ISCTE ⊗ Business School
Instituto Universitário de Lisboa

MEASURING WORKPLACE CLIMATE FOR LGBT PEOPLE: ANTECEDENTS AND OUTCOMES OF AN LGBT-INCLUSIVE WORKPLACE CLIMATE

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Project submitted as a partial requirement for the conferral of the
Master of Science in Human Resource Management

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October 2014
Lisbon, Portugal

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- Spine -

ACKNOWLEDGEMENTS

You cannot parcel out freedom in pieces because freedom is all or nothing.

-Tertullian

ABSTRACT

As many organizations begin to prioritize their diversity strategy, the topic of workplace climate emerges as an essential element in improving employee experience on the job. Undertaking a planned and collaborative approach to improve workplace climate has several positive effects at both the individual and the organizational level, particularly in terms of financial performance. The following project examines causes and effects of an inclusive workplace climate for lesbian, gay, bisexual, and transgender people, and aims to determine which human resource policies and practices and organizational resources lead to a healthy, supportive, and inclusive workplace climate for LGBT people. This project also examines job-gender context, or the gender ratio of employees at a given organization, as well as the purported effects of LGBT-inclusive workplace climate on firm performance. A quantitative study is used involving a sample of 128 organizations in the Netherlands and in Portugal, and discovers that the more support perceived from colleagues, the more likely it is that LGBT people will disclose their LGBT status at work. In all, this study reflects the growing importance that inclusive workplace climate has for diversity strategists, human resource professionals, researchers, and academics. Suggestions for future research are also presented.

       Keywords: human resource management, inclusion, LGBT, workplace climate.

Classifications according to the JEL Classification System:

J71: Labor Discrimination.

O15: Human Resources; Human Development; Income Distribution; Migration.

O RESUMO

Como muitas organizações começam a priorizar sua estratégia de diversidade, o tema do clima de trabalho surge como um elemento essencial para melhorar a experiência dos colaboradores. A realização de uma abordagem planejada e de colaboração para melhorar o clima de trabalho tem vários efeitos positivos, tanto a nível individual como a nível organizacional, particularmente em termos de desempenho financeiro. Este projeto examina as causas e os efeitos de um clima de trabalho inclusivo para as pessoas lésbicas, gays, bissexuais e transgéneros, e tem como objetivo determinar quais são as políticas e as práticas dos recursos humanos e os recursos organizacionais que resultam num clima de trabalho saudável, solidário e inclusivo para as pessoas LGBT. Este projeto também examina o contexto de género de trabalho, ou a razão de género dos colaboradores, de uma certa organização, bem como os efeitos pretendidos de clima de trabalho inclusivo no desempenho da empresa. Um estudo quantitativo é usado envolvendo uma amostra de 128 organizações na Holanda e em Portugal, e descobre que com mais apoio percebido por parte dos colegas, o mais provável será que as pessoas LGBT vai revelar o seu *LGBT status* no trabalho. Ao todo, este estudo reflete a importância crescente que o clima inclusivo no trabalho tem para estrategistas de diversidade, profissionais de recursos humanos, investigadores e acadêmicos. Também são apresentadas sugestões para futuras investigações.

Palavras-chave: gestão de recursos humanos, inclusão, LGBT, clima de trabalho.

Classificações de acordo com o Sistema de Classificação JEL:

J71: Discriminação do Trabalho.

O15: Recursos Humanos; Desenvolvimento Humano; Distribuição de Renda; Migração.

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LIST OF ABBREVIATIONS

AEX: Amsterdam Exchange Index

AIDS: acquired immunodeficiency virus

AMX: Amsterdam Midcap Index

APA: American Psychological Association

AScX: Amsterdam Small Cap Index

CCHR: Canadian Council for Human Resources

CSR: corporate social responsibility

DOMA: Defense of Marriage Act

DSM: Diagnostic and Statistical Manual of Mental Disorders

EEC: European Economic Community

ENDA: Employment Non-Discrimination Act

EU: European Union

FTE: full-time employees

GID: gender identity disorder

GRS: gender reassignment surgery

HIV: human immunodeficiency virus

HQ: headquarters

HR: human resources

HRC: Human Rights Campaign

HRD: human resources department

HRM: human resource management

ICB: Industry Classification Benchmark

ILGA: International Lesbian & Gay Association

I/O: industrial-organizational

LGBT: lesbian, gay, bisexual, and transgender

LGBTAA: lesbian, gay, bisexual, transgender, asexual, and ally

LGBTCI: Lesbian, Gay, Bisexual, and Transgendered Climate Inventory (Liddle et al., 2004)

LGBTQQ: lesbian, gay, bisexual, transgender, queer, and questioning

MSM: men who have sex with men

NASPA: National Association of Student Personnel Administrators

NCAA: National Collegiate Athletic Association

NGLBC: Network for Gay, Lesbian, and Bisexual Concerns

NGO: non-governmental organization

NV: Naamloze Vennootschap

NYSE: New York Stock Exchange

PLC: public limited company

PSI: Portuguese Stock Index

R&D: research and development

SA: Sociedade Anónima

SHRM: Society for Human Resource Management

SIM: sexual identity management

SPOS: Survey of Perceived Organizational Support (Eisenberger et al., 1986)

SRS: sexual reassignment surgery

UK: United Kingdom

US: United States

WHEQ: Workplace Heterosexist Experiences Questionnaire (Waldo, 1999)

WHO: World Health Organization

WSIMM: Workplace Sexual Identity Management Measure (Anderson et al., 2001)

YE: year-end

1. EXECUTIVE SUMMARY

As recent developments in job mobility and technology, the standardization of academic degrees, and widespread accessibility to new markets transform the makeup of organizations around the globe, it is fair to say that organizational diversity has never before been so important as it is now. Organizational, or workplace diversity, is an umbrella term and underneath it is LGBT diversity, a specific type of workplace diversity that involves the talents, perspectives, and problem-solving skills that **l**esbian, **g**ay, **bi**sexual, and **t**ransgender people bring to an organization. In response to the growing importance of workplace diversity, diversity strategists, human resource managers, and I/O psychologists have just recently begun to explore the workplace climate for this group of people to determine how to best take advantage of all that a diverse LGBT workforce can offer… and this is a lot. Potential benefits of a workplace climate inclusive of LGBT diversity are plentiful and include access to new talent, new markets, and likely a new customer base, as LGBT people often support organizations perceived as being more inclusive and LGBT-friendly. The latest research points to several more advantages of an *LGBT-inclusive* workplace climate in an organization including improved relationships with shareholders, governments, and the local community, improved market image, and even considerable, positive changes in financial performance. Furthermore, organizations with LGBT-inclusive workplace climates not only reap such benefits, but those organizations that incorporate and maintain an LGBT-inclusive business strategy also secure a competitive edge over organizations with little to no such strategy in place.

However, in addition to its many benefits, LGBT workplace diversity, if not managed accordingly, may also have several less than desirable outcomes for an organization, including more cases of intergroup conflict, greater tolerance for heterosexism, more occupational stress, lower levels of job and health satisfaction, and higher employee turnover, all of which can be very costly to the employer. Therefore, as today's organizations enter this global economy, and workplaces become ever more diverse, it is essential, for success at both the individual and organizational level, to leverage the unique perspectives and experiences that LGBT people bring to the table to create an open environment where LGBT employees are supported and enabled to perform at their best.

The research presented in this project is important because it examines several practical aspects of workplace climate for LGBT people, including which HR policies,

practices, and resources create an LGBT-inclusive workplace climate. Moreover, the role of gender proportion (i.e., job-gender context), and outcomes of an LGBT-inclusive workplace climate, such as employee "outness" (i.e., disclosure) and potential effects on financial performance are explored. Finally, a comprehensive overview of the existing literature is also presented, including a thorough examination of the past and current situation for LGBT people in the Netherlands and in Portugal.

SUMÁRIO EXECUTIVO

Com os recentes desenvolvimentos na mobilidade profissional e na tecnologia, a padronização dos graus académicos e acessibilidade difundida aos novos mercados, assistiu-se a uma transformação na composição das organizações em todo o mundo. É justo dizer que a diversidade organizacional nunca antes foi tão importante como agora. A diversidade organizacional, ou do trabalho, é um termo amplo que engloba a diversidade LGBT, um tipo específico de diversidade no trabalho que envolve os vários talentos, perspectivas e habilidades para resolver problemas que as pessoas lésbicas, gays, bissexuais e transgéneros trazem para a organização. Em resposta à importância que tem a diversidade, os estrategas de diversidade, gestores dos recursos humanos, e os psicólogos industriais-organizacionais iniciaram, recentemente, a explorar o clima de trabalho para esse grupo específico de pessoas, no sentido de determinar a melhor forma de potenciar tudo o que uma mão-de-obra diversificada LGBT pode oferecer... e isso é muito. Os potenciais benefícios de um clima de trabalho inclusivo da comunidade LGBT são abundantes e incluem o acesso à novos talentos, novos mercados, e provavelmente, uma nova base de clientes, uma vez que, em muitos casos, as pessoas LGBT apoiam organizações percebidas como organizações mais inclusiva e LGBT-*friendly*. As últimas investigações apontam várias outras vantagens de ter um clima de trabalho inclusivo para os colaboradores LGBT nas organizações, incluindo a melhoria das relações com os acionistas, governos e comunidade local, a melhoria da imagem no mercado, e até consideráveis mudanças positivas no desempenho financeiro. Além disso, as organizações com climas de trabalho inclusivo não só colhem tais benefícios, como garantem também uma vantagem competitiva, ou seja um "competitive edge," sobre as organizações com poucas ou nenhuma estratégia de inclusão.

Entretanto, apesar dos muitos benefícios, a diversidade LGBT no trabalho, se não for bem gerida, pode também ter vários resultados menos desejáveis para a organização, inclusive mais casos de conflito entre grupos, mais tolerância para heterossexismo, mais *stress* ocupacional, níveis mais baixos de satisfação com o emprego com a saúde e mais rotatividade, podendo ser acarretar consequências negativas para o empregador. Assim, uma vez que as organizações de hoje estão inseridas numa economia global, e os locais de trabalho tornam-se cada vez mais diversificados, é fundamental, para o sucesso, tanto a nível individual como a nível organizacional, alavancar as perspectivas e experiências únicas que as pessoas LGBT trazem à mesa e criar um ambiente aberto onde os empregados LGBT estejam apoiados e habilitados a executar o seu trabalho no seu melhor.

A investigação apresentada neste projeto é importante na medida em que analisa vários aspetos práticos do clima de trabalho para as pessoas LGBT, inclusive as políticas e processos de RH que criam um clima de trabalho inclusivo para as pessoas LGBT. Além disso, são explorados as funções da proporção de género, ou seja o contexto de género de trabalho, e os resultados de um clima de trabalho inclusivo, como sendo o "outness" dos colaboradores LGBT (i.e., revelação de orientação sexual, ou a identidade de género), e os potenciais efeitos sobre o desempenho financeiro das organizações. Finalmente, é também apresentada uma visão abrangente da literatura existente, inclusive uma análise aprofundada da situação passada e atual para as pessoas LGBT na Holanda e em Portugal.

2. INTRODUCTION

"LGBT" is a term that is nowadays used to classify the **l**esbian, **g**ay, **b**isexual, and **t**ransgender community, henceforth referred to as "LGBT." In other words, a person who self-identifies as "LGBT" is not heterosexual, but self-identifies with another non-heterosexual sexual orientation, or in the case of transgender individuals, with a gender identity different from their physical sex at birth. In some cases, members of the LGBT community also use terms such as *queer*, *questioning*, *asexual* or *ally*, which results in even more acronyms, some of the most commonly used being *LGBTQ*, *LGBTQQ*, *LGBTQA*, *GLBT* and *TBLG*. Although each of these identities within the LGBT population are often grouped together, and share sexism as a common root of oppression and discrimination, each has its own needs and concerns unique to the individual's identity status and must be treated as such (Michigan, 2014). Understanding just how large the LGBT community is, and which issues are most important to LGBT people, is essential to seeing positive change in public policy and in research involving this important group of individuals (Gates, 2011).

Statisticians, official census agencies[1], researchers, and academics alike have tried time and time again to measure the LGBT population to determine just how many people are LGBT. However, according to Gates (2011), there are still many challenges to finding out how many people are indeed LGBT. Mixed definitions of exactly what it means to be LGBT contribute to this challenge; indeed, the definition of what it means to be LGBT and who is included in the LGBT population is still debated by many. Gates (2011) describes several different perspectives on the issue and identifies the most common definitions of what makes a person LGBT, stating that a person may be identified or grouped as "LGBT" based on their self-identity, sexual behavior with someone of the same sex, on sexual attraction to someone of the same sex, or on a combination of the three (Haas et al., 2010). Gates (2011) also mentions that survey methods used to study the LGBT population differ in accordance with whichever definition is used to define what being LGBT means. Therefore, recent estimates of the size of the LGBT population vary considerably according to how it is defined (Pathelal et al., 2006).

For transgender people, in particular, the situation is even more complex. According to Gates (2011) and Haas et al. (2010), studying the transgender population,

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[1] In the United States, this is the U.S. Census Bureau; in Portugal, this is the National Institute of Statistics, or "Instituto Nacional de Estatística" in Portuguese; in the Netherlands, this is Statistics Netherlands.

albeit almost always grouped with lesbian, gay, and bisexual people, is oftentimes one of the greatest challenges when determining who makes up the LGBT population as a whole. Being *transgender* is typically defined as someone with gender identities, expressions, or behaviors that differ from their biological sex at birth (Feinberg, 1992; Kirk & Kulkarni, 2006). In other words, a transgender – not "transgendered" – person is someone who has been diagnosed with gender dysphoria, sometimes known as Gender Identity Disorder, or "GID." In layman's terms, someone who identifies as transgender is someone whose outside doesn't line up with their inside. Unfortunately, terms like *transsexual* and *transgender* are often grouped together and used interchangeably, however, the latter usually refers to people who have undergone gender reassignment surgery to match their physical appearance with what they feel is their true gender identity.

However, for many transgender people, gender reassignment surgery and hormone therapy is either too expensive or not accessible, making these alternatives impossible. Because of this, some transgender people have developed new terms, such as *transsexual* and *gender queer*, that describe transgender people who have not yet undergone gender reassignment surgery or those that prefer to identify themselves using a different term altogether. According to Haas et al. (2010), inconsistencies in defining who makes up the transgender population limits the knowledge that researchers have of this group, particularly of transgender youth, and makes examining this group of people significantly more challenging than examining LGB people. Furthermore, it is impossible to accurately determine the precise number of transgender people since, like LGB people, not all transgender people disclose their transgender status in official population-based surveys.

Fortunately, despite the limitations, there have been several recent research studies that aim to answer the question: how many LGBT people are there? Gates (2011) finds in a meta-analysis of nine surveys conducted over the past seven years, that the percentage of adults (i.e., those 18 and older) who self-identify as LGBT typically falls somewhere between 1.2%[2] (NLCS, 2010) and 5.6%[3] (NSSHB, 2009). In Gate's analysis, which yields results from five countries (the United States, Canada, Australia, the United Kingdom, and Norway), percentages of LGBT people in Europe, Canada, and Australia are generally lower than those in the United States. Moreover, Gates finds that a considerably higher percentage of women surveyed rather than men

[2] From the Norwegian Living Conditions Survey, 2010.
[3] From the National Survey of Sexual Health and Behavior, 2009.

surveyed self-identified as "bisexual." This was especially true with participants from the U.S. and the U.K. As to be expected, the percentage of transgender people from each of the nine surveys is lower than the percentage of LGB people. Recent statistics show that the percentage of transgender people in the U.S. who have undergone gender reassignment surgery is around 0.3% (NSSHB, 2009), whereas in the Netherlands the figure is around 0.5% (Olyslager & Conway, 2008). Statistics show that in the U.S., an estimated 14,000 to 20,000 male-to-female, or "MTF," sexual reassignment surgeries have been performed between 1990 and 2002 (Conway, 2002).

In the Netherlands, 6% of men and 5% of women self-identify as either homo-sexual (lesbian/gay) or bisexual (Kuyper, 2006), and an estimated 0.2 to 0.5% of the Dutch population self-identifies as transgender (Van Kesteren et al., 1996). Recent sta-tistics from the Netherlands show that one in every 12,000 natal males and 1 in every 34,000 natal females will undergo gender reassignment surgery, or "GRS," at some point in their lives. Research also shows that the number of MTF surgeries is considera-bly higher than the number of FTM surgeries, though due to subsidized medical ex-penses and greater accessibility to treatment, the gap between MTF and FTM reassign-ment surgeries is estimated to close in the coming years. In Portugal, it is estimated that between 5% and 10% of the population identifies as LGBT, slightly higher than in the Netherlands (Tatchell, 2014). According to recent community studies, between 3% and 8% of LGBT people in Portugal are raising children, whereas the figure is about the same in Italy (between 5% and 8% of LGBT couples) but considerably higher in the United States (11% of gay men and 20% of lesbian women) (Bryant & Demian, 1994; Costa, Pereira & Leal, 2013; Lelleri, Prati & Pietrantoni, 2008). However, this figure is difficult to calculate and depends heavily on the implications of disclosing one's LGBT status, this being largely influenced by the social and legal context of the country in question (Costa et al., 2014). The Netherlands and Portugal also differ considerably in the prevalence and rate of new HIV cases. Portugal, according to a 2012 study by the European Centre for Disease Prevention and Control, is the country in Europe with the fastest growing rate of new HIV infections, as well as the country with the highest per-centage of HIV prevalence among its population (about .07% of the adult population). By comparison, the figure is nearly a quarter of that in the Netherlands (about 0.2% of the adult population).

Although still a minority group, LGBT people and pro-LGBT rights organiza-tions have garnered considerable influence in many parts of the world, primarily in Eu-

rope and North America, that have at the very least brought attention to the needs and concerns of LGBT people. These needs and concerns are reflected in a 2003 Harris Interactive Poll, which examined the policy priorities of 748 LGBT people in the United States, and the average amount of importance placed on a number of issues. The survey found that respondents' priorities ranged from civil marriage rights, parenting/adoption and hate crimes, to securing state/federal benefits and HIV/AIDS funding. Not surprisingly, protection against workplace discrimination was first on the list for each of the age groups surveyed, which ranged from age 18 to 65 and older (Harris, 2003).

The Human Rights Campaign states that workplace discrimination is still a critical problem for LGBT people all over the world. For example, in the United States, 29 of the 50 states are still legally permitted to terminate an employee for their sexual orientation. Even worse, 32 of the 50 states are still legally permitted to terminate an employee for their gender identity (HRC, 2014). However, despite the lack of legal protection, recent research shows that organizations that include sexual orientation and gender identity in their anti-discriminatory policy, even if they are not required to do so by law, fare better than organizations that fail to include them. Interestingly enough, 91% of Fortune 500 companies include sexual orientation in their anti-discriminatory policy and 61% introduce gender identity anti-discriminatory procedures (HRC, 2014).

In an effort to better understand workplace climate for LGBT people in Portuguese and Dutch organizations, this project aims to identify which HR policies and practices best make for a climate of support, belonging, and acceptance – that is, a climate of inclusion – for LGBT people in both these countries. Some of the largest and most profitable organizations throughout Portugal and the Netherlands have been invited to participate, and their responses were used to identify exactly what organizations can do, particularly employees working in Human Resources, to make their workplace a more comfortable and healthy place for LGBT employees. However, before examining workplace climate for LGBT people in Portuguese and Dutch organizations, it is essential to understand the context of life outside of the workplace for LGBT people in Portugal and the Netherlands. A comprehensive overview of the history and current situation for LGBT people in both these countries is presented in the sections below. Immediately following the introduction, the third chapter, "Theoretical Overview," presents a comprehensive review of the existing literature, whereas the fourth chapter, "Empirical Study," presents the empirical research study.

2.1 CONTEXT OF LGBT LIFE IN THE NETHERLANDS

The Netherlands is arguably one of Europe's, if not the world's most progressive countries for LGBT rights. In general, LGBT people in the Netherlands experience near complete equality with non-LGBT people and are, from a strictly legal standpoint, nearly equal to heterosexual people. Research also shows that LGBT acceptance is and has been on the rise, and that Dutch society, with the exception of Christian and Muslim minorities, is generally very accepting of LGBT people and lifestyles. According to recent research, LGBT people enjoy an increasing degree of tolerance in the Netherlands (McDevitt-Pugh, 2010). Keuzenkamp (2006) found that acceptance of LGBT people has increased profoundly since 1965, and that nowadays an overwhelming majority of the Dutch population maintain a positive attitude toward LGBT people and support LGBT rights. Recent statistics show that approximately six percent of men and five percent of women in the Netherlands identify as LGB, whereas the figure for those identifying as transgender is less clear; some research points to this figure being approximately 1.3% of Dutch men and 0.9% of Dutch women (Kuyper, 2006; Kuyper, 2012). Given widespread acceptance of LGBT people and the presence of civil liberties, like same-sex marriage, that support this view, many LGBT sources in and outside of Europe regard the Netherlands as one of the safest and most inclusive countries in the world for LGBT people.

However, from a historical point-of-view, the Netherlands has not always been so tolerant of LGBT people. Before the 20th century, LGBT life in the Netherlands was characterized by widespread discrimination, segregation, and anti-gay legislation. During this period of time, many LGBT people in the Netherlands were ostracized from Dutch society. Despite being rather lenient in comparison to other European nations at the time, Dutch politicians between the 16th and 19th centuries condemned homosexuality, particularly public displays of affection, which resulted in many LGBT people, notably gay men, being punished for such acts of deviance. Oftentimes, punishment came in the form of long-term imprisonment, banishment to remote parts of the country, and in some extreme cases, such as during the 1730 Utrecht Sodomy Trials, death by execution (Higgs, 1999).

The Utrecht Sodomy Trials marked the beginning of widespread persecution of LGBT people in the Netherlands, and remains one of the most well known mass persecutions of LGBT people prior to the onset of World War II. Having taken place in Utrecht, 40 kilometers southeast of Amsterdam, the Utrecht Sodomy Trials were a se-

ries of raids, sentences, and subsequent executions which ended in the arrest and sentencing of more than 250 LGBT people, though lesbian women were oftentimes given less severe punishments than gay men (Norton, 2011). Largely by means of public execution, execution methods usually involved burning, stoning, strangulation, and drowning.

However, the 1811 French invasion of the Netherlands marked the beginning of a new chapter for LGBT life in the Netherlands. With the replacement of the Dutch Civil Code with the Napoleonic Code, homosexual behavior, like public displays of affection, was legalized and no longer punishable by law. Although widespread prejudice still existed, France's Napoleonic Code paved the way for many other countries to follow. By the early 20th century, nearly a dozen European countries, including the Netherlands, had no criminal prohibition of consensual homosexual acts in private between adults (Greenberg, 1988). Despite the fact the French occupation in the Netherlands lasted just two years, attitudes toward LGBT people had changed drastically, and no anti-LGBT laws were ever established again.

Soon after the incorporation of Article 248bis into Dutch law, which rose the age of consent for homosexual behavior from 16 to 21, some of the very first LGBT establishments in the Netherlands started to appear, particularly in larger cities like Amsterdam and Rotterdam. It was between the 1920s and 1940s that tolerance and acceptance of LGBT people began to grow proportionately. In 1940, the first-ever magazine targeted toward the LGBT community, *Levensrecht*, literally "right to live," was published and distributed throughout the country. The magazine, started by a group of several gay men, aimed to create a gay subculture rather than make a political statement (Tielman, 1987). However, World War II and newly enforced Nazi regulations brought the magazine's distribution to a halt, and soon after many of the establishments serving the LGBT community were closed.

World War II was a dark time for LGBT people in the Netherlands. Despite the fact that LGBT people were not as severely persecuted in the Netherlands as those in Nazi Germany, the introduction of Paragraph 175 into Dutch law once again made any non-heterosexual behavior illegal and, in extreme cases, punishable by death. Throughout the Nazi occupation of the Netherlands, many LGBT people, particularly gay men, were exiled to labor camps outside of the Netherlands, however, researchers are still unaware of just how many LGBT people were victims of the occupation (Tijsseling, 2009).

Following the Nazi occupation of the Netherlands, LGBT businesses reopened and the publishing and distribution of Levensrecht resumed. In 1946, the first LGBT organization in the world was established in Amsterdam under the name, "The Shakespeare Club," although the name was later changed to its present name: *Cultuur en Ontspanningscentrum*, or "COC" (COC, 2014). In 1951, just five years after the establishment of COC, the International Committee for Sexual Equality was founded in Amsterdam and became the first ever post-war LGBT association. The ICSE began to organize conferences both within and outside of the Netherlands and focused not only on bringing the LGBT community together, but also bringing more attention to LGBT issues (Higgs, 1999).

Post-war life for LGBT people in the Netherlands proved to be everything that the 17th, 18th, and 19th centuries were not. In 1955, LGBT establishments throughout the Netherlands were officially allowed to remain open and operative without any kind of police intervention. Five years later marked the beginning of a worldwide sexual and Cultural Revolution, which amongst other things, increased tolerance and acceptance of LGBT people and alternative lifestyles. The revolution of the 1960s not only provoked social change, but also resulted in several important changes to public policy including a 1967 decision to legally decriminalize homosexuality. Six years later in 1973, homosexuality was declassified as a mental illness and removed from the DSM, and in 1974 the Netherlands became the first country in the world to allow LGBT people to serve openly in the military (Huffman & Schultz, 2012).

The period of time between the mid-1980s and late-1990s is perhaps the time when most positive change occurred. In 1985, in response to growing debate within the Dutch Senate, the Netherlands became one of the first countries in Europe to adopt legislation allowing transgender citizens to change their registered gender (HRW, 2014). In 1993, the Equal Rights Law was introduced which banned anti-LGBT discrimination in housing, public accommodation, and finally, in the workplace (Dierx & Rodrigues, 2003). Undoubtedly, two of the most important decisions regarding LGBT life in the Netherlands were made during this time. In 1998, the Dutch government granted LGBT people in cohabitating living situations the status of legal domestic partnerships and all of the benefits associated with that status. Three years later in 2001, the Netherlands became the first country in the world to legalize same-sex marriage. In addition, the Dutch government also began to permit LGBT couples to adopt children jointly, regardless if the child is Dutch or foreign-born. Legally, all forms of discrimination

against LGBT people are prohibited (McDevitt-Pugh, 2008). In 2011, in an effort to stop violence against LGBT people, the Dutch Public Prosecution Service started to demand double the normal penalty in cases of violence and discrimination against LGBT people. In the same year, the Dutch government began to establish safety networks with local branches of COC in order to further identify when, where, and how acts of anti-LGBT violence and discrimination are occurring (Government, 2014).

