A MULTI-LEVEL EXAMINATION OF CAREER BARRIERS FOR SEXUAL MINORITIES

EMPLOYEES

by

COREY S. MUÑOZ

(Under the Direction of Kecia M. Thomas)

ABSTRACT

Research related to the experiences of sexual minorities in the workplace has been limited. This research examines organizational climate and perceived discrimination and their impact on work-related outcomes such as job satisfaction, turnover intentions, organizational commitment, career satisfaction, and job stress. Three hundred and forty-six people responded to a web-based survey. The results indicated that organizational climate and perceived discrimination was predictive of job satisfaction, turnover intentions, organizational commitment, and career satisfaction while perceived discrimination was also predictive of stress of on the job. The impact of sexual identity development and sexual identity management strategies used on the job were also explored in relation to these variables. Limitations and future research were also discussed.

INDEX WORDS: Career development, Gay and lesbian employees, Discrimination, Heterosexism

A MULTI-LEVEL EXAMINATION OF CAREER BARRIERS FOR SEXUAL MINORITIES

EMPLOYEES

by

COREY S. MUÑOZ

B.A., The Oklahoma State University, 2000

M.S., University of Georgia, 2003

A Dissertation Submitted to the Graduate Faculty of The University of Georgia in Partial

Fulfillment of the Requirements for the Degree

DOCTOR OF PHILOSOPHY

ATHENS, GEORGIA

2005

MULTI-LEVEL EXAMINATION OF CAREER BARRIERS FOR SEXUAL MINORITIES

EMPLOYEES

by

COREY S. MUÑOZ

Major Professor:	Kecia M. Thomas
Committee:	Bob Hill
	Rob Mahan
	Karl Kuhnert

Corey S. Muñoz

DEDICATION

As this paper represents the culmination of my academic pursuits, I would like to dedicate it to all the teachers in my life. I have been fortunate to have many great teachers throughout every level of my education. Several names come to my mind such as Mr. Steve Schwab at Broken Arrow High School, Dr. Marie Miville at Oklahoma State University and Dr. Kecia Thomas at the University of Georgia. There is not doubt in my mind that with out them, I would not be where I am today and it is for that reason alone that I am grateful. Words cannot express the level of gratitude that I have for their encouragement and support through the years. Thank you!

ACKNOWLEDGEMENTS

First and foremost, I would like to take a moment and acknowledge Kecia M. Thomas for her guidance, direction, and vision for this project. I have enjoyed learning from her over the past four years and her guidance now on two major research projects has been invaluable. Over the years I have grown as an industrial/organizational psychologist and more importantly as a person because of her. With out Kecia's support for research in this under studied area, this project would have never been possible. You are truly my mentor and friend and your direction has been invaluable.

I would also like to thank Bob Hill for his comments and review of previous versions of this document as well as his insight into the unique issues that gay and lesbian individuals face. Finally, I would like to acknowledge Rob Mahan and Karl Kuhnert for his fresh and insightful perspective during the various phases of this project.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1

INTRODUCTION

Over the past couple of years, the workplace environment for gay men and lesbian employees has undergone a tremendous amount of change. Many legal and legislative wins for gay and lesbian rights have changed the working landscape. In the *State of the Workplace* (2004) document from the Human Rights Campaign (HRC), which is America's largest gay, lesbian, bisexual, and transgendered organization, the HRC surveyed many Fortune 500 and privately held companies regarding laws and policies surrounding sexual orientation and gender identity and expression in the workplace. There appears to be a continuum in regards to affirming policies and practices for sexual minority employees ranging from employee policies covering sexual orientation to employer-provided domestic partnership benefits. In addition, there is a gradual increase in affirming actions towards sexual orientation by organizations. For example, the HRC report that an increase of 18 percent of companies they surveyed as well as a total of 200 companies in the Fortune 500, an increase of 14 percent from the previous year, offer domestic partner benefits. The news is more positive with employer policies covering sexual orientation with 360 companies in the Fortune 500 or 72 percent include sexual orientation in their written non-discrimination policy. In addition, 49 out of the Fortune 50 include sexual orientation in their non-discrimination policy indicating that the closer the company is to the top of the Fortune list, the more likely they are to have inclusive policies.

Importance of researching lesbian, gay, and bisexual employees

Sexual minority employees are a unique population and continually make up a large portion of the workforce. Estimates of the proportion of non-heterosexual people in the United States workforce place the figures between 10 – 14 percent (Powers, 1996). This proportion is significant given the fact that researchers study the experiences of racial and ethnic minorities who often make up a lower proportion of the American workforce such as Asian Americans (4%) or Hispanic Americans (10%). Furthermore, when consideration is given to the fact that sexual minorities can also be a racial minority, the importance of this research becomes even more far reaching.

In addition, Deitch, Butz, & Brief (2002) discuss three features of LGB employees that make them a unique population worth of garnering more research. Most "diversity" research has focused primarily upon the experiences of women and racial/ethnic minorities. While some of these issues faced both these groups may be similar, there are distinct differences. The first difference is that an individual's sexual orientation is a "concealable" stigma whereas other commonly studied minority characteristics are not. Of course, an employee who is lesbian, gay, or bisexual may choose to reveal their sexuality and the way an individual chooses to manage their identity can be very complex (Chrobot-Mason, Button, & DiClementi, 2001; Woods, 1993).

Another way that the experiences of LGB employees are unique is that in the United States, there is no federal civil rights protection against discrimination. There are currently 14 states and the District of Columbia that have civil laws protecting LGB employees from discrimination (HRC, 2004). The lack of federal protection for LGB employees has a tremendous impact on their workplace experiences with no reduction of differential treatment in the workplace, discriminatory treatment unlikely to be challenged for fear of retaliation, and

LGB employees being terminated after complaining about sexual orientation discrimination to name a few (HRC, 2004; Van Den Bergh, 1994). The final unique feature discussed by Deitch, Butz, & Brief (2002) is the prevalence of heterosexism in American society. Heterosexist discrimination is the belief that everyone is heterosexual and that LGB people are inferior to heterosexuals. The far-reaching acceptance of heterosexuality as the norm versus homosexuality is the basis of prejudicial attitudes and heterosexist privilege.

This study seeks to fill a gap in the empirical literature by examining the potential barriers to career advancement that sexual minority employees encounter. The study will examine two sources of discrimination that potentially impact lesbian and gay employee's careers. These include organizational climate for gay and lesbian workers as well as perceived discrimination towards gay men and lesbians. In addition, the impact of identity development and management strategies will be researched. Identity development will be studied as an antecedent to these sources of discrimination. On the other hand, identity management strategies will be examined as a potential mediator between organizational climate and perceived discrimination with the outcomes of discrimination. This present research is unique as the first to examine career barriers for LGB employees from a multi-level perspective. This perspective will provide a more comprehensive understanding of the complex nature of these barriers or sources of discrimination for this unique population.

In addition, the outcomes of these barriers will be explored. Specifically, psychosocial, organizational affective and career outcomes for each of the sources of discrimination will be examined. Organizational affective outcomes include job satisfaction, organizational commitment and perceived career success. Psychosocial implications include job stress and career outcomes include career satisfaction.

CHAPTER 2

MULTI-LEVEL EXAMINATION OF CAREER BARRIERS FOR SEXUAL MINORITIES

EMPLOYEES

Heterosexism has been defined as an ideological system that denies, denigrates, and stigmatizes all non-heterosexual forms of behavior, relationships, or communities (Herek, 1990). Just as in other theories and forms of prejudice, heterosexism can manifest itself in formal or interpersonal ways (Fernald, 1995; Hebl, et al., 2002). Formal discrimination includes institutional and societal customs that discriminate against individual sexual minorities. For example, the military's "don't ask, don't tell" policy which does not allow sexual minority military personnel to reveal their sexual identity is a good exemplar. Formal discrimination could also include discrimination in the hiring process, promotion, access, and resource distribution (Hebl, et al., 2002; Chung, 2001).

On the other hand, interpersonal discrimination is more subtle and includes verbal and nonverbal behaviors that occur in social interactions (Fernald, 1995; Hebl, et al., 2002). Manifestations of interpersonal discrimination may include limiting behaviors towards sexual minorities such as showing less interest, limited interaction, and demonstrating negative attitudes towards homosexuals.

Heterosexist discrimination is both similar and dissimilar to other forms and theories of prejudice such as symbolic/modern prejudice and aversive prejudice (Brief, et al., 1997; Dovidio & Gaertner, 2000). These types of theories try to explain prejudice through a multi-layered lens such as organizational and individual-level behaviors. In addition, both types of theories not only include overt discriminatory behaviors but also include more subtle forms of discrimination.

4

Furthermore, these subtle forms of discriminatory behavior usually manifest themselves against policies or laws that try to affirm the targeted groups. For example, prejudice behaviors could be targeted towards affirmative action policies for racial minorities or laws that would give equal rights to sexual minorities.

However, these theories also differ in several ways as well. For example, there is still some disagreement for which homosexuality may still be a stigma for which people openly show their disdain (Griffith & Hebl, 2002). Whereas overt discriminatory behaviors may be more common towards sexual minorities given the fact that homosexuals are not protected under federal civil rights law as are racial minorities and women. However, egalitarian norms and emerging norms for equal rights for sexual minorities have begun to limit overt forms of discrimination. In addition, sexuality is a "concealable stigma" in which sexual minorities usually have the choice to reveal or not to reveal their identity. This differs, of course, from racial minorities and women who do not have a choice of revealing their minority status.

Heterosexist privilege is another theoretical framework that explains more subtle forms of discrimination. Privilege has many definitions but can be best described as those everyday activities, rules, laws, and situations that those who are privileged do not consciously think about but are privileged with because of some characteristic that they possess. These "characteristics" include such things as race, gender, sexuality, physical ability or disability, etc. (Wildman & Davis, 1995). Peggy McIntosh (1993) views privilege as an invisible package of unearned assets that the privileged can count on cashing in each day. Perhaps privilege is best described or explained by behavioral examples. For instance, an example of white privilege could be turning on the television or opening the front page of the newspaper and seeing people of your race (Caucasian) widely and positively represented (McIntosh, 1993). In addition, heterosexist

privilege includes heterosexuals being able to express affection (hugging, holding hands, etc.) in most social situations and not expect hostile or violent reactions from others. Heterosexist privilege can also be easily extended to the workplace context as well. A common example of workplace privilege for sexual minorities is heterosexuals being able to place pictures of loved ones on their desks with out having to think of the consequences of such an action.

Discrimination Outcomes

Organizational Affective Outcomes

While there are several potential outcomes of heterosexist discrimination, the focus of this research will be to examine the impact of various sources of discrimination on organizational affective, career, and psycho-social outcomes. To begin, these career barriers expect to impact sexual minority employees by decreasing their organizational affective responses such as lower job satisfaction, organizational commitment, and increased intentions to leave the organization. These organizational outcomes could potentially have a substantial impact on organizations through increased financial costs (e.g. employee turnover) or an impact on human resources in the loss of talent with these employees. For example, individuals who attempt to remain closeted on the job often experience conflict, role ambiguity, and lower job satisfaction (Day & Shoenrade, 1997, 2000; Ragins & Cornwell, 2001). Furthermore, when a sexual minority does choose to disclose at work the disclosure has been associated with lower job anxiety, stress, and increased job satisfaction (Griffith & Hebl, 2000; Driscoll, et al., 1996). This is mainly due to concealing one's sexual identity at the workplace requires a great deal of psychological energy (Chrobot-Mason, et al., 2001). However, disclosure of one's orientation is dependent on a supportive environment and affirming organizational culture.

6

Career and Occupational Outcomes

Morgan and Brown (1991) identify that an important factor of career aspirations is influenced by perceived vocational opportunities and barriers. Qualitative researchers have found that that the careers of sexual minority workers are often delayed and disrupted due to perceived or anticipated workplace discrimination and the integration of their sexual identity into their work identity. For example, LGB employees find it more difficult to conceal their identity as they move up in the organization. In addition, certain occupations are sexuality-stereotyped (e.g. interior designer, etc.) and many may decide to opt out of these specific jobs that have gay or lesbian stereotypes associated with them. Some may choose to work in lower paying positions in predominately homosexual organizations in order to have a supportive gay working group (Chung, 1995; Friskopp & Silverstein, 1995; Boatwright, Gilbert, & Ketzenberger, 1996*;* Ragins & Cornwell, 2001). Furthermore, certain occupations such as a teacher, child care worker, or clergyperson are considered by many heterosexuals to be inappropriate for lesbians and gay men to occupy (Chung, 1995).

