender and Heterosexual	-.39066	.22366	.406	-1.0028	.2215
		Transgender and Lesbian, Gay, or Bisexual	-.26897*	.09306	.033	-.5237	-.0143
	Transgender and Heterosexual	Lesbian	.03939	.22487	1.000	-.5761	.6549
		Gay	.11855	.22085	.983	-.4859	.7230
		Bisexual	.39066	.22366	.406	-.2215	1.0028
		Transgender and Lesbian, Gay, or Bisexual	.12169	.22506	.983	-.4943	.7377
	Transgender and Lesbian, Gay, or Bisexual	Lesbian	-.08231	.09593	.912	-.3449	.1803
		Gay	-.00314	.08607	1.000	-.2387	.2324
		Bisexual	.26897*	.09306	.033	.0143	.5237
		Transgender and Heterosexual	-.12169	.22506	.983	-.7377	.4943

Table 2 continued

Selected Study Variable Means, Mean Comparison, Standard Errors, Standard Deviations, and Post-Hoc Tests Displayed by Group Identity.

Tukey HSD							
Organizational Affirmation	Lesbian	Gay	-.73967*	.18253	.001	-1.2393	-.2401
		Bisexual	.08355	.19750	.993	-.4570	.6241
		Transgender and Heterosexual	-.42872	.47958	.899	-1.7414	.8839
		Transgender and Lesbian, Gay, or Bisexual	-.59187*	.20458	.032	-1.1518	-.0319
	Gay	Lesbian	.73967*	.18253	.001	.2401	1.2393
		Bisexual	.82322*	.17563	.000	.3425	1.3039
		Transgender and Heterosexual	.31095	.47099	.965	-.9782	1.6001
		Transgender and Lesbian, Gay, or Bisexual	.14780	.18356	.929	-.3546	.6502
	Bisexual	Lesbian	-.08355	.19750	.993	-.6241	.4570
		Gay	-.82322*	.17563	.000	-1.3039	-.3425
		Transgender and Heterosexual	-.51227	.47700	.820	-1.8179	.7933
		Transgender and Lesbian, Gay, or Bisexual	-.67542*	.19846	.006	-1.2186	-.1322
	Transgender and Heterosexual	Lesbian	.42872	.47958	.899	-.8839	1.7414
		Gay	-.31095	.47099	.965	-1.6001	.9782
		Bisexual	.51227	.47700	.820	-.7933	1.8179
		Transgender and Lesbian, Gay, or Bisexual	-.16316	.47997	.997	-1.4769	1.1506
	Transgender and Lesbian, Gay, or Bisexual	Lesbian	.59187*	.20458	.032	.0319	1.1518
		Gay	-.14780	.18356	.929	-.6502	.3546
		Bisexual	.67542*	.19846	.006	.1322	1.2186
		Transgender and Heterosexual	.16316	.47997	.997	-1.1506	1.4769

Table 2 continued

Selected Study Variable Means, Mean Comparison, Standard Errors, Standard Deviations, and Post-Hoc Tests Displayed by Group Identity.

Tukey HSD							
Turnover Intentions	Lesbian	Gay	-.15817	.18532	.914	-.6654	.3491
		Bisexual	-.16988	.20053	.916	-.7187	.3790
		Transgender and Heterosexual	.63964	.48693	.683	-.6931	1.9724
		Transgender and Lesbian, Gay, or Bisexual	-.01174	.20772	1.000	-.5803	.5568
	Gay	Lesbian	.15817	.18532	.914	-.3491	.6654
		Bisexual	-.01171	.17833	1.000	-.4998	.4764
		Transgender and Heterosexual	.79781	.47821	.455	-.5111	2.1067
		Transgender and Lesbian, Gay, or Bisexual	.14644	.18638	.935	-.3637	.6566
	Bisexual	Lesbian	.16988	.20053	.916	-.3790	.7187
		Gay	.01171	.17833	1.000	-.4764	.4998
		Transgender and Heterosexual	.80952	.48431	.453	-.5161	2.1351
		Transgender and Lesbian, Gay, or Bisexual	.15815	.20150	.935	-.3934	.7097
	Transgender and Heterosexual	Lesbian	-.63964	.48693	.683	-1.9724	.6931
		Gay	-.79781	.47821	.455	-2.1067	.5111
		Bisexual	-.80952	.48431	.453	-2.1351	.5161
		Transgender and Lesbian, Gay, or Bisexual	-.65138	.48733	.668	-1.9853	.6825
	Transgender and Lesbian, Gay, or Bisexual	Lesbian	.01174	.20772	1.000	-.5568	.5803
		Gay	-.14644	.18638	.935	-.6566	.3637
		Bisexual	-.15815	.20150	.935	-.7097	.3934
		Transgender and Heterosexual	.65138	.48733	.668	-.6825	1.9853

Table 2 continued

Selected Study Variable Means, Mean Comparison, Standard Errors, Standard Deviations, and Post-Hoc Tests Displayed by Group Identity.

Tukey HSD							
Perceptions of Discrimination	Lesbian	Gay	-.16873	.10101	.453	-.4452	.1077
		Bisexual	.20705	.10929	.322	-.0921	.5062
		Transgender and Heterosexual	.12858	.26539	.989	-.5978	.8550
		Transgender and Lesbian, Gay, or Bisexual	-.08566	.11321	.943	-.3955	.2242
	Gay	Lesbian	.16873	.10101	.453	-.1077	.4452
		Bisexual	.37578*	.09719	.001	.1098	.6418
		Transgender and Heterosexual	.29732	.26064	.785	-.4161	1.0107
		Transgender and Lesbian, Gay, or Bisexual	.08308	.10158	.925	-.1950	.3611
	Bisexual	Lesbian	-.20705	.10929	.322	-.5062	.0921
		Gay	-.37578*	.09719	.001	-.6418	-.1098
		Transgender and Heterosexual	-.07846	.26396	.998	-.8010	.6440
		Transgender and Lesbian, Gay, or Bisexual	-.29270	.10982	.061	-.5933	.0079
	Transgender and Heterosexual	Lesbian	-.12858	.26539	.989	-.8550	.5978
		Gay	-.29732	.26064	.785	-1.0107	.4161
		Bisexual	.07846	.26396	.998	-.6440	.8010
		Transgender and Lesbian, Gay, or Bisexual	-.21424	.26561	.929	-.9412	.5128
	Transgender and Lesbian, Gay, or Bisexual	Lesbian	.08566	.11321	.943	-.2242	.3955
		Gay	-.08308	.10158	.925	-.3611	.1950
		Bisexual	.29270	.10982	.061	-.0079	.5933
		Transgender and Heterosexual	.21424	.26561	.929	-.5128	.9412

Table 2 continued

Selected Study Variable Means, Mean Comparison, Standard Errors, Standard Deviations, and Post-Hoc Tests Displayed by Group Identity.

Tukey HSD							
Perceptions of Justice	Lesbian	Gay	-.01765	.10000	1.000	-.2914	.2561
		Bisexual	.21572	.10820	.270	-.0804	.5119
		Transgender and Heterosexual	-.48894	.26274	.340	-1.2081	.2302
		Transgender and Lesbian, Gay, or Bisexual	.39357*	.11208	.004	.0868	.7004
	Gay	Lesbian	.01765	.10000	1.000	-.2561	.2914
		Bisexual	.23337	.09622	.110	-.0300	.4967
		Transgender and Heterosexual	-.47130	.25804	.359	-1.1776	.2350
		Transgender and Lesbian, Gay, or Bisexual	.41122*	.10057	.000	.1360	.6865
	Bisexual	Lesbian	-.21572	.10820	.270	-.5119	.0804
		Gay	-.23337	.09622	.110	-.4967	.0300
		Transgender and Heterosexual	-.70466	.26133	.056	-1.4199	.0106
		Transgender and Lesbian, Gay, or Bisexual	.17785	.10873	.475	-.1197	.4755
	Transgender and Heterosexual	Lesbian	.48894	.26274	.340	-.2302	1.2081
		Gay	.47130	.25804	.359	-.2350	1.1776
		Bisexual	.70466	.26133	.056	-.0106	1.4199
		Transgender and Lesbian, Gay, or Bisexual	.88251*	.26296	.008	.1628	1.6023
	Transgender and Lesbian, Gay, or Bisexual	Lesbian	-.39357*	.11208	.004	-.7004	-.0868
		Gay	-.41122*	.10057	.000	-.6865	-.1360
		Bisexual	-.17785	.10873	.475	-.4755	.1197
		Transgender and Heterosexual	-.88251*	.26296	.008	-1.6023	-.1628

Table 3
Means, standard deviations, coefficient alphas, and intercorrelations among control and study variables.

	Mean	SD	1	2	3	4	5	6	7
1. Age	3.05	.93	(n/a)						
2. Tenure	4.24	1.30	.56**	(n/a)					
3. Pre-encounter ID	2.07	.84	.11**	.04	(.64)				
4. Immersion ID	2.27	1.14	-.22**	-.19**	-.23**	(.81)			
5. Integrated ID	6.05	.97	.18**	.06	-.02	-.08	(.63)		
6. Affirmation Level	3.46	1.55	.18**	.26**	-.06	-.09*	.70	(.90)	
7. OCB	3.47	1.02	-.02	.12**	.08	.03	.04	.11*	(.79)
8. Engagement	4.38	1.19	.07	.04	-.02	-.15**	.15**	.22**	.02
9. Job Satisfaction	3.81	.74	-.08	-.02*	.02	-.19*	-.03	.25**	.07
10. Org Commitment	2.66	.72	.17**	.17**	.17**	-.12**	.10*	.31**	-.02
11. Turnover	3.52	1.54	-.14**	-.09**	-.02	.06	-.00	-.28**	-.11*
12. CWB	3.81	.93	-.01	-.08	-.03	.12**	.09*	-.04	-.02
13. Discrimination	3.63	.85	.10*	.11**	.04	-.22**	.14**	.54**	.11**
14. Justice	3.60	.85	-.05	-.00	.27	-.12**	.06	.25**	.05

Note. **indicates $p < .01$ *indicates $p < .05$. Coefficient alphas are reported in parentheses along the diagonal.

Table 3 continued
Means, standard deviations, coefficient alphas, and intercorrelations among control and study variables.

	8	9	10	11	12	13	14
1. Age							
2. Tenure							
3. Pre-encounter ID							
4. Immersion ID							
5. Integrated ID							
6. Affirmation Level							
7. OCB							
8. Engagement	(.90)						
9. Job Satisfaction	.56**	(.80)					
10. Org Commitment	.53**	.49**	(.75)				
11. Turnover	-.40**	-.42**	-.57**	(.85)			
12. CWB	-.03	-.06	-.11**	.00	(.77)		
13. Discrimination	.30**	.28**	.24**	-.24**	-.02	(.91)	
14. Justice	.48**	.68**	.39**	-.28**	.31	.35**	(.94)

Note. **indicates $p < .01$ *indicates $p < .05$. Coefficient alphas are reported in parentheses along the diagonal.

Table 4

Confirmatory Factor Analysis of Study Variables.

Variable	χ^2	RMSEA	CFI	TLI	SRMR
Pre-encounter	20.50	.07	.941	.881	.034
Immersion	10.78	.04	.990	.969	.016
Integration	21.25	.08	.978	.956	.037
Org Affirm	81.91	.08	.982	.970	.035
OCB	233.84	.07	.886	.840	.064
Engagement	86.09	.08	.971	.945	.024
Satisfaction	65.91	.07	.939	.898	.045
Commitment	170.23	.06	.945	.920	.057
Turnover	47.25	.07	.966	.915	.028
CWB	n/a	n/a	n/a	n/a	n/a

The results for Hypotheses 1 and 2 are in Table 5. Hypotheses 1 and 2 proposed that the interaction between individual sexual identity and workplace affirmation level may predict productive and non-productive workplace outcomes. Interestingly, the work by Ragins & Cornwell (2001) was reinforced in Model 1 of Hypothesis 1. Namely, the results for this data indicate that the affirmation level of an organization was related positively to organizational commitment ($\beta = .211$, SE = .030, $p < .05$) ($R^2 = .147$, $p < .05$) and negatively to turnover intentions ($\beta = -.413$, SE = .066, $p < .05$) ($R^2 = .089$, $p < .05$). In Hypothesis 1, we suggested that depending on the individual's sexual identity development stage, we would see higher or lower productive workplace outcomes when comparing high affirming versus low affirming organizations. Similarly, Hypothesis 2 suggested that the interaction between sexual identity development stage and workplace affirmation would produce non-productive workplace outcomes that were lower in higher affirming organizations.

Hypotheses 1 was partially supported while Hypothesis 2 was not supported. For Hypothesis 1, the moderated regression suggests that the interaction for pre-encounter respondents was significant for OCB ($\beta = .176$, SE = .042, $p < .05$) ($\Delta R^2 = .054$, $p < .05$) ($R^2 =$

.103, $F(9, 530) = 6.751$, $p < .05$), employee engagement (β = -.149, SE = .048, $p < .05$)(ΔR^2 = .017, $p < .05$)(R^2 = .099, $F(9, 530) = 6.451$, $p < .05$), job satisfaction (β = -.081, SE = .030, $p <$ .05))(ΔR^2 = .013, $p < .05$)(R^2 = .128, $F(9,530) = 8.677$, $p < .05$), and organizational commitment (β = -.074, SE = .028, $p < .05$))(ΔR^2 = .015 , $p < .05$)(R^2 = .162 , $F(9, 530) =$ 11.417, $p < .05$. The moderated regression suggests that the interaction for integration stage employees was also significant for OCB (β = .019, SE = .044, $p < .05$) (ΔR^2 = .054, $p < .05$)(R^2 = .103, $F(9, 530) = 6.751$, $p < .05$).