Over the last few years, there have been several notable changes in Dutch laws that reflect growing support for LGBT equality. In 2012, a bill on lesbian parenthood was passed that now permits lesbian women in same-sex relationships to become legal parents of their same-sex partner's biological children; this went into effect in April 2014. Moreover, two bills have recently been approved by the Dutch House of Representatives, the first that prohibits registrars who do not agree to officiate a same-sex marriage from being appointed, and the second that impedes private schools from refusing to hire or terminating employees for their sexual orientation or gender identity. The second bill also prohibits private schools from discriminating against LGBT students, making it illegal for private schools to reject students because of their sexual orientation or gender identity. Both of these bills, however, still require approval in the Senate in order to take effect (Government, 2014).

In July 2014, a law was introduced giving transgender people 16 and over a much simpler way to change their gender in official documents, such as a passport or drivers license (COC, 2014). Before this law was passed, these controversial procedures were lengthy and usually involved many transgender people receiving obligatory and oftentimes unwanted sterilization treatments and gender modification operations. Only after receiving judicial permission, along with the expertise of one or more medical professionals, were transgender people able to receive sexual reassignment surgery within the country. Unfortunately, up until just recently, many transgender people in the Netherlands were living with identification documents that did not correspond with their gender identity (ILGA, 2014).

Blood donation among men who have sex with men, or "MSM," is also quite controversial, as the Netherlands remains one of the few European countries that continue to indefinitely restrict MSM from donating blood. However, in April 2012, in an effort to change this law, the Dutch government asked the Sanquin Blood Supply Foundation, the non-profit organization responsible for the blood supply in the Netherlands, to investigate if MSM can also be accepted as blood donors (Government, 2014).

According to University of Nebraska professor, Dr. Louis Crompton, Amsterdam, since the end of World War II, has adopted an extremely liberal view toward LGBT people, a view common to nearly all members of Dutch society (Crompton, 2006). In recent research conducted by the Dutch Ministry of Health, Welfare and Sport, it was found that over 90% of ethnic Dutch people view homosexuality as moral, though widespread support for bisexuality and transsexuality remains less common and numbers tend to be lower (MVWS, 2014). Recent statistics also show, in everywhere but the Netherlands' overseas territories, that there is widespread support for same-sex marriage and adoption rights for LGBT people (European Union, 2006; IFOP, 2013). Amsterdam, among other Dutch cities, is considered the European city most strongly supportive of its LGBT citizens, and as a whole, the Netherlands is regarded as one of the world's most liberal and accepting countries of LGBT people and LGBT lifestyles (Seidman & Fischer, 2007). Currently, there are several monuments in the city that testify to this general acceptance including the "Homomonument," nearby the Anne Frank House, which commemorates the victims of the Utrecht Sodomy Trials and the Nazi persecution during World War II (Crompton, 2006; Higgs, 1999).

2.2 CONTEXT OF LGBT LIFE IN PORTUGAL

Portugal, although small in size, is regarded as one of the few countries in the world where LGBT people are granted nearly equal rights as heterosexual people. Despite the fact that LGBT couples are still prohibited from adopting children jointly and are still restricted access to assisted reproductive technology, Portugal, from a strictly legal point-of-view, is one of the most LGBT-friendly countries in the world. However, although the law may reflect a growing tolerance of LGBT people, social discrimination against LGBT people is still considerably higher in Portugal than in other European countries (European Commission, 2009). Contrary to the Netherlands, most activity that has garnered greater LGBT equality hasn't happened until just recently.

Before the 1974 coup d'état that ended the Salazar dictatorship, sometimes called the "Carnation Revolution," LGBT people were widely persecuted and oftentimes ostracized from the rest of Portuguese society. Underneath Salazar, LGBT people were forced to hide their identity for fear of being ridiculed, imprisoned, or killed. During this period of totalitarianism, the Portuguese Penal Code considered homosexuality a crime, a distinction that would remain in place until it was removed in 1982 (Cameiro & Menezes, 2008). This was the second time in history that Portugal legalized homo-

sexuality, the first being in 1852, though it would be re-criminalized just thirty years later and would remain in place until after the dictatorship.

Salazar's repressive regime, coupled with a long period of industrial stagnation and strong cultural influence from the Roman Catholic Church, created a society in which LGBT people were neither accepted nor tolerated, and made it difficult for any prominent subculture or common identity to be formed (Gameiro, 1998). Furthermore, LGBT associations, as a result of the lack of democratic freedoms at the time, did not have the necessary tools to develop and were not seen until following the Revolution (Cascais, 2009). While Salazar was in power, parties opposing his regime never included LGBT equality as part of their political agenda. Instead, sexuality was only mentioned with regard to women's role in work and labor, and avoided the topics of sexual orientation and gender identity altogether.

The few times when LGBT issues were handled with some degree of tolerance and receptiveness came from a handful of intellectuals, academics, and students who had experienced the LGBT movement while abroad, many of them while in exile. In the years prior to and during Salazar's rule, Portugal, with respect of LGBT equality, experienced a "severe developmental backwardness," that was rather uncommon when compared to North America and other European countries at the time (Cascais, 2009). Even Spain, despite having experienced a period of totalitarianism under its dictator General Francisco Franco, began to see an uprising of somewhat secretive, clandestine associations that, along with autonomy and political freedom, worked to create a movement focused on improving equality for LGBT people. Surely, as Cascais writes, "the Portuguese left was, to a very large extent, oblivious to the cultural changes that were occurring in other countries during the 1960s and 1970s, and that were essential for the renewal of European left-wing sectors" (Cascais, 2009).

Following the Carnation Revolution on April 25th, 1974, and the establishment of the Portuguese Republic, as we know it today, the first public cases of LGBT activism started to emerge (Brandão & Machado, 2012). The sudden transition from total dictatorship to new democracy brought a fresh dynamic of interest in LGBT rights and sexual equality, not seen in Portugal throughout the better half of the 20th century. These changes were also stimulated by a progressive openness to legal recommendations set forth by the European Union, known then as the European Economic Community, which called for greater sexual equality and condemned discriminatory practices (Cameiro & Menezes, 2008). In 1982, in response to the growing call for tolerance set

forth by other E.U. countries, Portugal officially decriminalized homosexuality, including all forms of homosexual behavior. Four years later in 1986, Portugal, together with Spain, joined the European Union.

The 1980s saw gradual growth toward LGBT activism, as well as an increase in the attention paid to issues affecting the LGBT community, particularly with respect to HIV/AIDS, which became a worldwide health crisis during this period of time. The start of the HIV/AIDS crisis, although not just affecting LGBT people, brought importance and much needed attention to inequalities affecting the LGBT community in Portugal. Most Western democracies had since seen a rise of LGBT NGOs before the onset of HIV/AIDS, some of which garnered a considerable degree of political significance, but it was not until after the beginning of the crisis that LGBT NGOs began to appear in Portugal. For the first time ever, albeit restricted to the context of HIV/AIDS, Portuguese society began to recognize the uniqueness and particularity of LGBT issues (Cameiro & Menezes, 2008). It was at this point that the LGBT rights movement in Portugal had officially begun.

Not until the 1990s did the most prominent LGBT organizations start to emerge in Portugal. Many of these organizations initially emerged as "friendship networks" of NGOs connected to HIV/AIDS (Brandão & Machado, 2012). In 1996, ILGA-Portugal, the Portuguese branch of the International Lesbian and Gay Association, was established in Lisbon, and is perhaps today the most active of all LGBT organizations in Portugal. Upon its establishment, the LGBT community, particularly those in Portugal's capital Lisbon, was given a community center and a wide range of facilities and services such as psychological and legal counseling. From the very beginning of ILGA's activities in Portugal, one of the group's main objectives was to constitutionally criminalize discrimination based upon sexual orientation and gender identity (Cameiro & Menezes, 2008). Three years after ILGA's establishment, the Portuguese government began to allow LGBT people to serve openly in the military (Ferreira & Silva, 2011).

The 2000s were even more significant for LGBT people in Portugal than the decade before. In 2001, the Portuguese Parliament began extending family rights and tax benefits, traditionally reserved for heterosexual couples, to LGBT couples living together for at least two years. Though the new law didn't extend inheritance or hospital visitation rights to LGBT couples, it did, however, bring more attention to the inequality between heterosexual and LGBT couples (Cameiro & Menezes, 2008). In 2004, through the efforts of ILGA-Portugal and several other LGBT associations throughout

Portugal, the Portuguese Government officially included sexual orientation in Article 13 of the Constitution, making it illegal throughout the entire country to discriminate based upon one's sexual orientation (Cameiro & Menezes, 2008; Portuguese Constitution, 2005). Furthermore, in 2005, the Portuguese Blood Institute began allowing MSM to donate blood, and in 2007, the Penal Code was amended to equalize the age of consent for both heterosexual and homosexual couples. Finally, in 2009, as part of the Law of Sexual Education, sexual orientation and gender identity were officially included as mandatory topics in sexual education in all public school curriculums (Ferreira & Silva, 2011).

According to Brandão & Machado (2012), the debate over same-sex marriage began in the late 1990s when left-wing groups, similar to those that Cascais (2009) mentions, namely the Ecologist Party, the Socialist Party, and the Communist Party, began to discuss the issue of then-current cohabitation laws which were, at the time, the extent to which the government officially recognized LGBT couples. Despite strong opposition from conservatives and the Roman Catholic Church, Portugal in June 2010, became the sixth country in Europe and eighth in the world to legalize same-sex marriage. One year later, transgender people were extended several rights that simplify name changes and the procedure for receiving sexual reassignment surgery, a process that is thought to be the most advanced of its kind.

Although inequalities still exist for Portugal's LGBT community, advances in Portuguese law, namely the most recent decision to legalize same-sex marriage, together with a developing interest in LGBT politics has brought and kept LGBT issues in the spotlight for nearly 30 years. Throughout the country, particularly in larger cities like Lisbon and Oporto, LGBT people experience growing tolerance and acceptance, as much in their personal lives as in their professional ones. For example, in 2003, the Portuguese Labor Code was amended to include work and employment protection from sexual harassment and/or discrimination at work (Ferreira & Silva, 2011).

According to Cameiro & Menezes (2008), a growing presence of LGBT issues in the Portuguese media, as well as nationwide Gay Pride events such as Lisbon's annual Gay Pride Festival and International Gay & Lesbian Film Festival "Queer Lisboa," the largest of its kind in Europe, has resulted in greater LGBT participation in matters both within and outside the realm of politics. This has created what Cameiro & Menezes refer to as "pluralistic identity politics," or in simpler terms, a system of politics where LGBT people, albeit not a part of the dominant group (i.e., heterosexual people),

take an active role in government while retaining their unique cultural identities, values, and practices (Berry, 1974).

There are, however, many steps that have yet to be taken. Present-day Portuguese society, according to Ferreira & Cabral (2010), is still somewhat disapproving of LGBT people and non-heterosexual behavior. In a recent survey by Ferreira & Cabral (2010) involving a large sample of respondents from Portugal, it was found that 60% of men surveyed disapproved of homosexual behavior; for women surveyed the figure was somewhat lower at 40%. Although these numbers are much lower than in decades prior, they still indicate a traditionally conservative attitude toward LGBT people and LGBT lifestyles. Furthermore, in a study involving 292 university students from six universities located in various parts of Lisbon, Costa et al. (2014) found that attitudes toward LGBT parenting were for the most part very disapproving.

Recent research has found that discrimination against LGBT people in Portugal is significantly higher than in other European countries. In a 2009 Eurobarometer survey, it was found that nearly 60% of all Portuguese citizens surveyed believe that sexual orientation is the main reason for discrimination in Portugal, ahead of age, disability, and ethnic background (Ferreira & Silva, 2011). Most recently, a debate has started regarding reinitiating the exclusion of MSM from being potential blood donors at the Portuguese National Blood Institute, centered on the idea that homosexual men are more promiscuous than heterosexual men (de Oliveira et al., 2013).

Fortunately, other research finds that the situation is improving, albeit at a slow pace. Smith (2011) finds that the percentage of those who believe homosexual behavior is "always wrong" or "almost always wrong" decreased a considerable 31% in just one decade (Brandão & Machado, 2012). Santos (2010) suggests that, although Portuguese society is generally conservative when it comes to sexuality, the political message seems to be shifting from one of traditionalist values to one of respect for sexual diversity and the right to free expression of sexuality. Santos (2010) believes that, despite few positive measures to fight anti-gay discrimination, it appears the Portuguese government has finally recognized the importance of information and public debate with respect to LGBT rights and equality, issues that traditionally haven't been spoken about much. This being said, although recent research may find that general attitudes toward LGBT people and LGBT lifestyles are quite conservative compared with the rest of Europe, other research does find that tolerance for LGBT people has increased considera-

bly in the last ten years and implies that more changes can be expected in the near future.

3. THEORETICAL OVERVIEW

According to Croteau (1996), there have been very few studies that have used reliable quantitative methods to study workplace climate for LGBT people. Furthermore, there have been even less empirical studies that have studied LGBT-inclusive workplace climate and its relationship to financial performance (Cunningham, 2010). However, several studies do appear in the literature that demonstrate a growing interest in the topic of LGBT-inclusive workplace climate, its antecedents, and its outcomes.

Recent empirical studies have found that an inclusive workplace climate is indeed good for business, as it can have many positive effects on such antecedents of enhanced organizational performance such as employee commitment, job satisfaction, job motivation, a healthy social climate among workers, and an enhanced relationship with shareholders (Cunningham, 2010; Li & Nagar, 2013; Waldo, 1999). Researchers on the topic have drawn upon several different theories within the literature including the human relations theory, the minority stress theory (Meyers, 1995), Cupach & Tadasu's (1993) identity management theory, and Dawis & Lofquist's (1984) work adjustment theory to develop hypotheses which have been tested in the empirical studies examined in this theoretical overview.

This research builds upon the relatively small amount of past empirical research that examines what an LGBT-inclusive workplace climate entails and what implications it has, if any, for today's organizations and human resource professionals. It explores **both** antecedents and outcomes of an LGBT-inclusive workplace climate, and hypothesizes that more than just one thing contributes to creating an inclusive workplace climate for LGBT people, this being HR policies and practices that support LGBT workers, as well as the gender distribution of an organization's personnel, henceforth referred to as "job-gender context." Furthermore, past research shows that employee disclosure, henceforth referred to as simply "disclosure," is inherently connected to positive outcomes such as increases in health and job satisfaction, and is therefore included as an outcome of an LGBT-inclusive workplace climate. My hypotheses, particularly my hypothesis that hypothesizes that an LGBT-inclusive workplace climate leads to better financial results, is nothing new, but my intention is to build upon research already done that suggests a climate for inclusiveness does not just have a positive effect on financial performance, but that it is multi-dimensional and has a number of different antecedents and, depending on how it is managed, can have several different outcomes.

3.1 DEFINING WORKPLACE CLIMATE

A growing interest in the physiological and psychological structure of an organization has lead researchers, I/O psychologists, and HR professionals to study the effect that workplace climate has on employee behavior. "Workplace climate" is a term that has been used interchangeably since its conception some sixty years ago. According to Hoy (1990), the concept of workplace climate was initiated in the late 1950s when scientists began to research different variations in work environments.

Hoy (1990) states that the "feel" of an organization has been examined using a number of different terms including organizational character, milieu, atmosphere, and ideology, but that the concept of workplace climate is rather contemporary. Hoy admits that workplace climate involves adopting a more "human-like" perspective of an organization, something people "resonate with because they [workplace climate/culture] make intuitive sense and seem to capture organizational life in a holistic fashion." Taguiri's (1968) definition of workplace climate inspired Hoy's definition as it also draws a comparison between people and organizational climate. Taguiri defines workplace climate by suggesting that "a particular configuration of enduring characteristics of the ecology, milieu, social system and culture would constitute a [workplace] climate, as much as a particular configuration of personal characteristics constitute a 'personality.'" Indeed, Hoy (1990) proposes that workplace climate can be seen as the "personality" of an organization, or rather, what exists beyond an organization's walls.

Other contemporary definitions of workplace climate suggest that workplace climate may be whatever differentiates one organization from the other (Gilmer, 1966), or that it is influenced in part by employees' perception of how their workplaces are (Litwin & Stringer, 1968). Litwin & Stringer (1968) introduce what is perhaps the definition of workplace climate most relevant to this project, and suggest that workplace climate is the collective perception of the people who work in the same work environment, and conclude by suggesting that workplace climate indeed influences employee behavior. In fact, most research has pointed to employee perception as the primary component of what really makes up workplace climate. Reichers & Scheneider (1990) reference perception in their definition of workplace climate and state that, "[workplace climate] are the shared perceptions of organizational policies, practices, and procedures, both formal and informal." Campbell et al. (1970) and Findler et al. (2007) found that perceptions of workplace climate are a critical factor in predicting employee behavior. Lastly, a considerable number of researchers have described workplace climate as the

overall perception of an organization, stating that it may occur on an individual or on a group level (Field & Abelson, 1982; Hellreigel & Slocum, 1974; James et al., 1988; Wilgosh, 1990).

3.2 DEFINING WHAT LGBT-INCLUSIVE WORKPLACE CLIMATE IS AND IS *NOT*

3.2.1 CHARACTERISTICS OF AN LGBT-INCLUSIVE WORKPLACE CLIMATE

Recent research shows an overall agreement that workplace climate is influenced, or even created, by employees' perception of an organization's work environment. Therefore, an *LGBT-inclusive* workplace climate is simply a workplace climate where employees feel or perceive their organization to be LGBT-inclusive, or rather, inclusive of its LGBT workforce. Although there are several different terms for this type of workplace climate, such as a climate for (or "of") inclusiveness, the term generally agreed upon and most commonly used in the current research is "LGBT-inclusive." Despite the fact that research on LGBT inclusion in the workplace is relatively new, *inclusion* itself is by no means a new term, and is defined as the act or state of being included (Merriam-Webster Dictionary, 2014).

Since inclusion first started appearing in research in the 1960s and 1970s, many contemporary definitions of it have surfaced. Roberson (2006) defines inclusion as "the ability to contribute fully and effectively to an organization," whereas Herek (1993) views inclusion as "a sense of belonging, respect, and being valued." Furthermore, an inclusive workplace climate is defined by Pless & Maak (2004) as "a work environment where the different voices, opinions, and perspectives of a diverse workforce are heard and respected." Simply put, inclusion is about enabling employees to be themselves at work and to ensure that no one employee feels left out, disrespected or devalued for their age, race, nationality, political affiliation, religious belief, and in this case, for their sexual orientation or gender identity. As mentioned earlier, for an organization to have an inclusive workplace climate, considerable measures must be taken to ensure that the unique needs and concerns of LGBT employees are given importance and being addressed. Relative to these needs being addressed and to the topic of workplace inclusion is the Social Identity Theory, developed by Tajfel & Turner (1979), which can be applied to the context of LGBT people in the workplace. This theory suggests

that members of the ingroup (i.e., non-LGBT employees), or the majority, will favor the interests, needs, and concerns of the ingroup at the expense of the outgroup (i.e., LGBT employees). In other words, according to Tajfel & Turner's social identity theory, heterosexual employees as the majority group are naturally subject to social biases and ingroup favoritism, resulting in pre-established barriers to forming positive, lasting relationships between LGBT and non-LGBT workers. Therefore, bearing in mind what Tajfel & Turner propose, a workplace climate that is truly LGBT-inclusive is one in which group behaviors, like ingroup favoritism, are taken into consideration and challenged from the very beginning. This starts first by evaluating the workplace climate already in place.

Bell et al. (2011) indicate that, for an organization's workplace climate to be evaluated and deemed *inclusive*, employees with invisible minority statuses (i.e., LGBT employees) must feel comfortable disclosing their differences at work. Moreover, according to Bell et al., Roberson (2006), and the Society for Human Resource Management (2008), many researchers, academics, and HR professionals view inclusion as a "critical part to unlocking the potential contribution of individual differences at work." For Pless & Maak (2004), an LGBT-inclusive workplace climate is evaluated as such if and only if it allows LGBT employees the same rights, benefits, and privileges as non-LGBT employees, and gives them voice.

3.2.2 CHARACTERISTICS OF A HETEROSEXIST WORKPLACE CLIMATE

By definition, a heterosexist workplace climate is the **opposite** of an LGBT-inclusive workplace climate. To introduce the concept of heterosexism, we look toward Waldo's Model of Heterosexism, and whose definition of heterosexism enables us to better understand what LGBT-inclusive workplace is by defining what it is *not*.

Waldo used Meyer's (1995) minority stress theory as a starting point to develop his conceptual framework. Using this theory to define the antecedents and outcomes of heterosexism in the workplace, and drawing from Fitzgerald et al.'s (1997) framework for studying women and sexual harassment in the workplace, Waldo developed the Model of Heterosexism as Minority Stress in the Workplace, henceforth referred to as Waldo's Model of Heterosexism. The Model is seen on the next page in Figure A.
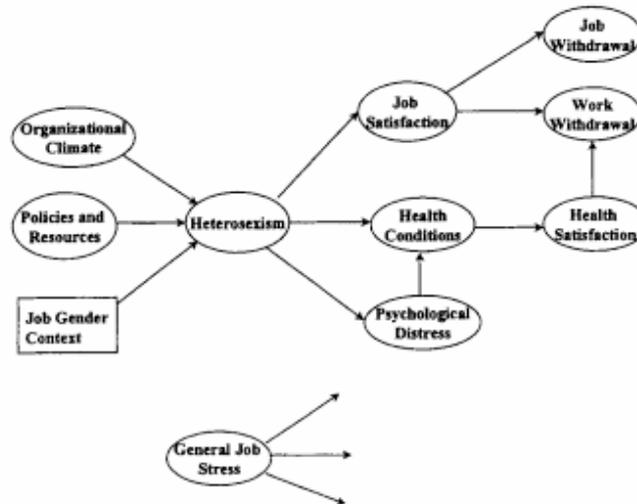
Figure A: Waldo's Model of Heterosexism
Source: Waldo, 1999

In accordance with the basic principles of minority stress theory, Waldo con-
cluded that LGBT people experience a unique set of stressors because of their often-
times-invisible status as a minority group. As with other minority groups, such as ethnic
minority groups and the physically disabled, LGBT people as a result of their minority
status are almost automatically prone to experiencing some sort of discrimination or
bias unique to their LGBT minority status. Waldo outlines several important aspects of
workplace climate influenced by heterosexism, all of which are affected by a climate of
heterosexism or one of inclusion. These aspects of the LGBT experience at work that
are influenced by heterosexism are: job satisfaction, health conditions, and psychologi-
cal distress. Waldo proposes that job withdrawal and work withdrawal are both influ-
enced by job satisfaction, the latter also being affected by employee health satisfaction,
which in turn is influenced by health conditions. Finally, employees' levels of psycho-
logical distress influence health conditions. More importantly, Waldo proposes that
heterosexism in organizations is influenced by several factors including the organiza-
tional climate for LGBT people and presence of inclusive, "pro-gay" policies and prac-
tices to the job-gender context of the organization, or rather, the proportion of male ver-
sus female employees. Job stressors, as a control variable, are also included in the mod-
el.

Contrary to homophobia, heterosexism, as defined by Waldo, is the normalizing
and privileging of heterosexuality (Waldo, 1999). Jung & Smith (1993) define hetero-
sexism as a system of attitudes, bias and discrimination in favor of opposite-sex sexual-

ity and relationships, whereas King & Cortina (2010) define heterosexism as unequal treatment on the basis of sexual orientation and/or gender identity. In Allan G. Johnson's "The Gender Knot," Johnson compares heterosexism with racism, going so far as to compare heterosexual privilege with white privilege (Johnson, 1997), the set of societal privileges that white people benefit from beyond those experienced by non-white people in the same social, political, or economic situation. In other words, Johnson's definition of heterosexism reinforces Waldo's belief that as a result of their minority status, LGBT people suffer from a unique set of stressors and disadvantages that non-LGBT people are, at they very least because of their heterosexual identity, immune from. Finally, Herek (2004), in what is perhaps the most commonly agreed upon definition of heterosexism found in current literature, describes heterosexism as an ideological system that reinforces the denigration of non-heterosexual identity, behavior, relationship and/or community. Herek explains that if sexual stigma, defined in this case as an overall belief that homosexual acts and desires are bad, signifies that society is still slow to accept let alone embrace homosexuality, that heterosexism can be used to refer to the systems that provide rationale and "operating instructions" for this lack of acceptance. Herek describes the behaviors of heterosexism as involving beliefs about gender, morality, and danger by which homosexuality and sexual minorities are defined as deviant, sinful and threatening.

Organizations also tend to have similar definitions of what heterosexism is and what it may involve. The Canadian Council for Human Resources states that heterosexism involves beliefs and practices that assume heterosexuality is the only natural, normal and acceptable sexual orientation. They conclude that heterosexism always comes with the common assumption that everyone is heterosexual until proven otherwise (CCHR, 2014). Moreover, the Office of Equality & Inclusion at the University of Delaware explains that misleading stereotypes and assumptions, or in other words ideas and beliefs about LGBT people, are often at the root of heterosexist attitudes, typically simplifying and categorizing the diverse LGBT community (UD, 2014).

Waldo proposes two different types of heterosexism: "indirect heterosexism" and "direct heterosexism." Indirect heterosexism, as described by Waldo, involves experiences in which an LGBT person, who for whatever reason has chosen not to disclose their LGBT identity at work, becomes a victim of negative experiences (e.g., stress) associated with not revealing their true identity. Smart & Wegner (2000) con-

clude that LGBT individuals may conceal their sexual orientation to everyone, often experiencing what they define as a unique kind of "private hell" because of their constant preoccupation with concealment. This "private hell" usually involves health disparities between LGBT minorities and heterosexuals (Meyers, 2009). For example, an LGBT employee may experience indirect heterosexism when a non-LGBT colleague makes a derogatory or prejudicial statement about LGBT people, not knowing that they may be offending or hurting their LGBT colleague in the process of making such a statement. Indirect heterosexism can even take place outside the workplace, for example at a company lunch outing, where a non-out LGBT employee could feel awkward, stressed, or simply disassociated from their colleagues during a conversation about romantic partners, dating, or the like. Again, each experience of indirect heterosexism always results from the LGBT employee not being open about their sexual orientation and/or gender identity.

On the contrary, direct heterosexism, as described by Waldo, involves experiences in which LGBT people, as a result of disclosing their LGBT status at work, are made targets of heterosexist behavior based upon their now visible minority status. Using the previous example of the company lunch outing, an LGBT employee could experience direct heterosexism by being purposely excluded from their work group (e.g., uninvited to lunch with colleagues) by one or more non-LGBT employees. Perhaps a more common form of direct heterosexism could be when one or more non-LGBT employees criticize an employee who is LGBT for their openness; LGBT employees could, in a common form of direct heterosexism, be targets of derogatory names or slurs such as "faggot," "queen," or "dyke."