The prevalence of these barriers is anticipated to impact a gay or lesbian individual's career satisfaction. There is no previous research examining sexual orientation differences in career satisfaction. However, previous researchers have examined race differences in career satisfaction and have found that African Americans experience fewer advancement opportunities and increased career dissatisfaction when compared to Caucasians (Greenhaus, Parasuraman, & Wormley, 1990; Jones, 1986; Brown & Ford, 1997). Gay and lesbian employees are also expected to have lower career satisfaction as being a part of a stigmatized group.

Vocational or occupational choice refers to a person's decision about a job or occupation (Chung, 2001). Previous encountered work discrimination and/or perceived work discrimination

impacts vocational choice. For example, Chung (2001) has presented a model of three

occupational choice strategies used by gay and lesbian employees. These strategies include self-

employment, job tracking, and risk taking. Self employment refers to GLB workers who work

independently or as an employer in order to avoid discrimination (Levine & Leonard, 1984;

Chung, 2001). Job tracking refers to those GLB workers who work in firms that are owned by a

sexual minority, firms that employ a large number of LGB workers, industries that serve the gay

and lesbian community or industries that are known to be affirmative to LGB workers. Finally,

some GLB workers may not have the opportunity to be self-employed or may find job tracking

not a real possibility in their particular profession. Because these first two strategies may not be

viable options, GLB workers may adopt a risk-taking strategy that involves choosing a job from

a work environment with varying degrees of tolerance for gay and lesbian individuals. GLB

workers take a risk in terms of being employed with an organization that may not be affirming

towards sexual minorities (Chung, 2001).

Psycho-social Outcomes

Finally, these career barriers not only have work related implications but also are

expected to have an impact outside of their respective working environments. The psycho-social

implications to be examined related to these career barriers include job stress and work-family

conflict. Work-family conflict is a commonly researched topic in heterosexual relationships.

However, there has been little to no research on the work-family conflict with respect to gay and

lesbian workers. The research that has been conducted has indicated some unique experiences

for gay and lesbians in regards to their work-family conflict. For example, a sexual minority

who chooses to conceal his/her identity may find increased conflict between themselves and their

significant other because their partner may feel left out of company functions when they can not

attend. Previous research has indicted that disclosing sexuality at work does help alleviate work and family conflict for gay and lesbian workers (Day & Shoenrade, 2000).   In addition, those who are high in family involvement also report more work-family conflict for gay and lesbian dual earner couples. (Hammer, Brockwood, Huang, & Nice, 2002).

Job stress is another common psycho-social variable that diversity researchers examine. Driscoll, et al., (1996) indicated that gay men and lesbians who reported a negative working environment characterized by heterosexism and discrimination against sexual minorities, reported higher stress levels than those in less hostile settings. Sexual minorities may also have a "bi-cultural" professional life experience in which they feel as if they have two identities, one at work and one away from work. For example, a lesbian or gay employee may need to remain affiliated with sexual minority professional organizations for support as well as have an affiliation with more mainstream professional organizations for legitimacy reasons. This "bi-cultural" experience may also contribute to increased stress on the job for the sexual minority worker (Bell, 1990).

Importance of Sexual Identity Development

Researchers who study sexual minority populations continually echo the importance of including sexual identity development when studying this population (Boatwright, Gilbert, Forrest, & Ketzenberger, 1996; Croteau, 1996; Button, 2001). Sexual identity development is a fundamental influence on the career development of gay and lesbians because usually the two processes occur concurrently (Prince, 1995; Chojnacki & Gelberg, 1994; Elliot, 1993). For instance, the majority of sexual minorities begin to form a gay or lesbian identity around the same time they are making early career decisions. In addition, identity formation for LGB workers is typically not stable or constant. Existing theories of career development do address

this issue and fail to realize that the integration of a LGB identity can often delay, disrupt or even completely derail a career (Ragins, 2004; Boatwrigth, Gilbert, Forrest, & Ketzenberger, 1996). Just as identity models for racial development exist, sexual minority identity models have also been developed (Cass, 1979; Troiden, 1989; Walters & Simoni, 1993). These theories are similar to racial identity development models in that they involve a stage-wise progression where attitudes, values, and beliefs change from the dominant heterosexual culture to those of a minority (homosexual) culture.

Troiden (1989) provides an overview of the various models and highlights several similarities across all models of homosexual identity. To begin, nearly all identity models come from a stigma perspective or backdrop. In addition, gay identities develop over long periods of time and involve several changes or stages. These models also involve an increasing acceptance of being labeled gay, lesbian, or homosexual. Finally, nearly all models describe the identity formation process as a life-long, developmental one.

These models are not without their scrutiny. Researchers have criticized these models for their linear perspective of development without taking account of the complexity that identity development sometimes includes. Most of these models create a dichotomy of people being either homosexual or heterosexual where in fact; researchers have begun to identify sexuality as being more fluid. In addition, most of these models have been insensitive to ethnicity, age, class, locale, or political views (Fassinger, 1991). Despite these limitations, researchers still acknowledge the importance of sexual identity on a number of career development issues (Boatwright, Gilbert, Forrest, & Ketzenberger, 1996; Button, 2001; Croteau, 1996).

Walters and Simoni's (1993) model proposes a stage wise progression for identity suggesting the existence of three stages: pre-encounter, immersion-emersion, and

internalization. The pre-encounter stage of identity development is characterized by the sexual minority viewing heterosexuality as normal. Individuals in this stage of identity desire to assimilate into a heterosexual mainstream and reference all behaviors to a heterosexual standard. Immersion-emersion stage of gay and lesbian development is distinguished by an intrigue with gay and lesbian culture and a disdain for heterosexual culture. In fact it is in this stage where the sexual minority individual no longer uses heterosexuals as a frame of reference for normality but instead views heterosexuals as disseminators of mainstream heterosexism. In addition, those in this stage of identity development have been shown to be more reactive to discrimination in organizational settings (Button, 2001). Finally, the internalization stage of identity development culminates in an equal view of gays and lesbians with their heterosexual counterparts. This stage also includes a sense of fulfillment and agreement with their gay or lesbian identity.

Hypothesis 1: A negative relationship is being proposed between the pre-encounter stage of identity development and perceptions of discrimination such that those high in the pre-encounter stage will perceive less organizational and group level sources of discrimination.

Hypothesis 2: A positive relationship is being proposed between the immersion-emersion and internalization stage of identity development and perceptions of discrimination such that those high in the immersion-emersion and internalization stage will perceive more organizational and group level sources of discrimination.

11

Sources of Discrimination

Organizational Barriers

Organizations are increasingly recognizing the needs of their diverse employee
populations by offering affirming organizational policies dealing with race, age, and gender to
name a few. Sexual orientation has started to be included in these policies as well. This growing
trend of including sexual orientation in organization's diversity initiatives is evident with 366 on
the Fortune 500 companies having non-discrimination policies that include sexual orientation
(HRC, 2004). Organizations usually begin with a written statement stating that the organization
does not discriminate on the basis of sexual orientation (Baker, et al., 1995; Button, 2001;
McNaught, 1993; Mickens, 1994). As there is no federal protection against discrimination
towards sexual minorities, statements of non-discrimination are usually the only indications that
discriminatory behaviors will not be tolerated within an organization. Researchers have begun to
identify the benefits of such statements showing that organizations that include sexual orientation
in their non-discrimination statements reduce discrimination towards their gay and lesbian
employees (Button, 2001). This decrease in discrimination is associated with higher levels of job
satisfaction and commitment among lesbian and gay employees.

On the other hand, inflexible organizational structures are those that are not
accommodating for sexual minority employees. The organizational structures that can act as
barriers include non-affirming organizational policies, negative organizational climate for
diversity, and lack of organizational support.   Limited research concerning these organizational
antecedents has linked affirming organizational practices and policies such as diversity training
programs that include sexual diversity and written non-discrimination policies towards sexual
minorities to a decrease in workplace discrimination, increased job satisfaction for sexual

minority employees, and more commitment to their respective organizations (Ellis & Riggle, 1995; Button, 2001; Ragins and Cornwell, 2001). In addition, a positive organizational climate for diversity is an important antecedent factor that impacts sexual minority employees. While, organizational readiness for gender and racial diversity has been previously researched (Ragins, et al., 1998; Chrobot-Mason & Ruderman, 2004), very few have examined the inclusion of sexual orientation into an organization's diversity efforts and the impact on their sexual minority employees. Organizations that adopt exclusionary, non-affirming corporate cultures are expected to negatively impact sexual minorities' career advancement.

Hypothesis 3: A positive relationship is being proposed between perceptions of organizational level sources of discrimination and organizational affective outcomes such that organizations that do not have affirming organizational climates decrease the organizational affective responses of gay or lesbian employees.

Hypothesis 4: A negative relationship is being proposed between perceptions of organizational level sources of discrimination and psycho-social outcomes such that organizations that have an affirming organizational climate decrease the job stress of gay or lesbian employees.

Hypothesis 5: A positive relationship is being proposed between perceptions of organizational level sources of discrimination and career outcomes such that organizations that have affirming organizational climates increase the perceived career success of gay or lesbian employees.

Group Level Barriers

Potential barriers that exist at the group level are discriminatory behaviors that are targeted at employees based upon their group identification or sexual orientation. In other words, group level barriers are specifically those various forms of heterosexist discrimination in the workplace. As mentioned earlier, heterosexist discrimination has been characterized to include overt and covert behaviors that attempt to distance, avoid, or exclude lesbians and gay men (Herek, 1990; Fernald, 1995).

A plausible explanation for these various behaviors towards GLB workers is social identity theory. Differences in social identity, rather they be based upon gender, race, or sexuality, incline us to hold more favorable views to those similar to ourselves and biased views against those who are identified as different (Thomas & Chrobot-Mason, 2004; Tajfel & Turner, 1986). This difference in viewing those dissimilar to ourselves can manifest itself in the workplace through limited contact with out group members, networking, and building mentoring relationships to name a few. Very little research has examined the impact of workplace discrimination specifically focusing on gay and lesbian experiences. A notable exception is Ragins and Cornwell (2001) article which specifically examined the antecedent and consequences of gay and lesbian perceived workplace discrimination. In this ground-breaking research, the authors found that local protective legislation, organizational policies and practices, and co-worker's sexual orientation where significant antecedents of perceived workplace discrimination. In addition, organizational policies and practices had the strongest effect on perceived workplace discrimination. Several outcomes of perceived workplace discrimination were found. These included affective outcomes such as turnover attentions, organizational commitment, job satisfaction, and organizational self-esteem as well as career-related outcomes

14

such as career commitment, opportunities for promotion, and promotion rate (Ragins & Cornwell, 2001).

In addition to this research, more subtle forms of discrimination can also manifests itself in several ways including the limited access to developmental opportunities and career resources for employees based upon their sexual orientation (Ragins, 2004). Opportunities for development include restricted access to informal employee networks and/or mentoring relationships, which have been shown to have several negative implications for employees. For example, decreased access to informal employee networks has been associated with a decrease in visibility and subsequent promotion chances within an organization (Ohlott, Ruderman, & McCauley, 1994). In addition, research has indicated that sexuality is a cue for distancing behaviors by heterosexual employees towards their homosexual co-workers (Muñoz & Thomas, 2003). This distancing dynamic further contributes to limited developmental opportunities for lesbian and gay employees.

> ***Hypothesis 6*:** A negative relationship is being proposed between perceived workplace discrimination and organizational affective outcomes such that increased perceived workplace discrimination decreases the organizational affective responses of gay or lesbian employees.
>
> ***Hypothesis 7:*** A positive relationship is being proposed between perceived workplace discrimination and psycho-social outcomes such that increased perceived workplace discrimination increases the job stress of gay or lesbian employees.
>
> ***Hypothesis 8:*** A negative relationship is being proposed between perceived workplace discrimination and career outcomes such that increased perceived

workplace discrimination decreases the perceived career success of gay or lesbian employees.

Sexual Identity Management

Disclosure of sexual orientation is often portrayed as a dichotomous choice between openly identifying as a gay or lesbian or choosing to conceal their identity.   However, Woods (1993) identifies three identity management strategies used by sexual minorities in the workplace. These strategies include counterfeiting a false heterosexual identity, avoiding the issue of sexuality altogether, and integrating a gay identity in to the work context (Woods, 1993; Button, 2001). Counterfeiting is a strategy that includes constructing a false heterosexual identity in order to conceal an individual's true sexuality. This active management strategy can include altering gender-specific pronouns and/or giving an occasional clue about a heterosexual relationship. The next strategy, avoidance, is characterized by self-limiting behaviors that attempts to evade any discussion related to his/her sexuality. Finally, an integration strategy includes completely revealing one's sexual identity. This includes actively telling co-workers that he or she is a gay man or lesbian or taking the opportunity to correct heterosexist assumptions when they occur.