For Hypotheses 2, the interaction for turnover intentions was not significant for pre-encounter (β = .055, SE = .063, $p > .05$) (R^2 = .092, $F(9, 530) = 6.002$, $p < .001$), immersion (β = -.071, SE = .067, $p > .05$) (R^2 = .092, $F(9, 530) = 6.002$, $p < .001$), or integration (β = .109, SE = .045, $p > .05$) (R^2 = .092, $F(9, 530) = 6.002$, $p < .001$). CWB was also not significant with pre-encounter of (β = .054, SE = .039, $p > .05$), (R^2 = .031, $F(9, 530) = 1.899$, $p = .05$), immersion ((β = -.008, SE = .042, $p > .05$), (R^2 = .031, $F(9, 530)$ or integration (β = -.022, SE = ..028, $p >$ .05), (R^2 = .031, $F(9, 530)$.

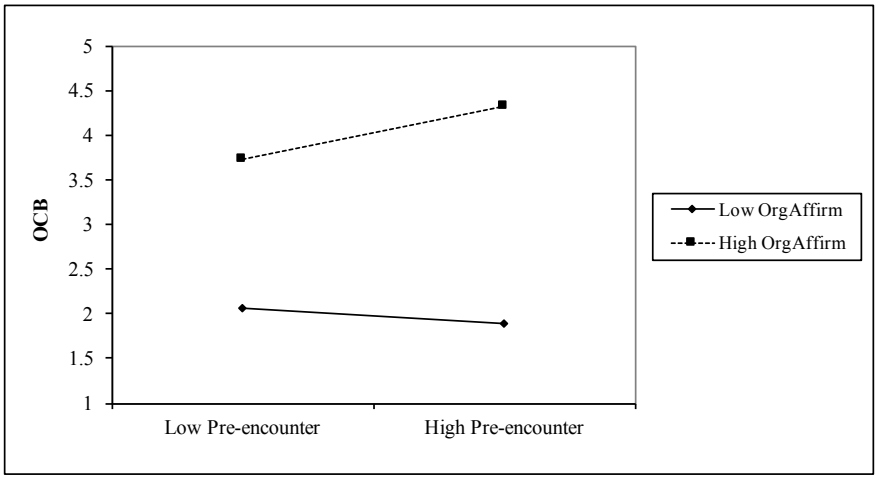

Figure 8. Simple slopes for OCB among pre-encounter employees using organizational affirmation as a moderator.

Pre-encounter employees in low affirming organizations had the lowest level of OCB with a notable decrease as the identity stage is more developed (Figure 8). In high affirming organizations, pre-encounter employees at a more developed identity stage contribute a markedly increased level of OCB as compared to less developed pre-encounter employees. For pre-encounter employees, those with less developed pre-encounter identities had higher OCB levels in a low affirming organization as compared to those with more developed pre-encounter identities. It is notable that the highest OCB level for pre-encounter respondents occurred in the high affirmation, high identity stage "quadrant" (positive parallel) using Chrobot-Mason & Thomas (2002). High affirming workplaces created the highest levels of OCB for any pre-encounter stage employee.

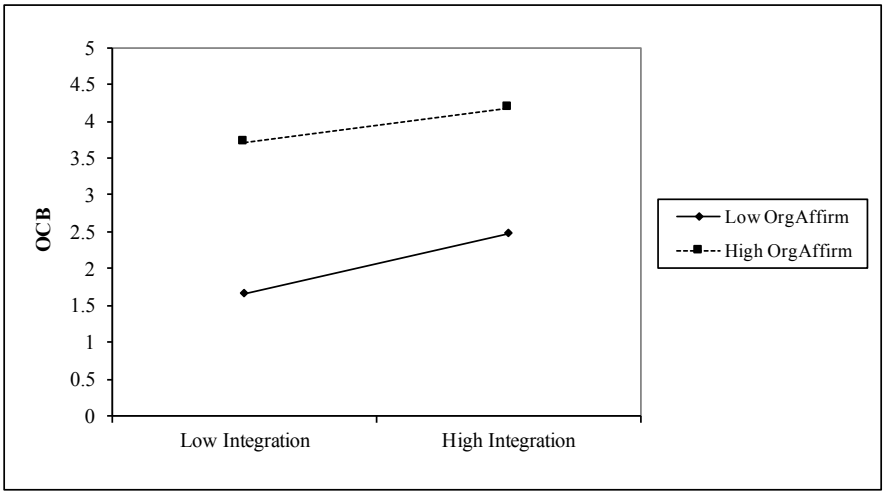

Figure 9. Simple slopes for OCB among integration employees using organizational affirmation as a moderator.

After examining the interaction using a simple slopes analysis, it appears that those employees with lower integration stage identity in low affirming organizations have the lowest levels of OCB (Figure 9). Interestingly, respondents with increased integration identity in low

affirming organizations seem to engage in higher levels of OCB. In high affirming organizations, those lower in integration identity engage in lower levels of OCB than those at a more advanced integration stage. That said, in high affirming organizations, OCB levels are higher for all integration stage employees. It is noteworthy that the highest level of OCB occurred in the high affirmation, high integration "quadrant" (positive parallel) using the Chrobot-Mason & Thomas (2002) model.

Considering the simple slopes analyses for OCB, H1(a) was partially supported. Among pre-encounter and integration employees, higher organizational affirmation levels resulted in higher levels of OCB overall. H1(a)(1) was not supported, because the highest level of OCB was reported by highly developed pre-encounter employees, and because the immersion employees did not produce statistically significant results. H1(a)(2) was not supported, mainly because immersion employees did not produce statistically significant results. H1(a)(3) was also not supported, because instead of reporting the lowest level of productive outcomes in a high affirming organization, pre-encounter employees reported the highest level of OCB. In high affirming organizations, the OCB levels are higher for both pre-encounter and integration when they are at a more developed identity stage within the pre-encounter or integration framework.

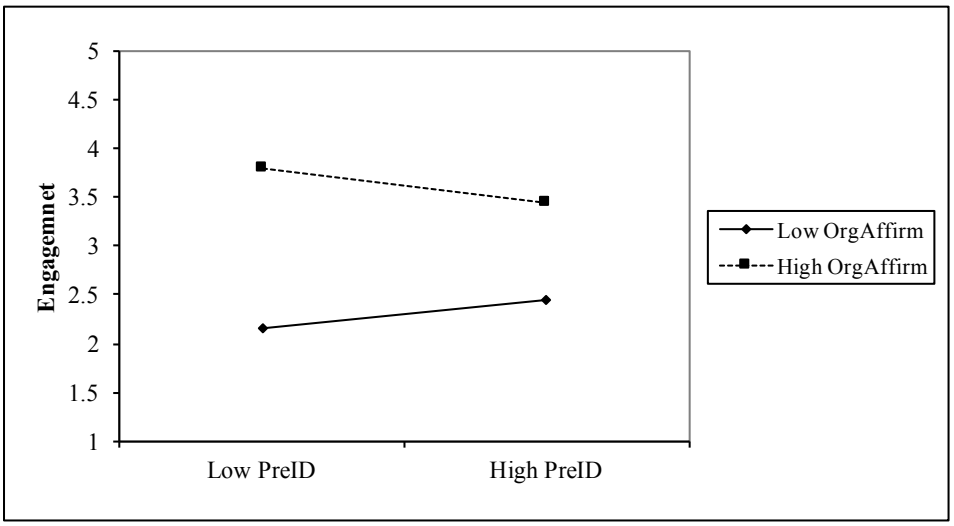

Figure 10. Simple slopes for Employee Engagement among pre-encounter employees using organizational affirmation as a moderator.

Employee engagement shows that as identity progresses in pre-encounter employees, employee engagement contributions decrease in high affirming organizations, but increase in low affirming organizations (Figure 10). The highest level of employee engagement is among low identity pre-encounter employees in high affirming organizations, partially supporting H1(a), but not supporting H1(a)(1), H1(a)(2), or H1(a)(3). Interestingly, as pre-encounter identity moves from its lowest to highest levels within high affirming organizations, employee engagement decreases. But, in low affirming organizations, it increases. It is noteworthy that in high affirming organizations, engagement is consistently higher compared to low affirming organizations, regardless of identity stage. The highest level of engagement for pre-encounter employees occurs in the progressive interaction "quadrant" using Chrobot-Mason & Thomas (2002).

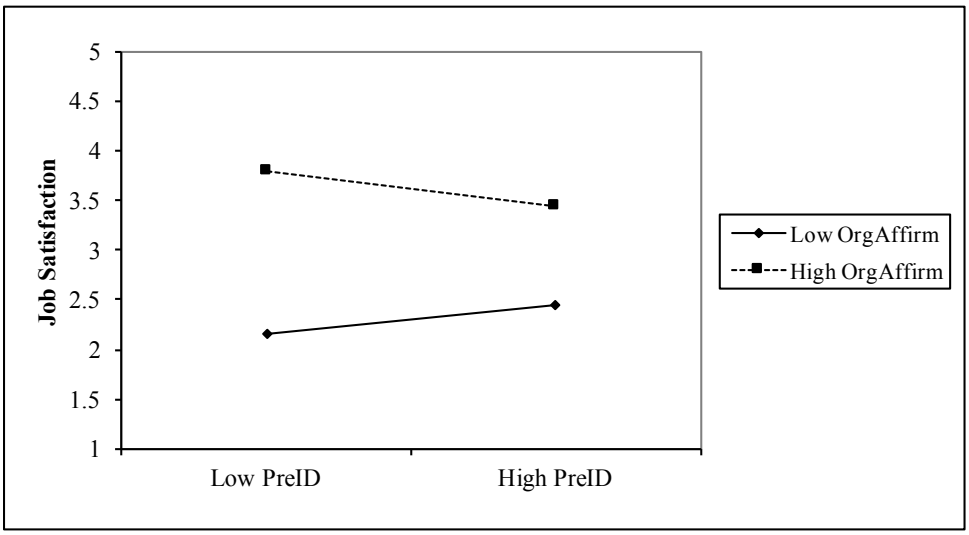

Figure 11. Simple slopes for Job Satisfaction among pre-encounter employees using organizational affirmation as a moderator.

Job satisfaction shows a similar pattern (Figure 11). Those at higher identity levels within the pre-encounter stage have decreased job satisfaction as compared to those at lower identity levels. The highest level of job satisfaction was among less identified pre-encounter employees in high affirming organizations (progressive interaction), partially supporting H1(a) but not supporting H1(a)(1), H1(a)(2), or H1(a)(3). Interestingly, in low affirming organizations, as identity is at a higher stage within the pre-encounter framework, job satisfaction increases. Compared to low affirming organizations, job satisfaction in high affirming organizations is still higher regardless of identity stage.

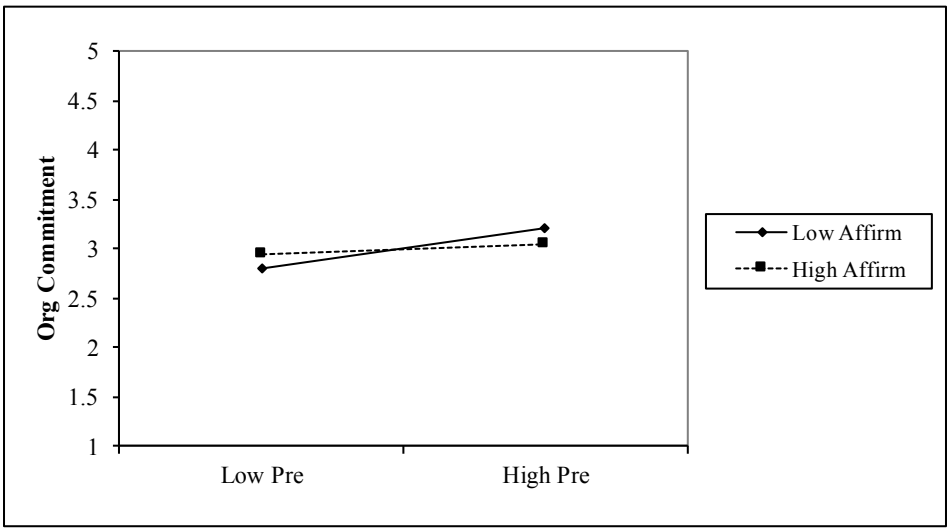

Figure 12. Simple slopes for Organizational Commitment among pre-encounter employees using organizational affirmation as a moderator.

Organizational commitment indicates that for pre-encounter employees, there is increased organizational commitment for those at the later stage of identity development (Figure 12). However, contrary to the proposed hypothesis, the highest level of organizational commitment is among more identified pre-encounter employees in *low* affirming workplaces (regressive interaction). As such, H1(a) was not supported. In low affirming organizations, the organizational commitment increases at a higher rate compared to high affirming organizations. In high affirming organizations, organizational commitment level only subtly increases between low and high pre-encounter employees, although it starts at a higher level at the low pre-encounter stage relative to those in low affirming organizations.

For Hypotheses 3 and 4, we tested the models using the SEM syntax specified by Sardeshmukh & Vandenberg (2016) in M*plus* 7 (Muthén & Muthén, 2016). This technique operationally defines Baron and Kenny's (1986) conceptualization of mediated moderation. The results of these models can be seen in Table 6. To test these models, the control variables, the new mean centered continuous predictor variables (exogenous), the interaction terms, the

dependant variable (endogenous), and the mediators were simultaneously entered into M*plus* 7. Based on our hypotheses, sexual identity development level(s) were specified as exogenous variables, OCB, employee engagement, job satisfaction, and organizational commitment (productive outcomes), turnover intentions, and CWB (non-productive outcomes) were specified as endogenous variables, and both perceptions of discrimination and perceptions of organizational justice were specified as mediators. Two cross-product terms were also incorporated, such that organizational affirmation interacted with perceptions of discrimination and perceptions of organizational justice to predict the endogenous variables. The mediators and moderators were both centered following the recommendation of Aiken & West (1991). This process first defines variables then creates multiple models by examining the direct effect of the predictor variables on the outcome variables, the outcome variables on mediators, moderators, and interaction terms, the outcome variables on the mediators and control variables, and the effects of the interaction terms on the mediator. It then creates a model constraint that specifies new variables at low and high moderation levels and calculates the differences among first stage, second stage, direct, indirect and total effects (Edwards & Lambert, 2007; Sardeshmukh & Vandenberg, 2016).