3.3 MEASURING LGBT-INCLUSIVE WORKPLACE CLIMATE & RELATED CONSTRUCTS

According to Croteau (1996), there have been very few studies that have used reliable quantitative methods to study workplace climate for LGBT people. Although there have been several reputable studies (both quantitative and qualitative) that have examined workplace climate for LGBTs (notably Driscoll et al., 1996 and Weiss et al., 1967), workplace climate still remains, for this particular group of people, rather understudied. Out of the available instruments that measure inclusive workplace climate for LGBT people, the three that have contributed most to recent developments in the litera-

ture on the work experience for LGBT people are briefly presented below. The last measure, the Workplace Heterosexist Experiences Questionnaire by Waldo, is later described in more detail, as it is the basis for the questionnaire used in this study.

3.3.1 THE LGBTCI (LIDDLE ET AL., 2004)

The Lesbian, Gay, Bisexual, and Transgendered Climate Inventory, henceforth referred to as the "LGBTCI," was developed by Liddle et al. (2004) for use in their study which examines workplace climate for LGBT people working for American organizations. The LGBTCI by Liddle et al. is a close-ended questionnaire that was first developed by asking LGBT people to answer a series of open-ended questions about their experience being an LGBT employee at their organization. After this preliminary phase, 63% of surveys were returned, the majority of responses coming from lesbian women in a wide variety of industries that included banking and finance, higher education, medicine, and sales. Using a phenomenological approach, an analytic method pioneered by Giorgi, the four researchers involved in the study, plus two professors and two doctoral students, analyzed verbal responses qualitatively by comparing each response with the whole of responses received. To avoid repetition of similar responses, each response was given a "meaning unit," so as to categorize it according to the response's content. Making sure to stay true to the respondent's original answer, and only using wording different from that of the respondent when deemed absolutely necessary, the research team used all responses to create one set of 60 items: 33 positive workplace conditions and 27 negative workplace conditions (Liddle at el., 2004).

Using a 4-point Likert scale, anchored by "doesn't describe at all" and "describes extremely well," all responses were randomized to avoid response set bias. Upon distribution of the LGBTCI, a total of 127 surveys were returned (a response rate of 73%), with many of the respondents having affirmed that the workplace climate at their organization was very positive. Liddle et al. acknowledge that this could have been because many LGBT employees who are "out" at their workplace already experience a positive, inclusive workplace climate. To address this, the research team deliberately contacted LGBT employees in positions and/or industries with traditionally hostile workplace environments for LGBT people. As was the case with the first response set, respondents came from a wide variety of sexual orientations and gender identities. Average annual income of respondents ranged from $10,000 to $300,000 a year, and age

of respondents ranged from 18 to 64 with a standard deviation of 9. However, less variation was seen when it came to ethnic/racial background; 87% of respondents identified as "white."

The LGBTCI is unique in that its items were collected by reaching out directly to the LGBT population and asking them which aspects of the LGBT experience at work are of most importance. This has several advantages; first, designing items based upon feedback from the LGBT community itself minimizes reliance on past research or the limited experience of smaller research groups, but rather samples the entire range of experience of the community of interest, contributing to higher content validity while not depending on existing literature. Secondly, this unique approach to collecting and constructing items may very well produce themes not previously identified and contribute to adding something completely new to the current body of research (Liddle et al., 2004).

Finally, according to Liddle et al. (2004), this *phenomenological* approach to item design, distinctive of the LGBTCI and heavily used by Giorgi (1985), prioritizes "perspective" and experience over anything else. According to Groenewald (2004), the phenomenological approach concerns itself with the lived experiences of the sample in question, making researchers adopting this research methodology primarily concerned with describing and understanding the shared experiences of the LGBT community. As Welman & Kruger (1999) put it, "phenomenologists are concerned with understanding social and psychological phenomena from the perspectives of people involved."

3.3.2 THE WSIMM (ANDERSON ET AL., 2001)

The Workplace Sexual Identity Management Measure, henceforth referred to as the "WSIMM," was developed by Anderson et al. (2001) in response to the need for a tool that measures sexual identity management, or "SIM," in terms other than degree of disclosure. Although this questionnaire does not explicitly examine climate, the focus still remains on the LGBT population and how LGBT people navigate the process of disclosing their LGBT status at work, a process influenced by the workplace conditions (e.g., climate, or perception thereof) that LGBTs are subject to (Anderson et al., 2001; Driscoll et al., 1996). Therefore, SIM is inherently related to workplace climate because LGBT employees adopt different SIM strategies based upon the workplace climate at their organization. Anderson et al. explain that the only sufficient tool used to examine

SIM up until that point was Driscoll et al.'s (1996) 5-item "Disclosure Questionnaire," which contained five questions about sexual identity management in the workplace for lesbian women, one of which was similar to previous one-item quantitative measures asking respondents to indicate how many people at a workplace know of a particular employee's LGBT status. Furthermore, new items were included in Driscoll et al.'s questionnaire that examined workplace situations not previously included in past measures, such as questions about same-sex partners and social events in and outside of the workplace, that could include settings where an LGBT person's identity could be revealed. Although Driscoll et al.'s questionnaire was different from past measures aimed at examining SIM for LGBT people, according to Anderson et al., it lacked a sufficient definition of SIM, referring only to an employee's level of disclosure (i.e., "outness), in their conceptual framework. Moreover, only a basic three-point scale was used, with response options limited to "*always*," "*sometimes*," and "*never*."

In response to a lack of sufficient studies measuring SIM, Anderson et al. conducted a thorough meta-analysis of quantitative and qualitative studies examining SIM, and found it insufficient to define SIM by only looking at employee disclosure, but rather found that "decisions involving a range of identity management strategies are made under *different* kinds of social and emotional pressures" apart from just disclosure of LGBT status (Anderson et al., 2001). They use Griffin's (1992) definition of SIM as a starting point by examining Griffin's four strategies for SIM: (1) passing, (2) covering, (3) being implicitly out, and (4) being explicitly out. In brief, these four strategies by Griffin introduce a continuum of strategies LGBT employees use to effectively "manage" their sexual orientation and/or gender identity in the workplace. Strategies range from inventing a false heterosexual identity (i.e., "passing") to identifying oneself as LGBT and explicitly acknowledging one's LGBT status to colleagues (i.e., "being explicitly out"). According to Anderson et al. (2001) and Griffin (1992), LGBT employees may use more than one strategy at any given time, and may choose to adopt a different strategy depending on the context of the environment (e.g., depending on whether the organization is hostile to or inclusive of LGBT employees.) A shift in strategies for SIM is also possible as a result of a change in an employee's relation to their LGBT status.

The final version of the WSIMM by Anderson et al. used in their study contains a total of 31 items that aim to determine how frequently each participant adopts one or

more of Griffin's four strategies for SIM. A four-point scale was used with anchors being, "*never/seldom*" and "*almost always/always.*" Each item that participants were required to answer described a behavior associated with one of Griffin's four strategies, though they were organized randomly to prevent response bias, and included were statements such as, "I make up stories about romantic partners of the opposite gender" (for "passing"), and "I tell most or all of my coworkers that I am LGBT" (for "being explicitly out"). Interesting enough, when asked with which strategy the participant identifies, over half (55.6%) of the study's participants identified with "being explicitly out"; 38% identified with "being implicitly out." Just over 6% of participants identified as "covering," and not one of the 172 participants in this study self-identified with the "passing" strategy. Anderson et al. admit that the study's results aren't very surprising because the sample wasn't diverse enough. According to the researchers, student affairs professionals working at colleges and universities are more likely to avoid "passing" strategies and be more "out" in the first place, therefore a high prevalence of "implicitly out" and "explicitly out" strategies is a given. They suggest that results would have been different had the sample included people from a wider variety of occupations and industries. However, though the study is limited by its sample, the WSIMM is perhaps the most useful and well-developed measure used to examine sexual identity management strategies. According to Anderson et al., the WSIMM is the most "defensible selection of instruments for any occupational group given the very early state of any measurement in this area." They do, however, conclude by advising researchers to reassess psychometric properties when using the WSIMM with groups in other occupations, so that the WSIMM can be used for future research of groups outside the realm of higher education.

3.3.3 THE WHEQ (WALDO, 1999)

In response to the need for a scale to measure LGBT people's experiences of harassment and discrimination at work, Waldo (1999) developed the Workplace Heterosexist Experiences Questionnaire, abbreviated henceforth as the "WHEQ," which examines the negative effects of heterosexism on health, job satisfaction, and psychological distress for LGBT people. Waldo did not explicitly set out to examine workplace climate for LGBT people and the WHEQ was primarily developed to examine the consequences of not having an LGBT-inclusive workplace climate, and the effects this may have on LGBT workers. However, since the prevalence of heterosexism (i.e., harass-

ment, discrimination, and bullying) is, according to Waldo, influenced by three factors of a workplace (organizational climate, policies and practices, and job-gender context), it can be inferred that incidences of heterosexist behavior are a direct result of how inclusive or exclusive a workplace climate is.

In this study, Waldo uses the "Model of Heterosexism" as a basis to developing what would ultimately be the WHEQ, a 22-item scale examining different forms of heterosexism ranging from subtle forms of bullying and/or discrimination to overtly hostile sexual-orientation-based harassment (Waldo's Model of Heterosexism is described in detail in the following section.) After a content analysis of previous ideographic research and one-on-one interviews with LGBT people, the WHEQ's 22 items were presented to a large group at a conference on sexual orientation diversity at work. Each of the items presented in the scale begin with the same stem, "During the past 24 months in your workplace, have you ever been in a situation where any of your coworkers or supervisors …" followed by an incidence of heterosexism. Incidences of heterosexism identified in the scale ranged from subtle cases such as "asked you to 'act straight'" and more serious ones such as "called you a dyke, faggot, or other offensive slur?" A factor analysis was later performed to categorize which items were indirect experiences and which were more direct; in all, 15 items were categorized as direct experiences of heterosexism.

The WHEQ was distributed to two different samples and, ultimately, 287 total people were surveyed using the instrument. According to Waldo, the first sample (n = 180) was collected during two LGBT community events in a northeastern city in the United States: first, at a cultural festival and later at an outdoor picnic. The second sample (n = 196) was collected using a mailing list from a local LGBT community center in the Midwestern United States. In both samples, the majority of respondents self-identified as either lesbian or gay, and there was a greater participation of men in both. Ultimately, results from Waldo's study using the WHEQ suggest a powerful relationship between perceptions of tolerance for heterosexism and the likelihood of heterosexism to occur. In other words, LGBT employees who believed their organization is tolerant of heterosexism (e.g., allowing for bullying or anti-gay discrimination) were likely to experience it, and those who did not perceive their organization to be tolerant of heterosexism were likely to experience little to none of it. Waldo concludes by saying that if

an organization's managers give staff the impression that heterosexist behaviors are not permitted, and then heterosexism as a whole is considerably less likely to occur.

3.4 ANTECEDENTS OF AN LGBT-INCLUSIVE WORKPLACE CLIMATE

According to current research (Badgett et al., 2013; Bell et al., 2011), there are several important antecedents of an LGBT-inclusive workplace climate and these include: employees' perception of workplace climate (referred to in Waldo's model as "Organizational Climate"), an organization's HR policies, practices and resources, and finally, the job-gender context of an organization. Each has a significant effect on the workplace climate for LGBT people. Using the current research, and Waldo's (1999) *Antecedents of Heterosexism* as a point of reference, three antecedents of an LGBT-inclusive workplace climate are described in detail, and with practical examples, in the subsections below.

3.4.1 ANTI-DISCRIMINATION, SUPERVISOR & COWORKER SUPPORT

Waldo defines non-inclusive, or heterosexist, "organizational climate" as employees' perceptions, albeit rooted in perceptions of tolerance for heterosexism, of anti-LGBT harassment, bullying, and discrimination at their organizations. Therefore, according to Waldo, it is obvious that the organizations employees feel are more tolerant of heterosexism are indeed less inclusive, if inclusive at all, than organizations that do not tolerate heterosexism or heterosexist behavior (i.e., an LGBT-inclusive organization.) Indeed, as the old saying goes, "perception is everything." Naturally, employees' perception of their organization's tolerance for heterosexism is grounded in their knowledge of the consequences of heterosexist behavior, or in other words, how their organization manages anti-gay discrimination, harassment, and bullying. However, it's important to bear in mind that perception of workplace climate can be negative *and* positive, or both. For example, perception of workplace climate may be negative if the organization allows for anti-gay slurs among colleagues at the office, a rather basic form of tolerance for heterosexism. On the other hand, perception of workplace climate may be positive if the organization provides its LGBT staff with adequate supervisor support, particularly because supervisor support is oftentimes misinterpreted as being support on an organizational level (Huffman et al., 2008). LGBT employees may also perceive their organization's workplace climate as inclusive (i.e., not tolerant of hetero-

sexism) if they receive adequate support from colleagues or feel that their partners and families are integrated into company-sponsored events where heterosexual colleagues are invited to bring their partners and families as well. Indeed, LGBT employees rather than their heterosexual colleagues may feel more strongly about whether an organization's workplace climate is inclusive or not, given it effects them personally. This idea that perception of workplace climate goes both ways is all but new. Chojnacki & Gelberg (1994) suggest that perception of LGBT-inclusive workplace climate (how inclusive it is) may be measured along a continuum with *negative* (i.e., non-inclusive, exclusive, or tolerant of heterosexism) on one side, and *positive* (inclusive, ideal, not tolerant of heterosexism) on the other side. In some cases, employees' perception of workplace climate at their organization will fall somewhere in the middle, and in other cases the situation may be more extreme. According to Chojnacki & Gelberg, perceptions of workplace climate may also change over time as employees get older, acquire different responsibilities, live new experiences, and advance in their careers.

3.4.2 HR POLICIES, PRACTICES, AND RESOURCES

An organization's policies, practices, and resources are typically grouped together, and although each is intrinsically linked to the other, all three are unique and serve different purposes. Typically, organizational policies are the starting point for practices and resources to come, and oftentimes result in the creation of a practice. They are normally in the form of a statement or set of principles and serve to clearly and unambiguously set out an organization's guiding principles and views on a particular matter. Policies, although they aren't always implemented, provide a definite direction for the organization and usually reflect what the organization considers important, or at the very least, what they consider essential to organizational success. Oftentimes, an organization's policies may very well reflect the organization's mission statement, set of values, current and future business goals, or even an organization's business strategy.

An organization's policies can also define the intended aim of the organization, providing a straightforward answer to how an organization handles a particular issue. Diversity and inclusion policies, for example, are particularly common in larger, multinational organizations such as IBM, the Coca Cola Company, and Royal Philips Electronics. In some organizations, like at U.S.-based computer manufacturer Hewlett-

Packard, an organization's diversity policy comes in the form of a list. Other times, an organization's policy on workplace diversity and inclusion may follow the form of a "mission statement." A mission statement, though not a policy in itself, typically influences the policies that an organization has in place.

After policies, workplace practices sometimes referred to as "procedures," "methods," or in some cases "protocols," are a clear step-by-step method for implementing an organization's policy or responsibility. Practices describe in detail a logical sequence of activities or processes that are to be followed to complete a task or function in a correct, consistent, and standardized manner. Like policies, practices can also be described or outlined in different ways. Written steps of the process, flowcharts, and checklists are all examples of how workplace practices take form. Practices explain how to perform tasks and duties and may go so far to specify exactly who in the organization is responsible for particular tasks and activities, or how they should carry out their duties and responsibilities; typically referred to as a protocol.

LGBT-inclusive practices vary from organization to organization and can include many different kinds of practices that aim to foster the inclusion of LGBT people and create a healthy and accepting workplace climate for LGBT employees. ING, a Dutch multinational with a presence in over 40 countries and a workforce exceeding 100,000, is a great example of an organization in which inclusive company practices are no stranger. In addition to ING's global human rights and diversity policy, managed by an office dedicated solely to diversity and inclusion, ING also provides all employees, both heterosexual and LGBT, the opportunity to join the company's LGBT network. ING's "GALA Network" is a company-wide network of over 1,000 ING employees, found in 2004, to provide advice and support on all aspects of homosexuality at work. According to ING, the GALA Network "strives to create and maintain an atmosphere of acceptance, understanding and respect at ING for all employees, irrespective of whether they are gay, straight or otherwise" (ING, 2014).

Organizations may also introduce practices that alleviate the burden LGBT people may feel from not having appropriate legal protection in the country where they work. As King & Cortina (2010) suggest, because there is still a widespread absence of federal legislation protecting LGBT workers – less so in northern Europe, Canada, and in some U.S. states where workplace anti-discrimination laws are already in place – organizations should institute supportive policies if the law doesn't provide them any, that protect LGBT employees and their families from that of which they would otherwise

never be protected. In fact, it is argued this plays an even more important role in countries where LGBT employees aren't afforded many of the same legal rights granted to their heterosexual colleagues, but is gradually becoming the norm regardless of the law's legal protections, predominantly in European countries and in the U.S.

Colgan et al. (2007) state that the legal case for sexual orientation equality is relatively new and weaker compared to more common forms of anti-discriminatory legislation. In the United States, outside of the few states that have recently enacted anti-discriminatory legislation including LGBT people, one can simply be fired for being (or being perceived as) gay (Bell et al., 2011). Nevertheless, there are some U.S. organizations that are bypassing this. For example, Cisco, a California-based IT company that designs, manufactures and sells computer networking equipment, gives a bonus to their LGBT employees who have a partner in order to make up for an inconsistency in American tax law which, as is not the case for heterosexual couples, only deducts the cost of insurance premiums from LGBT couples' post-tax income as opposed to their pre-tax income. This bonus is meant to fill the gap Cisco's LGBT employees feel from this discrepancy in American tax law (Zahi et al., 2012).

Resources, or "organizational resources," are the organizational aspects of a job that are functional in achieving work goals, could reduce job demands and their associated physiological and psychological costs, and finally, could stimulate personal growth, learning, and development (Demerouti et al., 2001). In other words, resources are offered to employees to enhance motivation and foster a climate of engagement and participation (Peiró et al., 2005). For LGBT people, organizational resources that may be most important for an LGBT-inclusive workplace climate typically involve providing some sort of appropriate social platform (e.g., LGBT employee network) for LGBT employees, encouraging LGBT employees to be open about their LGBT status while creating a strong sense of community among LGBT and non-LGBT employees. On the other hand, organizations wanting to improve the workplace climate for their LGBT employees, may introduce diversity-focused resources aimed at providing non-LGBT workers with formal or informal education or training about LGBT issues; this creates opportunities for knowledge exchange between LGBT and non-LGBT colleagues. The Society for Human Resources, or "SHRM," with approximately 300,000 members across the world, is the world's largest professional association devoted to human resource management. The SHRM gives several examples of resources for organizations working to improve workplace climate for LGBT employees which include offering

partner benefits, providing education and training programs, facilitating an LGBT resource group or network, sponsoring LGBT events, coordinating events where LGBT people are encouraged to bring their partner or spouse with them, and inviting guest speakers to speak at conferences or seminars geared toward spreading awareness of LGBT issues (SHRM, 2011).

The current research not only supports the notion that LGBT-inclusive policies, practices, and resources enforce an inclusive workplace climate, but that they are also important to LGBT people. In fact, Egan & Sherrill (2005) found in a 2003 Harris Interactive Poll that LGBT people view workplace discrimination as the most important policy priority. In a 2003 survey examining the opinions of 748 LGBT individuals, they found that hate crimes, parenting and adoption, civil marriage, securing federal and state benefits, and HIV/AIDS funding all consistently ranked lower on the policy change agenda across all age groups of LGBT people surveyed. Indeed all LGBT participants, between 18 and 65 or older, identified workplace discrimination as their greatest concern. This isn't a surprise. According to Egan & Sherrill (2005), LGBT peoples' traditional priorities have shifted, particularly in the years following the 1969 Stonewall Riots in New York City, and have since become more about gaining equality (equality among LGBT and non-LGBT people) rather than just the acquisition of simple liberties. In other words, like the ancient Christian author Tertullian once said, "You cannot parcel out freedom in pieces because freedom is all or nothing." Egan & Sherrill (2005) state that, although LGBT people continue to lack many legal protections commonly taken for granted by the heterosexual community, this is gradually changing. Nowadays, LGBT people do not ask for these legal protections, they demand them (Sullivan, 2004). Egan & Sherrill conclude that LGBT people, particularly the younger generation, "have made a shift in consciousness from simply desiring to be left alone to demanding the full, equal rights of citizenship."

Not only do inclusive policies, practices, and resources affect LGBT employees, but research shows they also affect organizations too. King & Cortina (2010) propose that organizations have social and economic interests in building policies and practices that support LGBT employees. According to King & Cortina, organizations, and the people that make them up, need be concerned with the inclusion of their LGBT employees. In a review of the existing literature, King & Cortina find that organizations have an economic interest in inclusive policies, practices, and resources in addition to a social interest in them, and define these as the "economic imperative" and "social im-

perative," respectively. Despite recent pro-gay legislation in the U.S., such as the annul-ment of the Defense of Marriage Act, or "DOMA," and the subsequent succession of the Employment Non-Discrimination Act, or "ENDA," to the House, LGBT people still suffer state-tolerated or state-sponsored punishments – up to the death penalty – in many parts of the world (Badgett & Frank, 2007). Inadequate legal protection for LGBT workers, and widespread prevalence of heterosexism in many modern societies, create a social responsibility for organizations to respond (Bell et al., 2011; Colgan et al., 2007; King & Cortina, 2010). Larger organizations, which can include hundreds of thousands of people, maintain a considerable influence in legal, economic, and social affairs, particularly in countries like the United States, where the private sector contin-ues to grow rapidly. With regard to LGBT rights, organizations play an essential role in leading the way for social policy change to follow. In simpler terms, the organization need not wait for social policy changes in order to make their workplaces more inclu-sive. Margolis and Walsh (2003) consider "organizations as the last resort for achieving social objectives." In other words, organizations cannot ignore their power or influence when it comes to combating discrimination and prejudice against LGBT people. King & Cortina (2010) focus on this notion that organizations share responsibility for the so-cial good of the communities in which they operate. Their social responsibility, or cor-porate social responsibility, or "CSR," to the LGBT community is important and in-volves making business decisions that consider the unique needs and concerns of each and every stakeholder, LGBT people included. Some organizations, particularly organ-izations in the Netherlands, are nowadays including LGBT issues in the CSR strategy of their organizations.

Additionally, King and Cortina (2010) suggest that organizations also have eco-nomic interests in making workplace climate more LGBT-inclusive. Across the existing literature, there is evidence that LGBT employees' job satisfaction and motivation are largely affected by the presence of heterosexism (Driscoll et al., 1996; King & Cortina, 2010; Waldo, 1999). Ragins & Cornwell (2001) found that heterosexism is largely as-sociated with employee turnover intentions and employee self-esteem. Since job satis-faction and motivation are directly related to production and employee turnover, organ-izations must consider workplace climate for LGBT people if they want less turnover costs, continued growth and financial success.

3.4.3 JOB-GENDER CONTEXT

Waldo (1999) defines job-gender context, otherwise known as job-gender typing, as the ratio of men and women with whom an employee works. Fitzgerald et al. (1997), from whose research Waldo draws his conceptual framework, identifies job-gender context as the gendered nature of the work group. Gutek et al. (1990) define job-gender context as the nature of job duties and tasks and whether or not these job duties and tasks are gender traditional or nontraditional. Finally, instead of using job-gender context, Welsh (1999) introduces the term "gender predominance" to describe the gender ratio within a work group, however, the idea remains the same albeit using different terminology. Welsh defines it as "an interaction of the gender ratio of workgroups and occupational sex ratios used to capture the combination of normative and numerical dominance found in male and/or female preserves." In simpler terms, job-gender context is the traditionality of one's job (Fitzgerald et al., 1999). A practical case of job-gender context is, for example, the high percentage of male truck drivers or overwhelming majority of female secretaries and receptionists (Welsh, 1999).

Though Fitzgerald et al. examine how job-gender context relates to incidences of sexual harassment in the workplace, Waldo introduces job-gender context as an antecedent of heterosexism. Instead of simply examining job-gender context and its relationship to incidences of sexual harassment of women, Waldo sees it as a predictor of incidences of workplace heterosexism, and how the proportion of male and female employees at an organization may in turn affect LGBT people. Waldo concludes that because of men's' generally more negative attitudes toward LGBT people, workplaces with more male employees than female employees will also be more "heterosexist," or at the very least, will have a greater tendency to be more "heterosexist" than an organization with a greater or relatively equal proportion of female employees.

3.4.4 THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY

King & Cortina are not the first to suggest that organizations need be concerned with workplace climate for LGBT people for social and economic reasons. King & Cortina's "social imperative" is nothing new, and there is an overwhelming amount of research that also examines the social role organizations have in modern-day society. This "social role" is better defined as an organization's corporate social responsibility, typically shortened to "CSR," which can include a number of social responsibilities that

organizations have to their stakeholders; in other words, a set of responsibilities to near-ly anyone affected by the organization's presence, business, or decisions. Perhaps the most widely accepted definition of CSR is that of Bowen (1953), who defined CSR as "the obligations of businessmen to pursue policies, make decisions, and follow lines of action desirable in terms of the objectives and values of our society." In simpler terms, CSR is an organization's responsibility to use its power and influence for the greater good. Indeed, creating an LGBT-inclusive workplace climate falls underneath the um-brella of CSR to some extent, which undoubtedly reflects what society, or at the very least the community in which the organization operates, feels or believes is important or worthwhile (Blazovich et al., 2013).

Identifying what society considers important or meaningful may be a good way to predict how larger organizations operate, what is important to the people working for them, and what exactly may be on an organization's CSR agenda. Hofstede (1980, 1991) found that people in the Netherlands prioritize individualism, are only somewhat tolerant of uncertainty and ambiguity in unusual or unplanned situations, and that pow-er distance in the Netherlands is relatively low suggesting equality in the Netherlands, on an organizational scale, is relatively low compared to other countries. Hofstede also notes an important characteristic of Dutch organizations: a need for consensus (Verburg et al., 2011). Another interesting fact is that just over 60% of native Dutch people iden-tify as nonreligious and, according to Becker & de Hart (2006), liberal attitudes toward homosexuality may be a reflection of Dutch society's low level of religious participa-tion. All of this is relevant because what is seen in Dutch society is reflected in busi-ness. Again, sudden changes in an organization's strategic organizational practices (e.g., hiring, production, or distribution practices) may reflect similar changes in an or-ganization's CSR agenda.

However, researchers agree that CSR strategies focused on creating and uphold-ing an inclusive workplace climate for LGBT people do have their advantages for an organization's financial performance. Boselie et al. (2010), focus on the role Human Resources has with developing CSR strategies and policies, and suggest that HR poli-cies and practices, particularly in Dutch organizations, are influenced by stakeholders rather than by shareholders. According to an analysis of U.S., U.K., and Netherlands-based organizations, Dutch organizations are subject to the so-called "Rhineland Model of Industrial Relations" in which national legislation, outside institutions, and stake-holders have more say in a businesses affairs than shareholders. Boselie et al. propose

that this is not the case in many U.S. and U.K. organizations, where an organization's shareholders typically influence human resource policy. This may indicate why organizations in the Netherlands appear to have a stronger commitment to LGBT–inclusive workplace climate than organizations in Portugal because organizations' responsiveness to stakeholder concerns is higher in the Netherlands. In short, strong CSR principles emphasizing diversity and inclusion of LGBT people, affirming the importance that LGBT diversity has in modern-day Dutch society (Guiso et al., 2003). Furthermore, Cho et al. (2012) suggest that strong CSR diversity policies reduce information asymmetry and get everyone on the same page, thus increasing an organization's relationship with both its shareholders and its stakeholders while maintaining a high degree of transparency. This is important for financial performance because a strong relationship with shareholders and greater transparency increase financial results (Wang & Schwarz, 2010). Two recent studies show that perceptions of an organization's inclusiveness of LGBT people resulted in improved stock market performance (Johnson & Malina, 2008; Wang & Schwarz, 2010).