These identity management strategies have been related to an individual's openness to disclose their sexual identity in an organizational context. More specifically, counterfeiting and avoiding strategies have been positively associated with treatment discrimination, which occurs when members of a group receive fewer rewards, resources, or job opportunities (Greenhaus, Parasuraman, & Wormley, 1990; Button, 2001). Furthermore, sexual minorities often are unable to form meaningful relationships on the job because they are not capable of fully disclosing their sexual orientation for fear of discrimination (Deitch, et al., 2002). This in turn can prevent a

lesbian or gay employee's ability to contribute fully to a workgroup because these strategies involve deceiving their coworkers (Chrobot-Mason, Button, & DiClementi, 2002). In addition, those who utilize an avoidance strategy will eventually be viewed as being antisocial or not committed to the workgroup (Woods, 1993; Woods & Harbeck, 1991). Integration strategy can reduce much of the energy needed to hide or protect one's private life, but the individual must still manage the stigma attached with being homosexual, which can still result in isolation (Chrobot-Mason, Button, & DiClementi, 2002). These self-limiting behaviors are expected to limit the access to informal networks and decrease social support on the job. In conclusion, working environments that are more equitable are expected to be associated with more openness regarding an individual's sexual orientation.

> *Hypothesis 9*: A positive relationship is being proposed between counterfeiting strategy with perceived discrimination & a non-affirming organizational climate such that a negative organizational climate and perceived discrimination increases the likelihood that a GLB worker will use a counterfeiting strategy.

> *Hypothesis 10:* A positive relationship is being proposed between avoiding strategy with perceived discrimination & a non-affirming organizational climate such that a negative organizational climate and perceived discrimination increases the likelihood that a GLB worker will use an avoidance strategy.

> *Hypothesis 11:* A negative relationship is being proposed between integrating strategy with perceived discrimination & a non-affirming organizational climate such that a negative organizational climate and perceived discrimination decreases the likelihood that a GLB worker will use an integrating identity management strategy.

Based on the proposed model, a possible partial mediated relationship of sexual identity management strategies is being explored between the sources of discrimination (organizational and group level) and the outcomes of discrimination (organizational affective, career, and psycho-social) for gay and lesbian workers.

An additional goal of this study is to determine which source of discrimination has the greatest impact on GLB workers. Specifically, does organizational level or group level sources of discrimination have the greatest impact on organizational affective, perceived career success, or psycho-social outcomes of discrimination?

Research Question 1: Which source of discrimination, organizational or group has the greatest impact on organizational affective, career success, or psycho-social outcomes of discrimination?

CHAPTER 3

METHOD

Participants

Three hundred and forty six participated in the online survey. The sample was 66%

male-identified; 34% female-identified and the average age was 35 (SD=9.8). The majority of

the sample indicated they were Caucasian (89%) and other racial/ethnic groups also participated:

3.2% African American, 2.3% Hispanic, 1.7% Asian American, and 1.2% Native American.

The majority of the sample indicated that they were homosexual (88%). In addition, the sample

was highly educated with 31% holding a college degree and 49% indicating some type of

graduate school, graduate degree, or professional degree. Thirty-two percent were at the

manager/director job level with 18.4 % holding senior manager/supervisor or executive level

positions. Thirty-nine percent of the sample earned between $26,000 and $50,000 a year and

23% earned between $51,000 and $75,000 a year. (see Table 3 and 4 for a complete summary of

the sample characteristics)

A web-based survey was utilized for data collection because the Internet has been shown

to potentially have a positive impact on conducting psychological research (Kraut, Olson, Banaji,

Bruckman, Cohen, & Couper, 2004). Web-based research typically reduces the cost of

recruiting large and diverse samples. In addition, it can be used to reach specialized populations

such as sexual minorities. Due to the sensitive nature of conducting research on gay and lesbians

in the workplace, web-based surveys help to ensure the anonymity of the participants as well as

increase the size of the sample by making the data collection process more convenient for the

participants. In addition, participants had the choice to complete the surveys in a paper and pencil format as well, which was sent to them via mail upon request.

The sample was identified from a local professional organization for sexual minority professionals in a major U.S. city. Participants were recruited at monthly meetings of this professional organization and solicited participation through the organization's monthly web-based newsletter. In addition, participants were also asked to forward the survey link to other gay and lesbian professionals who they believed would be interested in the research. Through the snowball technique, word of mouth was utilized in hopes of making the sample more representative (Longborg & Phillips, 1996) of the true population. Specifically, this technique recruited participants who were not members of this professional organization, individuals who have not disclosed their sexuality in their respective working environments, and those who were at different identity development stages.

Organizational-Level Measures

Organizational Policies and Practices. Based upon the work of Ragins & Cornwell (2001), six items were utilized to assess supportive organizational policies. The six items addressed whether the organization had sexuality included in their written nondiscrimination policy, inclusion of sexual orientation in the definition of diversity, inclusion of gay and lesbian issues in diversity training, offer same-sex benefits, has gay and lesbian affinity groups, and whether same-sex partners are welcome at company events. (see Appendix B for a complete copy of the instrument)

Climate for Diversity. The climate for sexual minority employees was measured using the lesbian, gay, bisexual, and transgendered climate inventory (LGBTCI). The LGBTCI is a 20-item scale that focuses on the formal and informal organizational characteristics contributing

to employee welfare (Liddle, Luzzo, Hauenstein, & Schuck, 2004). Reponses obtained are on a

5-point Likert-type scale ranging from *strongly disagree* to *strongly agree*. Coefficient alpha for

this questionnaire was excellent at .94 (see Table 1 for a complete listing of means, standard

deviations, and intercorrelations for the variables). One item included in the scale reads as

follows: *LGBT employees are comfortable talking about their personal lives with coworkers.*

(see Appendix C for a complete copy of the instrument)

Group-Level Measures

Perceived Workplace Discrimination. No established measure of perceived workplace

discrimination for sexual minorities exists (Ragins & Cornwell, 2001). Based upon this, the

Workplace Prejudice/Discrimination Inventory was modified to include perceived discrimination

for sexual minority workers (James, Lovato, & Cropanzano, 1994). The 15-item scale focuses

on both experienced and observed workplace discrimination. Reponses obtained are on a 5-point

Likert-type scale ranging from *strongly disagree* to *strongly agree* with higher values indicating

greater perceived workplace discrimination. The scale has demonstrated good reliability with

coefficient alpha level reported at .94 but for this study alpha levels were at .61. Since the

reliability was low, two items (item #3 and #6) were deleted which raised the reliability to an

acceptable level at .84. One item included in the scale reads as follows: (see Appendix D for a

complete copy of the instrument)

Individual-Level Measures

Identity Development. Lesbian and gay male group identity attitudes were measured

using the scale originally developed by Walters and Simoni (1993) and revised by Button (1999).

Identity attitudes scale measures three distinct dimensions; preencounter, immersion-emersion,

and internalization. Each dimension consists of seven, six, and five items respectively. Button

(2001) reported alpha levels of .65, .66, and .66 on the three respective dimensions and alphas for this research were similar at .51, .62, .70. An example of an item from the preencounter attitudes dimension reads as follows: *I believe that straight people look and express themselves better than lesbians/gays.* (see Appendix E for a complete copy of the instrument)

Identity Management. Identity management strategies were assessed using an identity management scale originally developed by Button (1999). The scale is made up of three dimensions measuring counterfeiting, avoiding, and integrating identity management behaviors. There are six, seven, and ten items in each dimension and alpha levels are .84, .89, and .92 respectively. Responses obtained were on a 5-point Likert-type scale ranging from *strongly disagree* to *strongly agree*. An example of an item from the counterfeiting scale reads as follows: *To appear heterosexual, I sometimes talk about fictional dates of the opposite sex.* (see Appendix F for a complete copy of the instrument)

Organizational Affective Implications

Job Satisfaction. Overall job satisfaction was measured using a part of the Michigan Organizational Assessment Questionnaire (OAQ) developed by Cammann, Fichman, Jenkins, & Klesh (1983). Three items were used to measure this specific dimension and participants were asked to respond to a 5-point Likert-type scale ranging from *strongly disagree* to *strongly agree.* Alpha level reported for this research was .92. One item included in the scale reads as follows: *All in all, I am satisfied with my job.* (see Appendix G for a complete copy of the instrument)

Organizational Commitment. Organizational Commitment was measured using the shortened version of the Organization Commitment Questionnaire (OCQ) originally developed by Mowday, Steers, and Porter (1979). The scale uses 9 items to describe global organizational commitment. Coefficent alpha values range from .74 to .92 and was .91 for this study (Aryee,

Luk, & Stone, 1998; Cohen, 1995, 1996; Huselid & Day, 1991). Responses obtained were on a

5-point Likert-type scale ranging from *strongly disagree* to *strongly agree*. One item included in

the scale reads as follows: *I am willing to put in a great deal of effort beyond that normally*

expected in order to help this organization be successful. (see Appendix G for a complete copy

of the instrument)

Turnover Intentions. Intentions to leave an organization was assessed using three items

developed for this research. Once again, responses are captured using a 5-point Likert-type scale

ranging from *strongly agree* to *strongly disagree. Coefficient* alpha was .85. One item included

in the scale reads as follows: *I think about quitting all of the time.* (see Appendix G for a

complete copy of the items)

Career Implications

Career Satisfaction. Originally developed by Greenhaus, Parasuraman, and Wormley

(1990), satisfaction with career success measures general satisfaction with career progress, the

extent to which an employee has made progress towards goals for income level, advancement,

and development of skills. Coefficient alpha has been reported at .89 (Greenhaus, et al., 1990)

and was .89 for this study. Responses obtained were on a 5-point Likert-type scale ranging from

strongly disagree to *strongly agree*. One item included in the scale reads as follows: *I am*

satisfied with the progress I have made towards meeting my overall career goals. (See

Appendix H for a complete copy of the instrument).

Psycho-social

Job Anxiety. Job-related anxiety was measured by a sub-dimension of the Job Stress

Scale. This measure was first developed by Parker and Decotiis (1993). The measure uses 5

items to measure job-related feelings of anxiety. The original measure also consists of 8 other

23

items measuring a second dimension of time stress which is defined as feelings of being under constant time pressure at work. Coefficient alpha was .81. Responses were obtained using 5-point Likert-type scale where 1= strong disagreement and 5 = strong agreement. Items are averaged to indicate that higher scores show greater job-related anxiety. One item included in the scale reads as follows: *My job gets to me more than it should.*   (see Appendix I for a complete copy of the instrument)

  Biographical Information. Several items were utilized to gather participant background information as well as various working contextual information. Items were asked focusing on participants' gender, age, race, and sexuality. Work context information to be gathered includes industry, education, profession, and geographic region in which the participant is employed. In addition, the job title, job level, and the number of years the participant has worked in their given profession was assessed. (See Appendix A for a complete copy of the instrument)

CHAPTER 4

RESULTS

The study utilized correlation analysis to assess the relationships between the sources and

outcomes of discrimination. More specifically, the relationship between organizational climate

and perceptions of discrimination were assessed for the positive and negative relationships with

outcomes such as job satisfaction, turnover intentions, organizational commitment, career

satisfaction, and job stress. In addition, the relationship was assessed between individual identity

development and the organizational climate and perceptions of discrimination. The model of

career barriers for sexual minorities was tested using Ordinary Least Squares (OLS) and

disturbance term regression tests (Lance, 1986) to empirically estimate the parameters for the

mediation model. Finally, dominance analysis (Budescu, 1993) was utilized to answer research

question 1 which seeks to determine which group of discrimination sources has the greatest

impact on each of the outcomes.

Organizational Policies and Practices

Each participant was asked six questions during the survey regarding their organization's

diversity-related policies and practices towards gays and lesbians. The questions ranged from

whether a written nondiscrimination policy was present to whether gay and lesbian affinity

groups existed at their organization (see table 2 for a complete listing). The majority of

individuals indicated that their organizations had a written non-discrimination policy as well as

included sexual orientation in their definition of diversity ($\geq 60\%$). In addition, an

overwhelming majority (74%) indicated that same-sex partners were welcomed at social events.