Hypothesis 3(a) proposes that the joint effect of sexual identity development stage and organizational affirmation level will have a relationship with perceptions of discrimination such that those that perceive reduced levels of discrimination will have increased levels of productive workplace outcomes. Similarly, Hypothesis 3(b) proposes that increased perceptions of discrimination will have a negative relationship with productive workplace outcomes. Hypothesis 3(c) posits that increased perceptions of discrimination will be positively related to non-productive workplace outcomes, while Hypothesis 3(d) proposes that decreased perceptions

of discrimination will have a negative relationship with non-productive workplace outcomes. Finally, Hypothesis 3(e) posits that perceptions of discrimination will mediate the joint effect of sexual identity development and organizational affirmation on both productive and non-productive outcomes. Hypothesis 4(a) and (b) propose that the interaction between employee sexual identity development stage and organizational affirmation level will have significant impact on non-productive outcomes, specifically CWB. These will then be partially mediated by perceptions of organizational justice.

Before testing the full model, an initial mediation analysis was conducted pursuant to "the four steps" recommended by Baron & Kenny (1986). In that analysis, one attempts to show that the causal variable is correlated with the outcome, that the causal variable is correlated with the mediator, and that the mediator affects the outcome variable. If mediation is present, it is then classified as either partial or complete (Baron & Kenny, 1986). To analyze multiple dependent variables simultaneously, we used M*plus* 7 (Muthen & Muthen, 2016). The results indicate that the independent variables of immersion ($\beta = -.102$, SE = .028, $p < .01$), organizational affirmation level ($\beta = .280$, SE = .020, $p < .01$), and the interaction term of integration and affirmation ($\beta = .051$, SE = .024, $p < .05$) had a significant relationship with discrimination. For organizational justice, the independent variables of organizational affirmation level ($\beta = .130$, SE = .023, $p < .01$), and the interaction term of pre-encounter and organizational affirmation ($\beta = -.066$, SE = .026 $p < .05$), had a statistically significant relationship.

Considering whether the perceptions of discrimination mediator potentially affects the outcome variable(s), the results indicate that perceptions of discrimination are significantly related to OCB ($\beta = .130$, SE = .060, $p < .05$), employee engagement ($\beta = .344$, SE = .069, $p <$

.01), job satisfaction (β = .166, SE = .043, p < .01), and turnover intentions (β = -.231, SE = .091, p < .01). The perception of justice mediator was significantly related to employee engagement (β = .627, SE = .054, p < .01), job satisfaction (β = .572, SE = .028, p < .01), organizational commitment (β = .268, SE = .034, p < .01), and turnover intentions (β = -.398, SE = .077, p < .01). As there are no "zero" coefficients in any of the model results, at most, we would suspect partial mediation.

OCB. Using the full moderated mediation syntax in M*plus* 7 (Muthén & Muthén, 2016), neither mediator produced significant indirect effects for OCB. Although the immersion predictor had a significant first stage result for discrimination (β = -.119. SE = .035, p < .01) for both low and high moderation levels, only the high moderation level produced a second stage statistically significant result (β = .142, SE = .072, p < .001). The second stage immersion mediation effect for discrimination was significant for high moderation level (β = .377, SE = .080, p < .001) as was the difference (β = -.487, SE = .105, p < .05). For perceptions of justice, the first stage result was significant (β = -.077, SE = .040, p < .05), but the second stage result was not significant. Pre-encounter produced a statistically significant second stage at low (β = -.223, SE = .067, p < .01) and high (β = .263, SE = .088, p < .001) moderating levels as well as a statistically significant difference (β = -.487, SE = .105, p < .001). The integration predictor produced a significant second stage low moderator (β = .183, SE = .067, p < .01) as well as difference (β = .326, SE = .082, p < .001). However, neither mediator generated a significant indirect effect from pre-encounter, immersion or integration to OCB.

Employee Engagement. For employee engagement, the only significant first stage path was among immersion respondents for the discrimination mediator (β = -.119. SE = .035, p < .01) for both low and high moderator levels. Pre-encounter respondents had a statistically

significant second stage path (β = .278, SE = .080, p > .001) as well as a statistically significant second stage path difference (β = .227, SE = .102, p < .05). However, no statistically significant direct or indirect effect existed. Immersion respondents also had second stage significance at low moderator levels (β = .213, SE = .080, p < .01) as well as a direct effect (β = -.075, SE = .038, p < .05) at both moderator levels. A significant indirect effect was created for low moderator levels (β = -.025, SE = .011, p < .05) as well as a statistically significant total effect for both low (β = -.100, SE = .039, p < .05), and high (β = -.089, SE = .040, p < .04) moderator levels. However, no statistically significant *difference* was created for either indirect or total effects. We examined this result by plotting simple slopes (see Figure(s) 13 and 14), but all pieces of evidence suggest that the simple slopes are not significantly different. The only apparent change comparing the plots of the second stage and indirect effects was based on the low-level moderation for second stage, low immersion results. Integration respondents had a statistically significant second stage, with low moderator levels of (β = .348, SE = .100, p < .001), as well as a significant difference of (β = .365, SE = .119, p < .01).

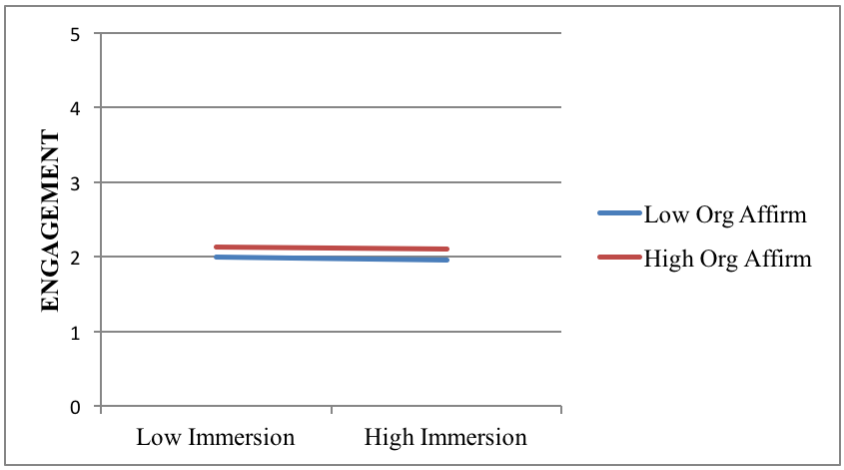

Figure 13. The effect of immersion sexual identity development stage on employee engagement at different levels of organizational affirmation with discrimination as a mediator.

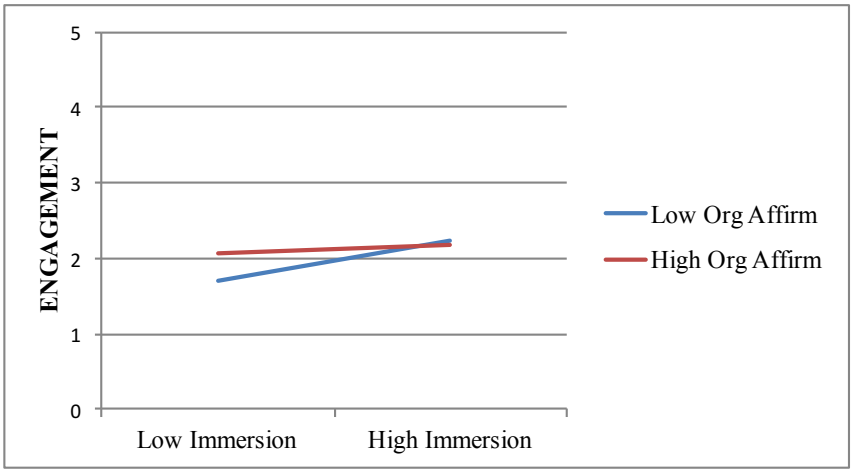

Figure 14. Second stage effects of immersion sexual identity development stage on employee engagement at different levels of organizational affirmation with discrimination as a mediator.

Considering perceptions of justice as a mediator, immersion had first stage significance for both high and low moderation levels (β = -.077, SE = .040, $p < .05$). In addition, immersion had significant second stage (β = .638, SE = .070, $p < .001$ (low) and β = .542, SE = .070, $p <$ .001 (high), direct effect (β = - .075, SE = .038, $p < .05$ (low and high), indirect effect (β = -.049, SE = .025, $p < .05$ (low) and β = -.042, SE = .021, $p < .05$ (high)), as well as total effect results at (β = -124, SE = .049, $p < .01$ (low) and β = -.117, SE = .048, $p < .01$) (high) moderation levels. However, no *differences* among indirect effects were found to be significant. We examined this result by plotting simple slopes (See Figure(s) 15 and 16), but all pieces of evidence suggest that the simple slopes are not significantly different. Further, both pre-encounter and integration respondents had significant second stage results at both low and high moderator levels. For pre-encounter: (β = .704, SE = .078, $p < .001$) (low) and β = .477, SE = .080, $p < .001$) (high)); and for integration: (β = .773, SE = .083, $p < .001$ (low) and β = .408, SE = .085, $p < .001$ (high). However, there were no indirect effects.

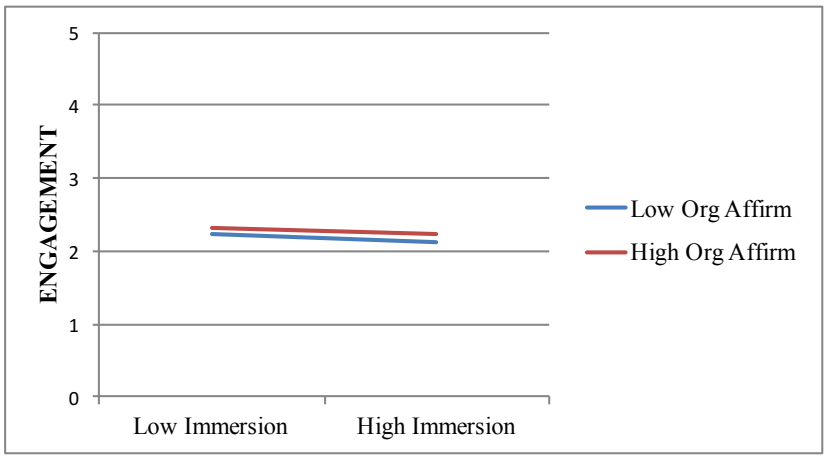

Figure 15. The effect of immersion sexual identity development stage on employee engagement at different levels of organizational affirmation with organizational justice as a mediator.

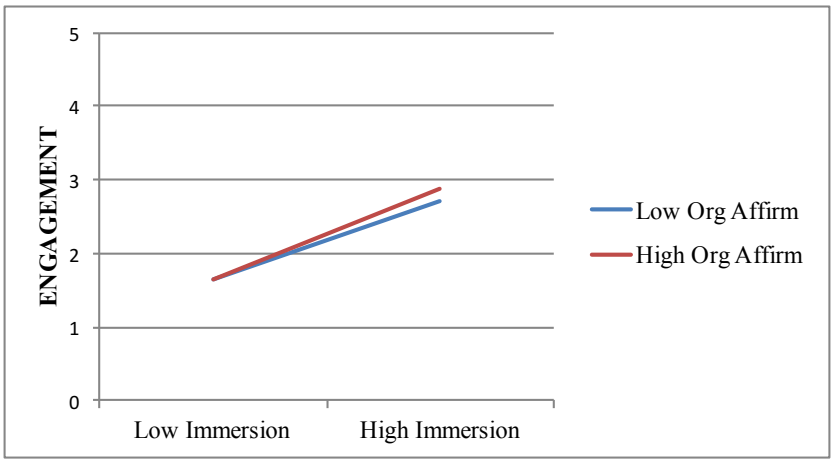

Figure 16. Second stage effects of immersion sexual identity development stage on employee engagement at different levels of organizational affirmation with organizational justice as a mediator.

Job Satisfaction. The perceptions of discrimination mediator had very few statistically significant effects for job satisfaction moderated by organizational affirmation. There were significant first stage effects for the immersion respondents ($\beta = -.119$. SE = .035, $p < .01$) for both low and high moderation levels. The integration predictor had second stage significance for high moderation levels ($\beta = -.093$, SE = .044, $p < .05$). Both immersion and integration had significant direct effects at both low and high moderation levels. For immersion, ($\beta = -.68$, SE =

.020, $p < .01$) (both low and high) and for integration ($\beta = -.057$, $SE = .028$, $p < .05$) (both low and high). The discrimination mediator, however, did not produce any statistically significant indirect effects.

For perceptions of organizational justice, all three stages of identity had statistically significant low and high moderation levels at the second stage, while immersion had statistically significant first, second, direct, and total effects. At the first stage, immersion had statistically significant results of ($\beta = -.077$, $SE = .040$, $p < .05$) for both low and high moderation levels. At the second stage, pre-encounter was ($\beta = .625$, $SE = .042$, $p < .001$) (low) and ($\beta = .522$, $SE = .043$, $p < .001$) (high) with a significant difference of ($\beta = .103$, $SE = .051$, $p < .01$). Integration second stage at low levels was ($\beta = .659$, $SE = .041$, $p < .001$) and at high levels was ($\beta = .488$, $SE = .045$, $p < .001$) with a difference of ($\beta = .171$, $SE = .053$, $p < .01$). Immersion values at the second stage were ($\beta = .609$, $SE = .041$, $p < .001$) (low) and ($\beta = .538$, $SE = .035$, $p < .001$) (high). Direct effects for immersion were both ($\beta = -.068$, $SE = .020$, $p < .01$). Total effects for immersion were ($\beta = -.115$, $SE = .032$, $p < .001$) (low) and ($\beta = -.110$, $SE = .029$, $p < .001$) (high). We plotted the indirect and second stage effects to examine the simple slopes to confirm that there was not a significant relationship for moderated mediation (see Figure(s) 17 and 18). But, all evidence points to no significant differences, even when plotted. No indirect effects were produced for either mediator for the job satisfaction outcome variable.