3.5 OUTCOMES OF AN LGBT-INCLUSIVE WORKPLACE CLIMATE

There are several theories that support the notion that LGBT-inclusive workplace climates, or their antecedents such as organizational support and relationship with supervisors and colleagues, lead to better financial performance for organizations. One well-known theory to emerge in the existing literature on inclusive workplace climate and firm performance is the human relations theory. This theory, known to have been developed through a series of empirical studies in the 1920's and 1930's, is an approach to management based on the belief that people are motivated by much more than just financial rewards (Oxford Reference, 2014). Although it was developed long before human resource management emerged as a discipline, the human relations theory challenged what many people at the time thought about management: that people are solely motivated by money. According to human relations theorists and researchers, factors affecting workers' motivation can come in a variety of shapes and sizes: praise, a sense of belonging, feelings of achievement or pride in one's work, so on and so forth. Since research shows that workers' motivation is directly related to enhanced productivity and performance (Arthur, 1994; Boselie et al., 2010; Fernie et al., 1995; Huselid, 1995), it is clear that considerations to LGBT employees' sense of belonging, their relationships with their supervisors and colleagues, and their feelings of achievement and pride

are necessary for desired financial performance. This being said, the human relations theory supports that an LGBT- inclusive workplace climate is indeed good for business.

Van Knippenberg's (2004) Categorization – Elaboration Model was the basis for what Cunningham (2010) suggests are the motivating factors behind the benefits of LGBT diversity in the workplace, and identifies these benefits as "the skills, knowledge, and perspectives that LGBT people can bring to the table." This is reflected in Knippenberg's Categorization – Elaboration Model which suggests that people from groups with little to no diversity will hold similar, mundane views and therefore have a negative effect on factors linked to greater financial performance like creativity, productivity, and innovation (Van Knippenberg et al., 2004).

3.5.1 OUTCOMES FOR THE EMPLOYEE: DISCLOSURE & OUTNESS

All LGBT people, regardless of whether or not they are open with their colleagues about their sexual orientation and/or gender identity, are susceptible to the negative effects of an exclusive workplace climate. As already mentioned, an LGBT person's minority status is oftentimes invisible to the eye, which makes LGBT employees even more vulnerable to heterosexist acts since they may be *indirectly* targeted by one or more people who are unaware of that employee's LGBT status. Since sexual orientation and gender identity are generally able to be concealed when compared to other more visible attributes of minority status (e.g., skin color, physical disability), Waldo proposes that both "out" *and* "non-out" LGBT employees are subject to the negative effects of a workplace climate that is not inclusive. Whether or not an LGBT employee perceives their workplace climate to be inclusive or not depends largely on whether or not that employee is open, or "out," about their LGBT status. This is called "outness" and it is defined as the extent to which one is open about their non-heterosexual sexual orientation and/or gender identity. Of course, employee outness is expected to be higher in organizations less tolerant of anti-gay, heterosexist behavior, or rather, in organizations where LGBT people feel comfortable disclosing such information (Waldo, 1999). Of course, the decision to be out at work is determined largely in part by whether or not the employee believes it is safe to do so. In Griffin's (1992) "explicitly out" stage of sexual identity management, the ideal state of outness, LGBT employees are *explicitly out* about their LGBT status to all colleagues at work. In this stage, LGBT people are 100% honest about their sexual orientation and/or gender identity and self identify as LGBT to all colleagues, affording a full, complete sense of self-integrity (Griffin,

1992). Indeed, this is because the LGBT employee feels a maximum sense of safety at this stage, although this stage provides the least amount of protection from hostility or discrimination based on sexual orientation.

Waldo regards employee outness as one of the most important factors predicted by workplace climate for LGBT people that he developed two revised versions of his original Model of Heterosexism that make employee outness one of the variables directly influencing heterosexism. The first model shows a lower level of outness giving rise to higher levels of indirect heterosexism, and the second model shows a higher level of outness leading to more experiences of direct heterosexism. Croteau (1996) supports this and points out that employee outness at work is an essential part of strategizing how to express one's sexual orientation and/or gender identity. Driscoll et al. (1996) also agree on the importance of employee outness. In their study, which used a revised version of the Campus Environment Survey built upon the framework of Blankenship & Leonard (1985) and Cranston & Leonard (1990), Driscoll et al. found a positive relationship between outness, or "disclosure" as they referred to it, and overall employee satisfaction. An even stronger positive relationship between outness and employee job satisfaction is shown in Driscoll et al.'s Model of Disclosure.

3.5.2 OUTCOMES FOR THE ORGANIZATION: ORGANIZATIONAL PERFORMANCE

There is no shortage of literature, neither on the topic of inclusive diversity policy nor an inclusive workplace climate and its relationship to organizational performance; however, few empirical studies have been done that focus on this important relationship. According to researchers, there is a need for more research that focuses on an inclusive workplace climate and its implications for employee commitment, satisfaction, motivation, and ultimately, for employee performance (Croteau et al., 1996; Cunningham, 2010; Li & Nagar, 2013; Waldo, 1999). However, though the general conclusion is that more research is needed, several important empirical studies do exist that suggest that an inclusive workplace climate indeed affects organizational and financial performance. A summary of these studies is included below.

In a study of 93 diverse workgroups from four different research and development firms in the United States, Keller (2001) found that overall diversity among workgroup members accounted for higher levels of productivity, better technical qual-

ity, faster schedule performance, and finally, better budget performance. Keller's study found that there are many benefits of having diverse workgroups, and though it was found group cohesiveness is negatively affected by workgroup diversity, the positive effects of a diverse workgroup according to his results far outweigh the negative ones. These positive effects seen from Keller's research include multiple sources of communication, information, and perspectives, greater networking opportunities outside a particular project group, "the inclusion of downstream concerns in upstream design," improved communication with the customer, and faster entry in new markets. All of these positive effects of diversity in workgroups lead to what Keller defines as success in globally competitive, high-technology markets, and he concludes by suggesting that diversity does in fact have a positive effect on organizational performance because of members' diverse skills, expertise, and perspectives (Keller, 2001).

Cunningham (2010) also found that LGBT diversity affects performance, but instead of examining diverse workgroups in American R&D firms like Keller, Cunningham examines sports teams. Cunningham examined if sexual orientation diversity in sports teams leads to better team performance, using sports teams' overall performance in games as a less-traditional substitute for organizational performance. In other words, Cunningham used an award system based on points earned in games to evaluate teams' performance, whereas other studies, as to be expected, have largely used profit, market share, and sales levels to determine an organization's financial performance (Boselie et al., 2010). In this case, however, it is clear why Cunningham uses games won as a measure of performance rather than profit given the context of his study (i.e., sports teams vs. traditional for-profit organizations.)

Cunningham hypothesized two things: that (1) organizations with more sexual orientation diversity are likely to perform better, and that (2) organizations with a proactive workplace climate perform better than organizations without a proactive workplace climate. Using the definition quoted by Ragins (2014) and Ragins et al. (2007), Cunningham identifies a proactive workplace climate as a workplace climate where LGBT people feel welcomed, free to disclose their sexual orientation, and encouraged to share their diverse perspectives in order to solve problems. Undoubtedly, a proactive climate is indeed a climate of inclusiveness, where LGBT people feel that a non-heterosexual orientation or identity is simply not an issue. Sure enough, the characteristics of a proactive workplace climate, and particularly what Ragins (2014) and Ragins et al. (2007) identify as potential benefits of employees' diverse perspectives, is also

consistent with what Paul et al. (2011) identifies as antecedents to enhanced organizational performance and greater innovation.

In this particular study, Cunningham uses a standardized point system used to examine the performance of each team in his sample, and later uses the number of points earned by each individual team to determine which teams performed the best. After having administered a questionnaire to 780 senior administrators, each from NCAA (National Collegiate Athletic Association) Division I universities, Cunningham found that, though high sexual orientation diversity may not explicitly mean better performance, sports teams with a proactive workplace climate together with a high degree of sexual orientation diversity performed the best. In other words, Cunningham's study found that, out of all the teams in the sample, the teams who utilized their sexual orientation diversity (i.e., those already with a proactive workplace climate in place) outperformed those that did not utilize their sexual orientation diversity and/or did not have a proactive diversity strategy in place to begin with.

Similar to Cunningham's hypothesis that sexual orientation diversity increases organizational performance, King & Cortina (2010) also suggest that diversity shares a positive relationship with better organizational performance. Proposing both an economic and social imperative for organizations to be concerned with LGBT-inclusive policies and practices (they use the terminology 'LGBT-supportive,') the former proposes that organizations, for purely financial reasons, should support the inclusion of LGBT people in the workplace. Other current research in the literature supports this conclusion that organizations for financial reasons must be inclusive of LGBT people (Blazovich et al., 2013; Cunningham, 2010; King & Cortina, 2010; Richard et al., 2007; Zemsky & Sanlo, 2005).

King & Cortina (2010) offer two real-life examples of diversity in practice, one being the addition of Jackie Robinson to the Brooklyn Dodgers in 1947, and the other being the overwhelming presence during and immediately following WWII of women in jobs that were at the time traditionally held by men. In both these cases, an immediate change in performance and productivity was seen, and only once diversity was added to the equation. However, it should be taken into consideration that these examples, though relevant to diversity as a whole, are earlier examples of race and gender diversity and not specific to the context of current LGBT diversity and inclusion.

However, as the Human Rights Campaign (2013, 2014) suggests, though there are many different types of diversity (e.g., race, nationality, gender, political, religious,

sexual orientation, gender identity), they are more often than not, in both empirical and non-academic studies, grouped underneath the same umbrella of "diversity," so as to create what IBM (2014) refers to as "an integrated whole." Apart from IBM, another organization recognized as a leader in LGBT inclusion, Toronto-based TD Bank, also views diversity as a whole rather than viewing it in parts. In a 2007 article for Ivey Business Journal, TD Bank's then-Chairman of the TD Diversity Leadership Council, Paul Douglas, explained that "LGBT efforts cannot be viewed in isolation." Instead of simply considering LGBT diversity as "just another gear in the engine," Douglas explained "they [LGBT efforts] go hand-in-hand with our [TD Bank's] overall diversity strategy, which is aimed to foster an inclusive and open environment for all" (Ivey Business Journal, 2007). In other words, creating a climate of inclusion must target all groups on the diversity spectrum and not just some of them.

In the case of Jackie Robinson, who became the first non-white Major League Baseball player in the history of the sport, the Brooklyn Dodgers hadn't seen a championship in decades, whereas immediately following Robinson's addition to the team, the Dodgers began to perform better than they had ever performed before. In the case of WWII, and to a certain extent WWI, only after gender diversity began to take shape in American organizations, did the American economy – mainly the industrial sector – experience growth in the time during and immediately after WWII (Pettit & Hook, 2005). Again, though not directly related to LGBT diversity, the amount of women who filled traditionally male positions during the first half of the 1940's indeed closed the gender gap in American industry and led to a degree of performance and productivity not seen since the American Industrial Revolution of the late 1800's and early 1900's.

Though the above examples aren't exactly specific to LGBT diversity, King & Cortina conclude that organizations that embrace overall diversity – and LGBT diversity falls underneath this umbrella – will experience positive effects from doing so. The social effect, for example, can include an enhanced relationship with shareholders, customers, or in the community in which the organization operates, whereas the economic effect is pretty self-explanatory: better financial performance. Both, as King & Cortina propose, "feed off" of one another; an improved relationship with shareholders affects financial performance and vice-versa. An organization's financial performance, following Delery & Doly's (1996) framework for examining organizational performance, is typically evaluated using one or more of three key factors: (1) profit, (2) market share, and/or (3) sales levels. In this study, I have chosen to use the first of the three (profit) to

measure an organization's financial performance, however, control variables like industry, organizational size, tenure, and location should be taken into account.

All things considered, both of these "imperatives," in keeping with King & Cortina's theory, create the "Business Case for LGBT Inclusion," and when viewed from this perspective justify the importance for organizations to create a climate inclusive of LGBT diversity, or as I refer to it in my study, an "LGBT-inclusive workplace climate." Of course, when viewed from this point of view, creating an inclusive workplace climate is only important provided organizations are concerned with financial performance; in my study, it is assumed that organizations are concerned with this. In short, King & Cortina conclude, parallel to current research on the topic, that the more inclusive an organization is of its LGBT employees, the better it will perform financially (Boselie, 1998; Fernie et al., 1995; Guest, 1999; Katz et al., 1985; King & Cortina, 2010; Wallace, 1995).

Recent empirical studies on the topic also demonstrate how different parts of an inclusive workplace climate result in different advances in organizational performance. For example, Boselie et al. (2010) conducted a comprehensive review of empirical studies that examined the effects of several different inclusive human resource practices on organizational performance and found very surprising results. Indeed, their meta-analysis shows, for example, that practices such as employee involvement practices aimed at provoking greater job commitment resulted in enhanced productivity and product quality (Fernie et al., 1995). Positive relationships between employee involvement and social climate as well as participation in the decision-making process and greater organizational commitment were also observed in said studies (Fernie at al., 1995; Wallace, 1995).

Furthermore, Boselie et al. (2010) also identified several more recent empirical studies that suggest a strong correlation between a climate of inclusiveness and enhanced organizational performance. They examine results from studies that have demonstrated a positive relationship between such conditions as job satisfaction and organizational commitment (Wallace, 1995) as well as job satisfaction and increased productivity and reduced labor costs (Guest, 1999). Moreover, a negative relationship was also identified between job satisfaction and employee absenteeism (Boselie et al., 1998). Perhaps most relevant to the financial benefits of an LGBT-inclusive workplace climate is what Katz et al. (1985) found in their empirical study: that a healthy social

climate and relationship between employees and management results in greater productivity and product quality.

Though an overwhelming majority of the existing empirical research focuses on several different aspects of an organization's workplace climate, and some studies may not explicitly identify that climate as LGBT-inclusive, from past research it is obvious that a healthy workplace climate in which employees feel supported and motivated indeed shares many of the characteristics common to an LGBT-inclusive workplace climate (e.g., employees are valued, respected, and treated equally.) Sure enough, after examining the current research, it is safe to say that different polices and practices affect different areas of an organization's performance, so we can assume that the more LGBT-inclusive HR policies and practices an organization has in place, the more likely is to outperform organizations with less or little to no inclusive policies and practices in place.

In a 2009 study by the Human Rights Campaign, a Washington D.C.-based civil rights advocacy and political lobbying group, and one of the largest LGBT rights organizations in the world, it was discovered that LGBT people who hide or lie about their sexual orientation and/or gender orientation face serious consequences that affect their health and job satisfaction as well as their productivity, retention, and professional relationships (Human Rights Campaign, 2009). In the HRC's Corporate Equality Index, with is published annually, the HRC lists in order the 500 most "LGBT-inclusive" organizations in the United States, several of which have been selected to participate in my study, and uses data collected from actual employees at said organization. Without a doubt, the organizations that ranked highest (i.e., those that are most "inclusive") had the most HR policies and practices in place that aimed to enhance LGBT employee health and job satisfaction. These findings, though not empirical, provide further insight into the "Business Case of LGBT Inclusion," and like Boselie et al.'s findings reflect my hypothesis that LGBT-inclusive HR polices and practices indeed create a climate of inclusion for this unique group of people. Recent studies have used the HRC's Corporate Equality Index as a means of examining organizations' commitment to LGBT inclusion and have come to similar conclusions (Li & Nagar, 2013; Metcalf & Rolfe, 2011; Wang & Schwarz, 2010).

On the other hand, those who are not afraid to come out at work or be open about their sexual orientation and/or gender identity experience the opposite: increased participation, increased productivity, and more health- and job satisfaction (Fernie et

al., 1995). From the current research, it is clear that higher productivity and less employee turnover has a positive effect on an organization's financial results and these are directly affected by an organization's diversity strategy.

Richard et al. (2007) who use a holistic approach and conclude that "the most valuable natural resource in the world is not oil, diamonds, or even gold; it is the diverse knowledge, abilities, and skills that are immediately available from cultural diversity." In respect to LGBT diversity, organizations need be concerned with LGBT diversity as it relates to organizational performance for the innate skills, knowledge, and perspectives that LGBT workers can bring to the table (Blazovich et al., 2013). Furthermore, as multinationals like IBM, TD Bank and New York-based auditing and consulting firm Deloitte have already attested to, embracing and supporting diversity inclusion initiatives is much more than just "the right thing to do." Paul Douglas, TD's former chairman of the TD Diversity Leadership Council even went so far to say that adopting a diversity agenda is not just "just the right thing to do," but from a business perspective, it is a downright necessity (Ivey Business Journal, 2007; Paul et al., 2011).

3.5.2.1 EMPLOYEE ENGAGEMENT & PERFORMANCE

Recent research suggests that LGBT employees who are engaged at work will perform better. In fact, this is true for all employees regardless of sexual orientation or gender identity: if employee engagement is high, then employee productivity can also be expected to be high (Peiró et al., 2005; Schneider & Bowen, 1993; Schneider et al., 1998). There are a variety of definitions in the existing literature for "employee engagement," although the most common is that of Kahn. According to Kahn (1990), employee engagement is "the simultaneous employment and expression of a person's 'preferred self' in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional) and active, full performances" (Kahn, 1990: 700). Using this logic, Kahn emphasizes one's attachment to their true sense of self as the underlying, or motivating, factor in being engaged with their job and colleagues and being able to deliver maximum performance. It is clear from past research (Griffin, 1992) of LGBT inclusion and workplace climate that encouraging LGBT employees to be their true selves (i.e., being "out" about their LGBT status, or ensuring LGBT employees are not fearful of disclosing such information at work) ensures a full sense of self-integrity and is one of the first essential steps in creating an LGBT-inclusive workplace climate. Perhaps the definition most relevant to firm performance, how-

ever, is that of Schaufeli et al. (2002), which suggests employee engagement is a positive state of mind, characterized by three things: (1) vigor, (2) dedication, and (3) absorption, each of which contribute to increased employee performance and productivity. *Vigor* is defined as one's continued willingness to do the best job possible in lieu of any challenges that may be presented. *Dedication* is rather self-explanatory and refers to employees' "sense of significance" (Peiró et al., 2005: 1218) or feeling that their work contributes significantly to the functioning of their organization. *Absorption*, on the other hand, is defined as the state of being fully concentrated on and *absorbed* in one's work, so much so that it may be difficult to separate from it.

In addition to Van Knippenberg et al.'s (2004) Categorization – Elaboration Model, which assumes that work diversity enhances firm performance, there is an overwhelming amount of current research that shows employee engagement leads to considerable increases in productivity and later in firm performance. Of course, according to Van Knippenberg et al., there are several challenges that diverse work groups are presented with that may hinder employee engagement and lead to little difference in firm performance. Although empirical research shows that diversity in work groups has many positive effects linked to different perspectives, varied experiences, and diverse decision-making capabilities, which many researchers associate with greater efficiency and less time making decisions (Cunningham, 2010; Knippenberg et al., 2004; Nishii, 2013), diversity, if not managed properly, may also hinder employees' ability to work in groups efficiently which could result in LGBT employees, for example, feeling disengaged with their colleagues and disconnected from their work. Although having focused on gender-diverse groups rather than LGBT-specific groups, Nishii's findings that an inclusive workplace climate is linked to reduced conflict among work-group members is important for LGBT-inclusive workplace climate and firm performance since less intergroup conflict means work-group members can spend more time and resources on the task at hand. This being said, it is vital that diversity managers look to improving the workplace climate for LGBT people (as well as that of other minority groups in the organization) and guide diverse workgroups in utilizing valuable information and LGBT employees' different perspectives and life experiences to maximize employee engagement to enjoy its positive effects on performance at the individual and organizational level.

3.5.2.2 EMPLOYEE HEALTH & PERFORMANCE

Improved employee health is an outcome of an LGBT-inclusive workplace climate and has positive effects for the individual, as well as a positive effect at the organizational level. There is little to no argument among researchers that better employee health positively and substantially affects the organization; research on outcomes of increased employee health points to higher rates of job satisfaction, increased levels of employee motivation, less costs associated with bad health outcomes/conditions, less physical, psychological, and occupational stress, lower rates of – and therefore less costs associated with – employee turnover, less work and job withdrawal, higher productivity, and of course, greater health satisfaction, all of which have a positive relationship to enhanced firm performance and better financial results (Anderson et al., 2001; Badgett et al., 2013; Blazovich et al., 2013; Carr et al., 2003; Cunningham, 2010; Driscoll et al., 1996; Hebl et al., 2010; Keller, 2001; Li & Nagar, 2013; Nishii, 2013; Ragins & Cornwell, 2001; Sokolec & Dentato, 2014; Waldo, 1999). According to research by Driscoll et al. (1996), whose research focused on lesbian sexual identity management and its relationship to occupational stress and job satisfaction, disclosure of sexual orientation and gender identity yields a strong relationship to occupational stress, coping, and work satisfaction. In Driscoll et al.'s model, employee disclosure (i.e., "outness") has a strong correlation with workplace climate, both of which share a strong positive correlation with overall job and health satisfaction. Consistent with Driscoll et al.'s Model of Disclosure and Nishii's research on gender-diverse groups and conflict, Spector (1988) also finds that intergroup conflict results in stress, frustration, and less job satisfaction, therefore it is clear that for an organization to increase employee health and its financial performance, diversity managers must establish an inclusive workplace climate that establishes and encourages safe means for disclosing one's LGBT status at work, and (2) eliminates conflict in diverse workgroups. Organizations may choose to introduce one or more practices that examine LGBT employees' experiences with non-LGBT colleagues by administering employee engagement/satisfaction surveys or conducting a company-wide diversity audit to examine diversity strategy and systems/procedures that identify room for improvement.

3.5.2.3 FINANCIAL PERFORMANCE

Employee Turnover

Current research shows several effects that an LGBT-inclusive workplace climate has on an organization's financial performance; these effects include changes in

employee turnover, corporate social responsibility, and the "pink dollar." Research regarding employee turnover suggests that an LGBT-inclusive workplace climate results in enhanced organizational performance. There is no argument that employee turnover is costly to organizations as it usually involves skilled workers leaving an organization and being replaced with new, less-skilled employees (Bliss, 2012). Turnover also involves costs associated with termination, recruitment, and training of new hires. Recent empirical studies have found that a high degree of employee turnover can also result in reduced organizational performance (Harter et al., 2002), decreased productivity (Katz et al., 1985), and can have a serious effect on profits (d'Arcimoles, 1997). That being said, employee turnover is clearly a major concern for organizations and financial performance. However, some researchers suggest an existing need for empirical research that specifies and defines this relationship between employee turnover and performance with regard to an LGBT-inclusive workplace climate (Glebbeek & Bax (2004). According to Badgett et al. (2013), LGBT employees who feel they are in a hostile environment where they are discriminated against, harassed, or bullied for disclosing their sexual orientation and/or gender identity are likely to leave the organization and are prone to a high turnover rate. On the other hand, employees that are encouraged to "come out of the closet," or at the very least, employees who are not fearful of losing their job or not being promoted because of being open about their LGBT identity, are likely to be more motivated and stay with the organization (Driscoll et al., 1996). In an empirical study, Muñoz (2005) found that an LGBT-inclusive workplace climate leads to greater job commitment and less turnover intentions, therefore an inclusive workplace climate indeed shares a positive relationship to reduced employee turnover and therefore less costs associated with turnover of LGBT workers.

The "Pink Dollar"

Recent empirical research shows that an LGBT-inclusive workplace climate does not just attract potential LGBT job candidates, but may also attract LGBT consumers, and shows a strong relationship between an organization's financial performance and targeting the LGBT consumer population. Known in lay terms as "chasing the pink dollar," researchers agree there is a business need for organizations to pay close attention to this diverse buying group. In fact, with recent changes in demographics, purchasing power, and the need for a diverse employee base, LGBT diversity has become a business opportunity too big to ignore (Paul et al., 2011). In other

words, an organization need not just focus on creating an LGBT-inclusive workplace climate for their LGBT employees, but creating a climate inclusive of the LGBT community at large, both in *and* outside of the workplace. Blazovich et al. (2013) list "consumer perception," or the perception of an organization's initiatives at establishing an LGBT-inclusive workplace climate, as one of the potential payoffs of being more inclusive and supportive of the LGBT community, for both employees and consumers. Blazovich et al. suggest that an organization that appears to be more LGBT-inclusive will ultimately appeal more to LGBT *and* non-LGBT consumers than organizations that appear less LGBT-inclusive. In an empirical study by Paul et al. (2011), it was found that LGBT people in the United States in 2011 had a combined purchasing power upwards of USD $800 billion. Following African Americans and Hispanic/Latino groups, LGBTs are the minority group with the greatest amount of purchasing power. Furthermore, according to Paul et al., LGBT consumers, sometimes called the "gay market," spend more on luxury goods, and LGBT couples typically have a much higher combined spending power than heterosexual couples. Of course, it is important to bear in mind that LGBT people's spending power may also be influenced by the nature of an LGBT family versus that of a heterosexual family, considering LGBT families are more likely to be a no-dependent household and therefore have a greater amount of disposable income (Blazovich et al., 2013). Additionally, research finds that LGBT people are tech-savvy, early adopters, and are more brand loyal than heterosexual people (Blazovich et al., 2013; Ivey Business Journal, 2007; Paul et al., 2011; Planet Out, 2010). These are all reasons that organizations, in the interest of financial performance, should focus on creating an inclusive workplace climate, not only for their workers, but also for potential LGBT customers.