However, less than half indicated that their organization includes gay and lesbian issues in

25

diversity training, offers same-sex domestic partner benefits, and had company sponsored affinity groups.

Hypothesis 1 stated that there would be a negative relationship between the pre-encounter stage of identity development and perceptions of discrimination such that those high in the pre-encounter stage will perceive less organizational and group level sources of discrimination. The relationship between the pre-encounter stage and organizational climate (organizational-level source of discrimination) was negative and significant (r=-.13; p<.05). In addition, the relationship between preencounter stage and perceptions of discrimination (group-level source) was positive and significant (r = .15; p<.01). It is important to note, that higher scores on the lesbian, gay, bisexual, and transgendered climate inventory (LGBTCI; Liddle, Luzzo, Hauenstein, & Schuck, 2004) indicate a positive climate for LGBT employees and higher scores on the Workplace Prejudice/Discrimination Inventory (James, Lovato, & Cropanzano, 1994) indicate more perceptions of discrimination. Therefore, based upon these results hypothesis 1 was not supported. (see table 1 for a complete summary of variable correlations)

Hypothesis 2 predicted a positive relationship between the immersion-emersion and internalization stage of identity development and perceptions of discrimination such that those high in the immersion-emersion and internalization stage will report a positive organizational climate and more perceived discrimination. The relationship between the immersion-emersion stage and lesbian/gay climate (organizational-level sources of discrimination) was not significant (r=-.08; p=.16). However, the relationship between the immersion-emersion stage and perceptions of discrimination (group-level source) was positive and significant (r= .54; p<.01) thus providing partial support for hypothesis 2. In addition, the relationship between the internalization stage of identity development and lesbian/gay climate (organizational-level

sources of discrimination) was not significant (r=.11; p=.08) and with perceptions of
discrimination was significant but in the opposite direction than what was hypothesized (r= -.16;
p<.01) thus not providing support for hypothesis 2.

Hypothesis 3 predicted a positive relationship between perceptions of organizational level
sources of discrimination and organizational affective outcomes such that organizations that do
not have affirming organizational climates decrease the organizational affective responses of gay
or lesbian employees. The correlations between lesbian/gay climate (organizational-level
sources of discrimination) and job satisfaction(r=.32; p<.01), organizational commitment (r=.42;
p<.01), and turnover intentions (r=-.31; p<.01) were all significant thus providing support for
hypothesis 3.

Hypothesis 4 expected a negative relationship between perceptions of organizational
climate and psycho-social outcomes such that organizations that have an affirming
organizational climate decrease the job stress of gay or lesbian employees. The relationship
between lesbian/gay climate (organizational level sources of discrimination) and job stress was
both negative and significant (r=-.12; p<.05), thus the hypothesis was supported.

Hypothesis 5 predicted a positive relationship between perceptions of organizational
climate and career outcomes such that organizations that have affirming organizational climates
increase the perceived career success of gay or lesbian employees. The relationship between
lesbian/gay climate (organizational level sources of discrimination) and career satisfaction was
both positive and significant (r=.34; p<.01), thus the hypothesis was supported.

Hypothesis 6 expected a negative relationship between perceptions of discrimination and
organizational affective outcomes such that increased workplace discrimination decreases the
organizational affective responses of gay or lesbian employees. More specifically, the

relationship between perceived workplace discrimination and job satisfaction was negative and significant (r=-.22; p< .01). In addition, the relationship perceived workplace discrimination and organizational commitment was also significant (r=-.37; p<.01). Finally, the relationship perceived workplace discrimination and turnover intentions was also significant (r=.30; p<.01) providing support for hypothesis 6.

Hypothesis 7 predicted a negative relationship between perceived workplace discrimination and career outcomes such that increased perceived workplace discrimination decreases careers satisfaction. This hypothesis was supported as the relationship was statistically significant (r=-.30; p<.01).

Finally, hypothesis 8 predicted a positive relationship between perceived workplace discrimination and job stress such that increased workplace discrimination increases the jobs tress of gay or lesbian employees. The correlation between these two variables was both positive and significant (r=.39; p<.01), thus the hypothesis was supported.

Path Analysis

Path analysis was performed next in order to test the hypothesized model of causal relationships between the variables considered in the research (see figure 1 for the path diagram of hypothesized relationships). Beta weights were used as parameter estimates for the model (James, Mulaik, & Brett, 1982). As mentioned earlier, condition 9 tests provide parameter estimates for the direct effects. More specifically estimates are provided for the relationships between identity development, organizational climate, perceived discrimination, identity management strategies, and outcomes of discrimination (organizational affective, career, and psycho-social). For this research, six regression models were examined based upon the

28

hypothesized relationships depicted in the causal model (see Tables 5 – 14 for summary of regression models).

The first model examined the impact of lesbian and gay male group identity attitudes (pre-encounter, immersion-emersion, and internalization) on organizational climate and perceptions of discrimination which yielded an R^2 of .02, $F(3, 279) = 2.27$ and R^2 of .30, $F(3, 279) = 40.10$ respectively. The regression analysis indicates that the neither pre-encounter ($\beta=-.11$, p=.10), immersion-emersion ($\beta=.05$, p=.37), or internalization ($\beta=.07$, p=.29) were significantly related to organizational climate. In regard to workplace discrimination, pre-encounter ($\beta=.08$, p=.12) and internalization ($\beta=-.04$; p=50) were not significantly related. However, the immersion-emersion group attitudes did significantly predict workplace discrimination ($\beta=.52$, p<.01; See figures 2 and 3 for the path model).

The next model examined the relationship between lesbian and gay male group identity attitudes (pre-encounter, immersion-emersion, and internalization), organizational climate, and workplace discrimination with each of the sexual identity management strategies (counterfeiting, avoidance, and integration). With counterfeiting as the criterion the model yielded an R^2 of .27, $F(5, 277) = 20.75$, preencounter ($\beta=.28$, p<.01), internalization ($\beta=-.13$, p<.05), organizational climate ($\beta=-.18$; p<.01), and workplace discrimination ($\beta=.21$; p<.01) were significant predictors but immersion-emersion was not ($\beta=.04$, p=.53; See figure 4 for the path model). When avoidance was used as the criterion the model yielded an R^2 of .30, $F(5, 277) = 23.20$, preencounter ($\beta=.15$, p<.01), organizational climate ($\beta=-.24$; p<.01), and workplace discrimination ($\beta=.33$; p<.01) were significant predictors. However, immersion-emersion ($\beta=.03$; p=.61) and internalization ($\beta=-.07$, p=.19) were not significant predictors of the avoidance strategy (see figure 5 for the path model). With the final identity management

strategy integration used as the criterion the model yielded an R^2 of .41, $F(5, 277) = 37.88$,

preencounter (β=-.21, p<.01), internalization (β=.16, p<.01), organizational climate (β=.45;

p<.01), and workplace discrimination (β=-.18; p<.01) were all significant predictors but

immersion-emersion was not (β=.09, p=.10; see figure 5 for the path model).

      The fourth model examined the impact of organizational climate, workplace

discrimination, sexual identity management strategies (counterfeiting, avoidance, and

integration) on job satisfaction, turnover intentions, and organizational commitment. For job

satisfaction as the criterion the model yielded an R^2 of .12, $F(5, 277) = 7.80$, both organizational

climate (β=.31, p<.01) and workplace discrimination (β=-.15, p<.05) were significant predictors

but counterfeiting (β=-.06, p=.43), avoidance (β=.06, p=.49), and integration (β=-.06, p=.53)

were not. For turnover intentions as the criterion the model yielded an R^2 of .15, $F(5, 276) =$

10.04, the results yielded the same significant predictors as above organizational climate (β=.31,

p<.01) and workplace discrimination (β=.25, p<.01) with counterfeiting (β=.00, p=.99),

avoidance (β=-.00, p=.98), and integration (β=.12, p=.18) not being significant. Once again, the

same predictors were significant organizational climate (β=.39, p<.01) and workplace

discrimination (β=-.29, p<.01) for organizational commitment as the criterion. This model

yielded an R^2 of .25, $F(5, 277) = 18.77$. In addition, the sexual identity management strategies

counterfeiting (β=.06, p=.39), avoidance (β=-.06, p=.44), and integration (β=-.10, p=.25) were

not significant predictors of organizational climate (see figures 6, 7, and 8 for the respective path

models).

      The next model tested the impact of organizational climate, workplace discrimination,

sexual identity management strategies (counterfeiting, avoidance, and integration) on career

satisfaction. The results of the regression analysis indicated an R^2 of .16, $F(5, 277) = 10.80$ with

organizational climate (β=.29, p<.01) and workplace discrimination (β=-.25, p<.01) being

significant predictors counterfeiting (β=.04, p=.589), avoidance (β=.06, p=.45), and integration

(β=.01, p=.88) were not significant predictors of career satisfaction. (see figure 9 for the path

model)

The final model examined the relationship between organizational climate, workplace

discrimination, sexual identity management strategies (counterfeiting, avoidance, and

integration) with stress on the job. The results of the model indicated an R^2 of .17, $F(5, 277)$ =

11.43 with workplace discrimination remaining a significant predictor (β=.39, p<.01) but

organizational climate not being significant (β=-.07, p=.19). For the three identity management

strategies, integration (β=.19, p<.05) was a significant predictor of job stress while counterfeiting

(β=-.01, p=.93), avoidance (β=.08, p=.29) were not. (see figure 10 for the path model)

In summary, the various regression models examined in the path analyses attempt to

establish the relationship of organizational climate and perceptions of workplace discrimination

with outcomes such as job satisfaction, turnover intentions, organizational commitment, career

satisfaction, and stress on the job.

Dominance Analysis

Finally, dominance analysis was utilized to answer research question 1 which sought to

determine whether organizational climate or perceptions of discrimination have the greatest

impact on each of the outcomes of interest in the study (job satisfaction, turnover intentions,

organizational commitment, career satisfaction, and job stress). Dominance analysis is

particularly useful when there is a lack of theory regarding the ordering of the predictors

(Johnson & LeBreton, 2004). Dominance analysis compares the relative importance of

individual predictors in multiple regression based on an examination of the R-squared values

(Budescu, 1993). Dominance analysis is a unique technique in that it measures the relative importance of all predictors in a pair wise fashion and in the context of all models that may contain subsets of the other predictors (Azen & Budescu, 2003). As such, dominance analysis is more sensitive to various patterns that can merge in the various submodels. Both of the antecedents or sources were assessed separately in relation to the three affective, psycho-social, and career outcomes. Dominance analysis has been used in wide variety of organizational research ranging from organizational justice, organizational commitment, and career development (Johnson & LeBreton, 2004; Eby, Butts, & Lockwood, 2003)

Since only two predictors were of interest in the dominance analysis, there are zero subset models included in the analysis ($2^{(p-2)}=0$; where *p* =2 or the number of predictors). Therefore dominance can be established by examining the amount of variance explained in each of the five outcomes by each predictor (see Tables 14-18 for complete results). The results of the regression analysis indicate that organizational climate explains more of the variance in job satisfaction (.101), turnover intentions (.096), organizational commitment (.173), and career satisfaction (.113) than perceived discrimination which explains less of the variance in job satisfaction (.047), turnover intentions (.087), organizational commitment (.135), and career satisfaction (.089). However, for the final outcome variable, job stress, perceived discrimination (.152) explains more variance than does organizational climate (.014). Therefore, organizational climate is said to partially dominate perceived discrimination in relation to the five outcome variables of interest (Budescu, 1993).

CHAPTER 5

DISCUSSION

The purpose of this study was to examine two sources of discrimination that potentially

impact lesbian and gay employee's careers. These sources of discrimination include

organizational climate for lesbian and gay employees as well as perceived discrimination. In

addition, the impact of identity development and management strategies were researched.

Identity development was studied as an antecedent to these sources of discrimination. On the

other hand, identity management strategies were examined as a potential mediator between the

sources and outcomes of discrimination. The outcomes of these sources of discrimination

studied included job satisfaction, turnover intentions, organizational commitment, perceived

career success, and stress on the job.

Sexual Identity Development

The immersion-emersion, and internalization stages of sexual identity development were

not significantly related to the organizational climate. However, the pre-encounter stage of

sexual identity development was negatively related to organizational climate, which was the

opposite direction of what was hypothesized. This indicates that those higher in the

preencounter stage of sexual identity development reported a more negative climate for gays and

lesbians in their respective working environments. As mentioned earlier, the pre-encounter stage

is characterized by the sexual minority viewing heterosexuality as the norm or reference group.