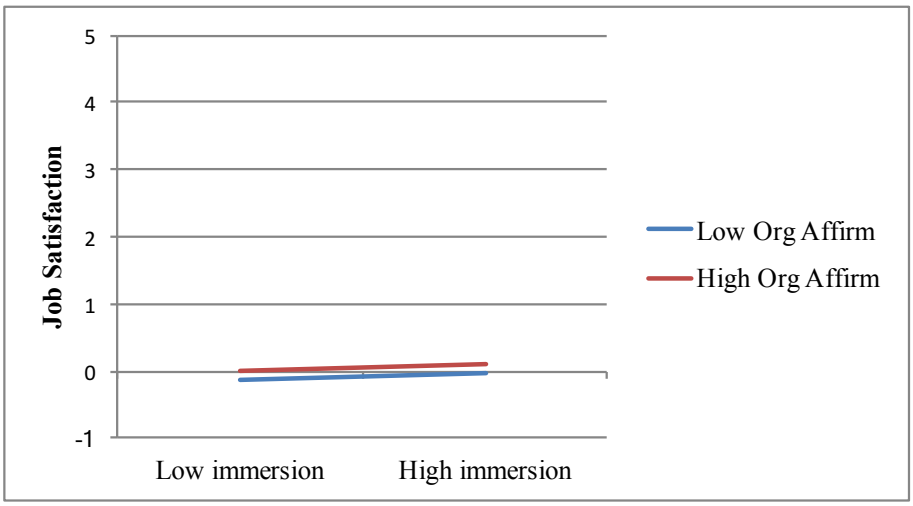

Figure 17. The effect of immersion sexual identity development stage on job satisfaction at different levels of organizational affirmation with organizational justice as a mediator.

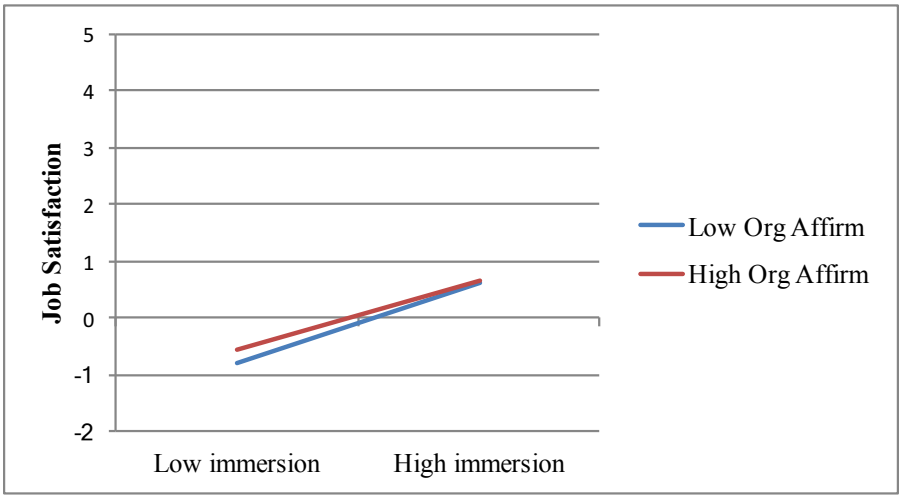

Figure 18. Second stage effect of immersion sexual identity development stage on job satisfaction at different levels of organizational affirmation with organizational justice as a mediator.

Organizational Commitment. Neither mediator produced indirect effects for the organizational commitment outcome. For discrimination, the immersion stage produced significant first stage results ($\beta = -.119$, SE = .035, $p < .05$) for low and high moderation levels. Pre-encounter produced significant direct effects for low and high moderation at ($\beta = .156$, SE = .038, $p < .001$). For perceptions of justice, first stage was produced by immersion ($\beta = -.077$, SE = .040, $p < .05$). Second stage for pre-encounter was ($\beta = .328$, SE = .043, $p < .001$) (low) and ($\beta = .222$, SE = .062, $p < .001$) (high), for immersion was ($\beta = .293$, SE = .043, $p < .001$) (low) and ($\beta = .257$, SE = .060, $p < .001$)(high). For integration, the low value was ($\beta = .305$, SE = .047, $p < .001$) and the high value was ($\beta = .245$, SE = .068, $p < .001$). Direct effects were produced by pre-encounter respondents ($\beta = .156$, SE = .038, $p < .001$ for both low and high moderation levels). Finally, total effects were produced by pre-encounter and integration. For pre-encounter, the low-level moderation was ($\beta = .171$, SE = .042, $p < .001$) and high level was ($\beta = .166$, SE = .039, $p < .001$) and for integration the low level was ($\beta = .095$, SE = .043, $p < .05$) and the high level was ($\beta = .094$, SE = .042, $p < .05$).

Turnover Intentions. Neither mediator produced indirect effects for the turnover intentions outcome. The discrimination mediator only resulted in a first stage significance for immersion respondents ($\beta = -.119$, SE = .035, $p < .01$) for both moderation levels. The perceptions of justice mediator produced a few more significant results within the second stage. For pre-encounter, the results were ($\beta = -.396$, SE = .105, $p < .001$) (low) and ($\beta = -.346$, SE = .126, $p < .001$) (high). For immersion, the results were ($\beta = -.334$, SE = .099, $p < .001$) (low) and ($\beta = -.408$, SE = .114, $p < .001$) (high). For integration, the results were ($\beta = -.442$, SE = .108, $p < .001$) (low) and ($\beta = -.300$, SE = .134, $p < .001$) (high).

CWB. Neither mediator produced any statistically significant indirect effects for CWB moderated by organizational affirmation level. For discrimination, the only statistically significant results were among the pre-encounter and immersion respondents. First stage was (β = -.119, SE = .035, $p < .01$) for low and high moderation levels. For pre-encounter second stage, the results were significant for the high moderation level (β = .056, SE = .025, $p < .05$ and the second stage difference of (β = -.055, SE = .025, $p < .05$). The direct effect for both moderation levels was (β = .029, SE = .013, $p < .05$). Total effects were (β = .028, SE = .012, $p < .05$) (low) and (β = .029, SE = .012, $p < .05$) (high). For perceptions of justice, immersion had first stage results ((β = -.077, SE = .040, $p < .05$) for both low and high moderation. The direct effect for both moderation levels was (β = .029, SE = .013, $p < .05$). Finally, the total effects for immersion were (β = .027, SE = .013, $p < .05$) (low) and (β = .027, SE = .013, $p < .05$) (high).

Summary of Moderated Mediation Results. Although several paths among the outcome variables of OCB, employee engagement, job satisfaction, organizational commitment, turnover intentions, and CWB were statistically significant in first stage, second stage, direct, and indirect effects, no statistically significant indirect effects *differences* were produced using the moderated mediation syntax developed by Sardeshmukh & Vandenberg (2016) for either the perceptions of discrimination or perceptions of justice mediators among study variables considering the high and low effects of organizational affirmation level as the moderator. Moderated mediation *only exists* when there are statistically significant differences between subgroups, not just with a non-zero subgroup product (Edwards & Lambert, 2007). As such, Hypotheses 3 and 4 are not supported insofar as they relate to moderated mediation. That said, there are interesting results when assessing the relationship between the mediator(s) and outcome variables. Namely, that perceptions of discrimination are significantly related to OCB, employee

engagement, job satisfaction, and turnover intentions. The perception of justice mediator was significantly related to employee engagement, job satisfaction, organizational commitment, and turnover intentions.

Table 5

Regression Results Involving Organizational Affirmation as a Moderator

	OCB	OCB
Predictor Variable	Step 1 β	Step 2 β
Hypotheses 1 & 2		
Age	-.165**	-.148**
Tenure	.141**	.121**
Pre-encounter	.119**	.106**
Immersion	.070	.017
Integration	.056	.328**
Affirmation	.101*	.940**
Pre*Affirm		.176***
Immersion*Affirm		.019
Integration*Affirm		-.086**
R^2	.049	.103***
ΔR^2	.049***	.054***

	Engagement	Engagement
Predictor Variable	Step 1 β	Step 2 β
Hypotheses 1 & 2		
Age	.024	-.028
Tenure	-.046	-.024
Pre-encounter	-.049	-.028
Immersion	-.161**	-.115*
Integration	.143**	.286*
Affirmation	.240***	.604
Pre*Affirm		-.149**
Immersion*Affirm		-.018
Integration*Affirm		-.040
R^2	.082	.099***
ΔR^2	.082***	.017***

Note. $N = 540$.
*$p < .05$. **$p < .01$. ***$p < .001$.

Table 5 continued

Predictor Variable	Satisfaction Step 1 β	Satisfaction Step 2 β
Hypotheses 1 & 2		
Age	-.109**	-.106**
Tenure	-.027	-.016
Pre-encounter	.005	.019
Immersion	-.148***	-.124***
Integration	-.025	.068
Affirmation	.200***	.443*
Pre*Affirm		-.081**
Immersion*Affirm		-.020
Integration*Affirm		-.026
R^2	.115	.128***
ΔR^2	.115***	.013***

Predictor Variable	Commitment Step 1 β	Commitment Step 2 β
Hypotheses 1 & 2		
Age	.044	.039
Tenure	.024	.035
Pre-encounter	.127***	.130***
Immersion	-.017	.007
Integration	.050	-.016
Affirmation	.211***	-.005
Pre*Affirm		-.074**
Immersion*Affirm		.010
Integration*Affirm		.022
R^2	.147	.162***
ΔR^2	.147***	.015***

Note. $N = 540$.
*$p < .05$. **$p < .01$. ***$p < .001$.

Table 5 continued

Predictor Variable	Turnover Step 1 β	Turnover Step 2 β
Hypotheses 1 & 2		
Age	-.203*	-.204*
Tenure	.057	.037
Pre-encounter	-.027	-.016
Immersion	.028	.003
Integration	.054	-.015
Affirmation	-.413***	-.577
Pre*Affirm		.055
Immersion*Affirm		-.071
Integration*Affirm		-.019
R^2	.089	.092***
ΔR^2	.089***	.003

Predictor Variable	CWB Step 1 β	CWB Step 2 β
Hypotheses 1 & 2		
Age	.003	.007
Tenure	.006	-.002
Pre-encounter	-.003	-.004
Immersion	.120*	.103*
Integration	.091*	.159
Affirmation	-.037	.182
Pre*Affirm		.054
Immersion*Affirm		-.008
Integration*Affirm		-.022
R^2	.026	.031*
ΔR^2	.026*	.005

Note. $N = 540$.
*$p < .05$. **$p < .01$. ***$p < .001$.

Table 6

Analysis of Simple Effects of Study Variables

Analysis of Simple Effects with Organizational Affirmation as Moderator and Perceptions of Discrimination and Perceptions of Justice as Mediator(s): Dependent Variable - OCB

Perceptions of Discrimination	**First Stage**	**Second Stage**	**Direct Effect**	**Indirect Effect**	**Total Effect**
Pre-encounter					
Low	-.026	-.110	.116	.003	.119
High	-.026	.377***	.116	-.010	.106
Differences	.000	-.487***	.000	.013	.013
Immersion					
Low	-.119**	.125	.021	-.015	.006
High	-.119**	.142*	.021	-.017	.004
Differences	.000	-.018	.000	.002	.002
Integration					
Low	-.025	.296***	.036	-.007	.029
High	-.025	-.030	.036	.001	.037
Differences	.000	.326***	.000	-.008	-.008

Perceptions of Justice	**First Stage**	**Second Stage**	**Direct Effect**	**Indirect Effect**	**Total Effect**
Pre-encounter					
Low	.046	-.223**	.116	-.010	.106
High	.046	.263**	.116	.012	.128
Differences	.000	-.487***	.000	-.022	-.022
Immersion					
Low	-.077*	.011	.021	-.001	.020
High	-.077*	.029	.021	-.002	.019
Differences	.000	-.018	.000	.001	.001
Integration					
Low	.009	.183**	.036	.002	.038
High	.009	-.143	.036	-.001	.035
Differences	.000	.326***	.000	.003	.003

Note. $N = 540$.
*$p < .05$. **$p < .01$. ***$p < .001$.

Table 6 continued

Analysis of Simple Effects with Organizational Affirmation as Moderator and Perceptions of Discrimination and Perceptions of Justice as Mediator(s): Dependent Variable - Employee Engagement

Perceptions of Discrimination	**First Stage**	**Second Stage**	**Direct Effect**	**Indirect Effect**	**Total Effect**
Pre-encounter					
Low	-.026	.278***	-.060	-.007	-.068
High	-.026	.052	-.060	-.001	-.062
Differences	.000	.227*	.000	-.006	-.006
Immersion					
Low	-.119**	.213**	-.075*	-.025*	-.100*
High	-.119**	.117	-.075*	-.014	-.089*
Differences	.000	.096	.000	-.011	-.011
Integration					
Low	-.025	.348***	.070	-.009	.062
High	-.025	-.018	.070	.000	.071
Differences	.000	.365**	.000	-.009	.000

Perceptions of Justice	**First Stage**	**Second Stage**	**Direct Effect**	**Indirect Effect**	**Total Effect**
Pre-encounter					
Low	.046	.704***	-.060	.033	-.028
High	.046	.477***	-.060	.022	-.038
Differences	.000	.227	.000	.010	.010
Immersion					
Low	-.077*	.638***	-.075*	-.049*	-.124**
High	-.077*	.542***	-.075*	-.042*	-.117**
Differences	.000	.009	.000	-.007	.007
Integration					
Low	.009	.773***	.070	.007	.077
High	.009	.408***	.070	.004	.074
Differences	.000	.365	.000	.003	.003

Note. $N = 540$.
*$p < .05$. **$p < .01$. ***$p < .001$.