Speaking of brand loyalty, recent studies also indicate that LGBT people are often loyal to LGBT-inclusive brands. Recent consumer data shows a sharp tendency for LGBT peoples' preferences to buy from organizations or whose brands specifically target or speak directly to the needs of the LGBT market (Packaged Facts, 2004). Considering five to 10% of consumers are LGBT (Paul et al., 2011), it is indeed a poor business decision for organizations to ignore this important minority group when making important decisions about their consumer base. Supporting this conclusion is a study from global market research firm, Community Marketing, whose study involving 13,500 LGBT participants indicated an organization's employment practices, support for LGBT lobbying or advocacy groups, and an organization's support for LGBT politi-

cal causes as the three *most important* factors in their decision to buy from an organization (Community Marketing Research Group, 2011)

3.5.3 OUTCOMES OF A HETEROSEXIST WORKPLACE CLIMATE

As mentioned earlier, having a heterosexist workplace climate, that is a workplace climate characterized by heterosexism, is the opposite of having an LGBT-inclusive workplace climate. According to Waldo, common effects of heterosexism at work can impact LGBT employees' levels of job satisfaction, their health conditions, and can include the possibility of psychological distress. The latter (psychological distress,) as Waldo suggests in his model, directly influences the former (health conditions.) This can result in an organization with high levels of heterosexism, and along with it a presumably greater possibility for psychological distress and lower levels of health/job satisfaction. Similar empirical research maintains the same position: if employees are treated with respect and fairness, then they are much more likely to enhance the organization where they work, their coworkers, and even themselves (Ellis, 1996). On other hand, Liddle et al. (2004) support the same theory and suggest that LGBT employees who feel fear of being harassed or discriminated against for their sexual orientation/gender identity, are likely to draw away from the "task at hand" and put less effort into their job duties and relationships with coworkers. Fear of harassment, bullying, and discrimination also puts LGBT employees at serious risk of feeling tired, less motivated, and losing creative energy. Furthermore, these fears can also lead to feelings of isolation, anxiety, and as Waldo proposes in his Model of Heterosexism, a greater probability of psychological distress (Jackson, 2000; Powers, 1996; Rosabal, 1996; Winfeld & Spielman, 1995).

In addition to heterosexism's negative effects on LGBT employees' health, LGBT employees' levels of job satisfaction are, according to Waldo's model, also affected by experiences of heterosexism at work. Waldo suggests that heterosexism's effect on one's job satisfaction can lead to both job and work withdrawal, posing an obvious problem for organizations with a strong heterosexist workplace climate. Furthermore, work withdrawal is also influenced by employees' levels of health satisfaction, which is affected by employees' health conditions and absence (or presence) of psychological distress. This can have, as supported by much of the research, serious consequences for organizations with strong heterosexist workplace climates. Though work

withdrawal is a general term, encompassing many different behaviors, its effects almost always include higher levels of lateness and absenteeism, and ultimately, a greater chance of employee turnover (Beehr & Gupta, 1978). Given all of the negative effects that come from heterosexism, it's clear that organizations need make an effort to diminish these harmful consequences and embrace a workplace climate that does not tolerate or promote heterosexism, otherwise known as an LGBT-inclusive workplace climate.

4. EMPIRICAL STUDY

4.1 BACKGROUND AND HYPOTHESES

After having thoroughly examined the existing literature and current research on LGBT-inclusive workplace climate, five independent hypotheses have been developed, based upon the notion that several different factors contribute to the creation of an inclusive workplace climate for LGBT people. Using Waldo's Model of Heterosexism in the Workplace to develop three of the five hypotheses for this study, I have adapted three of Waldo's antecedents and consequences of heterosexism to the context of this research. These are (1) **HR policies, practices, and resources**, (2) **job-gender context**, and (3) **employee outness/disclosure**. The last one, employee outness/disclosure, is regarded in my study to be an outcome of LGBT-inclusive workplace climate rather than an antecedent. Additionally, two more hypotheses have been formed that focus on the relationship between LGBT-inclusive workplace climate and financial performance as well as differences in workplace climate among Dutch and Portuguese organizations. These five hypotheses are presented and described below.

4.1.1 HYPOTHESIS 1

This hypothesis is very straightforward and hypothesizes that the more inclusive HR policies, practices, and resources an organization has in place, the more inclusive its workplace climate will be for LGBT personnel. Diversity mission statements are an example of inclusive organizational policy common in larger organizations in both the Netherlands and in Portugal. There are many examples of inclusive HR practices and resources such as diversity audits, access to LGBT networks, social events coordinated with external LGBT organizations or associations, and on-site counseling services. This hypothesis is as follows:

H1. LGBT-inclusive HR policies, practices, and resources are positively related to an LGBT-inclusive workplace climate.

4.1.2 HYPOTHESIS 2

Although nearly all organizations involved in this study actively prohibit the use of derogatory terms and condemn heterosexist behavior, I hypothesize that use of anti-

LGBT slang terms and other heterosexist behavior is more prevalent in organizations where jobs are gender-stereotyped. In simpler terms, this hypothesis proposes that organizations where no gender stereotypes exist have a more LGBT-inclusive workplace climate. This hypothesis is as follows:

H2. Job-gender context is negatively related to an LGBT-inclusive workplace climate.

4.1.3 HYPOTHESIS 3

This hypothesis hypothesizes that LGBT outness and disclosure is a direct outcome of an LGBT-inclusive workplace climate. According to recent research (Anderson et al., 2001; Badgett et al., 2013; Driscoll et al., 1996; Griffin, 1992; King & Cortina, 2010; Waldo, 1999), mainly from the United States, an inclusive workplace climate indeed encourages LGBT personnel to be "out" about their sexual orientation and/or gender identity at work. This hypothesis hypothesizes that this is also true for organizations in the Netherlands and in Portugal. This hypothesis is as follows:

H3. An LGBT-inclusive workplace climate is positively related to disclosure and outness among LGBT personnel.

4.1.4 HYPOTHESIS 4

This hypothesis was developed following a comprehensive examination of the existing literature and research on LGBT-inclusive workplace climate and its relationship to financial performance. It hypothesizes that organizations with an LGBT-inclusive workplace climate will achieve greater or better financial results for the organization because of it being inclusive of its LGBT workers. This hypothesis is as follows:

H4. An LGBT-inclusive workplace climate is positively related to financial performance.

4.1.5 HYPOTHESIS 5

This hypothesis reflects my assumption that there will be a difference in responses from organizations in the Netherlands and organizations in Portugal. Given the very different context of life for LGBT people in both of these countries, especially

much more widespread acceptance of LGBT people and lifestyles in the Netherlands, I predict results will show a greater proportion of Dutch organizations with an LGBT-inclusive workplace climate rather than Portuguese organizations. As with Hypothesis 4, control variables such as industry/sector, organization size, employee tenure, and geographical location must be considered when interpreting results. This hypothesis is as follows:

H5. LGBT-inclusive workplace climate is stronger in Dutch organizations than in Portuguese organizations.

4.2 METHOD

4.2.1 SAMPLE

128 organizations have been invited to participate in this study (78 from the Netherlands and 50 from Portugal.) All 128 organizations have at least two things in common. First, all organizations invited to participate are either Dutch or Portuguese organizations, with headquarters in diverse parts of one of these two countries. Organizations with headquarters in the Netherlands are primarily Dutch organizations and those with headquarters in Portugal are for the most part Portuguese organizations, although many are multinational and not only have operations in both of these countries, but throughout various parts of the world. To keep things consistent, the only organizations invited to participate in this study are either from the Netherlands or from Portugal and were chosen to participate for several reasons. Although both countries are in Europe, are part of the European Union, and share the same currency (the euro), the Netherlands and Portugal are also considerably different from one another. Although Portugal is over twice the size of the Netherlands, the Dutch population nearly doubles that of Portugal, and salaries (as well as the costs of living) are considerably higher in the Netherlands than in Portugal. Together with these differences, there are also several considerable differences within the context of life for LGBT people in both these countries. Although both countries permit same-sex marriage, allow LGBTs to serve openly in the military, and have incorporated anti-discrimination laws into national legislation that specify sexual orientation and gender identity, the overall acceptance of LGBT people and their lifestyle is rather different in the Netherlands than in Portugal. These

differences make for an interesting and rather new examination of the workplace climate for LGBT people in both of these countries; a comparison of LGBT-inclusive workplace climate in both these countries on an organizational level has never been done before.

Second, all organizations invited to participate are publicly traded organizations, denoted by either "N.V." (Naamloze Vennootschap) or "S.A." (Sociedade Anónima), the Dutch and Portuguese terminology for a public limited company or "PLC." As is typically the case, this abbreviation follows the formal name for each of the organizations invited. As publicly traded organizations, all the organizations invited to participate in this research trade on one of two separate stock exchanges: (1) the Euronext Amsterdam, formerly known as the Amsterdam Stock Exchange, or the (2) Euronext Lisbon, formerly known as the Bolsa de Valores de Lisboa e Porto (BVLP).

4.2.1.1 DUTCH SAMPLE

Each of the 78 Dutch organizations invited to participate is a constituent of one of three stock indices: the Amsterdam Exchange Index (AEX), the Amsterdam Midcap Index (AMX), or the Amsterdam Small Cap Index (AScX). Each of these three indices make up the Euronext Amsterdam and contain a particular set of organizations that, based upon their trading activity, constitute the AEX, AMX, or AScX indices, respectively. Each index is supervised and managed by the AEX Steering Committee, which reviews the makeup of each stock index annually, where older constituents are removed and later replaced with new ones.

The AEX, or Amsterdam Exchange Index, is the primary stock index trading underneath the Euronext Amsterdam. It is composed of the 25 most actively traded securities on the exchange and its constituents when grouped together represent the most actively traded Dutch organizations. Following the AEX is the AMX, or Amsterdam Midcap Index, which is composed of the second 25 most actively traded securities on the exchange. Like the AEX, the AMX is also composed of several well-known employers. Following the AEX and the AMX is the AScX, or Amsterdam Small Cap Index, which is made up of the 25 most actively traded securities on the Euronext Amsterdam following the AEX and the AMX. Organizations within this index are generally smaller-sized organizations, oftentimes with operations just in the Netherlands, but

still represent a handful of well-known Dutch employers. (For a detailed list of invited organizations, see Appendix F: "Dutch Organizations.")

Because many of the larger organizations invited to participate are multinationals, with locations and operations both in and outside of the Netherlands, only employees working at these organizations' locations within the Netherlands were contacted to participate. Although many organizations have standardized policies and practices, their implementation may vary considerably between countries, therefore in the interest of keeping things consistent and ensuring test validity, all employees contacted for participation are only those working at locations within the Netherlands.

4.2.1.2 PORTUGUESE SAMPLE

Following the same procedure used for selecting Dutch organizations, all Portuguese organizations invited to participate in this study are also a constituent of one of two stock indices that form the Euronext Lisbon, or Portuguese Stock Index. These two stock indices are the PSI-20 and PSI-Geral, respectively, and together constitute the 50 most actively traded organizations in Portugal. The PSI-20 contains 20 well-known Portuguese organizations and represents the 20 most actively traded securities on the PSI. The PSI-Geral contains 30 more organizations that represent the second 30 most actively traded securities in Portugal. Together these 50 organizations represent the Portuguese sample used in this study. As with the Dutch sample, only employees working at locations within Portugal were invited to participate in the study, the majority of them work at offices in Lisbon. (For a detailed list of invited organizations, see Appendix G: "Portuguese Organizations.")

4.2.1.3 SAMPLE DEMOGRAPHICS

Respondents who submitted a questionnaire came from 15 of the 128 organizations invited to participate in the study, generating a response rate of 12%. 60% of questionnaires received came from organizations in the Netherlands, whereas 40% came from organizations in Portugal. Exactly 50% of respondents were between 30 and 39-years-old, and 23% were between 40 and 49-years old, and over half of respondents identified as male. Only 4% of respondents identified as transgender, and 4% as "other." As far as race and ethnic identity goes, nearly 90% of respondents identified as Caucasian or white, meanwhile only 8% identified as multiracial and 4% identified as

Asian. Exactly half of respondents indicated having at least a Master's degree in their field of study, and nearly 20% indicated having a Ph.D. or other doctoral degree. Only 4% indicated having just a high school education. Not surprisingly, sexual orientation was somewhat split down the middle with 58% of respondents having identified themselves as heterosexual, and 42% of respondents having identified as homosexual. No one identified as bisexual, asexual, or with any other known orientation.

The majority of respondents came from managerial positions within human resources, and 35% of respondents indicated having held their position for between three and five years. A significant 31% of respondents indicated having held their position for between five and 10 years, and only 4% indicated having held their position for over 20 years. Significant portions of respondents were also relatively new to their organizations, with 35% of respondents indicating having been at their organization for between three and five years. 27% of respondents indicated having been at their organization for between five and 10 years, and 19% indicated their time at their organization as being more than 20 years. The number of employees at organizations that responded also varied considerably, with 20% of organizations having fewer than 10 employees, 8% having between 10 and 24 employees, 12% having between 25 and 99 employees, 20% having between 100 and 499 employees, 15% having between 500 and 999 employees, and 25% having over 1,000 employees. (For charts with exact percentages, see Appendix H: "Sample Demographics.")

4.2.2 PROCEDURE

A list of employee contact information was collected in the months preceding the distribution of the questionnaire, and included the name(s), email address(es), and current position for approximately 400 HR contacts at spread among the 128 Dutch and Portuguese organizations invited to participate in this study. If HR contact information was unavailable, then contacts in similar departments were contacted instead and asked to forward the email to their colleagues in the appropriate department. In the rare case that establishing a direct contact was not possible, then a general inquiry email address was used to ask for participation, using a non-personalized copy of the same introductory email sent to direct contacts. Using a general inquiry email address to ask for participation in this study was not ideal given the likelihood that there are more people contacting the organization via this kind of email address than there are people on the

other side responding to them. That being said, a general inquiry email address was only used as a last alternative when no personal contact information was available. In nine out of 10 cases, however, a contact person working within HR was the first person contacted, and in six out of 10 cases, was also the second and third person contacted.

All invitations to participate in this study were sent via email during July and August of 2014. The introductory email (see Appendix B: "Invitation to Participate in this Study") introduced LGBT-inclusive workplace climate, briefly explained the purpose of this research and the structure of the questionnaire, and emphasized complete confidentiality. Upon sending the first email asking for participation, with it a live link to the questionnaire, organizations were given a response period of two weeks in which they were required to open the questionnaire, complete it, and then save and send their responses within the given time period. After the first response period, all organizations were given a second two-week period of time to complete and return the questionnaire. Responses were 100% confidential and did not allow for identifying the respondent. The questionnaire only required that respondents state the name of their organization, their position, and the number of years they have spent in both. Upon submission, all responses became unchangeable. All information was securely submitted over the Qualtrics platform, which used encrypted technology to ensure complete confidentiality of data transmitted over the Internet.

4.2.3 MEASURES

The Questionnaire

Drawing from Waldo's conceptual framework and utilizing Meyer's (1995) theory of minority stress, Cupach & Tadasu's (1993) identity management theory, Dawis & Lofquist's (1984) theory of work adjustment, and three scientific measures designed to examine sexual identity management, workplace climate, and antecedents and outcomes of an inclusive workplace climate for LGBT people (Anderson et al., 2001; Liddle et al., 2004; Waldo, 1999), the current study's questionnaire was developed by using a holistic approach and taking items from different measures and theories already established in the existing literature. In most cases, items have been reworded and adapted from questionnaires used in past studies, typically to fit the format or subject matter in a particular section. The 50-item questionnaire is organized into five distinct sections: (1) "Workplace Climate for LGBT People," (2) "LGBT-Inclusive HR Policies and Practices," (3) "Job-Gender Context," (4) "Disclosure and Outness," and (5) "Con-

cluding Questions." Each section is unique and is made up of items that examine a different antecedent or aspect of LGBT-inclusive workplace climate.

The first section, "Workplace Climate for LGBT People," is composed of 20 items that examine respondents' overall understanding of the workplace climate for LGBT people at their organization. This section measures three dimensions of climate: discrimination at work and supervisor and coworker support, basically asks for respondents' perceptions (i.e., opinions) of the workplace climate for LGBT people. Again, both LGBT and heterosexual respondents can answer items. Absolutely no distinction is made based upon a respondent's sexual orientation and/or gender identity, and all questionnaires sent out were the same, regardless of who they were sent to. Since supervisor support is often mistaken for organizational support (King & Cortina, 2010) and vice-versa, items concerning both these types of support are grouped together rather than separately. Coworker support, on the other hand, is in a subsection of its own and involves asking respondents for their perception of how comfortable LGBT people are disclosing their sexual orientation and/or gender identity at work and with whom they do so. Respondents are also asked for their perception of whether or not supervisors and coworkers value and support LGBT colleagues and LGBT issues. 12 of the 20 items in this section of the questionnaire were taken from Liddle et al.'s (2004) Lesbian, Gay, Bisexual, and Transgendered Climate Inventory ("LGBTCI") and revised for use in this study. Three items were adapted from Anderson et al.'s WSIMM, two items from Waldo's WHEQ, and one item from Croteau & Lark's (1995) research on workplace experiences of LGBT people. Only two items that ask for respondents' perception of supervisor support for LGBT employees were adapted from Eisenberger et al.'s (1986) Survey of Perceived Organizational Support. Like the LGBTCI, each of the items in this section, and throughout the rest of the questionnaire, use the same stem: "At my workplace…"

The second section, "LGBT-Inclusive HR Policies and Practices," contains 20 more items, two of which use a "checklist" format, that concern LGBT-inclusive policies, practices, and resources in place or implemented at respondents' organizations. Perhaps the most straightforward section of the questionnaire, this section focuses on policies like the presence of a diversity policy, accessibility to LGBT networks, the role of senior leadership, non-LGBT employees' knowledge of LGBT issues, the use of LGBT-inclusive language, diversity awareness training programs, opportunities for knowledge exchange, staff-development programs, diversity audits, and work-related or

sponsored social events involving the partners and families of LGBT employees. Section 2.2 contains five items that ask for respondents' knowledge of their organization's grievance process. The grievance process is included in this part of the questionnaire, albeit in a section of its own, because the grievance process is an HR procedure. Items in this part of the questionnaire were adapted from King & Cortina's research on transgender policy, Liddle et al.'s LGBTCI, Huffman et al.'s research on the different types of support, and from two recent studies on workplace climate from U.S.-based organization, the Human Rights Campaign (HRC, 2009), and Netherlands-based organization Workplace Pride (Zahi et al., 2012).

The third section, "Job-Gender Context," contains four items that examine respondents' perception of the gender ratio at their organizations. It also contains one item that asks for the gender of each respondent's direct supervisor, and two items that ask whether or not personnel in the respondent's position are normally of the same gender as the respondent. These items were adapted from Fitzgerald et al.'s (1999) conceptual framework and examine if differences in workplace climate are seen in workplaces with a greater proportion of male employees.

In the fourth section, "Disclosure and Outness," there are five items that examine respondents' perception of whether or not LGBT employees are out at their organizations and if they are encouraged to do so by senior management. Two items ask respondents about the behaviors of LGBT employees, if LGBT employees are not out because they are fearful of losing their job, and what the overall comfort level is for LGBT employees wishing to disclose their LGBT status to colleagues. Items in this section of the questionnaire were adapted from Anderson et al.'s WSIMM and Liddle et al.'s LGBTCI.

Each item in the questionnaire, with the exception of 11 "concluding questions" at the end (i.e., demographics), is mandatory and must be answered in order to progress to the next section. Respondents are given the option of answering *"I don't know / I don't want to respond"* in the case that the respondent does not know the answer or prefers not to respond. This was done to ensure that not any one question is left unanswered or "skipped." (For an example of the questionnaire, see Appendix A: "The Questionnaire Used in this Study.")

Organizational Performance

Invited organizations' financial performance indicators were collected between April and September of 2014 from organizations' annual reports and reviews online. Although a relatively vague indicator of performance, annual revenue was determined as the best indicator of performance, given that organizations' expenses vary widely. However, it is important to remember that an organization's revenue is influenced by many other things including type of industry or sector, shifts in the economy, an increase or decrease in sales, in downsizing, or in other changes in the number of employees.

4.2.5 DATA ANALYSIS

Descriptive statistics were calculated for all items in the dataset. The mean (M) and standard deviation (SD) are included as well as the minimum and maximum values recorded for that particular variable. Measures of skewness and kurtosis for each variable are also included in this table to confirm normality of the distribution. Items within the first sub-dimension of the perception of workplace climate construct aim to measure discrimination, harassment, and bullying and are numerically named from item1 to item20. These twenty items have means between 2.93 and 4.47 with standard deviations being between .706 and 1.669. This suggests that responses tend to shift more toward "agree" and "strongly agree" for positive items (i.e., items reflecting a positive aspect of workplace climate) and more toward "disagree" for negative items (i.e., items reflecting a negative aspect of workplace climate). In this case, the standard deviations represent moderate variability in responses. In comparison, means for all of the six items within the construct of disclosure are closer to 3.00, suggesting that most respondents did not have strong opinions toward statements regarding disclosure and outness at work. This could be due to the fact that heterosexual respondents are more likely to answer "undecided" for items regarding the experience of disclosing one's LGBT status at work, something that LGBT employees themselves would be much more familiar with than their heterosexual colleagues. The minimum and maximum values recorded for these twenty variables aiming to measure discrimination reflect all possible responses with values ranging from 1 to 6. Measures of skewness and kurtosis confirm that the distribution is a normal distribution since all variables have a skewness and kurtosis of no more than +/- 2.

Means for variables measuring job-gender context were between 1.69 and 2.58 with standard deviations being between .471 and 1.815, suggesting moderate variability. The mean scores for these items imply that most respondents disagreed that personnel of their gender are not typically in their position or working at their organization. The minimum and maximum values recorded for these variables were between 1 and 6, however, for item43 the minimum was 1 and the maximum was 2 showing that respondents identified the gender of their direct supervisor as being either male or female (as opposed to intersex and/or transgender). Measures of skewness and kurtosis are also included in this table, which confirm that the distribution is a normal distribution. Means for variables measuring disclosure were between 3.12 and 4.12 with standard deviations being between .774 and 1.366, suggesting moderate variability. Mean scores for item45 and item50 were relatively high and suggest that most respondents work with someone who identifies as LGBT and that most respondents agree that LGBT employees would be comfortable disclosing their identity at work. The minimum and maximum values recorded for these variables were between 1 and 6. Measures of skewness and kurtosis are also included in this table, which confirm that this is the distribution with the greatest degree of normality. A table of these descriptive statistics is presented in Appendix I: "Descriptive Statistics for All Items."

4.2.5.1 FACTOR ANALYSES

Given that climate for LGBT inclusiveness is a multi-dimensional construct, all items measuring it should have been analyzed together in one factor analysis, but since this requires a ratio of five subjects per item (5 subjects x 20 items = 100), this was not possible since the sample size is just 35. For this reason, three separate factor analyses were performed for each dimension of the climate construct using a principal axis factoring method of extraction. Similarly, for each of the two mono-dimensional constructs (i.e., job-gender context and disclosure), a principal axis factoring method of extraction was also used. Subsequently, a reliability test was performed to obtain Cronbach's alpha and confirm internal consistency (i.e., reliability) for each of the factors (three dimensions of climate, job-gender context, and disclosure.) Item-total statistics are also presented to see if the alpha would increase if one or more variables were excluded from the test. To conclude, it is important to note that only items with factor loadings over +/- .40 were included in the following reliability tests, and that all missing values in the factor analyses were replaced with the mean.

Table 1 shows relatively high initial estimates between the three items (item2_rev, item5_rev, and item6_rev) that measure respondents' perception of the likelihood that LGBT employees be discriminated against, harassed or bullied by their heterosexual colleagues because of their LGBT status. Considerably high initial estimates are also seen in item1 and item10, which measure respondents' overall perception of the climate for LGBT people at their organization, as well as whether of not LGBT identities appear to be an issue. The table demonstrates that over 40% of the variance in item1, item2_rev, item3, item5_rev, item6_rev, item7, item8, and item10 is shared with the remaining items in this dimension (overall discrimination, harassment, and bullying). Since higher initial estimates are desirable, the table suggests that all items, with the exception of item4 and item9 whose initial estimates are very low, should be included in this analysis. The table also includes extraction communalities, which are for the most part very acceptable, and indicates that at least 20% of extracted variance among the items with high initial values has been shared with the total solution.

Table 1: Communalities
Construct: Climate for Inclusiveness
Dimension: Discrimination, Harassment & Bullying

	Initial	Extraction
Item1	.595	.561
Item2_rev	.675	.612
Item3	.453	.220
Item4	.214	.055
Item5_rev	.758	.717
Item6_rev	.750	.685
Item7	.455	.292
Item8	.466	.239
Item9	.355	.137
Item10	.632	.671

Table 2 shows that the three factors have an initial Eigenvalue over 1.0, however there is a large gap between the first and second factor, meaning that the extraction of a single factor is justified. The percentage of variance accounted for the extracted factor is 42%.

Table 2: Total Variance Explained
Construct: Climate for Inclusiveness
Dimension: Discrimination, Harassment & Bullying

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings

	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.641	46.408	46.408	4.188	41.883	41.883
2	1.298	12.976	59.384			
3	1.124	11.236	70.621			
4	.882	8.819	79.440			
5	.621	6.208	85.648			
6	.450	4.504	90.152			
7	.350	3.496	93.648			
8	.266	2.663	96.311			
9	.221	2.210	98.521			
10	.148	1.479	100.000			

Table 3 presents the factor loadings for all items for the one factor extracted. The table shows that all but two items have factor loadings exceeding .40, demonstrating that the majority of these items are good indicators of overall discrimination, harassment and bullying. On the other hand, factor loadings for item4, which asks respondents if HR shows an interest in LGBT issues, and for item9, which asks respondents if heterosexual workers refrain from discriminating against LGBT colleagues for the sole purpose of being professional, are quite small. This may be because these items better represent another dimension, such as supervisor support in the case of item4 or coworker support in the case of item9. In any case, item4 and item9 will not be included in the following reliability analyses because they do not appear to be good indicators of overall discrimination, harassment and bullying.

Table 3: Factor Matrix
Construct: Climate for Inclusiveness
Dimension: Discrimination, Harassment & Bullying

	Factor
	1
Item5_rev	.847
Item6_rev	.828
Item10	.819
Item2_rev	.783
Item1	.749
Item7	.540
Item8	.489
Item3	.469
Item9	.370
Item4	.234

Table 4 shows relatively low initial estimates among the items included and demonstrates that only 20% of the variance in item11 and item12_rev is shared with the remaining items in this dimension. Since higher initial estimates are desirable, the table suggests that none of the items should be included in this analysis. The table also includes extraction communalities, which are acceptable for item11 and item12_rev, and indicates that 24% of extracted variance in item11 and 57% of extracted variance in item12_rev has been shared with the total solution.

Table 4: Communalities
Construct: Climate for Inclusiveness
Dimension: Supervisor Support

	Initial	Extraction
Item11	.197	.242
Item12_rev	.199	.570
Item13	.087	.004

Table 5 shows that the one factor extracted has an initial Eigenvalue over 1.0, meaning that this factor would have been included in this analysis had it been decided to use the 1.0 demarcation criterion for an Eigenvalue to be included rather than manually select to extract one factor, albeit achieving a different result. The percentage of variance accounted for the factor extracted is 27%.

Table 5: Total Variance Explained
Construct: Climate for Inclusiveness
Dimension: Supervisor Support

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.381	46.034	46.034	.816	27.190	27.190
2	1.109	36.978	83.012			
3	.510	16.988	100.000			

Table 6 shows the factor loadings for all items for the one factor extracted. The table demonstrates that item11 and item12_rev, which measure the level of support that senior management give LGBT workers, have factor loadings exceeding .40. On the other hand, the factor loading for item13, asking respondents about the likelihood that an LGBT worker be mentored is extremely small, perhaps because it strictly concerns mentoring rather than supervisor support as a whole. Therefore, item13 will not be included in the following reliability analyses because it does not appear to be a good indicator of supervisor support.