Therefore, individuals in this stage of identity attempt to assimilate into a heterosexual

mainstream and reference all behaviors to a heterosexual standard (Walters and Simoni, 1993).

This lead to the hypothesis that individuals high in this stage of identity development would

report a more favorable organizational climate versus those in more reactive identity development stages (e.g., immersion-emersion, internalization). However, the results suggest an opposite relationship. This implies that even though individuals in the preencounter stage of identity development reference the heterosexual mainstream as the norm, this may in fact make them more aware of their sexuality differences from the norm and increased awareness of how supportive their organizational climate is for gay and lesbian employees. Furthermore, the proposed path model was not supported between sexual identity and organizational climate. Taken collectively, this would suggest that other factors besides sexual identity influence the perceptions of organizational climate for gay and lesbian employees.

Similarly, sexual identity development was also hypothesized to be related to perceptions of discrimination. Each of the three sexual identity development stages were significantly related to perceptions of discrimination. However, only the immersion-emersion stage of identity was in the direction hypothesized and was positively related. Once again, the preencounter stage of identity development was hypothesized to be negatively related to perceptions of discrimination based upon characteristics of this identity stage. However, this was not the case again as the preencounter stage was positively related to perceptions of discrimination which indicates that the more individuals hold this identity stage the more perceptions of discrimination they report. These results may be due to the mean age of the sample being 35 years old (*SD*=9.79) and the preencounter stage of identity development typically being associated with those in younger in age and earlier in their careers. The internalization stage was also significantly related but in the opposite direction of what was hypothesized. The internalization stage was expected to be positively related to perceptions of discrimination as those in this stage have a stronger awareness of the issues facing them as a gay

34

or lesbian. However, this stage is also characterized by an equal view of gays and lesbians with their heterosexual counterparts which could lead to less perceptions of discrimination by attributing these factors to other causes besides their sexuality.

In addition, preencounter, immersion-emersion, and internalization identity stages were expected to predict perceptions of discrimination. This was also only partially supported as the only significant path coefficient was the immersion-emersion path. This finding is consistent with previous research in that those high in immersion-emersion identity development are most reactive to discrimination within organizations (Button, 2001). The immersion-emersion identity stage is associated with strong interest in gay and lesbian subculture and a disdain for heterosexual culture, which could help explain the more reactive nature of those in this stage.

Organizational Climate

Overall, the results provide strong support for the expectation that an affirming organizational climate for gays and lesbians is related to their attitudes towards their job and to their careers. In a more supportive climate, gay and lesbian employees were more satisfied with their jobs, more committed to their organizations, more satisfied with their careers, and had less intentions to leave. In addition, organizational climate was also related to less perceptions of discrimination at work. The magnitude of the relationships and the significant path coefficients point to the importance of organizational climate predicting whether gay and lesbian employees have positive job and career related attitudes. In addition, this extends the previous research by Ragins & Cornwell (2001), which only studied organizational policies and procedures by examining the climate experienced by gay and lesbian workers. The climate of an organization for it's gay and lesbian workers maybe in stark contrast to how the organization presents itself publicly through its policies and procedures.

Perceived Discrimination

Another key finding in the study was the strong support for the impact of perceptions of discrimination on several job and career related attitudes. Just as organizational climate influenced these attitudes, discrimination perceptions did as well. Individuals who indicated more perceptions of discrimination in their working environments were more likely to be unsatisfied with their job, less committed to their organization, less satisfied with their career, and had increased intentions to leave. Perceptions of discrimination also were significantly predictive of stress on the job where organizational climate was not. This is consistent with the hypothesized relationship.

The model tested also provided overwhelming support for the predictive nature of perceptions of discrimination. Besides being related to the job and career attitudes, discrimination perceptions also explained a significant amount of variance in these attitudes. These results are consistent with the expected relationships that the more discrimination that is perceived influences job-related attitudes as well as causes more stress for gay and lesbian employees while at work. These results indicate that gay and lesbian employees' career attitudes are explained, in part, by their perceptions of discrimination in the work place.

In addition, when comparing which variable (organizational climate and perceived discrimination) had the greatest impact on the outcomes, the results of the dominance analysis indicate that organizational climate had a greater impact on 4 out of the 5 outcomes variables of interest (job satisfaction, turnover intentions, organizational commitment, and career satisfaction) than did perceived discrimination. This provides further evidence for the importance of having a supportive organizational climate. However, perceived discrimination explained the majority of the variance in the final outcome variable, stress on the job. This could be explained by

discrimination experiences at work be more closely related to causing stress on the job. Although organizational climate and perceived discrimination have been found to be significantly related to each of the outcomes, a supportive organizational climate had the greatest impact on the majority of the outcomes variables.

Sexual Identity Management

Sexual identity management at work is a complex process that is influenced by several factors. Three identity management strategies were used that were identified in the literature that are used by sexual minorities. These strategies included counterfeiting a false heterosexual identity, avoiding the issue of sexuality altogether, and integrating a gay identity in to the work context (Woods, 1993; Button, 2001). Previous research has linked identity development stages to the type of identity management strategy used. This research found mixed support for this linkage. Specifically, the preencounter and internalization stages of identity development was significantly related and predictive of the counterfeiting, avoidance, and integration strategies. Gay and lesbian employees high in the preencounter stage were more likely to use the counterfeiting, and avoidance strategy rather than the integration management strategy. The internalization stage of sexual identity was predictive of the counterfeiting and integration strategy but not to the avoidance management strategy. The non-significant relationship between the internalization stage and the avoidance strategy may be caused by the use of the avoidance strategy being more related to organizational factors (organizational climate and perceptions of discrimination) rather than sexual identity. In addition, the immersion-emersion stage of identity was related but not predictive of the use sexual identity management strategies.

Organizational climate and perceptions of discrimination were also linearly related to the sexual identity management strategies. The results matched the expected relationships with an affirming organizational climate predicting less usage of the counterfeiting and avoidance strategies and more usage of the integration strategy. Therefore, organizational climate impacts which identity management strategy is salient. Higher perceptions of discrimination at work also predicted the opposite. Specifically, more discrimination increased the usage of the counterfeiting and avoidance strategies and decreased the usage of the integration management strategy. Therefore, gay and lesbian individuals who perceive their working climate positive and less discriminatory will be more open regarding their sexuality and less likely to construct a false sexual identity or avoid revealing their sexual identities.

In an interesting finding of this study, the integration management strategy was predictive of increased stress on the job. This finding is especially intriguing given that many researchers refer to this identity management strategy as the desired one to use. While integrating your sexual identity in the workplace does have some benefits, it also can cause added stress. This result maybe due to the differences in measuring job stress as job stress inventories differ considerably in the type of stress on the job they report to measure. However, this finding could also be viewed similar to the "tokenism" experience of many racial minorities (Pettigrew & Martin, 1987). Racial minorities often feel as a "token" or a solo in an organization which is defined as an individual who is the only one or one of a few that is representative of a group (Thomas, 2005). Tokenism has been related to added extra stress on the job, difficulty socializing into an organization, and uneven scrutiny (Kanter, 1977; Pettigrew & Martin, 1987; Sagrestano, 2004). Sexual minorities that integrate their identity at work, feel the added stress that comes along with being labeled as gay or lesbian. Being a sexual minority solo or token

38

could cause heightened stereotyped impressions from majority group members as well the sexual minorities more unlikely to feel they have social support in their working environments.

In addition, organizations typically are more comfortable with someone who counterfeits or avoids rather than those who use the integration management strategy. Therefore, counterfeiting and avoidance strategies are more likely to be rewarded and supported more by organizations than the internalization strategy (Chrobot-Mason & Thomas, 2002). This lack of support for this strategy would also contribute to more stress for the gay and lesbian workers who utilize the internalization strategy.

Another source of stress often discussed in the diversity literature is the idea of bicultural stress (Bell, 1990; Thomas & Gabarro, 1999). As noted earlier, bicultural stress is the stress caused by trying to negotiate a professional identity with a sexual identity. This tension between identities and striving for integration, is stress inducing. Although this concept has previously been discussed for gender and racial minorities, particularly with Black women, this idea certainly applies to the experiences of sexual minorities who balance their predominately heterosexual professional lives with their predominately homosexual social lives.

Taken all together, these results indicate that sexual identity management in the workplace is a complex process influenced by several factors including organizational climate, perceptions of discrimination, and partially by sexual identity. Gay and lesbians incorporate these workplace factors when deciding if and how to disclosure their sexuality. In addition, these findings address a criticism of sexual identity management models which position some identity management strategies as healthier or better adjusted than others (Woods, 1993). These results suggest that all strategies may be adaptive and healthy depending on the given situation or environment that the individuals find themselves.

Limitations

The discussion of these results are limited due to the correlational nature of the study. Although, many of the variables considered predict a significant amount of variance in the outcome variables, this data can not be used to confirm causal relationships. However, the size and magnitude of the relationships found in this research do show promise for future research aimed at establishing causality between the predictor and outcome variables.

Next, using members of a professional gay and lesbian organization may limit the generalizability of the findings. Specifically, the assumption is that those who are members of these types of organizations have usually disclosed their sexuality to at least some people in their working environments. Several attempts were made to recruit participants from many sources besides professional organizations by utilizing word-of-mouth and email distribution lists. However, only a small portion of the sample (7.3%) indicated that they had not disclosed their sexuality to others while at work which may not be an accurate representation of the gay and lesbian workforce today.

In addition, the sample was also highly educated with over 80% of the respondents having either a college degree or graduate education. This would limit the external validity as this is a very specialized segment of the gay and lesbian population. However, this makes the results of the study even more substantial given that the majority of the sample is highly educated. Typically, those with more education have more career opportunities available for them indicating a flexibility to leave organizations who are less affirming for gay and lesbian employees.

Future Research

Due to the limited amount of research found on the career experiences of gay men and lesbians, there are numerous future research opportunities. To begin, the results of this research are limited due to the correlational nature of the research design. Future research should attempt to establish causal relationships in order to gain a better understanding of gay and lesbian experiences in the workplace. This can be established through more complex research designs that measure variables over multiple periods of time. These longitudinal research designs pose many challenges for researchers (e.g., sample size, attrition, etc.). However, the benefits of establishing causal relationships would aide researchers in establishing theory related to gays and lesbians experiences in the workplace.

In addition, organizational policies and practices were examined in this research. However, future research should determine the effectiveness of these organizational policies and practices used to promote sexual diversity and not just their frequency. Although understanding whether or not organizations include sexual diversity in their diversity initiatives is important, understanding their effectiveness at improving the overall working environment would also be beneficial. Organizations that include programs and policies geared towards sexual orientation could potential differ on the amount of resources invested and management support for such policies just to name a few. Furthermore, reactions to this policies and practices should also be examined. Internal reactions from both sexual majority and minority groups could potentially have an impact on a number of related outcomes including the program and policies' success.

Next, future research should examine the experiences of those who hold multiple minority identities. For example those who are a racial minority besides being a sexual minority

would be expected to have a unique organizational experience as they try to balance not only their sexual identity at work but also their racial identity.

Another area in need of more empirical data and research is with sexual identity development and identity management strategies. Many critics have reported their concerns with using a stage-wise model of development that is too rigid and does not capture the fluid nature of sexuality and the unique experiences of gays and lesbians of color (Fassinger, 1991). This simplistic view of identity development may have impacted the results of this study with some of the non-significant and inconsistent findings. For example, the immersion-emersion stage of identity is characterized as a transitional stage that may be too broad to encompass in a single stage of identity. An improved theoretical perspective in which to test identity development that includes these concerns would aid gay and lesbian researchers.

In addition, other identity management strategies maybe utilized by gay and lesbian professionals besides the three that were used in this study. Gay men and lesbians may use a strategy similar to code switching in the workplace in which gay men and lesbians change the way they communicate or converse depending on their audience. For example, sexual minorities may use different language when interacting with another gay or lesbian coworker than with a heterosexual coworker. Also, the use of various strategies may be related to other demographic factors besides the contextual factors explored in this research. For example, the use of an integration strategy may be positively associated with age, job tenure, and income level. This would indicate that gay and lesbian employees may feel more comfortable integrating their identity at work the older they are or the more tenure they have within an organization.

Future research should also explore differences in the working experiences of gay men versus lesbians. Although, this research did not see any significant gender differences in their

working experiences, other variables maybe more appropriate to examine these differences (e.g., work-family conflict, compensation, etc.).   Several other variables should also be explored for differences including geographical region, job level, and industry differences to name a few.