Table 6 continued

Analysis of Simple Effects with Organizational Affirmation as Moderator and Perceptions of Discrimination and Perceptions of Justice as Mediator(s): Dependent Variable – Job Satisfaction

Perceptions of Discrimination	First Stage	Second Stage	Direct Effect	Indirect Effect	Total Effect
Pre-encounter					
Low	-.026	.044	-.007	-.001	-.008
High	-.026	-.058	-.007	.002	-.006
Differences	.000	.103	.000	-.003	-.003
Immersion					
Low	-.119**	.028	-.068**	-.003	-.071
High	-.119**	-.043	-.068**	.005	-.063
Differences	.000	.071	.000	-.008	-.008
Integration					
Low	-.025	.079	-.057**	-.002	-.059
High	-.025	-.093*	-.057**	.002	-.005
Differences	.000	.171	.000	-.004	.004

Perceptions of Justice	First Stage	Second Stage	Direct Effect	Indirect Effect	Total Effect
Pre-encounter					
Low	.046	.625***	-.007	.029	.022
High	.046	.522***	-.007	.026	.022
Differences	.000	.103**	.000	.005	.000
Immersion					
Low	-.077*	.609***	-.068**	-.047	-.115***
High	-.077*	.538***	-.068**	-.042	-.110***
Differences	.000	.071	.000	-.005	-.005
Integration					
Low	.009	.659***	-.057**	.006	-.051
High	.009	.488***	-.057**	.005	-.052
Differences	.000	.171**	.000	.002	.002

Note. $N = 540$.
*$p < .05$. **$p < .01$. ***$p < .001$.

Table 6 continued

Analysis of Simple Effects with Organizational Affirmation as Moderator and Perceptions of Discrimination and Perceptions of Justice as Mediator(s): Dependent Variable – Organizational Commitment

Perceptions of Discrimination	First Stage	Second Stage	Direct Effect	Indirect Effect	Total Effect
Pre-encounter					
Low	-.026	.022	.156***	-.001	.155***
High	-.026	-.084	.156***	.002	.158***
Differences	.000	.106	.000	-.003	-.003
Immersion					
Low	-.119**	-.013	-.017	.002	-.016
High	-.119**	-.049	-.017	.006	-.011
Differences		.036	.000	-.004	-.004
Integration					
Low	-.025	-.001	.092*	.000	.092**
High	-.025	-.061	.092*	.002	.093**
Differences	.000	.060	.000	-.001	-.001

Perceptions of Justice	First Stage	Second Stage	Direct Effect	Indirect Effect	Total Effect
Pre-encounter					
Low	.046	.328***	.156***	.015	.171***
High	.046	.222***	.156***	.010	.166***
Differences	.000	.106	.000	.005	.005
Immersion					
Low	-.077*	.293***	-.017	-.023	-.040
High	-.077*	.257***	-.017	-.020	-.037
Differences	.000	.036	.000	-.003	-.003
Integration					
Low	.009	.305***	.092*	.003	.095*
High	.009	.245***	.092*	.002	.094*
Differences	.000	.060	.000	.001	.001

Note. $N = 540$.
*$p < .05$. **$p < .01$. ***$p < .001$.

Table 6 continued

Analysis of Simple Effects with Organizational Affirmation as Moderator and Perceptions of Discrimination and Perceptions of Justice as Mediator(s): Dependent Variable – Turnover Intentions

Perceptions of Discrimination	First Stage	Second Stage	Direct Effect	Indirect Effect	Total Effect
Pre-encounter					
Low	-.026	-.144	-.017	.004	-.014
High	-.026	-.094	-.017	.002	-.015
Differences	.000	-.050	.000	.001	.001
Immersion					
Low	-.119**	-.082	-.004	.010	.006
High	-.119**	-.156	-.004	.019	.015
Differences	.000	.075	.000	-.009	-.009
Integration					
Low	-.025	-.190	-.034	.005	-.029
High	-.025	-.048	-.034	.001	-.033
Differences	.000	-.142	.000	.004	.004

Perceptions of Justice	First Stage	Second Stage	Direct Effect	Indirect Effect	Total Effect
Pre-encounter					
Low	.046	-.396***	-.017	-.018	-.036
High	.046	-.346***	-.017	-.016	-.033
	.000	-.050	.000	-.002	-.002
Immersion					
Low	-.077*	-.334***	-.004	.026	.022
High	-.077*	-.408***	-.004	.032	.028
	.000	.075	.000	-.006	-.006
Integration					
Low	.009	-.442***	-.034	-.004	-.038
High	.009	-.300*	-.034	-.003	-.037
	.000	-.142	.000	-.001	-.001

Note. $N = 540$.
*$p < .05$. **$p < .01$. ***$p < .001$.

Table 6 continued

Analysis of Simple Effects with Organizational Affirmation as Moderator and Perceptions of Discrimination and Perceptions of Justice as Mediator(s): Dependent Variable – CWB

Perceptions of Discrimination	First Stage	Second Stage	Direct Effect	Indirect Effect	Total Effect
Pre-encounter					
Low	-.026	-.021	-.006	.001	-.005
High	-.026	.034	-.006	-.001	-.007
Differences	.000	-.055	.000	.001	.001
Immersion					
Low	-.119**	.009	.029*	-.001	.028*
High	-.119**	.004	.029*	.001	.029*
Differences	.000	.005	.000	-.001	-.001
Integration					
Low	-.025	.009	-.034	.000	.014
High	-.025	.004	-.034	.000	.014
Differences	.000	.005	.000	.000	.000

Perceptions of Justice	First Stage	Second Stage	Direct Effect	Indirect Effect	Total Effect
Pre-encounter					
Low	.046	.001	-.006	.000	-.006
High	.046	.056*	-.006	.003	-.003
	.000	-.055*	.000	-.003	-.003
Immersion					
Low	-.077*	.032	.029*	-.002	-.027*
High	-.077*	.026	.029*	-.002	-.027*
	.000	.005	.000	.000	.000
Integration					
Low	.009	.032	-.034	.000	.015
High	.009	.026	-.034	.000	.015
	.000	.005	.000	.000	.000

Note. $N = 540$.
*$p < .05$. **$p < .01$. ***$p < .001$.

CHAPTER 5

DISCUSSION

Theoretical Implications

We set out to partially re-visit, re-conceptualize, and expand the contributions of the seminal theoretical LGBT empirical research done by Button (2001) and Ragins & Cornwell (2001) using a developed taxonomy created by Chrobot-Mason & Thomas (2002). The 2001 work by both Ragins & Cornwell and Button was a pioneering decision to introduce this stigmatized group to scientists and practitioners in industrial-organizational psychology via the *Journal of Applied Psychology* (Colella, Hebl, & King, 2017). These studies attempted to analyze important parts of the LGBT workplace dynamic. The empirical works have undoubtedly served many in academia, employees, and organizations, not only validating that affirming workplaces can change LGBT perceptions of discrimination, but also that these safer spaces may create productive workplace outcomes and mitigate non-productive workplace outcomes. That said, the authors of these seminal works all professed that their work was very generalized. They called for more studies about LGBT outcomes that were more narrowly focused. Unfortunately, despite these calls for future research, there are very few empirical studies available that consider the LGBT population within workplaces.

Most would agree that since 2001, the needle on what Ragins & Cornwell (2001) described as the "last bastion" of minority status has moved somewhat in favor of inclusion of LGBT persons, even describing it as a "sweeping change" (Colella et al., 2017, p. 8). However, being a sexual minority in the United States still has inherent risk, including no federal

employment protections for the vast majority of LGBT persons. Questions remain about sexual minorities in a predominantly heterosexist workplace, particularly during times of political transition. Like any minority group, the time spent managing impressions and navigating identity authenticity may impact the employee, the organization, and its stakeholders. In this study, we advanced the concept that there would be no harm in developing an affirming workplace where sexual minorities can be themselves. The ability to manage affinity orientation status effectively, without negative intervening mechanisms, could allow the LGBT employee to have one less thing to worry about at work. Although one can argue that being a member of the LGBT population is more "mainstream" given recent societal changes, being a sexual minority is still a stigmatized, vulnerable place for many LGBT employees. And, sexual identity development is still an individualized, complicated, and difficult journey. This study is the first to consider the moderating impact of organizational affirmation level on sexual identity stages and how that interaction can impact productive and non-productive workplace outcomes. It expands the earlier contribution from Ragins & Cornwell (2001) by adding the constructs of OCB and CWB. And, aside from earlier empirical work by this author, it is also the first study that considers LGBT employee engagement.

Reviewing the limited existing literature, this study reinforces that there are relationships between sexual identity stage, perceptions of discrimination, perceptions of organizational justice, and organizational affirmation on both productive and non-productive workplace outcomes. Generally, we proposed that affirming workplaces would result in higher positive workplace outcomes and decreased non-productive workplace outcomes. Although we were intrigued by all sexual identity development stages, we were particularly interested in the immersion stage respondents, since, based on previous research, they are the most reactive to

organizational affirmation (Button, 2001). However, there were *no* significant results for immersion stage employees. It is not clear what *exactly* has changed since 2001; it is likely a mixture of regulatory and legal climate and precedent, contextual factors, identity development, affinity orientation "mainstreaming," or measurement strategy that could have potentially impacted the results. Interestingly, pre-encounter employees had the most statistically significant results in this study, followed by integration stage employees. This leads us to believe that the staged approach to measurement may need to be conceptually reexamined, that this sample is exceptional, that workplaces are becoming a safer space for LGBT employees to be more of their psychological selves, or that because of a combination of contextual factors, the criteria that were specified in 1993 and 2001 no longer belong in their respective stages (Button, 2001; Walters & Simoni, 1993).

The data collected has a notable difference from the work by Ragins & Cornwell (2001) and Button (2001). In both of those studies, the perceptions of discrimination were *negatively* correlated with productive workplace outcomes and *positively* related with non-productive workplace outcomes. In this study, it is the opposite. The data supports a significant, *positive* correlation between perceptions of discrimination and positive workplace outcomes including employee engagement, job satisfaction, OCB, and organizational commitment. It also supports a *negative* statistically significant correlation between perceptions of discrimination and non-productive workplace outcomes including turnover intentions and CWB. Examining the means of the discrimination measure individually finds very few means above 1.94 for the items related to treatment discrimination. This points to the possibility that, at least in this data, LGBT persons in workplaces are encountering less and less overt/treatment discrimination. To further support the potential for this paradigm shift, the majority of respondents had support from supervisors

(61.5%) and colleagues (80.6%). In this sample, the potentially decreased pattern of treatment discrimination resulted in a positive relationship with productive workplace outcomes and a negative relationship with non-productive workplace outcomes. Perhaps, given what was earlier called a "sweeping change," the needle has really moved to a more inclusive, safe space for LGBT employees in the Unites States.

Although there are differences between this study and previous work, there are also similarities. Affirming organizations had some significant, positive relationships with productive workplace outcomes. For the most part, as theorized, the highest levels of productive workplace outcomes occurred in the two "progressive" quadrants using the Chrobot-Mason & Thomas (2002) taxonomy. The highest levels of OCB occurred in high pre-encounter and high integration respondents working within high affirming organizations (positive parallel). For integration stage employees, the higher level of identity development produced increases within both low and high affirming organizations. Pursuant to Button's (2001) theory, those respondents that were highest in pre-encounter identity had decreasing levels of productive workplace outcomes, in this case OCB, based on the possibility that they are among the least impacted by organizational policies related to their sexual identity status. Button's (2001) theory only held partially true, however, for pre-encounter employees when we were measuring employee engagement. In that scenario, although the highest levels of employee engagement were among employees in high affirming organizations (progressive), as the identity development was the strongest, the employee engagement level narrowed in both high and low affirming organizations. The same narrowing held true with job satisfaction. In pre-encounter employees, those lowest in identity had the strongest level of job satisfaction when employed by high affirming organizations (progressive), but as the identity level shifted to those at an advanced

level, job satisfaction decreased. It, however increased within low affirming organizations. For both employee engagement and job satisfaction, the statistically significant interactions in this data set indicate that in high affirming organizations, the amounts of productive workplace outcomes are all at higher levels than in low affirming organizations. But they also indicate that if identity is at the higher level for those in the pre-encounter identity stage, their employee engagement and job satisfaction levels decrease. We expected that the highest levels of *any* productive workplace outcome would be within high affirming organizations, among highly identified employees.

The only *statistically significant* result that was completely contrary to the original hypotheses that predicted productive workplace outcomes would occur in either of the two "progressive" quadrants occurred in organizational commitment. In that outcome, the highest level of productivity was within the low affirming organization, among those highest in pre-encounter identity. That said, in both types of affirming organizations, as identity increases, so does the level of organizational commitment. The difference between the levels of low and high affirming organizations, however, were negligible. And, although the interaction hypotheses were not supported for non-productive workplace outcomes, workplace affirmation level, as in Ragins & Cornwell (2001) was negatively related to turnover intentions.

Pre-encounter Results Using the Relationship Model of Individual Sexual Identity and Organizational Affirmation Development *Adapted from Cox (Chrobot-Mason & Thomas (2002))*		
Organizational Affirmation of Employee Sexual Identity	**Pre-encounter Sexual Identity** Low	High
Low	***Negative Parallel Relationship***	***Regressive Relationship*** Organizational Commitment
High	***Progressive Relationship*** Employee Engagement Job Satisfaction	***Positive Parallel Relationship*** OCB

Figure 19. Study Summary Interaction Outcome Results, Pre-encounter Identity Stage

Integration Results Using the Relationship Model of Individual Sexual Identity and Organizational Affirmation Development *Adapted from Cox (Chrobot-Mason & Thomas (2002))*		
Organizational Affirmation of Employee Sexual Identity	**integration Sexual Identity** Low	High
Low	***Negative Parallel Relationship***	***Regressive Relationship***
High	***Progressive Relationship***	***Positive Parallel Relationship*** OCB

Figure 20. Study Summary Interaction Outcome Results, Integration Stage

Aside from the shift in the discrimination measure, the most notable results seem to be the lack of "reaction" among immersion employees. Compared to previous studies, we expected immersion employees to produce statistically significant results. Interestingly, it seems that, at least for this study, the most reactive group was among the pre-encounter employees. This is surprising for two reasons. First, according to Button (2001), workplace policies should have

very little influence on pre-encounter stage employees. Second, based on previous staged research, we expected the immersion identity employees to be the most "angry" in potentially heterosexist environments. With this notable change, we should wonder whether the paradigm has shifted from immersion to pre-encounter as the "active" group among LGBT employees. It is possible that, since its inception, the criterion among identity stages has shifted based on many contextual variables. Increased societal inclusion of LGBT persons, co-worker and supervisor support, the advent of at least some constitutional protection, the changing nature of work, and effective diversity training are among many factors that could result in substantive changes to sexual identity stage development. Aside from these contextual changes, we also must consider how sexual identity is measured. Like many psychosocial concepts, there exists a move away from stages or categorical processes toward those that are more spectral or dynamic in nature. Using one model to understand sexual identity development, a complicated and dynamic psychosocial process, can cause difficulties (Bilodeau & Renn, 2005). Like other tenets of psychological research, some researchers recommend the move to a life span approach to sexual identity development. Like the seminal developmental psychology research done by Scarr & McCartney (1983), it is possible that a move away from categorical, binary, or staged methods of measurement is more likely to capture dynamic, cascading development as it is "unfolding in concurring and multiple paths, including the development of a person's self-concept, relationships with family, and connections to peer groups and community" (Bilodeau & Renn, 2005, p. 28). There is evidence that sexual identity development can be either fluid or fixed during the various phases within the developmental process, and that this dynamic process can be shaped by both biological and environmental factors (Bilodeau & Renn, 2005). One potential

explanation for a shift in measurement is that using the linear measurement tool disregards the social context of the developing person (Bilodeau & Renn, 2005).