Table 6: Factor Matrix
Construct: Climate for Inclusiveness
Dimension: Supervisor Support

| | Factor |
	1
Item12_rev	.755
Item11	.492
Item13	.059

Table 7 shows very high initial estimates among the items included and demonstrates that over 70% of the variance in item16, item18, item19_rev, and item20 is shared with the remaining items in this dimension. All other items share at least 50% of their variance with the remaining items. Since higher initial estimates are desirable, the table suggests that all items should be included in this analysis. The table also includes extraction communalities, which are for the most part very acceptable, and indicates that at least 30% of extracted variance for each item (except item17_rev) has been shared with the total solution.

Table 7: Communalities
Construct: Climate for Inclusiveness
Dimension: Coworker Support

	Initial	Extraction
Item14	.593	.475
Item15	.551	.382
Item16	.754	.450
Item17_rev	.521	.164
Item18	.771	.639
Item19_rev	.724	.518
Item20	.711	.352

Table 8 shows that the one factor extracted has an initial Eigenvalue over 1.0, meaning that this factor would have been included in this analysis had it been decided to use the 1.0 demarcation criterion for an Eigenvalue to be included rather than manually select to extract one factor. Without using any type of rotation, the percentage of variance accounted for the factor extracted is 43%.

Table 8: Total Variance Explained
Construct: Climate for Inclusiveness
Dimension: Coworker Support

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.515	50.213	50.213	2.980	42.578	42.578
2	1.283	18.324	68.537			
3	.819	11.695	80.232			
4	.664	9.490	89.722			

5	.399	5.703	95.426			
6	.235	3.357	98.782			
7	.085	1.218	100.000			

Table 9 shows the factor loadings for all items for the one factor extracted. The table demonstrates that all items have factor loadings exceeding .40, therefore all items will be included in the following reliability analyses because they all appear to be very good indicators of coworker support.

Table 9: Factor Matrix
Construct: Climate for Inclusiveness
Dimension: Coworker Support

	Factor
	1
Item18	.799
Item19_rev	.720
Item14	.689
Item16	.671
Item15	.618
Item20	.593
Item17_rev	.405

Table 10 shows acceptable initial estimates among item41 and item42, but very low initial estimates for item43 and item44. The table demonstrates that 28% of the variance in item41 and 32% of the variance in item42 is shared with the remaining variables in this set, albeit relatively low estimates. Since higher initial estimates are desirable, the below table shows that only item41 and item42 should be included in the analysis. The table also presents the extraction communalities, which are acceptable for item41 and item42, but unacceptable for item43 and item44. For item41, 23% of extracted variance has been shared with the total solution, and for item42, 98% of extracted variance has been shared with the total solution.

Table 10: Communalities
Construct: Job-Gender Context

	Initial	Extraction
Item41	.277	.228
Item42	.322	.982
Item43	.140	.041
Item44	.161	.072

Table 11 shows that the one factor extracted in this analysis maintains an Eigen-value of 1.3% meaning that this factor would have been included in the factor analysis had I decided to use the 1.0 demarcation criterion for an Eigenvalue to be included rather than manually select to extract one factor. Without using any type of rotation, the percentage of variance accounted for is 33%.

Table 11: Total Variance Explained
Construct: Job-Gender Context

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.687	42.182	42.182	1.323	33.068	33.068
2	1.226	30.651	72.833			
3	.641	16.035	88.868			
4	.445	11.132	100.000			

Table 12 shows the factor loadings for all variables for the one factor extracted. From the table, it is clear that item 41 and item42 are the only variables with factor loadings over .40. On the other hand, loadings for item43 and item44 are quite small and will not be included in the following reliability analyses because they do not appear to be good indicators of job-gender context.

Table 12: Factor Matrix
Construct: Job-Gender Context

	Factor
	1
Item42	.991
Item41	.478
Item44	-.268
Item43	.201

Table 13 shows acceptable initial estimates for the variables in this set. The table demonstrates that over 50% of the variance in item46_rev and item47 is shared with the remaining variables in this set. Since higher initial estimates are desirable, the below table shows that all variables should be included in the analysis, albeit the relatively lower initial communalities of item45, item48_rev, item49_rev, and item50. The table also presents the extraction communalities, which are acceptable for all variables, but unacceptable for item45. For item46_rev, 70% of extracted variance has been

shared with the total solution, for item50, 52% of extracted variance has been shared with the total solution.

Table 13: Communalities
Construct: Disclosure

	Initial	Extraction
Item45	.260	.171
Item46_rev	.549	.696
Item47	.509	.493
Item48_rev	.254	.205
Item49_rev	.229	.239
Item50	.481	.518

Table 14 shows that the one factor extracted in this analysis maintains an Eigenvalues exceeding 1.0, meaning that this factor would have been included in the factor analysis had I decided to use the 1.0 demarcation criterion for an Eigenvalue to be included rather than manually select to extract one factor. Without using any type of rotation, the percentage of variance accounted for is 39%.

Table 14: Total Variance Explained
Construct: Disclosure

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.853	47.553	47.553	2.321	38.681	38.681
2	1.060	17.661	65.214			
3	.782	13.036	78.250			
4	.641	10.691	88.940			
5	.343	5.709	94.649			
6	.321	5.351	100.000			

In Table 15, factor loadings are presented for all variables. From the table, it is clear that all items show factor loadings over .40. This is surely the case where the items best measure the factor they were supposed to measure. Given that all items have loadings of over .40, therefore all of the items will be included in the following reliability analyses because they all appear to be good indicators of disclosure.

Table 15: Factor Matrix
Construct: Disclosure

	Factor
	1
Item46_rev	.834
Item50	.720

Item47	.702
Item49_rev	.489
Item48_rev	.453
Item45	.413

4.2.5.2 RELIABILITY TESTS

Tables 16 and 17 present Cronbach's alpha (α) for the eight items representing discrimination, harassment, and bullying with factor loadings over +/- .40, as well as item-total statistics, which are important to see whether or not Cronbach's alpha would increase if a particular item were deleted. From the tables above, we can see that Cronbach's alpha for the eight items is .877, demonstrating that the alpha is within the accepted value and suggesting that the items have relatively high internal consistency. Table 17 shows that, apart from item8, which if removed would produce an slightly higher alpha of .885, Cronbach's alpha would decrease if any items were removed suggesting, that in order to maintain high reliability, no more variables should be excluded from further analyses.

Table 16: Reliability Statistics
Construct: Climate for Inclusiveness
Dimension: Discrimination, Harassment & Bullying

Cronbach's Alpha	Number of Items
.877	8

Table 17: Item-Total Statistics
Construct: Climate for Inclusiveness
Dimension: Discrimination, Harassment & Bullying

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item1	28.97	23.106	.682	.858
Item2_rev	28.86	23.123	.697	.857
Item3	29.38	23.458	.518	.875
Item5_rev	28.76	23.261	.766	.853
Item6_rev	28.97	22.749	.783	.849
Item7	29.14	21.480	.618	.867
Item8	29.31	22.150	.497	.885
Item10	29.07	22.924	.753	.852

Tables 18 and 19 present Cronbach's alpha (α) for the two items representing supervisor support with factor loadings over +/- .40, as well as item-total statistics,

which are important to see whether or not Cronbach's alpha would increase if a particular item were deleted. From the tables above, we can see that Cronbach's alpha for the six items is .622, demonstrating that the alpha is not within the accepted value and suggesting that the items have low internal consistency (ideally the alpha would be at least .700.) Considering that only two items were included in this test, it is impossible to see if the alpha would increase or decrease if an item were deleted.

Table 18: Reliability Statistics
Construct: Climate for Inclusiveness
Dimension: Supervisor Support

Cronbach's Alpha	Number of Items
.622	2

Table 19: Item-Total Statistics
Construct: Climate for Inclusiveness
Dimension: Supervisor Support

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item11	2.93	1.099	.462	-
Item12_rev	3.10	1.679	.462	-

Tables 20 and 21 present Cronbach's alpha (α) for the seven items representing coworker support with factor loadings over +/- .40, as well as item-total statistics, which are important to see whether or not Cronbach's alpha would increase if a particular item were deleted. From the tables above, we can see that Cronbach's alpha for the seven items is .874, demonstrating that the alpha is within the accepted value and suggesting that the items have relatively high internal consistency. Table 21 shows that, apart from item17_rev, which if removed would produce an slightly higher alpha of .882, Cronbach's alpha would decrease if any items were removed suggesting, that in order to maintain high reliability, no more variables should be excluded from further analyses.

Table 20: Reliability Statistics
Construct: Climate for Inclusiveness
Dimension: Coworker Support

Cronbach's Alpha	Number of Items
.874	7

Table 21: Item-Total Statistics
Construct: Climate for Inclusiveness
Dimension: Coworker Support

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item14	23.50	31.130	.643	.863
Item15	23.83	26.319	.727	.846
Item16	23.79	27.824	.710	.849
Item17_rev	23.67	31.362	.430	.882
Item18	23.58	25.123	.718	.849
Item19_rev	23.62	28.158	.768	.844
Item20	23.50	25.913	.674	.856

Tables 22 and 23 present Cronbach's alpha (α) for the two items that loaded positively onto the mono-dimensional construct, "Job-Gender Context," as well as item-total statistics. From the below tables, we can see that the alpha coefficient for the two items is .671, demonstrating that the alpha is not within the accepted value and suggesting that the items have low internal consistency. Though the alpha is not that high, there is no possibility to exclude any variables since there are only two included.

Table 22: Reliability Statistics
Construct: Job-Gender Context

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.671	.680	2

Table 23: Item-Total Statistics
Construct: Job-Gender Context

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Item41	2.58	3.294	.515	.265	-
Item42	2.23	2.185	.515	.265	-

Tables 24 and 25 present Cronbach's alpha (α) for the following items that loaded positively onto the mono-dimensional construct, "Disclosure," as well as item-total statistics. Most importantly, table 20 shows what Cronbach's alpha would be if a particular item were deleted. From the below tables, we can see that the alpha coefficient for the 6 items is .776, demonstrating that the alpha is within the accepted value and suggesting that the items have relatively high internal consistency. Table 20 shows that, apart from item45, which if removed would produce an slightly higher alpha coefficient of .785, Cronbach's alpha would decrease if any items were removed suggesting, that in the interest of maintaining high reliability, no variables should be excluded from further analyses.

Table 24: Reliability Statistics
Construct: Disclosure

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.776	.777	6

Table 25: Item-Total Statistics
Construct: Disclosure

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Item45	17.84	17.029	.366	.319	.785
Item46_rev	18.68	14.561	.762	.692	.681
Item47	18.95	15.164	.563	.573	.733
Item48_rev	18.95	19.164	.374	.323	.775
Item49_rev	18.16	16.251	.482	.266	.754
Item50	18.21	15.175	.632	.593	.714

4.3 RESULTS

Hypotheses 1 and 2 stated that LGBT-inclusive workplace climate would be positively predicted by HR practices and job-gender context. The results from the three regression analyses conducted, in which each climate dimension was regressed on its two predictors, are reported as follows. For the dimension "Discrimination", the ANOVA test yielded an F value of .601 (not significant), and the R Square was only .036, which indicates that just 4% of the variation in discrimination can be explained by the

predictors included in the analyses. Table 26 presents the coefficient scores for the two predictors – HR policies and practices and job-gender context – and we observe that these two variables are not statistically significant and do not have much of an effect on discrimination. A similar situation is observed for the other two dimensions of LGBT-inclusive climate, namely supervisor support (F = .094; R2 = .006) and coworker support (F = .771; R2 = .049). In both cases, these aspects of climate are not significantly predicted by the extent of HR practices perceived in one's organization or the level of job-gender context (see Tables 27 and 28). In conclusion, Hypotheses 1 and 2 are not supported.

Table 26: Coefficients
Dependent Variable: Discrimination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	4.390	.313		14.042	.000
HR Policies & Practices	.028	.045	.110	.628	.534
Job-Gender Context	-.134	.137	-.172	-.982	.334

Table 27: Coefficients
Dependent Variable: Supervisor Support

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	3.006	.602		4.991	.000
HR Policies & Practices	.013	.086	.027	.148	.883
Job-Gender Context	-.112	.263	-.078	-.424	.674

Table 28: Coefficients
Dependent Variable: Coworker Support

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	4.119	.507		8.120	.000
HR Policies & Practices	.057	.072	.141	.781	.441
Job-Gender Context	-.237	.221	-.193	-1.071	.293

The ANOVA test was significant (F = 9.724, p < .01) and the R-Square was .485, which indicates that nearly 49% of the variation in disclosure is explained by var-

iability in the degree of LGBT-inclusive climate with its three dimensions. However, coworker support appears to be the only significant (p = .015) predictor of disclosure (β = .52) as reported in Table 29. Therefore, the more support is perceived from colleagues the more likely it is that people disclose their LGBT status at work.

Table 29: Coefficients
Dependent Variable: Disclosure

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	-.366	1.002		-.366	.717
Discrimination	.339	.305	.193	1.114	.274
Supervisor Support	.069	.148	.072	.467	.644
Coworker Support	.574	.222	.516	2.585	.015

Hypothesis 4 stated that an LGBT-inclusive workplace climate would lead to better financial performance, which was defined by using gross revenue figures from 2013, taken from participants' organizations' annual reports. The results from the linear regression analysis performed are as follows. None of the three dimensions for workplace climate (discrimination, supervisor support, or coworker support) had p values of less than the accepted value of 0.05, and each had low Beta scores, meaning that they are not statistically significant predictors of better financial performance. The ANOVA test yielded an F value of .448 (which is not significant), a significance level of .794, and an R Square of only .109, which indicates that just 11% of the variation in financial performance figures can be explained by the predictors included in the analysis (i.e., discrimination, supervisor support, and coworker support). This being said, despite past research that shows that other aspects of workplace climate can increase performance, this analysis shows that financial performance is not influenced by the predictors: discrimination, supervisor support, and coworker support. Therefore we can conclude from the analysis that Hypothesis 4 is indeed not supported.

Table 30: Coefficients
Dependent Variable: Company Revenue / 100,000

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	271733.826	176773.627		1.537	.152
Discrimination	-60065.675	119075.906	-.439	-.504	.624

Supervisor Support	-7514.580	27856.562	-.101	-.270	.792
Coworker Support	19696.502	121284.328	.154	.162	.874

Hypothesis 5 stated that LGBT-inclusive workplace climate is stronger in Dutch organizations than in Portuguese organizations. In order to test this hypothesis, a comparison of means was carried out and a one-way ANOVA was performed. From Table 31, we see that mean scores were consistently higher for all three dimensions of climate (discrimination, supervisor support, and coworker support) in Dutch companies than in Portuguese ones. Minimum values were also lower for Portuguese companies across the board, indicating that respondents at Portuguese companies perceived the climate at their organization to be less inclusive than respondents at Dutch companies.

Table 31: Descriptive Statistics

Dimension of Climate	Country	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
	Netherlands	8	4.3650	.38202	.13507	4.0456	4.6844	4.00	5.00
Discrimination	Portugal	7	4.0771	.89654	.33886	3.2480	4.9063	2.25	5.00
	Total	15	4.2307	.66299	.17118	3.8635	4.5978	2.25	5.00
	Netherlands	8	3.9063	1.10144	.38942	2.9854	4.8271	2.25	5.00
Supervisor Support	Portugal	7	3.0714	1.27242	.48093	1.8946	4.2482	1.00	5.00
	Total	15	3.5167	1.21914	.31478	2.8415	4.1918	1.00	5.00
	Netherlands	8	4.2475	.43177	.15265	3.8865	4.6085	3.89	5.00
Coworker Support	Portugal	7	3.7857	.90633	.34256	2.9475	4.6239	2.00	5.00
	Total	15	4.0320	.70860	.18296	3.6396	4.4244	2.00	5.00

In Table 32, the significance for all three dimensions of climate (i.e., discrimination, supervisor support, and coworker support) is greater than 0.05, and therefore we see that the assumption of homogeneity of variance has not been violated and is tenable. In Table 33, none of the significance levels are less than or equal to 0.05, showing that there is not a statistically significant result somewhere in the group, and therefore Hypothesis 5 is not supported. From the ANOVA test, the following results were generated: $F_{(1, 13)} = .688$, $p = .422$, $F_{(1, 13)} = 1.858$, $p = .196$, $F_{(1, 13)} = 1.660$, $p = .220$.

Table 32: Test of Homogeneity of Variances

Dimension of Climate	Levene Statistic	df1	df2	Sig.
Discrimination	1.099	1	13	.314
Supervisor Support	.020	1	13	.889

Coworker Support	1.049	1	13	.324

Table 33: ANOVA

Dimension of Climate		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	.309	1	.309	.688	.422
Discrimination	Within Groups	5.844	13	.450		
	Total	6.154	14			
	Between Groups	2.602	1	2.602	1.858	.196
Supervisor Support	Within Groups	18.206	13	1.400		
	Total	20.808	14			
	Between Groups	.796	1	.796	1.660	.220
Coworker Support	Within Groups	6.234	13	.480		
	Total	7.030	14			

4.4 DISCUSSION

Upon finishing the statistical analyses on the data collected, it is evident that the only hypothesis supported is Hypothesis 3, which states that an LGBT-inclusive workplace climate is positively related to disclosure and outness among LGBT personnel. However, the only dimension of workplace climate that appeared to share a positive relationship with employee disclosure was coworker support, therefore from the analyses we can conclude that the two remaining dimensions of workplace climate, discrimination and supervisor support, had little to no effect on whether or not LGBT employees feel comfortable disclosing their LGBT identity at work. It is likely that this happened since coworker support is perhaps felt and recognized most on the day-to-day, much more than support from a supervisor. Although support from a supervisor is also positive, and may be perceived as organizational support given the nature of the supervisor role (King & Cortina, 2010), coworkers are likely to socialize more with one another, and likely spend more time together in situations where the topics of sexual orientation or gender identity may surface.

Furthermore, an absence of discrimination against LGBT people, albeit a positive thing, by no means suggests LGBT employees are automatically encouraged to disclose their LGBT identity just because they are not experiencing discrimination, being harassed or bullied by their colleagues. Therefore, it makes logical sense that support

from coworkers, as supported by the statistical analyses, contributes most to LGBT employees feeling encouraged and supported to disclose their sexual orientation and/or gender identity at work.

4.4.1 LIMITATIONS

Having underestimated the impact of seasonal timing, the response rate from organizations was much lower than anticipated. Invitations to participate in the study were sent out between July and September of 2014, a time when most people in the Netherlands and in Portugal are not in the office. Unfortunately, this had a significant effect on the number of questionnaires completed and returned, as well as on the rate to which they were returned. In all, poor organization and delays in the development of the questionnaire made sending invitations to participate before the beginning of the summer impossible.

On the other hand, another explanation for the low response rate is the sensitive subject matter. Although respondents were given the option of answering *"I don't know / I don't want to respond"* rather than answering the question, sexual orientation and gender identity still remain taboo topics that may have made respondents, particularly LGBTs that are not out at work, hesitant to participate. In some cases, respondents may have felt pressured to answer a certain way, especially if they felt that their anonymity was compromised, which may have resulted in certain responses not having accurately or truthfully reflected what the respondent really felt or thought about the climate at their organization. Responses from LGBT and non-LGBT employees may differ significantly and this is also a considerable limitation of the study. An LGBT employee may feel the climate at their organization is not at all inclusive because, although there may be policies in place that reinforce inclusion of LGBT people, those policies may not be implemented appropriately or to the standard that they should be. However, a non-LGBT employee may feel that having a policy or practice in place, regardless of whether or not it is enforced, means their organization is LGBT-inclusive and answer as such. Given the differences in perspectives of LGBT and non-LGBT employees, responses may differ considerably and this creates yet another limitation for this study. Furthermore, the method of distributing the questionnaire (i.e., over the Internet), albeit an effective way of quickly and easily reaching hundreds of people in various locations, is rather impersonal compared to in-person or telephone interviews. This allowed for

respondents to more easily disregard the invitation to participate thus reducing the probability that the questionnaire be returned, making the distribution method used in this study quite limiting in itself.

General job stressors, like those indicated in Waldo's Model of Heterosexism in the Workplace, such as affective reactions, somatic symptoms, and disease should be taken into account when interpreting results and constitutes a direction for future research (Spector et al., 1988; Waldo, 1999). These external control variables are a limitation since they may influence respondents' perception of how inclusive the workplace climate is at their organizations. However, in future research, it can be included as a baseline measure of occupational stressors to which climate can be examined (Waldo, 1999). Moreover, it is important to remember that heterosexism and heterosexist behavior (i.e., discrimination, harassment, and bullying) are negative, thus falling on what Chojnacki & Gelberg (1994) consider the negative side of the climate continuum, and therefore represent only that aspect of workplace climate. In other words, it cannot be assumed that the absence of overt discrimination, harassment, or bullying against LGBT employees automatically means that an organization's workplace climate is an inclusive one.

4.4.2 IMPLICATIONS FOR BUSINESS

Despite the small sample size, this research does emphasize the importance of coworker support on creating a workplace climate in which LGBT people are comfortable disclosing their identity, and reinforces the idea that support and encouragement from coworkers play an important role in building and sustaining a climate inclusive of LGBT people's unique needs and concerns. As Thompson & Prottas (2005) indicate, research on support is limited, but this research demonstrates that coworker support has an undeniably positive effect on LGBT-inclusive workplace climate, and implies that if organizations desire to create an inclusive climate for their LGBT staff, they must first begin by addressing the importance of this to their employees. Indeed, researchers across the field support the case for coworker support in that it helps to create an inclusive workplace climate for LGBT people (Frone et al., 1997; Huffman et al., 2008; Loscocco & Spitze, 1990). This being said, for organizations to reap the rewards that a diverse, LGBT workforce can offer, organizations must start by examining the working relationships between LGBT and non-LGBT workers. After this, organizations can

begin to assess the degree of support that LGBT workers receive, whether it is by means of a diversity audit, climate survey, or through one-on-one interaction, and start to initiate measures to improve these working relationships.

4.4.3 RECOMMENDATIONS FOR FUTURE RESEARCH

Workplace climate, particularly for diverse, underrepresented groups, such as LGBT people, is a somewhat understudied topic. Albeit several significant studies that center on workplace climate as it relates to LGBT people, many of which have been conducted in the last thirty years, much of the research has focused solely on theory rather than using a strong theoretical approach to indicate which practical measures really do improve the climate for LGBT individuals. It is recommended that researchers interested in LGBT-inclusive workplace climate focus on further examining what can be done at work to include and support LGBT people. Researchers interested in workplace climate as it relates to the LGBT community should aim to identify which policies, practices, and resources help make the LGBT experience at work a safe, supportive, and inclusive one.

5. CONCLUSION

This research examines LGBT-inclusive workplace climate for workers in the Netherlands and in Portugal, and despite several limitations that hindered the achievement of a large sample, it does demonstrate that certain aspects of climate, such as support from coworkers, do play an important role in creating a workplace climate in which LGBT people feel comfortable disclosing their identity. Surely, cultural differences do account for variability in the degree of inclusiveness at organizations, and indicates that much more goes into explaining how to create an LGBT-inclusive workplace climate than simply examining perceptions of discrimination, or the degree to which LGBTs are supported by their supervisors and colleagues. This being said, it is important to remember, in order to develop an integrated, comprehensive, and holistic approach to studying climate, that there still remain many important areas within the realm of workplace climate, and how it relates to LGBT people in particular, that have yet to be explored.

In closing, researchers interested in advancing knowledge of workplace climate for LGBT people are encouraged to examine areas not included in this research, such as the role that cultural, political, or religious differences play, or how different management styles or the nature of business affect, if at all, the creation and sustainment of an LGBT-inclusive workplace climate. With the growing importance that diversity plays in today's businesses, the need to prioritize workplace climate for LGBT people will only continue to increase, therefore it is expected that research of workplace climate for LGBT will also increase. Only once diversity managers and human resource professionals know how to properly utilize all that an LGBT workforce brings to the table, will organizations reap the rewards of having such a climate in place.

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7. APPENDICES

7.1 APPENDIX A: "THE QUESTIONNAIRE USED IN THIS STUDY"

Part 1: Workplace Climate for LGBT People

Section 1.1
Discrimination, Harassment and Bullying

Instructions: Using the scale below, please rate the following statements according to how well they describe the climate for LGBT people at your workplace.
1 = Strongly disagree   2 = Disagree   3 = Undecided   4 = Agree   5 = Strongly agree
I don't know / I don't want to respond

1. At my workplace, LGBT people are valued, respected, and treated equally.

1   2   3   4   5   I don't know / I don't want to respond

2. At my workplace, LGBT people who are out will be discriminated against on the basis of their sexual orientation/gender identity.

1   2   3   4   5   I don't know / I don't want to respond

3. At my workplace, LGBT people, their partners, and their families are provided with a supportive environment.

1   2   3   4   5   I don't know / I don't want to respond

4. At my workplace, the human resource team is visibly concerned with issues concerning or affecting LGBT people.

1   2   3   4   5   I don't know / I don't want to respond

5. At my workplace, LGBT people experience physical and/or verbal harassment on the basis of their sexual orientation/gender identity.

1   2   3   4   5   I don't know / I don't want to respond

6. At my workplace, LGBT people are bullied and harassed more than heterosexual people.

1   2   3   4   5   I don't know / I don't want to respond

7. At my workplace, the environment for LGBT people is improving.

1   2   3   4   5   I don't know / I don't want to respond

8. At my workplace, heterosexual people would speak up if the environment were not very accepting of LGBT people.

1   2   3   4   5   I don't know / I don't want to respond

9. At my workplace, heterosexual people refrain from openly discriminating against LGBT people for the sole purpose of maintaining a professional relationship.

1   2   3   4   5   I don't know / I don't want to respond

10. At my workplace, an LGBT identity does not seem to be an issue.

1   2   3   4   5   I don't know / I don't want to respond

Section 1.2
Supervisor Support for LGBT People

Instructions: Using the scale below, please rate the following statements according to how well they describe the climate for LGBT people at your workplace.

1 = Strongly disagree   2 = Disagree   3 = Undecided   4 = Agree   5 = Strongly agree
I don't know / I don't want to respond

11. At my workplace, senior management values LGBT employees and communicates this to the rest of the workforce.

1   2   3   4   5   I don't know / I don't want to respond

12. At my workplace, senior management shows little concern for issues concerning or affecting LGBT employees.

1   2   3   4   5   I don't know / I don't want to respond

13. At my workplace, LGBT employees are as likely as heterosexual employees to be mentored.

1   2   3   4   5   I don't know / I don't want to respond

Section 1.3
Coworker Support for LGBT People

Instructions: Using the scale below, please rate the following statements according to how well they describe the climate for LGBT people at your workplace.