Finally, future research needs to examine the unique experiences of other sexual minorities including individuals who identify as bisexual and transgendered. Both of these groups face unique experiences and complicated issues surrounding acceptance in both homosexual and heterosexual communities. Therefore, their organizational experiences would also be expected to be unique as these sexual minorities are likely to go through differing identity development stages and use identity management strategies to name a few.

Conclusion

The implications of this research are far reaching. The results indicate an overwhelming support for the importance of an affirming organizational climate and perceptions of discrimination impacting the career experiences of gays and lesbians. Many organizations may look like they are taking the right steps for creating a supportive environment for their gay and lesbian workers by implementing supportive organizational policies and practices. However, these policies and practices are just a start while the climate experienced by gay and lesbian workers is also important as the climate may differ from the way an organization presents itself publicly through their policies and procedures. An organization's culture represents the foundation upon which organizational policies and practices are built (Ragins & Cornwell, 2001). In summary, this research adds to the literature by incorporating the idea of organizational policies and practices along with the climate in which these policies are implemented and perceived discrimination as critical factors impacting work outcomes.

REFERENCES

Aryee, S., Luk, V., & Stone, R. (1998). Family responsive variables and retention-relevant outcomes among employed parents. *Human Relations, 51*(1)*,* 73-89.

Azen, R., Budescu, D.V. (2003). The dominance analysis approach for comparing predictors in multiple regression. *Psychological Methods, 8*(2)*,* 129-148.

Baron, R.M., & Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173-1182.

Bell, E.L. (1990). The bicultural life experiences of career-oriented black women. *Journal of Organizational Behavior, 11*, 459-477.

Boatwright, K.J., Gilbert, M.S., Forrest, L., & Ketzenberger, K. (1996). Impact of identity development upon career trajectory: Listening to the voices of lesbian women. *Journal of Vocational Behavior, 48,* 210-228.

Brief, A.P, Buttram, R.T., Reizenstein, R.M., Pugh, S.D., Callahan, J.D., McCline, R.L, & Vaslow, J.B. (1997). Beyond good intentions: The next steps toward racial equality in the American workplace. *Academy of Management Executive, 11*(4), 59-72.

Budescu, D.V. (1993). Dominance analysis: A new approach to the problem of relative importance of predictors. *Psychology Bulletin, 114*(3), 542-551.

Button, S.B. (1996). *Organizational efforts to affirm sexual diversity; A multi-level examination.* Unpublished doctoral dissertation, Pennsylvania State University, University Park.

Button, S.B. (2001). Organizational efforts to affirm sexual diversity: A cross-level examination. *Journal of Applied Psychology, 86* (1), 17-28.

Cammann, C., Fischman, M., Jenkins, D., & Klesh, J. (1983). Assessing the attitudes and

    perceptions of organizational members. In Seashore, S., Lawler, E., Mirvis P., &

    Cammann, C. (Eds.), *Assessing organizational change: A guide to methods, measures*

    and practices. New York; NY. John Wiley.

Cass, V.C. (1979). Homosexual identity formation: A theoretical model. *Journal of*

    Homosexuality, 4, 219-235.

Chrobot-Mason, D., Button, S.B., & DiClementi, J.D. (2001). Sexual identity management

    strategies: An exploration of antecedents and consequences. *Sex Roles, 45,* 321-336.

Chrobot-Mason, D., & Ruderman, M. (2004). Leadership in a diverse workplace. In M.

    Stockdale & F. Crosby (Eds.). *The psychology and management of workplace diversity.*

    (pp. 100-121). Oxford, UK: Blackwell.

Chrobot-Mason, D., & Thomas, K.M. (2002). Minority employees in majority organizationals:

    The intersection of individual and organizational racial identity in the workplace. *Human*

    Resource Development Review, 1, 323-344.

Chung, Y.B. (1995). Career decision making of lesbian, gay, and bisexual individuals. *The*

    Career Development Quarterly, 44, 178-190.

Chung, Y.B. (2001). Work discrimination and coping strategies: Conceptual frameworks for

    counseling lesbian, gay and bisexual clients. *The Career Development Quarterly (50)*,

    33-44.

Cohen, A. (1995). An examination of the relationships between work commitment and non-

    work domains. *Human Relations, 48*(3), 239-263.

Cohen, A. (1996). On the discriminant validity of the Meyer and Allen measure of

    organizational commitment: How does it fit with the work commitment construct?

    Educational and Psychological Measurement, 56(3), 494-503.

Croteau, J.M. (1996). Research on the work experiences of lesbian, gay, and bisexual people:

    An integrative review of methodology and findings. *Journal of Vocational Behavior, 48,*

    195-209.

Day, N.E., & Schoenrade, P. (1997). Staying in the closet versus coming out: Relationships

    between communication about sexual orientation and work attitudes. *Personnel*

    Psychology, 50, 147-163.

Dovidio, J.F., & Gaertner, S.L. (2000). Aversive racism and selection decisions: 1989-1999.

    Psychological Science, 11, 315-319.

Driscoll, J.M., Kelley, F.A., & Fassinger, R.E. (1996). Lesbian identity and disclosure in the

    workplace: Relation to occupational stress and satisfaction. *Journal of Vocational*

    Behavior, 48, 229-242.

Eisenberger, R., Huntington, R., Hutchinson, S., & Sowa, D. (1986). Perceived organizational

    support. *Journal of Applied Psychology, 71,* 500-507.

Ellis, A.L. & Riggle, E.D.B. (1995). The relation of job satisfaction and degree of openness

    about one's sexual orientation for lesbians and gay men. *Journal of Homosexuality, 30*

    (2), 75-85.

Fassing, R. E. (1991). The hidden minority: Issues and challenges in working with lesbian

    women and gay men. *Counseling Psychologist, 19*(2), 151-176.

Friskopp, A., & Silverstein, S., (1995). *Straight jobs, gay lives: Gay and lesbian professionals,*

    the Harvard Business School, and the American Workplace. New York: Scribner.

Greenhaus, J.H., Parasuraman, S., & Wormley, W.M. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of Management Journal, 33,* 64-86.

Hammer, L.B., Brockwood, K.J., Huang, Y.E., & Nice, M. (2002). *Work and family issues among gay and lesbian dual-earner couples.* Paper presented at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, Canada, April 2002.

Human Rights Campaign (2004). *State of the workplace for lesbian, gay, bisexual, and transgender Americans 2004.* Washington, DC: HRC.

Huselid, M.A., & Day, N.E. (1991). Organizational commitment, job involvement, and turnover: A substantive and methodological analysis. *Journal of Applied Psychology, 76*(3), 380-391.

James, K., Lovato, C., & Cropanzano, R. (1994). Correlational and known group comparison validation of a workplace prejudice/discrimination inventory. *Journal of Applied Social Psychology, 24,* 1573-1592.

James, L.R., Mulaik, S.M., & Brett, J.M. (1982). *Causal analysis: Assumptions, models, and data.* Beverly Hills, CA: Sage Publications.

Johnson, J.W., & LeBreton, J.M. (2004). History and use of relative importance indicies in organizational research. *Organizational Research Methods, 7*(3), 238-257.

Kanter, R. (1977). *Men and women of the corporation.* New York: Basic Books.

Kraut, R., Olson, J., Banaji, M., Bruckman, A., Cohen, J., Couper, M. (2004). *American Psychologist, 59*(2), 105-117.

Lance, C.E. (1986). Disturbance term regression test procedures for recursive and nonrecursive

    models: Solution from intercorrelations matrices. *Multivariate Behavioral Research, 21,*

    429-439.

Liddle, B.J., Luzzo, D.A., Hauenstein, A.L., & Schuck, K. (2004). Construction and Validation

    of the Lesbian, Gay, Bisexual, and Transgendered Climate Inventory. *Journal of Career*

    Assessment, 12(1), 33-50.

Lonborg, S.D., & Phillips, J.M. (1996). Investigating the career development of gay, lesbian,

    and bisexual people: Methodological considerations and recommendations. *Journal of*

    Vocational Behavior, 48, 176-194.

Moorman, R., Blakely, G.L., & Niehoff, B.P. (1998). Does perceived organizational support

    mediate the relationship between procedural justice and organizational citizenship

    behavior? *Academy of Management Journal, 41*(3), 351-357.

Mowday, R.T., Steers, R.M., & Porter, L.W. (1979). The measurement of organizational

    commitment. *Journal of Vocational Behavior, 14,* 224-247.

Muñoz, C.S. & Thomas, K.M. (2003). *Intergroup anxiety and willingness to partner:*

    Heterosexual response to sexual minority co-workers. Unpublished master's thesis.

    University of Georgia, Athens, GA.

Netemeyer, R.G., Johnston, M.W., & Burton, S. (1990). Analysis of role conflict and role

    ambiguity in a structural equations framework. *Journal of Applied Psychology, 75*(2),

    148-158.

Ohlott, P.J., Ruderman, M.N., & McCauley, C.D. (1994). Gender differences in managers'

    developmental job experiences. *Academy of Management Journal, 40,* 46-67.

Parker, D.F., & Decotiis, T.A. (1983). Organizaitonal determinants of job stress. *Organizational Behavior and Human Performance, 32,* 160-177.

Pettigrew, R.F., & Martin, J. (1987). Shaping the organizational context for Black American inclusion. *Journal of Social Issues, 43,* 41-78.

Ragins, B.R., Townsend, B., & Mattis, M. (1998). Gender gap in the executive suite: CEOs and female executives report on breaking the glass ceiling. *Academy of Management Executive, 12*, 28-42.

Ragins, B.R., & Cornwell, J.M. (2001). Pink triangles: Antecedents and consequences of perceived workplace discrimination against gay and lesbian employees. *Journal of Applied Psychology, 86*(6), 1244-1261.

Ragins, B.R., & Cornwell, J.M. & Miller, J.S. (2003). Heterosexism in the workplace: Do race and gender matter? *Group & Organization Management, 28,* 45-74.

Ragins, B.R. (2004). Sexual orientation in the workplace: The unique work and career experiences of gay, lesbian, and bisexual workers. *Research in Personnel and Human Resources Management, 23,* 37-122.

Sargrestano, L.M. (2004). Health implications of workplace diversity. In M.S. Stockdale & F.J. Crsoby (Eds.), *The psychology and management of workplace diversity,* 122-144. UK: Blackwell.

Thomas, K.M. (2005). *Diversity dynamics in the workplace.* Belmont, CA: Thomson Wadsworth.

Thomas, D.A. & Gabarro, J.J. (1990). *Breaking through: The making of minoirity executives in corporate America.* Boston, MA: Harvard Business School Press.

Troiden, R.R. (1979). Becoming homosexual: A model of gay identity acquisition. *Psychiatry, 42,* 362-373.

Walters, K.L., & Simoni, J.M., (1993). Lesbian and gay male group identity attitudes and self-esteem: Implications for counseling. *Journal of Counseling Psychology, 40,* 94-99.

Wayne, S.J., Shore, L.M., & Liden, R.C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal, 40*(1), 82-111.

Woods, J.D. (1993). *The corporate closet: The professional lives of gay men in American.* New York: The Free Press.

Table 1:

Means, Standard Deviations, and Intercorrelations of Variables

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Job Satisfaction	3.30	0.37	**.92**												
2. Turnover Intentions	2.24	1.05	-.565**	**.85**											
3. Organizational Commitment	3.58	0.80	.547**	-.676**	**.91**										
4. Career Satisfaction	3.48	0.91	.411**	-.546**	.565**	**.89**									
5. Job Stress	2.73	0.91	-.309**	.443**	-.352**	-.292**	**.81**								
6. Organizational Climate	3.17	0.22	.317**	-.309**	.416**	.335**	-.118*	**.94**							
7. Perceived Discrimination	2.57	0.41	-.241**	.257**	-.415**	-.312**	.405**	-.785**	**.84**						
8. Preencounter	2.19	0.42	-.036	.043	.005	-.104	-.014	-.126*	.154**	**.51**					
9. Immersion-Emersion	1.99	0.51	-.154**	.207**	-.238**	-.219**	.355**	-.079	.540**	.120*	**.62**				
10. Internalization	4.61	0.46	.112	-.138*	.123*	.162**	-.067	.105	-.160**	-.287**	-.192**	**.70**			
11. Counterfeiting	1.67	0.69	-.133*	.094	-.117	-.104	.074	-.287**	.343**	.377**	.225**	-.272**	**.84**		
12. Avoidance	2.00	0.81	-.121*	.143*	-.228**	-.145*	.162**	-.361**	.448**	.253**	.261**	-.197**	.561**	**.89**	
13. Integration	3.80	0.82	.160**	-.121*	.197**	.185**	-.027	.538**	-.314**	-.330**	-.098	.282**	-.649**	-.648**	**.92**

*p < .05 *; p < .01 ***
Alphas are reported on the diagonals in bold

Table 2:

Summary of Organizational Policies

Organizational Policy	Percentage who indicated YES	Percentage who indicated NO	Percentage who indicated DON'T KNOW
1. A written non-discrimination policy that includes sexual orientation.	66	20	14
2. Include sexual orientation in the definition of diversity?	61	22	17
3. Include sexual awareness of gay, lesbian, bisexual issues in diversity training.	46	36	18
4. Offers same-sex domestic partner benefits.	48	44	9
5. Have company sponsored gay and lesbian resource or support groups.	44	43	7
6. Welcome same sex partners at company social events.	74	7	20

Table 3:

Sample Characteristics

Demographic Information	Frequency/ Percentage
Gender	
Male Identified	227 (65.6)
Female Identified	117 (33.8)
Other	2 (0.6)
Race	
African American	11 (3.2)
Asian American	6 (1.7)
Caucasian	306 (89.0)
Hispanic	8 (2.3)
Native American	4 (1.2)
Other	9 (2.6)
Sexual Orientation	
Heterosexual	3 (.9)
Homosexual	302 (87.8)
Bisexual	24 (7.0)
Other	15 (4.4)

Table 3: (cont.)