While we expected the moderated mediation Hypotheses 3 and 4 to have statistical significance, after careful analysis, we realized that perceptions of discrimination and organizational justice, as mediators, though significantly correlated with the study outcome variables are impacted *less* by sexual identity development stage or organizational affirmation level and more about being a sexual minority generally. After running preliminary analyses, we recognized that perceptions of discrimination and perceptions of justice predicted both productive and non-productive outcomes. However, they were not effective mediators given our interaction hypotheses.

Practical Implications

When we conceptualized this study, we thought of the taxonomy used by Chrobot-Mason & Thomas (2002). That taxonomy was created to establish the various types of interaction among persons developing their racial identity as compared to their support level from their respective workplace institutions. As is typical, we were faced with the logistical challenge of wanting to engage in a meaningful LGBT study, but were limited to the available taxonomies, measures, constructs, and theoretical guidelines. It seems that, at least within I-O psychology, diversity researchers, particularly those writing about stigmatized minorities, are forced to make concessions with available measures. We set out originally to show that there would be very little harm in creating a safe "roof" over employee's heads, in other words, creating at least a progressive, high affirming organizational culture that encourages multiculturalism and embraces employees for what they can add in their workplace tasks, void of any intervening mechanisms that hinder their progress based on their sexual identity status. Although it makes practical sense,

and we have a few empirical studies that point us in that direction, it seems that it's a "no brainer." Every employee should be able to be themselves at work so that they can fully engage while performing their tasks. Unfortunately, it seems that this fundamentally simple concept is clouded in some cases by discrimination, ignorance, hostility, and a lack of human kindness.

There are two fundamental reasons to create that "safe space" for all employees, particularly those that live with stigmatized identities: the social imperative and the economic imperative. Among the 196 countries on earth, 123 have either active or pending partial or complete non-discrimination laws in place for all LGBT persons, including workplaces. The Unites States is in the *minority*. In the United States currently, there is an executive order in place that *only* prohibits discrimination for postal employees, federal government employees in civilian workspaces, and government employees working within Washington, D.C. At the time of this writing, the newly elected administration is working to reduce protections for LGBT persons, including transgender bathroom rights for those who have announced their gender destination. Just like every facet of society, workplaces should participate in, and share in, social responsibility for the good of the nation. King & Cortina (2010) carry this notion one step further, indicating that not only should workplaces engage in social responsibility, but that their LGBT employees are also an important part of the exact group of stakeholders that business entities serve. Within that stakeholder context, the authors recommend minimum behavioral standards that include policies, procedures, and practices that not only protect LGBT persons, but also actively work to resolve heterosexism (King & Cortina, 2010). The social responsibility reasoning seems like a basic, fundamental right. But, it is not. We recommend that United States-based organizations *not wait* for regulatory guidance or governmentally required compliance initiatives, and instead, forge a path ahead for all employees to create this socially

responsible, safe space. Unfortunately, unless organizations lead the way, most LGBT employees can be terminated, without cause, *just for being a member of a stigmatized sexual identity*. And, this potential fear may keep LGBT persons from disclosing their sexual identity. This can potentially cascade into a range of impression management responsibilities and counterfeiting, psychological challenges, and physical stress factors, which combine to create a space that is not comfortable for LGBT employees. Aside from that psychologically challenging space for the individual, this also creates ineffective workplace outcomes.

Those ineffective workplace outcomes are the segue from the social imperative to the economic imperative for LGBT inclusion. From a workplace outcomes perspective, this study has again shown that the affirmation level of an entity has significant impact on productive and non-productive workplace outcomes. Although there may have been a paradigm shift in treatment discrimination, creating that "safe space" increased OCB, employee engagement, job satisfaction, and organizational commitment for at least some of the study respondents. It also decreased turnover intentions. The interaction with sexual identity development stage shows that for the most part, if an organization creates a space that is welcoming, affirming, free from prejudice, and one that allows LGBT persons to be their full psychological selves, that affirmation pays off for organizations. That "safe space" has been historically linked to improvements in efficacy and this study reinforces that. In order to protect the very LGBT stakeholders that create at least some of these economically desirable business outcomes, organizations, at a minimum should include LGBT persons in a non-discrimination policy (Button, 2001; King & Cortina, 2010; Ragins & Cornwell, 2001). This should include system-wide written statements and policies. Next, organizations must holistically consider all facets of organizational life and how these day to day operations can impact LGBT stakeholders. King &

Cortina (2010) recommend anonymous employee engagement surveys, same sex and familial benefits, affinity and resource groups, diversity councils and mentorship programs. The authors also recommend that diversity programs include centralized responsibility structures that can hold various groups accountable (King & Cortina, 2010). Further, initiating policies, practices and procedures that systematically address the concept of heterosexism may also be beneficial. Along with such policies, having non-LGBT ally advocates to assist this stigmatized group may be beneficial. Those advocates can engage organizations in internal and external LGBT interests without the fear of retaliation, and this, in turn can initiate informal support networks. According to King & Cortina, due to the lack of legal protections for LGBT employees, those who *are* protected should "bear the burden" of advocacy (2010, p. 75).

Limitations

We recommend using caution in applying these results to other samples. The purpose of this study was to explore the psychological impact that organizational affirmation had on sexual minorities, and, as such, the results should not be applied to other domains. The outcome variables were significantly correlated with one another, although there is empirical support that they are distinct constructs. Job satisfaction and organizational commitment, in particular, tend to be highly correlated. In a dominant or majority sample, it is likely that many of the constructs we used would not have the same results. Mainly, organizational affirmation level may likely have little impact on majority employee groups, and may only resonate with those that are members of minority or stigmatized minority groups. This study does have similar demographic characteristics to the studies by both Button (2001) and Ragins & Cornwell (2001) in that it is a highly educated, nationally representative sample. This sample came from individuals in a vast array of industries, organizations, and geographic locations. We believe that our sample is

representative of a microcosm within the typical United States based employment/labor force. As such, we are confident in the generalizability of these findings, particularly given the scarcity of LGBT research, but other researchers should attempt to replicate these findings on other sample groups. Because so many respondents were in IT, Healthcare, Education, and Retail industries, we may have missed a chance to collect more pointed data within those industries by using generalized industry types during data collection. Particularly in supportive industries, more granular data can be helpful and insightful for both employees and organizations.

The predominantly white sample (91%), together with the fact that 50% of respondents identified as male, should also be considered as a limitation. First, it is possible that majority or dominant groups feel more psychologically safe responding to stigmatized research studies based on gender and racial/ethnicity privilege. This may be due to decreased fear of negative retaliation or implications in both professional and personal situations. In contrast, women, racial or ethnic minorities may feel intimidated or fearful responding to stigmatized research studies due to double (for example, a lesbian employee) or triple (for example, a lesbian, African-American/Black employee) jeopardy status because not only can they experience discrimination based on LGBT identity, but they *also* can experience discrimination for race/ethnicity *and* gender. Based on the lack of white or male privilege, those LGBT respondents that are also a racial/ethnic/gender minority could fear retaliation or other negative implications from participating in stigmatized minority research (Berdahl & Moore, 2006).

Using affinity groups in our chain-referral sampling technique also has inherent range restriction risk. However, collecting data from stigmatized identity groups is notoriously challenging. We relied on self-report measures on sexual identity status, and this can create issues, including between variables. Further, we relied on respondents to indicate whether or not

their organizations had affirming polices and procedures, and they may have been mistaken. Because we relied on affinity organizations to provide at least a portion of the respondents for this work, it is possible that they are not only more sensitive to organizational affirmation levels, but also "out" at work and at an advanced identity stage. This, in turn may be responsible for respondent choices of supportive workplaces, and this may be the cause for the paradigm shift in the discrimination measure. That said, by using a national sample with a diverse geographic and organizational orientation, we may have been able to simultaneously analyze the holistic effects of organizational policies, practices, and federal legislation.

This study was promoted using social media and affinity oriented groups, websites, and membership groups, and because respondents were able to self-select into this study they may be persons that spend their discretionary time using various conduits that are different than other members of the LGBT population. For our moderated mediation hypotheses, we utilized the appropriate framework espoused by Edwards & Lambert (2007) by simulating our data within a bootstrapping process (1,000 times). We also included appropriate control variables of respondent age and tenure within an organization. Chain-referral sampling, however, despite all its usefulness, does limit our control over who ultimately participates and completes this study. Self-report information is not capable of being verified in order to maintain anonymity and confidentiality. The data was also collected at one specific point in time for each respondent, and, as such, the scales must be responded to at one point in time and this can create common method variance and fatigue for respondents. A final potential limitation, which is also addressed in the following section as a future direction, may be the way in which sexual identity development stage was measured. As are many psychosocial constructs, it may be time to move from a staged or "categorical" approach to one that is more dynamic or spectral in nature.

Future Directions and Conclusion

Just like our research predecessors, we encourage all research scientists, in any field, to examine the LGBT population to add to the small, but important body of scientific literature. If, indeed, LGBT persons are the "last bastion" among minorities to encounter and experience equality, there is still a lot of work that needs to be done to create "safe spaces," and for those employees to be able to produce important and productive workplace outcomes to meet the social and economic goals of their organizations. It is time to remove these barriers and filters for LGBT employees so that they may be their entire psychological selves at work. We recommend that the next study measure treatment discrimination among a similar sample, to see if, indeed progress has been made on a national level. We also recommend that the psychological profession take a careful, guided look at how sexual identity is measured. Since 1983, researchers have been positing that all developmental experiences are actually more of a cascading, dynamic event. Moving from a categorical, or staged measurement device to one that is more dynamic and spectral may be a crucial way to address the plateaus that exist in sexual identity development. And, in turn, this may capture better quality data so that we can more accurately measure sexual identity development. We would like to have more data collected to see if, because of a myriad of contextual factors, the more active immersion group has actually been replaced with the pre-encounter stage LGBT employees. In other words, this would symbolize that LGBT persons consider their workplaces to be more important earlier in their sexual identity development stage. This has implications for recruiting, selection, diversity initiatives, leadership, mentoring, and in a broader sense, ensuring all supportive organizational policies reach all LGBT employees.

This study confirmed many of the previous findings by the pioneers in this research, Belle Rose Ragins, John Cornwell, and Scott Button. These researchers, in a climate that was not necessarily welcoming to LGBT research, forged significant paths for LGBT employees worldwide. The research was clearly important enough to be placed into one of the most elite scholarly journals in the I-O psychology spectrum, the *Journal of Applied Psychology*. In fact, these researchers were recently recognized in the centennial issue of that publication for crafting the first sexual orientation studies that it published (Colella et al., 2017). This study reinforces that organizational affirmation impacts productive and non-productive workplace outcomes. It also expands previous research by looking at the joint effects of sexual identity development level and organizational affirmation to see what, if any, of the outcomes proposed are impacted. It adds OCB, employee engagement, and CWB for the first time among the LGBT employee population. In the end, this study indicates that there is every reason for every organization to become a high affirming entity. From both a social and economic perspective, becoming a welcoming, supportive workplace for LGBT employees leads to significant improvements in OCB, employee engagement, job satisfaction, and organizational commitment, while mitigating turnover intentions. This, in turn may produce exceptional results for all stakeholders. Utilizing the taxonomy created by Chrobot-Mason & Thomas (2002), when organizations foster a safe space for employees, they become at least progressive, if not a positive parallel entity. A few minor adjustments to workplace policies and procedures may be the small investment it takes, across the nation, to conquer this "last bastion" of minority status.