1 = Strongly disagree   2 = Disagree   3 = Undecided   4 = Agree   5 = Strongly agree
I don't know / I don't want to respond

14. At my workplace, LGBT employees feel their heterosexual coworkers accept them.

1   2   3   4   5   I don't know / I don't want to respond

15. At my workplace, LGBT employees feel comfortable talking about their personal lives, such as a same-sex partner, with their coworkers.

1   2   3   4   5   I don't know / I don't want to respond

16. At my workplace, non-LGBT employees are as likely to ask nice, interested questions about a same-sex relationship as they are about a heterosexual relationship.

1   2   3   4   5   I don't know / I don't want to respond

17. At my workplace, LGBT employees attend work-related social events without a date or partner so as to hide their sexual orientation/gender identity from coworkers.

1   2   3   4   5   I don't know / I don't want to respond

18. At my workplace, LGBT employees and heterosexual employees are comfortable engaging in LGBT-friendly humor (for example, kidding them about a date.)

1   2   3   4   5   I don't know / I don't want to respond

19. At my workplace, LGBT employees avoid socializing with their coworkers to avoid having to disclose their sexual orientation/gender identity.

1   2   3   4   5   I don't know / I don't want to respond

20. At my workplace, heterosexual employees are not afraid to raise objections to anti-LGBT jokes or slurs.

1   2   3   4   5   I don't know / I don't want to respond

Part 2: LGBT-Inclusive HR Policies and Practices

Section 2.1
LGBT-Inclusive HR Policies and Practices

Instructions: Please select 'yes' or 'no' for each of the following statements according to how well they
describe the climate for LGBT people at your workplace.

Yes   No   I don't know / I don't want to respond

21. At my workplace, diversity is included in the mission statement and/or set of core values.

Yes   No   I don't know / I don't want to respond

22. At my workplace, employees are provided with information about my employer's anti-discrimination policy.

Yes   No   I don't know / I don't want to respond

23. At my workplace, employees are provided with information about my employer's LGBT network.

Yes   No   I don't know / I don't want to respond

24. At my workplace, LGBT employees are provided the same spousal benefits as heterosexual employees regardless of current legislation in my country.

Yes   No   I don't know / I don't want to respond

25. At my workplace, LGBT employees are provided the same parental leave benefits as heterosexual employees regardless of current legislation in my country.

Yes   No   I don't know / I don't want to respond

26. At my workplace, social events are organized that involve the partners and families of LGBT employees.

Yes   No   I don't know / I don't want to respond

27. At my workplace, LGBT-inclusive language is used in internal communication.

Yes   No   I don't know / I don't want to respond

28. At my workplace, LGBT-inclusive language is used in external communication.

Yes   No   I don't know / I don't want to respond

29. At my workplace, transgender people are provided with inclusive health benefits (e.g., coverage for sexual reassignment surgery; medical treatments; counseling; short-term disability; paid medical leave.)

Yes   No   I don't know / I don't want to respond

30. At my workplace, gender-neutral language is used.

Yes   No   I don't know / I don't want to respond

31. At my workplace, there are gender-neutral public restrooms.

Yes   No   I don't know / I don't want to respond

32. At my workplace, there are gender-neutral dress codes.

       Yes   No   I don't know / I don't want to respond

33. My employer has done enough to create an environment where LGBT people are comfortable being open about their sexual orientation/gender identity.

       Yes   No   I don't know / I don't want to respond

34. At my workplace, the following policies, practices and/or resources are in place/available:

- LGBT diversity policy/strategy
- LGBT employee satisfaction surveys
- Diversity audits
- Accessibility to LGBT networks and groups
- LGBT information readily available
- On-site counseling for LGBT employees
- Formal grievance process for LGBT employees
- Spousal benefits for LGBT employees, their partners and families
- Parental leave for LGBT employees
- Other benefits for LGBT employees (e.g., legal protection, if not offered by country where I am employed)
- None of these

35. As a result of its LGBT-inclusive policies, practices and resources, my workplace/organization has experienced the following:

- Access to new talent
- Access to new markets
- Improved performance in existing markets
- Improved relationship with governments
- Improved relationship with shareholders
- Improved relationship with local community
- Improved market image
- Presence of LGBT employees in top-tier or senior management positions
- None of these

Section 2.2
The Grievance Process

Instructions: Using the scale below, please rate the following statements according to how well they describe the climate for LGBT people at your workplace.
1 = Strongly disagree   2 = Disagree   3 = Undecided   4 = Agree   5 = Strongly agree
I don't know / I don't want to respond

36. At my workplace, LGBT employees would be provided with information about filing a grievance report.

         1   2   3   4   5   I don't know / I don't want to respond

37. At my workplace, LGBT employees would be taken seriously when filing a grievance report due to discrimination, harassment and/or bullying associated with their sexual orientation/gender identity.

         1   2   3   4   5   I don't know / I don't want to respond

38. At my workplace, following the grievance procedure there would be neither adequate nor sufficient consequences for the person complained about.

         1   2   3   4   5   I don't know / I don't want to respond

39. At my workplace, those who handle the grievance process (i.e., HR) would be knowledgeable of the unique issues facing LGBT people.

      1   2   3   4   5   I don't know / I don't want to respond

40. At my workplace, LGBT employees would refuse to report harassment/bullying (e.g., file a grievance report) to members of HR.

      1   2   3   4   5   I don't know / I don't want to respond

Part 3: Job-Gender Context

Instructions: Using the scale below, please rate the following statements according to how well they describe your workplace.

1 = Strongly disagree   2 = Disagree   3 = Undecided   4 = Agree   5 = Strongly agree
I don't know / I don't want to respond

41. At my workplace, personnel of my gender typically do not hold my job.

      1   2   3   4   5   I don't know / I don't want to respond

42. At my workplace, personnel of my gender are uncommon.

      1   2   3   4   5   I don't know / I don't want to respond

43. What is the gender of your direct supervisor?

      Female   Male   Intersex   Transgender (FTM/MTF)
      Other   I don't know / I don't want to respond

44. What is the gender ratio among all of your colleagues?

      All men   Mostly men   Balanced distribution of women and men   Mostly women
      All women   I don't know / I don't want to respond

Part 4: Disclosure and Outness

Instructions: Using the scale below, please rate the following statements according to how well they describe the climate for LGBT people at your workplace.

1 = Strongly disagree   2 = Disagree   3 = Undecided   4 = Agree   5 = Strongly agree
I don't know / I don't want to respond

45. At my workplace, there are open/out LGBT employees.

      1   2   3   4   5   I don't know / I don't want to respond

46. At my workplace, LGBT employees choose not to disclose their sexual orientation/gender identity.

      1   2   3   4   5   I don't know / I don't want to respond

47. At my workplace, LGBT employees are encouraged to open up about their sexual orientation/gender identity.

      1   2   3   4   5   I don't know / I don't want to respond

48. At my workplace, LGBT employees dress or behave in ways that are gender traditional so as to appear heterosexual.

      1   2   3   4   5   I don't know / I don't want to respond

49. At my workplace, LGBT employees fear they may lose their job because of their sexual orientation/gender identity.

1 2 3 4 5 I don't know / I don't want to respond

50. At my workplace, LGBT employees feel comfortable to disclose their sexual orientation/gender identity.

1 2 3 4 5 I don't know / I don't want to respond

Part 5: Concluding Questions

The following questions are optional and will be used for statistical purposes only. Only those marked with an asterisk (*) are mandatory.

1. Age: ____

2. Gender:

- Female
- Male
- Intersex
- Transgender (FTM)
- Transgender (MTF)
- Other (please specify)

3. Current Position*: _____

4. Years in Current Position*: ____

5. Current Organization*: _____

6. Years in Current Organization*: ____

7. What is the total number of employees at your primary work location? *

- Under 10
- 10-24
- 25-99
- 100-499
- 500-999
- 1000+

8. What is your racial/ethnic identity?

- Caucasian/White
- Black
- Latin American/Hispanic
- Asian
- Pacific Islander
- Multiracial
- Other (please specify)

9. What is the highest level of education you have attained?

- High school diploma or equivalent (e.g., GED certificate)
- Some postsecondary education
- Bachelor's degree
- Master's degree
- Doctorate degree or Ph.D.
- Other (please specify)

10. What is your sexual orientation or gender identity?

- Heterosexual
- Homosexual (Lesbian/Gay Man)
- Bisexual
- Other (please specify)
- I am not sure

11. Finally, did you have any problems completing this questionnaire? If so, what problems did you encounter? Have you any suggestions for its improvement?

7.2 APPENDIX B: "INVITATION TO PARTICIPATE IN THIS STUDY"

Monday, January 1, 2014

To: Mr. John Doe
Director of Human Resources
EDP – Energias de Portugal
Praça Marquês de Pombal, 12
1250-162 Lisbon, Portugal

Good Morning Mr. Doe:

My name is Seth Carreiro and I am a graduate researcher at the ISCTE Business School in Lisbon, Portugal. As part of my graduate program in Human Resource Management, I have developed a research study that examines workplace climate for LGBT (**l**esbian, **g**ay, **b**isexual, and **t**ransgender) people in Portuguese and Dutch organizations.

In an effort to better understand the climate for LGBT employees at EDP – Energias de Portugal, I kindly ask that you please take a quick moment to complete my questionnaire, easily accessible by clicking the link below. Your participation will help me to better understand which policies and practices result in an inclusive workplace climate for LGBT people at EDP.

The questionnaire should take no more than **10-15 minutes** to complete and can be taken by **anyone** at your organization, regardless of sexual orientation or gender identity. In fact, the greater the number of responses, the greater the authenticity of this project, therefore I ask that you please forward this link to your colleagues at EDP whom you believe would be interested in helping me with my research.

Simply click on the link below, or copy and paste the entire URL into your browser to begin the questionnaire.

https://iscteiul.co1.qualtrics.com/SE/?SID=SV_aWa316EmDxZ92cd

Your privacy and anonymity are of the utmost importance and complete confidentiality is ensured. All responses are **100% anonymous**, do not allow for identifying the respondent, and will only be used for the purposes of this research. There are no mandatory ques-tions that ask for any personal information regarding sexual orientation and gender identity.

If you have any questions about this research, or how your responses will be used, you are encouraged to contact me via email at sethjcarreiro@gmail.com. The questionnaire deadline is **Monday, January 15, 2014** and I kindly ask that you submit your responses by this date.

Again, thank you very much in advance for your participation!

Kind regards,
Seth John Cabral Carreiro, B.A. (Psychology)
Candidate for the M.S. in Human Resource Management
ISCTE Business School | Avenida das Forças Armadas | 1649-026 Lisbon, Portugal

If you experience technical difficulties accessing or submitting the questionnaire, please contact me anytime via email at sethjcarreiro@gmail.com.

7.3 APPENDIX C: "HYPOTHESES 1, 2, & 3"

Hypotheses 1&2:
- LGBT-Inclusive HR Policies, Practices, and Resources
- Greater Gender Diversity among Personnel

→ **LGBT-Inclusive Workplace Climate** →

Hypothesis 3:
- Greater Disclosure/ Outness among LGBT Personnel

7.4 APPENDIX D: "HYPOTHESIS 4"

LGBT-Inclusive Workplace Climate → **Better Financial Performance**
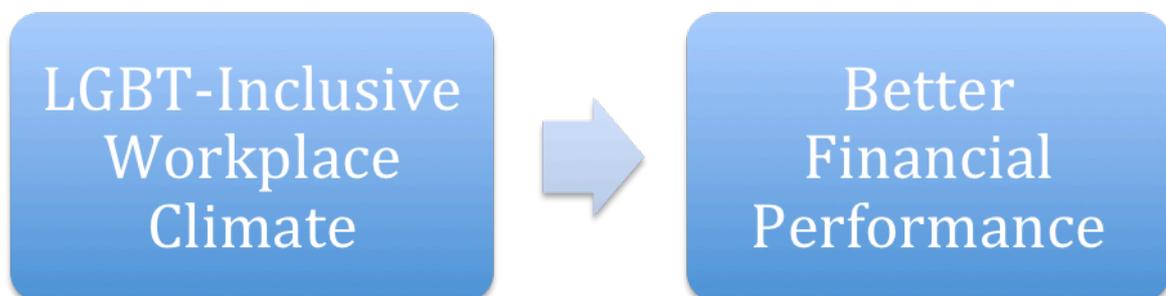
7.5 APPENDIX E: "HYPOTHESIS 5"

More LGBT-Inclusive Workplaces in the Netherlands

Less LGBT-Inclusive Workplaces in Portugal
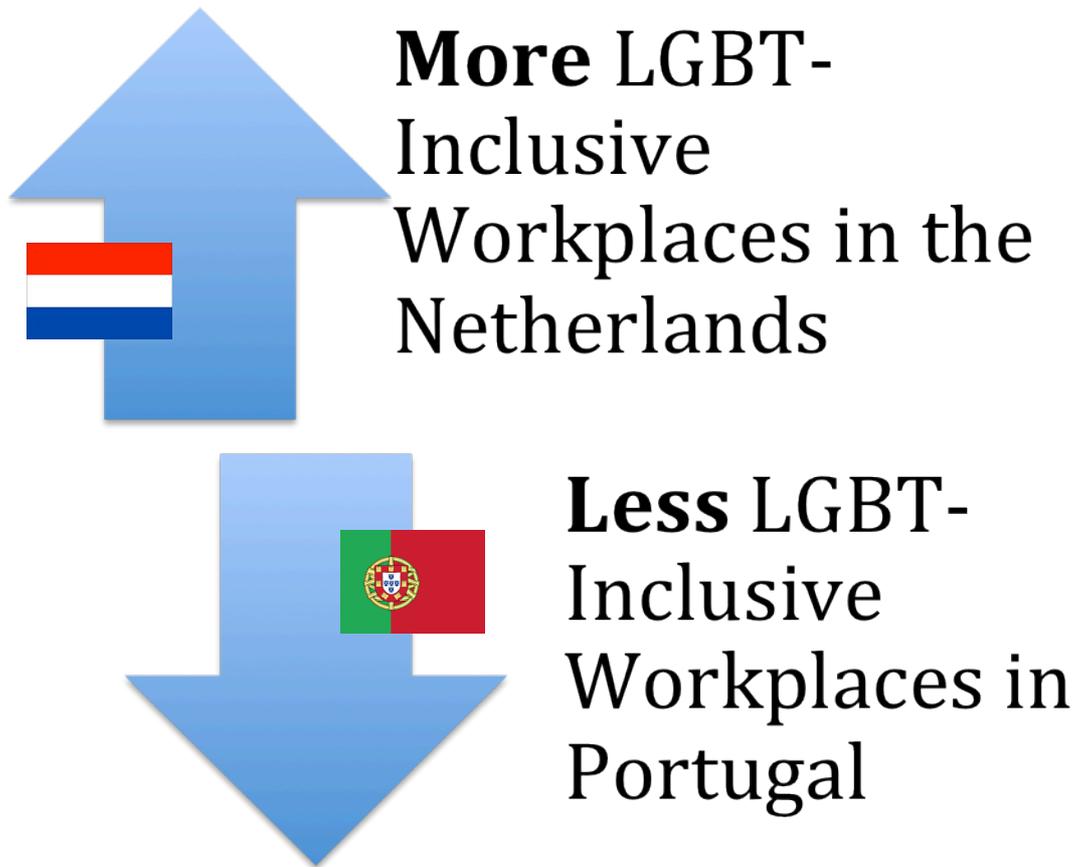
7.6 APPENDIX F: "DUTCH ORGANIZATIONS"

Organization	Location	Sector (ICB Classification)	Stock Index
Aalberts Industries	Langbroek, Netherlands	General Industrials	AMX
Accell Group	Heerenveen, Netherlands	Leisure Goods	AMX
Aegon	The Hague, Netherlands	Life Insurance	AEX
Ahold	Amsterdam, Netherlands	Food & Drug Retailers	AEX
Air France-KLM	Amstelveen, Netherlands	Travel & Leisure	AEX
AkzoNobel	Amsterdam, Netherlands	Chemicals	AEX
AMG	Amsterdam, Netherlands	Industrial Engineering	AScX
Amsterdam Commodities	Rotterdam, Netherlands	Food Producers	AScX
Aperam	Luxembourg City, Luxembourg	Industrial Metals & Mining	AEX
Arcadis	Amsterdam, Netherlands	Support Services	AMX
ArcelorMittal	Luxembourg City, Luxembourg	Industrial Metals & Mining	AEX
Arseus	Rotterdam, Netherlands	Health Care Equipment & Services	AMX
ASM International	Almere, Netherlands	Technology Hardware & Equipment	AMX
ASML	Veldhoven, Netherlands	Technology Hardware & Equipment	AEX
Ballast Nedam	Nieuwegein, Netherlands	Construction & Materials	AScX

BE Semiconductor Industries	Duiven, Netherlands	Technology Hardware & Equipment	AScX
Beter Bed	Uden, Netherlands	General Retailers	AScX
Binckbank	Amsterdam, Netherlands	Financial Services	AMX
Boskalis	Papendrecht, Netherlands	Construction & Materials	AEX
Brill Publishers	Leiden, Netherlands	Media	AScX
Brunel	Amsterdam, Netherlands	Support Services	AMX
Corbion	Diemen, Netherlands	Food Producers	AMX
Corio	Utrecht, Netherlands	Real Estate Investment Trusts	AEX
Cryo-Save	Zutphen, Netherlands	Pharmaceuticals & Biotechnology	AScX
CSM	Diemen, Netherlands	Food Producers	AMX
CVG	Velsen-Noord, Netherlands	Forestry & Paper	AScX
DE Master Blenders	Amsterdam, Netherlands	Beverages	AEX
Delta Lloyd	Amsterdam, Netherlands	Life Insurance	AMX
Docdata	Waalwijk, Netherlands	Leisure Goods	AScX
DPA	Amsterdam, Netherlands	Support Services	AScX
DSM	Heerlen, Netherlands	Chemicals	AEX
Eurocommercial Properties	Amsterdam, Netherlands	Real Estate Investment Trusts	AMX
Exact Holding	Delft, Netherlands	Software & Computer Services	AMX
Fugro	Leidschendam, Netherlands	Oil Equipment, Services & Distribution	AEX
Gemalto	Amsterdam, Netherlands	Software & Computer Services	AEX
Grontmij	De Bilt, Netherlands	Construction & Materials	AScX
Groothandelsgebouwen	Rotterdam, Netherlands	Real Estate Investment & Services	AScX
Heijmans	Rosmalen, Netherlands	Construction & Materials	AScX
Heineken	Amsterdam, Netherlands	Beverages	AEX
HES Beheer	Europoort, Netherlands	Industrial Transportation	AScX
ICT	Barendrecht, Netherlands	Software & Computer Services	AScX
ING	Amsterdam, Netherlands	Life Insurance	AEX
Kas Bank	Amsterdam, Netherlands	Financial Services	AScX
Kendrion	Zeist, Netherlands	Industrial Engineering	AScX
KPN	The Hague, Netherlands	Fixed Line Communications	AEX
Nedap	Groenlo, Netherlands	Electronic & Electrical Equipment	AScX
Neways Electronics	Son, Netherlands	Electronic & Electrical Equipment	AScX
Nieuwe Steen Investments	Hoofddorp, Netherlands	Real Estate Investment Trusts	AMX
Nutreco	Boxmeer, Netherlands	Food Producers	AMX
OCI	Geleen, Netherlands	Construction & Materials	AMX
Oranjewoud	Heerenveen, Netherlands	Support Services	AScX
Ordina	Nieuwegein, Netherlands	Software & Computer Services	AScX
Pharming Group	Leiden, Netherlands	Pharmaceuticals & Biotechnology	AMX
Philips	Amsterdam, Netherlands	General Industrials	AEX
PostNL	The Hague, Netherlands	Industrial Transportation	AEX
Randstad	Diemen, Netherlands	Support Services	AEX
Reed Elsevier	Amsterdam, Netherlands	Media	AEX
Royal BAM Group	Bunnik, Netherlands	Construction & Materials	AMX
Royal Imtech	Gouda, Netherlands	Support Services	AEX

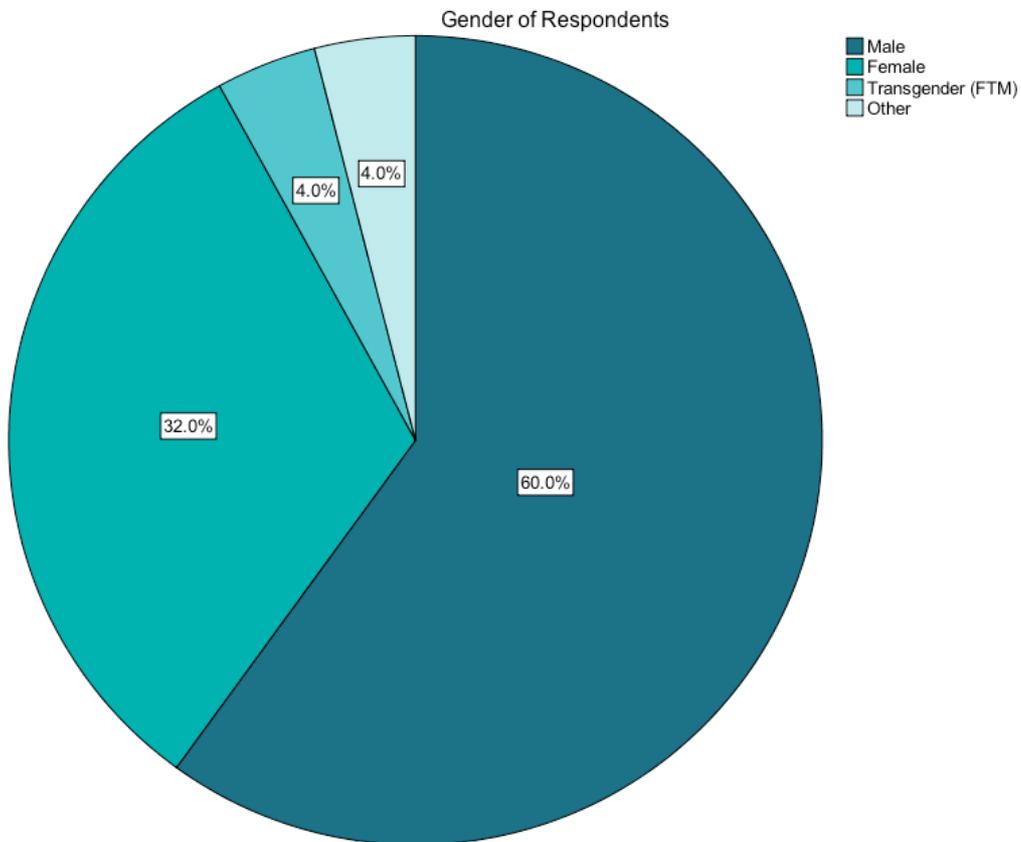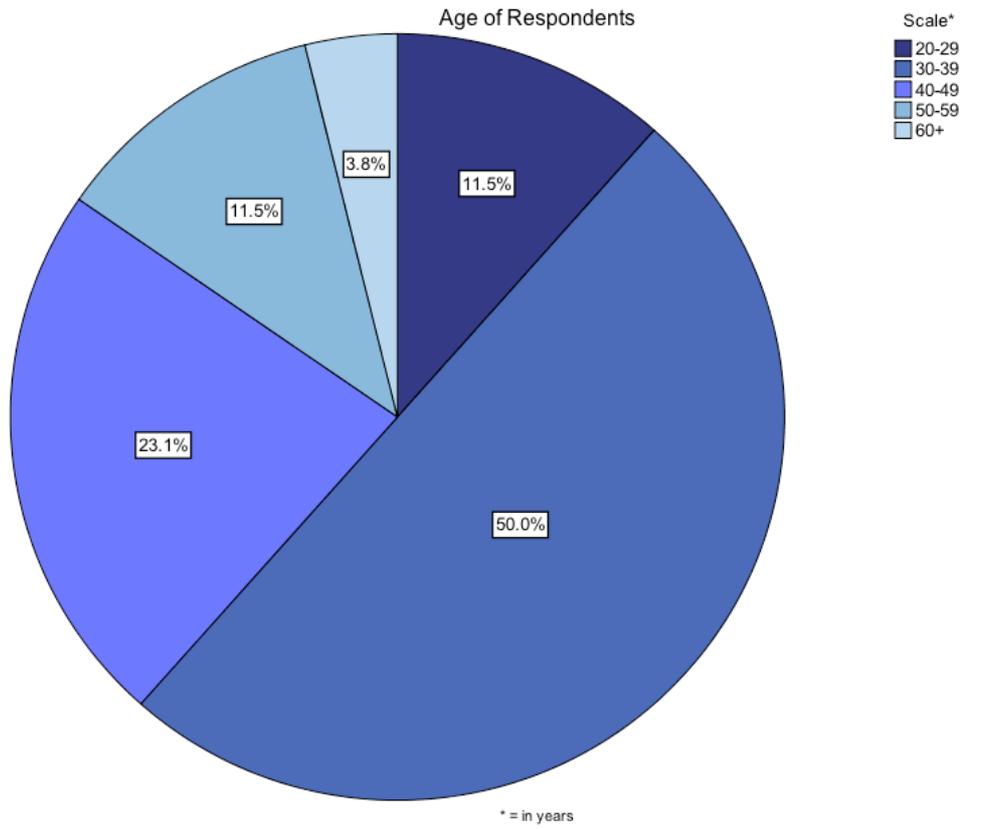|			
Royal Ten Cate	Almelo, Netherlands	General Industrials	AMX
Royal Vopak	Rotterdam, Netherlands	Industrial Transportation	AMX
Royal Wessanen	Amsterdam, Netherlands	Food Producers	AScX
SBM Offshore	Schiedam, Netherlands	Oil Equipment, Services & Distribution	AEX
Shell	The Hague, Netherlands	Oil & Gas Producers	AEX
Sligro Food Group	Veghel, Netherlands	Food & Drug Retailers	AMX
Stern	Amsterdam, Netherlands	General Retailers	AScX
TKH Group	Haaksbergen, Netherlands	Electronic & Electrical Equipment	AMX
TMG	Amsterdam, Netherlands	Media	AScX
TNT	Hoofddorp, Netherlands	Industrial Transportation	AEX
TomTom	Amsterdam, Netherlands	Technology Hardware & Equipment	AMX
Unibail-Rodamco	Paris, France	Real Estate Investment Trusts	AEX
Unilever	Rotterdam, Netherlands	Food Producers	AEX
USG People	Almere, Netherlands	Support Services	AMX
Value 8	Bussum, Netherlands	Financial Services	AScX
Vastned Retail	Rotterdam, Netherlands	Real Estate Investment Trusts	AMX
Wereldhave	Schiphol, Netherlands	Real Estate Investment Trusts	AMX
Wolters Kluwer	Alphen aan den Rijn, Netherlands	Media	AEX
Ziggo	Utrecht, Netherlands	Fixed Line Communications	AEX