Sample Characteristics

Age

18-25	62 (18.0)
26-39	35 ()
40-67	3 ()

Geographic Region

South	170 (49.9)
West	43 (12.6)
Northeast	70 (20.5)
Midwest	52 (15.2)

Highest Education Level

High School	7 (2.0)
Some College	60 (17.4)
College Degree (B.A., B.S.)	106 (30.8)
Some Graduate School	45 (13.1)
Graduate Degree (Ph.D., M.A.)	95 (27.6)
Professional Degree (MBA, JD)	30 (8.7)

Table 4:

Demographic Information

Employment Characteristics	Frequency/Percentage
Current Job Level	
Entry-Level	77 (22.9)
Manager/Director	106 (31.5)
Senior Manager/Supervisor	36 (10.7)
Executive	26 (7.7)
Industry	
Education	111 (32.8)
Health	27 (8.0)
Government	31 (9.2)
Service/Hospitality	51 (15.1)
Agriculture/Manufacturing	12 (3.6)
Finance/Insurance	24 (7.1)
Arts/Entertainment	7 (2.1)
Retail	15 (4.4)
Advertising/Publishing	11 (3.3)
Human Services	13 (3.8)
Design/Fashion	6 (1.8)
Technology	16 (4.7)
Legal	4 (4.1)
Annual Income	
$0-$25,000	68 (20.1)
$26,000-$50,000	132 (39.1)
$51,000-$75,000	75 (22.2)
$76,000-$100,000	31 (9.2)
$101,000-$250,000	29 (8.6)
$251,000 and above	3 (0.9)
Disclosure of Sexuality at Work	
No one	25 (7.3)
Some people	100 (29.2)
Most people	98 (28.6)
Everyone	120 (35.0)

Table 5:

Effect of Sexual Identity Development on Organizational Climate

Predictors	Stand.β	Unstand. B	SE	t-Value	p-value
Outcome Measure : Organizational Climate					
Preencounter	-.10	-.05	.03	-1.62	.11
Immersion-emersion	-.05	-.02	.03	-.90	.37
Internalization	.07	.03	.03	1.04	.30

$R = .154$
DF= 3, 279

Table 6:

Effect of Sexual Identity Development on Perceived Discrimination

Predictors	Stand.β	Unstand. B	SE	t-Value	p-value
Outcome Measure : Perceived Discrimination					
Preencounter	.08	.08	.05	1.54	.12
Immersion-emersion	.52	.42	.04	10.24	.00
Internalization	-.04	-.03	.05	-.69	.50

R = .549
DF=3, 279

Table 7:

Effect of Sexual Identity Development, Organizational Climate, and Perceived Discrimination on Counterfeiting

Predictors	Stand.β	Unstand. B	SE	t-Value	p-value
Outcome Measure : Counterfeiting					
Preencounter	.28	.46	.79	5.18	.00
Immersion-emersion	.04	.05	.09	.63	.53
Internalization	-.13	-.20	.08	-2.43	.02
Organizational Climate	-.18	-.55	.17	-3.30	.00
Perceived Discrimination	.21	.36	.11	3.30	.00

$R = .522$
DF= 5, 277

Table 8:

Effect of Sexual Identity Development, Organizational Climate, and Perceived Discrimination on Avoidance

Predictors	Stand.β	Unstand. B	SE	t-Value	p-value
Outcome Measure : Avoidance					
Preencounter	.15	.28	.10	2.78	.01
Immersion-emersion	.03	.05	.10	.52	.61
Internalization	-.07	-.13	.10	-1.31	.19
Organizational Climate	-.24	-.88	.19	-4.57	.00
Perceived Discrimination	.33	.66	.12	5.29	.00

R = .543
DF= 5, 277

Table 9:

Effect of Sexual Identity Development, Organizational Climate, and Perceived Discrimination on Integration

Predictors	Stand.β	Unstand. B	SE	t-Value	p-value
Outcome Measure : Integration					
Preencounter	-.21	-.40	.09	-4.29	.00
Immersion-emersion	.09	.15	.09	1.64	.10
Internalization	.16	.29	.09	3.31	.00
Organizational Climate	.45	1.67	.18	9.31	.00
Perceived Discrimination	-.18	-.36	.12	-3.15	.00

$R = .637$
DF= 5, 277

Table 10:

Effect of Organizational Climate, Perceived Discrimination, and Sexual Identity Management Strategies on Job Satisfaction

Predictors	Stand.β	Unstand. B	SE	t-Value	p-value
Outcome Measure : Job Satisfaction					
Organizational Climate	.31	.52	.12	4.55	.00
Perceived Discrimination	-.15	-.14	.06	-2.41	.02
Counterfeiting	-.06	-.03	.04	-.79	.43
Avoidance	.06	.03	.04	.70	.49
Integration	-.06	-.03	.04	-.63	.53

$R = .351$
DF= 5, 277

Table 11:

Effect of Organizational Climate, Perceived Discrimination, and Sexual Identity Management Strategies on Organizational Commitment

Predictors	Stand.β	Unstand. B	SE	t-Value	p-value
Outcome Measure : Organizational Commitment					
Organizational Climate	.39	1.39	.23	6.17	.00
Perceived Discrimination	-.29	-.56	.12	-4.86	.00
Counterfeiting	.06	.07	.08	.86	.39
Avoidance	-.06	-.06	.07	-.77	.44
Integration	-.10	-.10	.08	-1.61	.25

R = .503
DF= 5, 277

Table 12:

Effect of Organizational Climate, Perceived Discrimination, and Sexual Identity Management Strategies on Turnover Intentions

Predictors	Stand.β	Unstand. B	SE	t-Value	p-value
Outcome Measure : Turnover Intentions					
Organizational Climate	-.31	-1.46	.32	-4.60	.00
Perceived Discrimination	.25	.64	.16	3.96	.00
Counterfeiting	.00	.00	.12	.01	.99
Avoidance	-.00	-.00	.10	-.02	.98
Integration	.12	.16	.12	1.35	.18

R = .392
DF= 5, 276

Table 13:

Effect of Organizational Climate, Perceived Discrimination, and Sexual Identity Management Strategies on Career Satisfaction

Predictors	Stand.β	Unstand. B	SE	t-Value	p-value
Outcome Measure : Career Satisfaction					
Organizational Climate	.29	1.19	.27	4.40	.00
Perceived Discrimination	-.25	-.57	.14	-4.06	.00
Counterfeiting	.04	.06	.10	.56	.58
Avoidance	.06	.07	.09	.75	.45
Integration	.01	.02	.10	.15	.88

R = .404
DF= 5, 277

Table 14:

Effect of Organizational Climate, Perceived Discrimination, and Sexual Identity Management Strategies on Job Stress

Predictors	Stand.β	Unstand. B	SE	t-Value	p-value
Outcome Measure : Job Stress					
Organizational Climate	-.09	-.35	.27	-1.31	.19
Perceived Discrimination	.39	.87	.14	6.29	.00
Counterfeiting	-.01	-.01	.10	-.10	.93
Avoidance	.08	.09	.09	1.07	.29
Integration	.19	.21	.10	2.14	.03

R = .414
DF= 5, 277

Table 15:

Dominance Analysis Results of Organizational Climate and Perceived Discrimination on Job Satisfaction

| | | P^2Y*X | Additional contribution of: | |
			X1	X2
Organizational Climate	(X1)	.101		.047
Perceived Discrimination	(X2)	.047	.101	
	Total	.119		
Outcome Variable: Job Satisfaction				

Table 16:

Dominance Analysis Results of Organizational Climate and Perceived Discrimination on Turnover Intentions

| | | P^2Y*X | Additional contribution of: | |
			X1	X2
Organizational Climate	(X1)	.096		.087
Perceived Discrimination	(X2)	.087	.096	
	Total	.144		
Outcome Variable: Turnover Intentions				

Table 17:

Dominance Analysis Results of Organizational Climate and Perceived Discrimination on Organizational Commitment

		P^2Y*X	Additional contribution of:	
			X1	X2
Organizational Climate	(X1)	.173		.135
Perceived Discrimination	(X2)	.135	.173	
	Total	.242		
Outcome Variable: Organizational Commitment				

Table 18:

Dominance Analysis Results of Organizational Climate and Perceived Discrimination on Career Satisfaction

| | | P^2Y*X | Additional contribution of: | |
			X1	X2
Organizational Climate	(X1)	.113		.089
Perceived Discrimination	(X2)	.089	.113	
	Total	.158		
Outcome Variable: Career Satisfaction				

Table 19:

Dominance Analysis Results of Organizational Climate and Perceived Discrimination on Job Stress

		P^2Y*X	Additional contribution of:	
			X1	X2
Organizational Climate	(X1)	.014		.152
Perceived Discrimination	(X2)	.152	.014	
	Total	.153		
Outcome Variable: Job Stress				

Figure Captions

Figure 1: Path diagram for sexual identity development on organizational climate

Figure 2: Path diagram for sexual identity development on perceived discrimination.

Figure 3: Path diagram for sexual identity development, organizational climate, and perceived

discrimination on sexual identity management strategies.

Figure 4: Path diagram for organizational climate, perceived discrimination, and sexual identity

management strategies on job satisfaction, organizational commitment, and turnover

intentions.

Figure 5: Path diagram for organizational climate, perceived discrimination, and sexual identity

management strategies on career satisfaction.

Figure 6: Path diagram for organizational climate, perceived discrimination, and sexual identity

management strategies on job stress.

```
Preencounter

                                    .08

Immersion-      .52**
emersion                                    Discrimination

                -.04

Internalization
```

Preencounter

Immersion-
emersion

Internalization

Organizational
Climate

Discrimination

Counterfeiting

Avoidance

Integration

.28**

.15**

-.21**

.04

.03

.03

-.32*

-.07

.16**

-.24**

-.18**

.45**

.33**

.21**

-.18**

74

Organizational
Climate

Discrimination

Counterfeiting

Avoidance

Integration

Job
Satisfaction

Organizational
Commitment

Turnover
Intentions

.31**

.39**

-.30**

-.15**

-.29**

.25**

-.06

.06

.00

.06

-.06

-.00

-.10

-.06

.12

75

```
Organizational
Climate
                                              -.09
                                                                    Job
Discrimination                                                     Stress
                              .39**

Counterfeiting                -.01

                              .08
Avoidance

                    .19*

Integration                    77
```

APPENDICES

Appendix A: Participant Demographic Questionnaire

Please provide the following demographic information.