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APPENDIX A

STUDY MEASURES

Q1 Dear Participant, Thank you for agreeing to participate in the study “Employee Sexual Identity and Organizational Affirmation: The Workplace Relationship." The purpose of the study is to examine the relationship of individual sexual identity development and organizational affirmation to learn about potential outcomes. You must identify as a member of the LGBT community to participate in this study. However, you do not have to be "out" at work or in your personal life to participate. Collecting data about LGBT persons at any sexual identity stage is important. In addition, you should be a United States citizen or permanent resident that is 18 years or older working full-time or part-time in an organization now or within the past 18 months. The main benefit of participating in the study is that you will contribute to what we hope will be research findings that allow us to have a better understanding of individual and organizational outcomes between lesbian, gay, bisexual, and transgender (LGBT) employees and their workplaces. The research study includes one survey, which should take 25-30 minutes to complete. Please know that participation is completely voluntary. You can refuse to participate or stop participating at any time without penalty or loss of benefits to which you are otherwise entitled. Some of the questions may be sensitive in nature (such as asking about your work perceptions [e.g., fairness and justice in the workplace] or your own behaviors [e.g., counter-productive actions]). Of course, you can skip any question that you are uncomfortable answering. Please note that there are no right or wrong answers to these questions, and you do not have to respond to any question that you do not wish to answer. However, your responses will be most useful to us if the survey is complete. While the responses to this survey are confidential, there is a very small chance that during the course of transmission via the internet, your IP address may be identifiable by third parties (e.g., computer hackers). There is a limit to the confidentiality that can be guaranteed due to the technology itself. Be assured that we are not requesting any social security numbers or financial data from you in this survey. Furthermore, if you have any concern about the possibility of your work computer being monitored, you are able to respond to this survey via your personal computer. All individually-identifiable data will be kept private and confidential, unless required by law. This will include a randomly generated ID number assigned at the time of survey completion for the strict purposes of aggregated data compilation. There is always a risk of loss of privacy due to breach of confidentiality when sensitive information is collected over the internet. After analysis is complete, the researchers will destroy anything that links data to you. This study is being conducted by me, Robert Sleight, of the University of Georgia (UGA) under the supervision of my co-chairs, Dr. Gary Lautenschlager and Dr. Kecia Thomas. It has been approved by the UGA Institutional Review Board. Your responses will be confidential and will only be seen by the researchers. Although there are some general questions about your background (gender, age, years employed, etc.), this survey contains no questions that can identify you. Your responses will be combined with over 500 others and all results will be presented as “40% of respondents said X” or “60% said Y.” I

am happy to answer any further questions about the research, now or during the course of the project, and can be reached by email at rsleight@uga.edu. You may also inquire at my physical office in the Department of Psychology, Suite 301D, 133 Baldwin Street, Athens, GA 30601. Thank you again for your participation – this is important research! Questions or concerns about your rights as a research participant should be directed to The Chairperson, University of Georgia Institutional Review Board (IRB). You may contact the IRB via telephone at (706) 542-3199 or via email at irb@uga.edu. By continuing and completing the survey you are agreeing to participate in the research. I have read, understood, and printed a copy of, the above consent form and desire of my own free will to participate in this study.

Q2 What is your current age?

- ❍ Under 18 (1)
- ❍ 18-24 (2)
- ❍ 25-34 (3)
- ❍ 35-44 (4)
- ❍ 45-54 (5)
- ❍ 55-64 (6)
- ❍ 65-74 (7)
- ❍ 75 or older (8)

If Under 18 Is Selected, Then Skip To End of Survey

Q3 This question asks for your sexual/gender identity. In order to participate in this survey, you must identity as lesbian, gay, bisexual, or transgender.

- ❍ Lesbian (1)
- ❍ Gay (2)
- ❍ Bisexual (3)
- ❍ Transgender and Heterosexual (4)
- ❍ Transgender and Lesbian, Gay, or Bisexual (5)
- ❍ Heterosexual (6)

If Heterosexual Is Selected, Then Skip To End of Survey

Q4 What was your assigned sex at birth? (the sex recorded on your original birth certificate)

- ❍ Female (1)
- ❍ Male (2)
- ❍ Prefer not to say (3)

Q5 What is your gender identity at the time of this survey?

- ❍ Female (1)
- ❍ Male (2)
- ❍ Gender Fluid (3)
- ❍ Prefer not to say (4)

Q6 What is the highest level of education that you completed?

- ❍ No Completed Schooling (1)
- ❍ Eighth Grade (2)
- ❍ High School (3)
- ❍ Trade or Specialty Degree (4)
- ❍ Some College Credit but No Degree (5)
- ❍ Associate Degree (6)
- ❍ Bachelor's Degree (7)
- ❍ Some Graduate College but No Degree (8)
- ❍ Master's Degree (9)
- ❍ Professional Degree (Including J.D.) (10)
- ❍ Doctorate Degree (11)
- ❍ Prefer not to say (12)

Q7 What is your identified Ethnicity?

- ❍ Hispanic or Latino (1)
- ❍ American Indian or Alaska Native (2)
- ❍ Asian (3)
- ❍ Black or African-American (4)
- ❍ Native Hawaiian or Other Pacific Islander (5)
- ❍ White (6)
- ❍ Prefer not to say (7)

Q8 How long have you worked at your current organization?

- ❍ Less than 1 year (3)
- ❍ 1 - 2 years (4)
- ❍ 3 - 5 years (5)
- ❍ 6 - 10 years (6)
- ❍ 11 - 20 years (7)
- ❍ More than 20 years (8)

Q9 Which of the following best describes your primary area of employment? (please select only one).

- ❍ Homemaker (1)
- ❍ Retired (2)
- ❍ Student (3)
- ❍ Agriculture, Forestry, Fishing, or Hunting (4)
- ❍ Arts, Entertainment, or Recreation (5)
- ❍ Education (6)
- ❍ Construction (7)
- ❍ Finance or Insurance (8)
- ❍ Government or Public Administration (9)
- ❍ Health Care (10)
- ❍ Hospitality (11)
- ❍ Information Technology Including Software (12)
- ❍ Legal or Law (13)
- ❍ Manufacturing (14)
- ❍ Military (15)
- ❍ Mining (16)
- ❍ Publishing (17)
- ❍ Real Estate (18)
- ❍ Religious (19)
- ❍ Retail (20)
- ❍ Scientific or Technical Services (includes Research Scientist) (21)
- ❍ Telecommunications (22)
- ❍ Transportation, Warehousing, or Logistics/Supply Side (23)
- ❍ Utilities (24)
- ❍ Wholesale (25)
- ❍ Management Consulting (26)
- ❍ Professional Services (not included in a different category) (27)
- ❍ Other (28)
- ❍ Prefer not to say (29)

Q10 Which of the following best describes your role in industry? (please only select one)
- ❍ Upper Management (1)
- ❍ Middle Management (2)
- ❍ Management Trainee (3)
- ❍ Administrative or Support Staff (4)
- ❍ Student (5)
- ❍ Trained Professional (6)
- ❍ Skilled Laborer (7)
- ❍ Consultant (8)
- ❍ Research Scientist (9)
- ❍ Self-Employed (10)
- ❍ Prefer not to say (11)

Q11 The organization you work for is which of the following?
- ❍ Public Sector (1)
- ❍ Private Sector (2)
- ❍ Non-Profit (3)
- ❍ I am not sure (4)
- ❍ Prefer not to say (5)

Q12 Please approximate the number of employees within your organization. This number should be the entire entity and include both domestic and international presence operations. If you are not exactly sure, select the category that you think is the best fit.
- ❍ Up to and including 15. (1)
- ❍ Between 16 and 35. (2)
- ❍ Between 36 and 50. (3)
- ❍ Between 51 and 150. (4)
- ❍ Between 151 and 300. (5)
- ❍ Between 301 and 1,000. (6)
- ❍ Between 1,001, and 10,000. (7)
- ❍ More than 10,000. (8)

Q13 Please select your current region of residence.
- ❍ Midwest - IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI (1)
- ❍ Northeast - CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA, RI, VT (2)
- ❍ Southeast - AL, AR, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV (3)
- ❍ Southwest - AZ, NM, OK, TX (4)
- ❍ West - AK, CA, CO, HI, ID, MT, NV, OR, UT, WA, WY (5)
- ❍ United States Territory or Other (6)

Q14 I would classify the location where I work to be:
- Urban (1)
- Suburban (2)
- Rural (3)

Q15 If you work in one of the following urban areas, please indicate. If you do not, please select "a different location" which is the first option.
- A different location. (1)
- The San Francisco Bay Area (2)
- Seattle (3)
- Atlanta (4)
- Minneapolis (5)
- Boston (6)
- Sacramento (7)
- Portland (8)
- Denver (9)
- Washington D.C. (10)
- Orlando (11)

Q16 Please select the answer applicable to the state where you are employed.
- My state has LGBT protections for all employees. (1)
- My state has LGBT protections for PUBLIC employees, but not private employees. (2)
- My state has no LGBT protections. (3)
- I am not sure. (4)

Q17 My organization has an official LGBT affinity organization or group.
- Yes (1)
- No (2)
- I am not sure. (3)

Q18 I am active in an official or unofficial LGBT affinity group within my organization.
- Yes (1)
- No. (2)

Q19 In my current position within my organization, I estimate the percentage of LGBT employees to be:
- Less than 10% (1)
- Between 11 and 25% (2)
- Between 26% and 50% (3)
- Between 51% and 75% (4)
- 76% or More (5)

Q20 In my current position within my organization, I estimate the percentage of LGBT employees in leadership positions to be:

- ❍ Less than 10% (1)
- ❍ Between 11% and 25% (2)
- ❍ Between 26% and 50% (3)
- ❍ Between 51% and 75% (4)
- ❍ 76% or More (5)

Q21 In my current position within my organization, I work frequently with an LGBT colleague.

- ❍ Definitely yes (1)
- ❍ Probably yes (2)
- ❍ Might or might not (3)
- ❍ Probably not (4)
- ❍ Definitely not (5)

Q22 In my current position within my organization, I directly report to an LGBT supervisor.

- ❍ Definitely yes (1)
- ❍ Probably yes (2)
- ❍ Might or might not (3)
- ❍ Probably not (4)
- ❍ Definitely not (5)

Q23 In my current position within my organization, my direct supervisor is supportive of who I am as a person.

- ❍ Strongly agree (1)
- ❍ Agree (2)
- ❍ Somewhat agree (3)
- ❍ Neither agree nor disagree (4)
- ❍ Somewhat disagree (5)
- ❍ Disagree (6)
- ❍ Strongly disagree (7)

Q24 In my current position within my organization, at least one of my colleagues is supportive of who I am as a person.

- ❍ Strongly agree (1)
- ❍ Agree (2)
- ❍ Somewhat agree (3)
- ❍ Neither agree nor disagree (4)
- ❍ Somewhat disagree (5)
- ❍ Disagree (6)
- ❍ Strongly disagree (7)

Q25 In the next section, you will be asked to select an answer for several questions about you or your experience at work. Please select the answer that is the best expression of your perception, even if it is not the ideal choice.In the event that you are currently not employed, please use your experience at your last place of employment as your reference point for perception and organization inquiries (your last place of employment will serve as your "current" employer for the purpose of this research).

Q26 Please select the best answer to the following questions.

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
I believe that straight people look and express themselves better than lesbians/gays. (1)	❍	❍	❍	❍	❍	❍	❍
I feel very uncomfortable around gay and lesbian people. (2)	❍	❍	❍	❍	❍	❍	❍
I believe that straight people are superior in their personal relationships than gays/lesbians. (3)	❍	❍	❍	❍	❍	❍	❍
The people that I respect most are straight. (4)	❍	❍	❍	❍	❍	❍	❍
I believe that a gay/lesbian person's most effective weapon for solving problems is to become part of the straight person's world. (5)	❍	❍	❍	❍	❍	❍	❍

Q27 Please select the best answer to the following questions.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
Ideally, everyone in our society would be heterosexual. (1)	❍	❍	❍	❍	❍	❍	❍
I think gay/lesbian people should act just like straight people. (2)	❍	❍	❍	❍	❍	❍	❍
I feel unable to involve myself in straight experiences and am increasing my involvement in gay/lesbian experiences. (3)	❍	❍	❍	❍	❍	❍	❍
I often find myself putting straight people down or making fun of them. (4)	❍	❍	❍	❍	❍	❍	❍
Straight people can't be trusted. (5)	❍	❍	❍	❍	❍	❍	❍

Q28 Please select the best answer to the following questions.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I frequently confront society and heterosexism. (1)	❍	❍	❍	❍	❍	❍	❍
I don't have anything in common with heterosexuals. (2)	❍	❍	❍	❍	❍	❍	❍
I don't have any straight friends anymore. (3)	❍	❍	❍	❍	❍	❍	❍
People, regardless of their sexual orientation, have strengths and limitations. (4)	❍	❍	❍	❍	❍	❍	❍
Being lesbian or gay just feels natural to me. (5)	❍	❍	❍	❍	❍	❍	❍

Q29 Please select the best answer to the following questions.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
While being heterosexual is natural for many people, being gay or lesbian feels natural to me. (1)	❍	❍	❍	❍	❍	❍	❍
A person's sexual orientation has little to do with whether or not she/he is a good person. (2)	❍	❍	❍	❍	❍	❍	❍
I am satisfied with myself. (3)	❍	❍	❍	❍	❍	❍	❍

Q30 Do you have examples from your identity development where you believed that being LGBT was "fundamentally wrong," or "less than" compared to being heterosexual/straight or non-transgender? Please share any critical incidents where you felt like this in the text box provided. All answers will remain confidential.

Q31 Can you recall an incident that motivated you to explore your sexual identity? What was it and how did it impact you? All answers will remain confidential.