7.7 APPENDIX G: "PORTUGUESE ORGANIZATIONS"

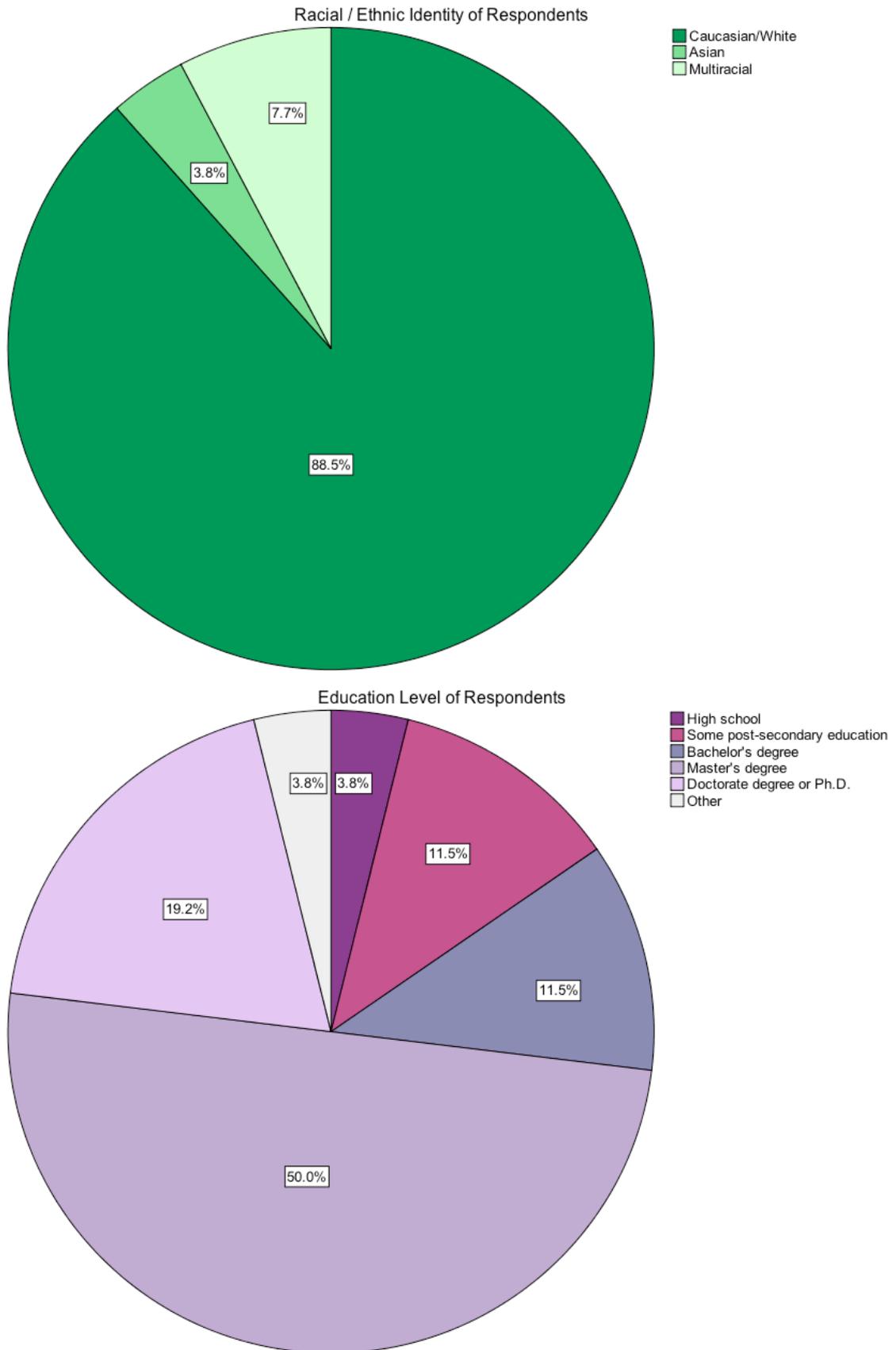| Organization	Location	Sector (ICB Classification)	Stock Index
Altri	Porto, Portugal	General Industrials	PSI-20
Banco BANIF	Lisbon, Portugal	Banks	PSI-20
Banco BPI	Porto, Portugal	Banks	PSI-20
Cimpor	Lisbon, Portugal	Construction & Materials	PSI-Geral
Cofina	Porto, Portugal	Media	PSI-Geral
Compta	Algés, Portugal	Software & Computer Services	PSI-Geral
Corticeira Amorim	Mozelos, Portugal	Beverages	PSI-Geral
CTT	Lisbon, Portugal	Industrial Transportation	PSI-20
EDP	Lisbon, Portugal	Electricity	PSI-20
EDP Renováveis	Oviedo, Spain	Electricity	PSI-20
ESFG	Luxembourg City, Luxembourg	Financial Services	N/A
Espírito Santo Saúde	Lisbon, Portugal	Health Care Equipment & Services	PSI-Geral
Estoril-Sol	Estoril, Portugal	Travel & Leisure	PSI-Geral
F.C. Porto	Porto, Portugal	Travel & Leisure	PSI-Geral
Galp Energia	Lisbon, Portugal	Oil & Gas Producers	PSI-20
Glintt	Sintra, Portugal	Software & Computer Services	PSI-Geral
Grão Pará	Lisbon, Portugal	Construction & Materials	PSI-Geral
Ibersol	Lisbon, Portugal	Travel & Leisure	PSI-Geral
Impresa	Lisbon, Portugal	Media	PSI-20
Inapa	Lisbon, Portugal	Forestry & Paper	PSI-Geral
Jerónimo Martins	Lisbon, Portugal	Food & Drug Retailers	PSI-20
Lisgráfica	Barcarena, Portugal	Support Services	PSI-Geral

Martifer	Oliveira de Frades, Portugal	General Industrials	PSI-Geral
Media Capital Group	Oeiras, Portugal	Media	PSI-Geral
Millennium BCP	Porto, Portugal	Banks	PSI-20
Montepio	Lisbon, Portugal	Banks	PSI-Geral
Mota-Engil	Porto, Portugal	Construction & Materials	PSI-20
NOS	Lisbon, Portugal	Fixed Line Telecommunications	PSI-20
Novabase	Lisbon, Portugal	Software & Computer Services	PSI-Geral
Novo Bank	Lisbon, Portugal	Banks	N/A
Orey Antunes	Lisbon, Portugal	Industrial Transportation	PSI-Geral
Portucel Soporcel	Setúbal, Portugal	Forestry & Paper	PSI-20
PT	Lisbon, Portugal	Fixed Line Telecommunications	PSI-20
Ramada	Porto, Portugal	Industrial Metals & Mining	PSI-Geral
Reditus	Amadora, Portugal	Software & Computer Services	PSI-Geral
REN	Lisbon, Portugal	Electricity	PSI-20
S.L. Benfica	Lisbon, Portugal	Travel & Leisure	PSI-Geral
SAG	Amadora, Portugal	General Retailers	PSI-Geral
Santander Totta	Lisbon, Portugal	Banks	PSI-Geral
Semapa	Lisbon, Portugal	Forestry & Paper	PSI-20
Soares da Costa	Porto, Portugal	Construction & Materials	PSI-Geral
Sonae Capital	Maia, Portugal	Financial Services	PSI-Geral
Sonae Indústria	Lisbon, Portugal	Construction & Materials	PSI-Geral
Sonaecom	Porto, Portugal	Food & Drug Retailers	PSI-20
Sonaecom	Lisbon, Portugal	Mobile Telecommunications	PSI-Geral
Sporting C.P.	Lisbon, Portugal	Travel & Leisure	PSI-Geral
Sumol + Compal	Carnaxide, Portugal	Beverages	PSI-Geral
Teixeira Duarte	Oeiras, Portugal	Construction & Materials	PSI-20
Toyota Caetano Portugal	Vila Nova de Gaia, Portugal	Industrial Engineering	PSI-Geral
Vista Alegre Atlantis	Ílhavo, Portugal	Household Goods & Home Construction	PSI-Geral

7.8 APPENDIX H: "SAMPLE DEMOGRAPHICS"

Racial / Ethnic Identity of Respondents

Legend:
- Caucasian/White
- Asian
- Multiracial

- 88.5%
- 3.8%
- 7.7%

Education Level of Respondents

Legend:
- High school
- Some post-secondary education
- Bachelor's degree
- Master's degree
- Doctorate degree or Ph.D.
- Other

- 3.8%
- 3.8%
- 11.5%
- 11.5%
- 50.0%
- 19.2%

Sexual Orientation of Respondents

- Heterosexual
- Homosexual (Lesbian/Gay Man)

Respondents by Country

- Netherlands
- Portugal

Years at Organization

Legend:
- Less than one year
- 1-3 years
- 3-5 years
- 5-10 years
- 10-20 years
- 20+ years

11.5%, 3.8%, 34.6%, 26.9%, 19.2%, 3.8%

Years in Current Position

Legend:
- Less than one year
- 1-3 years
- 3-5 years
- 5-10 years
- 10-20 years
- 20+ years

15.4%, 11.5%, 34.6%, 30.8%, 3.8%, 3.8%

Number of Employees at Organization
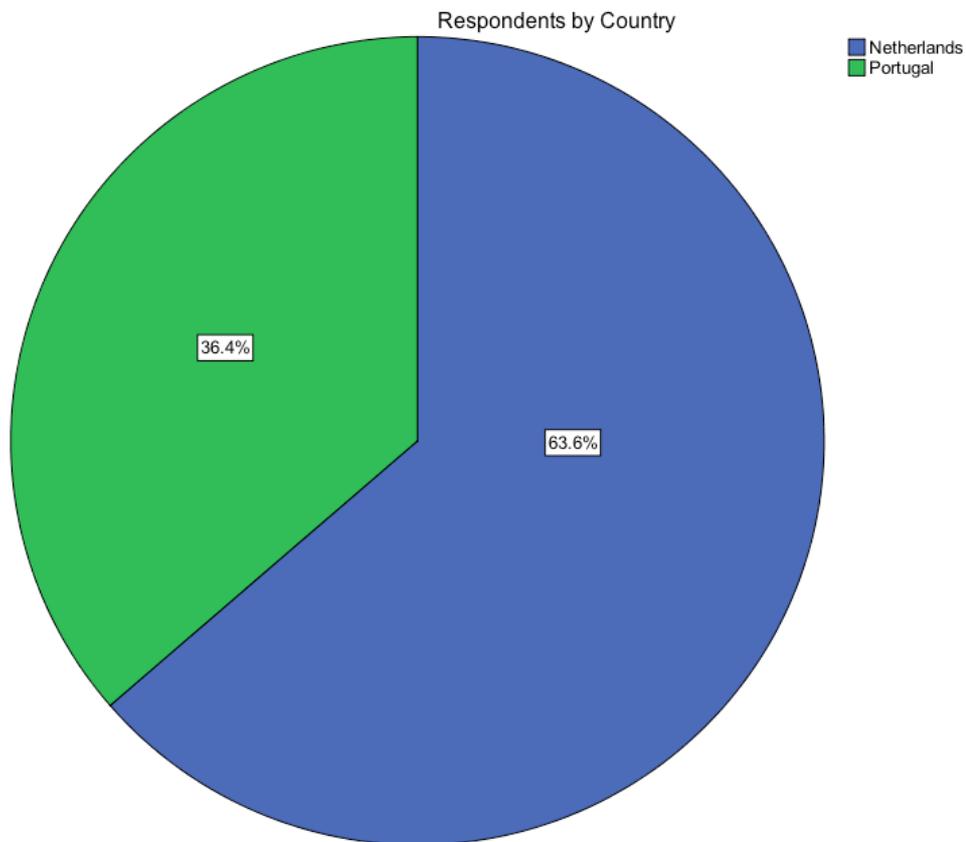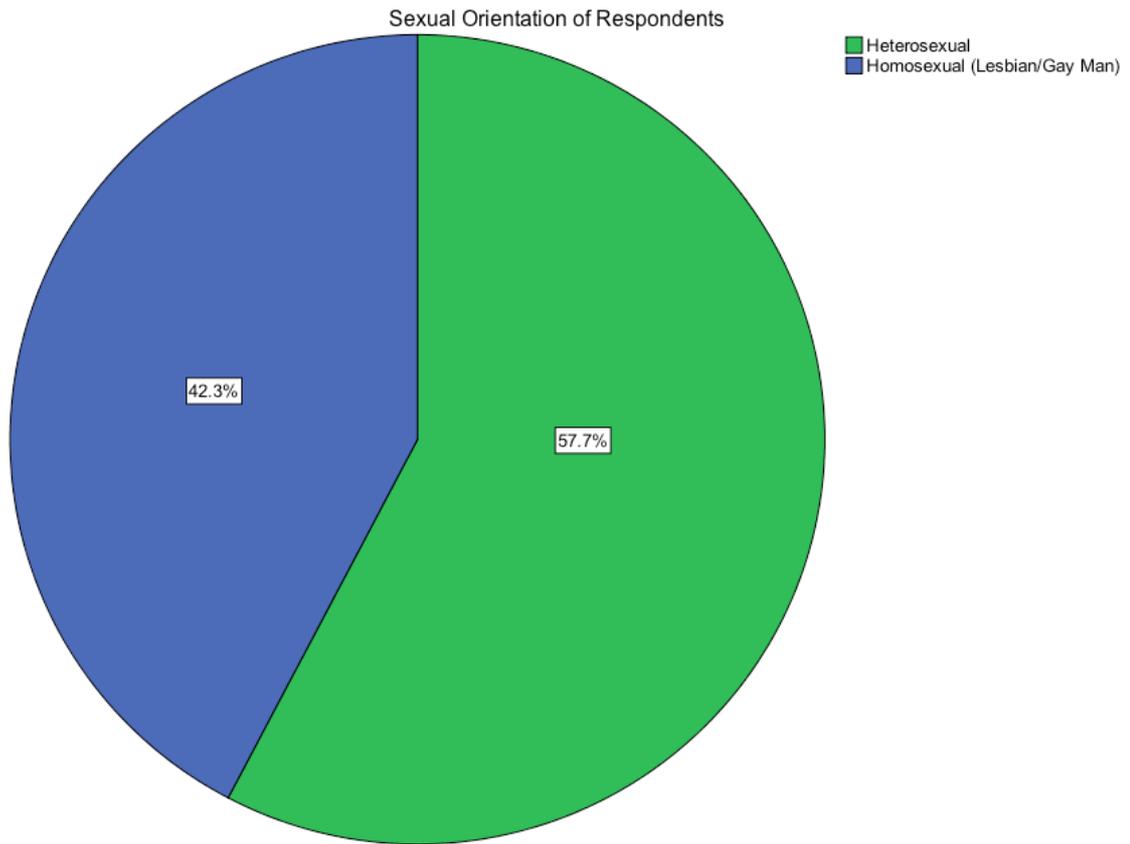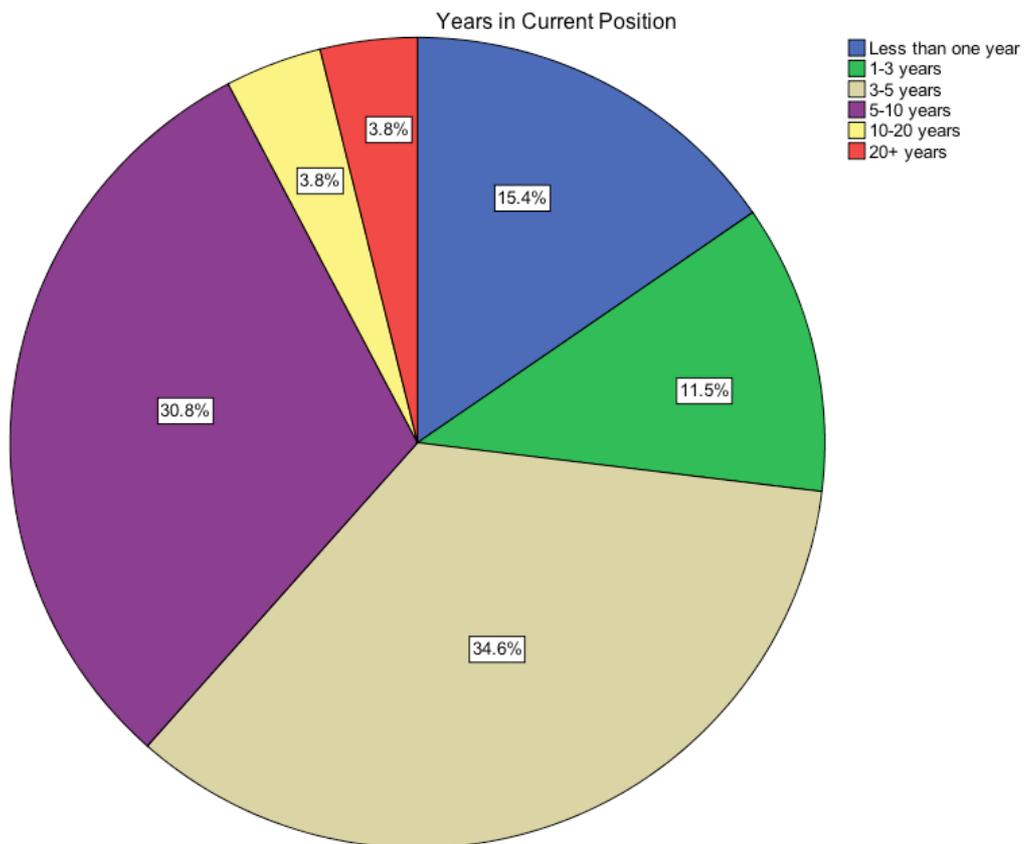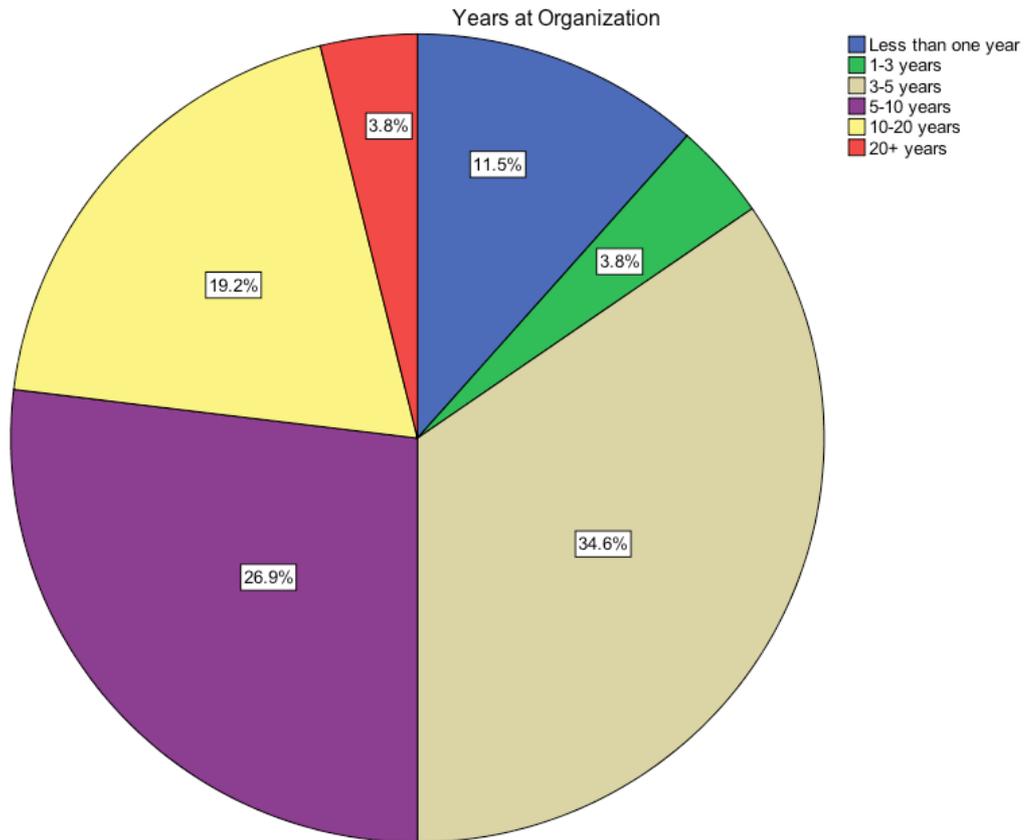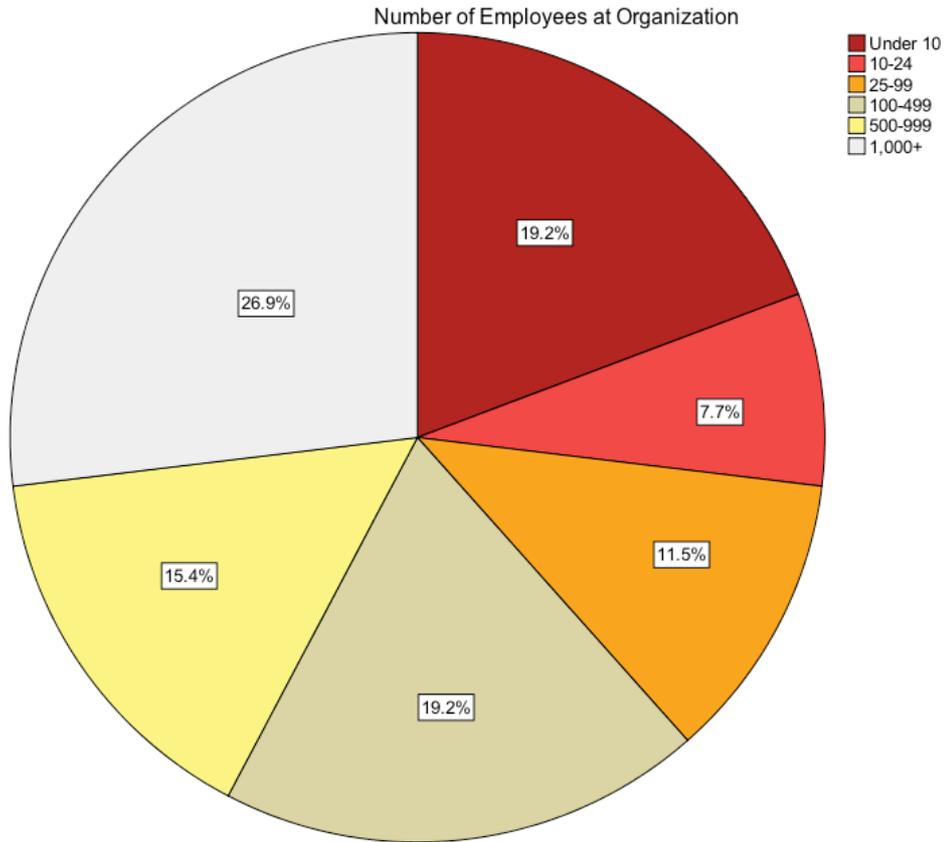
7.9 APPENDIX I: "DESCRIPTIVE STATISTICS FOR ALL ITEMS"

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Item 1	30	2	5	4.33	.661	-1.251	.427	3.827	.833
Item 2 (Reversed)	30	2	5	4.47	.681	-1.623	.427	4.321	.833
Item 3	20	2	5	4.10	.852	-1.338	.512	2.326	.992
Item 4	18	1	5	2.83	1.505	.201	.536	-1.595	1.038
Item 5 (Reversed)	33	2	5	4.52	.667	-1.739	.409	4.687	.798
Item 6 (Reversed)	28	2	5	4.39	.685	-1.443	.441	3.955	.858
Item 7	24	2	5	4.04	.751	-1.416	.472	3.497	.918
Item 8	21	1	5	3.81	.981	-1.691	.501	3.046	.972
Item 9	18	1	5	2.56	1.247	.574	.536	-.983	1.038
Item 10	31	2	5	4.32	.653	-1.206	.421	3.822	.821
Item 11	16	1	5	2.81	1.424	.217	.564	-1.513	1.091
Item 12 (Reversed)	17	1	5	2.88	1.409	.386	.550	-1.427	1.063
Item 13	31	2	5	4.26	.773	-1.420	.421	3.022	.821
Item 14	26	2	5	4.19	.634	-1.188	.456	4.839	.887
Item 15	19	1	5	3.89	1.243	-1.139	.524	.312	1.014
Item 16	23	1	5	3.78	1.043	-1.369	.481	1.552	.935

Item 17 (Reversed)	18	2	5	4.28	.958	-1.534	.536	1.986	1.038
Item 18	20	1	5	3.65	1.309	-.990	.512	-.152	.992
Item 19 (Reversed)	20	2	5	4.25	.910	-1.482	.512	2.153	.992
Item 20	14	1	5	3.79	1.251	-1.730	.597	2.496	1.154
Item 21	32	0	1	.78	.420	-1.429	.414	.039	.809
Item 22	32	0	1	.75	.440	-1.212	.414	-.570	.809
Item 23	29	0	1	.21	.412	1.527	.434	.352	.845
Item 24	20	0	1	.95	.224	-4.472	.512	20.000	.992
Item 25	15	0	1	.87	.352	-2.405	.580	4.349	1.121
Item 26	25	0	1	.80	.408	-1.597	.464	.593	.902
Item 27	23	0	1	.26	.449	1.167	.481	-.709	.935
Item 28	22	0	1	.23	.429	1.399	.491	-.057	.953
Item 29	11	0	1	.36	.505	.661	.661	-1.964	1.279
Item 30	27	0	1	.67	.480	-.749	.448	-1.560	.872
Item 31	31	0	0	.00	.000	.	.	.	.
Item 32	27	0	1	.30	.465	.946	.448	-1.201	.872
Item 33	20	0	1	.55	.510	-.218	.512	-2.183	.992
Item 36	15	1	5	3.67	1.291	-1.345	.580	.916	1.121
Item 37	21	1	5	4.43	.926	-2.695	.501	9.337	.972
Item 38 (Reversed)	12	1	5	3.25	1.357	-.278	.637	-1.442	1.232
Item 39	15	1	5	3.20	1.373	-.031	.580	-1.624	1.121
Item 40 (Reversed)	14	1	5	3.86	1.292	-1.191	.597	.500	1.154
Item 41	22	1	5	1.82	1.006	1.939	.491	4.502	.953
Item 42	21	1	5	1.90	1.136	1.560	.501	2.022	.972
Item 43	26	1	2	1.69	.471	-.885	.456	-1.325	.887
Item 44	26	2	4	2.54	.647	.807	.456	-.272	.887
Item 45	20	1	5	4.00	1.257	-1.238	.512	.459	.992
Item 46 (Reversed)	16	1	5	3.50	1.414	-.404	.564	-1.467	1.091
Item 47	14	1	5	2.79	1.477	.261	.597	-1.547	1.154
Item 48 (Reversed)	10	2	5	3.30	1.160	-.192	.687	-1.806	1.334
Item 49 (Reversed)	17	2	5	4.18	1.286	-1.169	.550	-.502	1.063
Item 50	18	1	5	3.78	1.215	-1.071	.536	.256	1.038