Gender   ___ Male   ___ Female

Age   _____

Race/Ethnicity   ___ African American/Black   ___ Asian
___ Caucasian/White   ___ Hispanic
___ Other

City & State where you are employed: _____

Sexual Orientation: ___ Heterosexual ____ Homosexual ____ Bi-sexual

Indicate Your Highest Education Level:
High School _____   Some College _____
College Degree _____ (B.A., B.S., etc.)   Some Graduate School _____
Graduate Degree _____ (Ph.D., M.A. etc.)   Professional Degree ____(MBA, JD)

Type of Industry you work in: _____

Job Title: _____

Profession: _____

Number of years in your Profession: _____

At work, have you disclosed your sexual orientation to: _____ no one   _____ some people
                                               _____ most people _____ everyone

Annual Income: _____ $0 – $25,000   _____ $26,000 - $50,000
                       _____ $51,000 - $75,000   _____ $ 76,000 - $100,000
                       _____ $101,000 - $250,000 _____ $251,000 and above

Appendix B: Organizational Policies and Practices
Does your organization:

1. Have a written nondiscrimination policy that includes sexual orientation?

    ___ Yes   ___ No   ___ Don't know
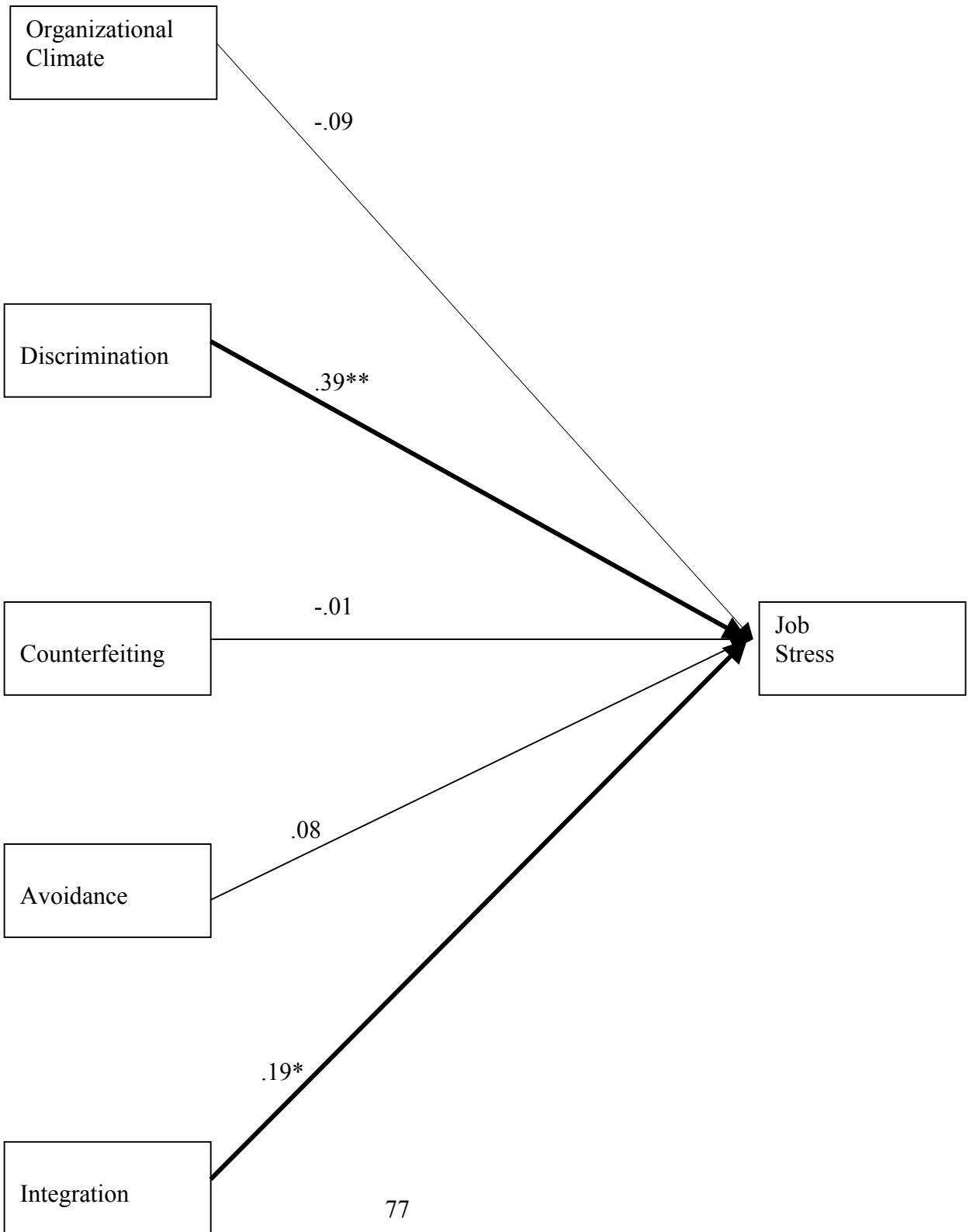
2. Include sexual orientation in the definition of diversity?

    ___ Yes   ___ No   ___ Don't know

3. Include sexual awareness of gay, lesbian, bisexual issues in diversity training?

    ___ Yes   ___ No   ___ Don't know

4. Offer same-sex domestic partner benefits?

    ___ Yes   ___ No   ___ Don't know

5. Have GLB resource or support groups?

    ___ Yes   ___ No   ___ Don't know

6. Welcome same-sex partners at company social events?

    ___ Yes   ___ No   ___ Don't know

Work Group and Supervisor Demographic Questions:

7. My supervisor is gay, lesbian, bisexual, or transgendered?

    ___ Yes   ___ No   ___ Don't know

8. My work group is predominately gay, lesbian, bisexual, or transgendered?

    ___ Yes   ___ No   ___ Don't know

9. My organization employs predominately gay, lesbian, bisexual, or transgendered

    workers?

    ___ Yes   ___ No   ___ Don't know

Appendix C: Lesbian, Gay, Bisexual, and Transgendered Climate Inventory (LGBTCI)

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

At my workplace……..

1. Lesbian, Gay, Bisexual, and Transgendered (LGBT) employees are treated with respected.

2. LGBT employees must be secretive. (R)

3. Coworkers are as likely to ask nice, interested questions about a same-sex relationship as they are about a heterosexual relationship. (R)

4. LGBT people consider it a comfortable place to work.

5. Non-LGBT people consider it a comfortable place to work.

6. The atmosphere for LGBT employees is oppressive. (R)

7. LGBT employees feel accepted by coworkers.

8. Coworkers make comments that seem to indicate a lack of awareness of LGBT issues.(R)

9. Employees are expected to not act "too gay." (R)

10. LGBT employees fear job loss because of sexual orientation. (R)

11. My immediate work group is supportive of LGBT coworkers.

12. LGBT employees are comfortable talking about their personal lives with coworkers.

13. There is pressure for LGBT employees to stay closeted (to conceal their sexual orientation or gender identity/expression). (R)

14. Employee LGBT identity does not seem to be an issue.

15. LGBT employees are met with thinly veiled hostility (for example, scornful looks or icy tone of voice). (R)

16. The company or institution as a whole provides a supportive environment for LGBT people.

17. LGBT employees are free to be themselves.

18. LGBT people are less likely to be mentored. (R)

19. LGBT employees feel free to display pictures of a same-sex partner.

20. The atmosphere for LGBT employees is improving.

Appendix D: Perceived Workplace Discrimination

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

1. I have sometimes been unfairly singled out because of my sexual orientation.

2. Prejudice against gays and lesbians exists where I work.

3. Where I work all people are treated the same, regardless of their sexual orientation.

4. At work I feel socially isolated because of my sexual orientation.

5. Gay and lesbian employees receive fewer opportunities than heterosexual employees.

6. There is no discrimination against gays and lesbians in my present job.

7. Where I work heterosexuals are treated better than gays and lesbians.

8. At work people are intolerant of gays and lesbians.

9. Supervisors scrutinize the work of gay and lesbian employees more than the work of heterosexual employees.

10. Where I work people of different sexual orientations get along well with each other.

11. At my present job, some people get better treatment because of their heterosexuality.

12. There is discrimination against gays and lesbians where I work.

13. At work I am treated poorly because of my sexual orientation.

14. At my present place of employment, heterosexual employees do not tell me some job-related information that they share with other heterosexuals.

15. Where I work promotions and rewards are not influenced by sexual

Appendix E: Sexual Identity Development

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

Pre-Encounter Subscale

1. I believe that straight people look and express themselves better than lesbians/gays.

2. I feel very uncomfortable around gay and lesbian people.

3. I believe that straight people are superior in their personal relationships than gays/lesbians.

4. The people that I respect most are straight.

5. I believe that a gay/lesbian person's most effective weapon for solving problems is to become part of the straight person's world.

6. Ideally, everyone in our society would be heterosexual.

7. I think gay/lesbian people should act just like straight people.

Immersion-Emersion Subscale

8. I feel unable to involve myself in straight experiences and am increasing my involvement in gay/lesbian experiences.

9. I often find myself putting straight people down or making fun of them.

10. Straight people can't be trusted.

11. I frequently confront society and heterosexism.

12. I don't have anything in common with heterosexuals.

13. I don't have any straight friends anymore.

Internalization Subscale

14. People, regardless of their sexual orientation, have strengths and limitations.

15. Being lesbian or gay just feels natural to me.

16. While being heterosexual is natural for many people, being gay or lesbian feels natural to me.

17. A person's sexual orientation has little to do with whether or not she/he is a good person.[1]

18. I am satisfied with myself.[1]

[1] These items were included to help ensure a viable internalization scale.

Appendix F: Sexual Identity Management Strategy

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

<u>Counterfeiting Items</u>

1. To appear heterosexual, I sometimes talk about fictional dates with members of the opposite sex.

2. I sometimes talk about opposite-sex relationships in my past, while I avoid mentioning more recent same-sex relationships.

3. I sometimes comment on, or display interest in, members of the opposite sex to give the impression that I am straight.

4. I have adjusted my level of participation in sports to appear heterosexual.

5. I make sure that I don't behave the way people expect gays or lesbians to behave.

6. I sometimes laugh at "fag" or "dyke" jokes to fit in with my straight coworkers.

<u>Avoiding Items</u>

7. I avoid coworkers who frequently discuss sexual matters.

8. I avoid situations (e.g., long lunches, parties) where heterosexual coworkers are likely to ask me personal questions.

9. I let people know that I find personal questions to be inappropriate so that I am not faced with them.

10. I avoid personal questions by never asking others about their personal lives.

11. In order to keep my personal life private, I refrain from "mixing business with pleasure."

12. I withdraw from conversations when the topic turns to things like dating or interpersonal relationships.

13. I let people think I am a "loner" so that they won't question my apparent lack of a relationship.

Integrating Items

14. In my daily activities, I am open about my homosexuality whenever it comes up.

15. Most of my coworkers know that I am gay.

16. Whenever I'm asked about being gay/lesbian, I always answer in an honest and matter-of-fact way.

17. It's okay for my gay and lesbian friends to call me at work.

18. My coworkers know of my interest in gay and lesbian issues.

19. I look for opportunities to tell my coworkers that I am gay/lesbian.

20. When a policy or law is discriminatory against gay men and lesbians, I tell people what I think.

21. I let my coworkers know that I'm proud to be lesbian/gay.

22. I openly confront others when I hear a homophobic remark or joke.

23. I display objects (e.g., photographs, magazines, symbols) which suggest that I am gay/lesbian.

Appendix G: Job Satisfaction, Turnover Intentions, Organizational Commitment, & Organizational Support Questionnaire Items

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

Overall Job Satisfaction – Organizational Assessment Questionnaire (OAQ)

1. All in all, I am satisfied with my job.

2. In general, I don't like my job. (R)

3. In general, I like working here.

Turnover Intentions

1. I plan on staying employed for this company. (R)

2. I would like to leave my current organization in the next 3 to 6 months.

3. I think about quitting all of the time.

Organizational Commitment – Organizational Commitment Questionnaire (OCQ)

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.

2. I talk up this organization to my friends as a great organization to work for.

3. I would accept almost any types of job assignment in order to keep working for this organization.

4. I find that my values and the organization's values are very similar.

5. I am proud to tell others that I am part of this organization.

6. This organization really inspires the very best in me in the way of job performance.

7. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.

8. I really care about the fate of this organization.

9. For me, this is the best of all possible organizations for which to work.

Appendix H: Career Satisfaction

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

Career Satisfaction

1. I am satisfied with the success I have achieved in my career.

2. I am satisfied with the progress I have made toward meeting my overall career goals.

3. I am satisfied with the progress I have made toward meeting my goals for income.

4. I am satisfied with the progress I have made toward meeting my goals for advancement.

5. I am satisfied with the progress I have made toward meeting my goals for the development of new skills.

Appendix I: Job Anxiety

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

Job Stress Scale – Job Anxiety

1. I have felt fidgety or nervous as a result of my job.

2. My job gets to me more than it should.

3. There are lots of times when my job drives me right up the wall.

4. Sometimes when I think about my job I get a tight feeling in my chest.

5. I feel guilty when I take time off from my job.