Q32 In your current organization, please indicate your level of agreement with the following. My current organization has:

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
A written policy prohibiting discrimination on the basis of sexual orientation (1)	❍	❍	❍	❍	❍	❍	❍
A diversity training program that includes awareness of gay and lesbian issues (2)	❍	❍	❍	❍	❍	❍	❍
A diversity workshop or training session devoted exclusively to gay and lesbian issues (3)	❍	❍	❍	❍	❍	❍	❍
Public support of gay and lesbian issues or activities (e.g., corporate representation at Gay Pride events) (4)	❍	❍	❍	❍	❍	❍	❍
An unofficial organization/network of lesbian and gay employees (5)	❍	❍	❍	❍	❍	❍	❍
An officially recognized organization of lesbian and gay employees (6)	❍	❍	❍	❍	❍	❍	❍
Benefits that include health insurance for domestic partners (7)	❍	❍	❍	❍	❍	❍	❍
Benefits that include bereavement leave for the death of a domestic partner (8)	❍	❍	❍	❍	❍	❍	❍
Benefits that include	❍	❍	❍	❍	❍	❍	❍

sick-care leave (to care for a domestic partner) (9)							

Q33 In this series of statements, please specify the level of "required" activity at your organization:

	Definitely Required (1)	Required (2)	Somewhat Required (3)	Neither Required nor Optional (4)	Somewhat Optional (5)	Optional (6)	Completely Optional (7)
Putting in extra time to help coworkers with work-related problems. (1)	❍	❍	❍	❍	❍	❍	❍
Resolving conflicts between workers. (2)	❍	❍	❍	❍	❍	❍	❍
Helping new employees settle into the job. (3)	❍	❍	❍	❍	❍	❍	❍
Alerting upper management to potentially troublesome issues. (4)	❍	❍	❍	❍	❍	❍	❍
Keeping others informed about industry trends and changes. (5)	❍	❍	❍	❍	❍	❍	❍
Working extra hours during busy times. (6)	❍	❍	❍	❍	❍	❍	❍
Making suggestions about important work processes.	❍	❍	❍	❍	❍	❍	❍

(7) Attending company-sponsored social events. (8)	❍	❍	❍	❍	❍	❍	❍
Speaking well of the organization to outsiders. (9)	❍	❍	❍	❍	❍	❍	❍
Attending optional training sessions. (10)	❍	❍	❍	❍	❍	❍	❍
Being punctual. (11)	❍	❍	❍	❍	❍	❍	❍
Keeping one's work area tidy. (12)	❍	❍	❍	❍	❍	❍	❍
Maintaining a positive attitude. (13)	❍	❍	❍	❍	❍	❍	❍

Q34 Please indicate how frequently you experience the following statements:

	Never (1)	Almost Never (a few times a year or less). (2)	Rarely (once a month or less) (3)	Sometimes (a few times a month) (4)	Often (once a week) (5)	Very Often (a few times a week) (6)	Always (every day) (7)
At my work, I feel bursting with energy. (1)	❍	❍	❍	❍	❍	❍	❍
At my job, I feel strong and vigorous. (2)	❍	❍	❍	❍	❍	❍	❍
I am enthusiastic about my job. (3)	❍	❍	❍	❍	❍	❍	❍
My job inspires me. (4)	❍	❍	❍	❍	❍	❍	❍
When I get up in the morning, I feel like going to work. (5)	❍	❍	❍	❍	❍	❍	❍
I feel happy when I am working intensely. (6)	❍	❍	❍	❍	❍	❍	❍
I am proud of the work that I do. (7)	❍	❍	❍	❍	❍	❍	❍
I am immersed in my work. (8)	❍	❍	❍	❍	❍	❍	❍
I get carried away when I am working. (9)	❍	❍	❍	❍	❍	❍	❍

Time flies when I am working. (10)	❍	❍	❍	❍	❍	❍	❍
When I am working, I forget about everything else around me. (11)	❍	❍	❍	❍	❍	❍	❍
It is difficult to detach myself from my job. (12)	❍	❍	❍	❍	❍	❍	❍
I find the work that I do full of meaning and purpose. (13)	❍	❍	❍	❍	❍	❍	❍
To me, my job is challenging. (14)	❍	❍	❍	❍	❍	❍	❍
I can continue working for very long periods of time. (15)	❍	❍	❍	❍	❍	❍	❍
At my job I am very resilient, mentally. (16)	❍	❍	❍	❍	❍	❍	❍
At my work, I always perserverve, even when things do not go well. (17)	❍	❍	❍	❍	❍	❍	❍

Q35 Considering your position and your future plans:

	Highly Unlikely (1)	Somewhat Unlikely (2)	Unlikely (3)	Somewhat Likely (4)	Likely (5)	Highly Likely (6)
I will probably look for a new job in the near future. (1)	❍	❍	❍	❍	❍	❍
At the present time, I am actively searching for another job in a different organization. (2)	❍	❍	❍	❍	❍	❍
I do not intend to quit my job. (3)	❍	❍	❍	❍	❍	❍
It is unlikely that I will actively look for a different organization to work for in the next year. (4)	❍	❍	❍	❍	❍	❍
I am not thinking about quitting my job at the present time. (5)	❍	❍	❍	❍	❍	❍

Q36 During your workplace experience, how many times have you engaged in the following behavior?

	Never (1)	Once or Twice (2)	Once or Twice Per Month (3)	Once or Twice Per Week (4)	Every Day (5)
Purposely wasted your employer's materials/supplies. (1)	❍	❍	❍	❍	❍
Purposely damaged a piece of equipment or property. (2)	❍	❍	❍	❍	❍
Purposely dirtied or littered your place of work. (3)	❍	❍	❍	❍	❍
Came to work late without permission. (4)	❍	❍	❍	❍	❍
Stayed home from work and said you were sick when you were not. (5)	❍	❍	❍	❍	❍
Taken a longer break than you were allowed to take. (6)	❍	❍	❍	❍	❍
Left work earlier than you were allowed to. (7)	❍	❍	❍	❍	❍
Purposely did your work incorrectly. (8)	❍	❍	❍	❍	❍
Purposely worked slowly when things needed to get done. (9)	❍	❍	❍	❍	❍
Purposely failed to follow instructions. (10)	❍	❍	❍	❍	❍
Stolen something belonging to your employer. (11)	❍	❍	❍	❍	❍
Took supplies or tools home without	❍	❍	❍	❍	❍

permission. (12)					
Put in to be paid for more hours than you worked. (13)	❍	❍	❍	❍	❍
Took money from your employer without permission. (14)	❍	❍	❍	❍	❍
Stole something belonging to someone at work. (15)	❍	❍	❍	❍	❍
Told people outside the job what a lousy place you work for. (16)	❍	❍	❍	❍	❍
Started or continued a damaging or harmful rumor at work. (17)	❍	❍	❍	❍	❍
Been nasty or rude to a client or customer. (18)	❍	❍	❍	❍	❍
Insulted someone about their job performance. (19)	❍	❍	❍	❍	❍
Made fun of someone's personal life. (20)	❍	❍	❍	❍	❍
Ignored someone at work. (21)	❍	❍	❍	❍	❍
Blamed someone at work for error you made. (22)	❍	❍	❍	❍	❍
Started an argument with someone at work. (23)	❍	❍	❍	❍	❍
Verbally abused someone at work. (24)	❍	❍	❍	❍	❍
Made an obscene gesture (like the finger) to	❍	❍	❍	❍	❍

someone at work. (25)					
Threatened someone at work with violence. (26)	❍	❍	❍	❍	❍
Threatened someone at work, but not physically. (27)	❍	❍	❍	❍	❍
Said something obscene to someone at work to make them feel bad. (28)	❍	❍	❍	❍	❍
Did something to make someone at work look bad. (29)	❍	❍	❍	❍	❍
Played a mean prank to embarrass someone at work. (30)	❍	❍	❍	❍	❍
Looked at someone at work's private mail/property without permission. (31)	❍	❍	❍	❍	❍
Hit or pushed someone at work. (32)	❍	❍	❍	❍	❍
Insulted or made fun of someone at work. (33)	❍	❍	❍	❍	❍

Q37 Please answer these statements with your current role and organization in mind.

	Definitely Not (1)	Probably Not (2)	Might or Might Not (3)	Probably Yes (4)	Definitely Yes (5)
My employer is affirming toward lesbians and gay men. (1)	❍	❍	❍	❍	❍
The leaders of this organization are committed to the equitable treatment of lesbians and gay employees. (2)	❍	❍	❍	❍	❍
The policies of this organization are fair and equitable to gays and lesbians. (3)	❍	❍	❍	❍	❍
This organization does not treat lesbians and gay men fairly. (4)	❍	❍	❍	❍	❍
This organization takes steps to ensure that homosexuals are treated just like heterosexuals. (5)	❍	❍	❍	❍	❍
My co-workers are more likely to be supportive of lesbian and gay people because of the training programs	❍	❍	❍	❍	❍

maintained by this organization. (6)					
This organization unfairly discriminates against gays and lesbians in the distribution of job-related opportunities (e.g., promotions, work assignments). (7)	❍	❍	❍	❍	❍
This organization unfairly discriminates against gays and lesbians in the distribution of benefits. (8)	❍	❍	❍	❍	❍
This organization discourages employees from bringing same-sex dates to company-related social functions (e.g., company picnics). (9)	❍	❍	❍	❍	❍

Q38 In my role within this organization:

	Extremely Dissatisfied (1)	Dissatisifed (2)	Neither Satisfied nor Dissatisfied (3)	Satisfied (4)	Extremely Satisifed (5)
I know what is expected of me at work. (1)	❍	❍	❍	❍	❍
I have the materials and equipment I need to do my job right. (2)	❍	❍	❍	❍	❍
At work, I have the opportunity to do what I do best every day. (3)	❍	❍	❍	❍	❍
In the least seven days, I have received recognition or praise for doing good work. (4)	❍	❍	❍	❍	❍
My supervisor, or someone at work, seems to care about me as a person. (5)	❍	❍	❍	❍	❍
There is someone at work who encourages my development. (6)	❍	❍	❍	❍	❍
At work, my opinions seem to count. (7)	❍	❍	❍	❍	❍
The mission/purpose of my company makes me feel my job is important. (8)	❍	❍	❍	❍	❍
My associates (fellow employees) are	❍	❍	❍	❍	❍

committed to doing quality work. (9)					
I have a best friend at work. (10)	❍	❍	❍	❍	❍
In the last six months, someone at work has talked to me about my progress. (11)	❍	❍	❍	❍	❍
This last year, I have had opportunities at work to learn and grow. (12)	❍	❍	❍	❍	❍

Q39 In this series of statements, please indicate your level of agreement:

	Strongly Disagree (1)	Somewhat Disagree (2)	Neither Agree nor Disagree (3)	Somewhat Agree (4)	Strongly Agree (5)
I would be very happy to spend the rest of my career with this organization (1)	❍	❍	❍	❍	❍
I enjoy discussing my organization with people outside it (2)	❍	❍	❍	❍	❍
I really feel as if this organization's problems are my own (3)	❍	❍	❍	❍	❍
I think that I could easily become as attached to another organization as I am to this one (4)	❍	❍	❍	❍	❍
I do not feel like 'part of the family' at my organization (5)	❍	❍	❍	❍	❍
I do not feel 'emotionally attached' to this organization (6)	❍	❍	❍	❍	❍
This organization has a great deal of personal meaning for me (7)	❍	❍	❍	❍	❍
I do not feel a	❍	❍	❍	❍	❍

strong sense of belonging to my organization (8)					
I am not afraid of what might happen if I quit my job without having another one lined up (9)	❍	❍	❍	❍	❍
It would be very hard for me to leave my organization right now, even if I wanted to (10)	❍	❍	❍	❍	❍
Too much in my life would be disrupted if I decided I wanted to leave my organization now (11)	❍	❍	❍	❍	❍
It wouldn't be too costly for me to leave my organization now (12)	❍	❍	❍	❍	❍
Right now, staying with my organization is a matter of necessity as much as desire (13)	❍	❍	❍	❍	❍
I feel that I have too few options to consider leaving this organization (14)	❍	❍	❍	❍	❍
One of the few	❍	❍	❍	❍	❍

serious consequences of leaving this organization would be the scarcity of available alternatives (15)					
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here (16)	❍	❍	❍	❍	❍
I think that people these days move from company to company too often. (17)	❍	❍	❍	❍	❍
I do not believe that a person must always be loyal to her or his other organization (18)	❍	❍	❍	❍	❍
Jumping from organization to organization does not seem at all unethical to me (19)	❍	❍	❍	❍	❍
One of the major reasons I continue to work for this	❍	❍	❍	❍	❍

organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain (20)					
If l got another offer for a better job elsewhere I would not feel it was right to leave my organization (21)	❍	❍	❍	❍	❍
I was taught to believe in the value of remaining loyal to one organization (22)	❍	❍	❍	❍	❍
Things were better in the days when people stayed with one organization for most of their careers (23)	❍	❍	❍	❍	❍
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore (24)	❍	❍	❍	❍	❍

Q40 The following items refer to workplace procedures that create applicable outcome(s) that impact you at work. To what extent:

	To a Small Extent (1)	To a Marginal Extent (2)	Neutral (3)	To a Moderate Extent (4)	To a Larger Extent (5)
Have you been able to express your views and feelings during those procedures. (1)	❍	❍	❍	❍	❍
Have you had influence over the (outcome) arrived at by those procedures (2)	❍	❍	❍	❍	❍
Have those procedures been applied consistently. (3)	❍	❍	❍	❍	❍
Have those procedures been free of bias. (4)	❍	❍	❍	❍	❍
Have those procedures been based on accurate information. (5)	❍	❍	❍	❍	❍
Have you been able to appeal (the outcome) arrived at by those procedures. (6)	❍	❍	❍	❍	❍
Have those procedures upheld ethical and moral standards. (7)	❍	❍	❍	❍	❍
Does your (outcome) reflect the effort you have put into your	❍	❍	❍	❍	❍

work. (8)					
Is your (outcome) appropriate for the work that you have completed. (9)	❍	❍	❍	❍	❍
Does your (outcome) reflect what you have contributed to the organization. (10)	❍	❍	❍	❍	❍
Is your (outcome) justified, given your performance. (11)	❍	❍	❍	❍	❍

Q41 Expanding on the previous question, the following items refer to the authority figure or authoritative body that enacted the procedure:

	To a Small Extent (1)	To a Marginal Extent (2)	Neutral (3)	To a Moderate Extent (4)	To a Larger Extent (5)
Has he/she/it treated you in a polite manner. (1)	❍	❍	❍	❍	❍
Has he/she/it treated you with dignity. (2)	❍	❍	❍	❍	❍
Has he/she/it treated you with respect. (3)	❍	❍	❍	❍	❍
Has he/she/it refrained from improper remarks or comments. (4)	❍	❍	❍	❍	❍
Has he/she/it been candid with his/her/its communications with you. (5)	❍	❍	❍	❍	❍
Has he/she/it explained the procedures thoroughly. (6)	❍	❍	❍	❍	❍
Were his/her/it explanations regarding the procedures reasonable. (7)	❍	❍	❍	❍	❍
Has he/she/it communicated details in a timely manner. (8)	❍	❍	❍	❍	❍
Has he/she/it seemed to tailor (his/her/its) communications to individuals with specific needs. (9)	❍	❍	❍	❍	❍