

CODE-SWITCHING FOR WORK LIFE SELF-
PRESERVATION: A STUDY OF THE ROLE OF
SEXUAL ORIENTATION DISCRIMINATION ON
EMPLOYEE JOB BEHAVIORS AND OUTCOMES.

By

J. NATHAN HIGDON

Bachelor of Arts in Spanish
Maryville College
Maryville, TN
2003

Master of Business Administration
The Pennsylvania State University
State College, PA
2013

Submitted to the Faculty of the
Graduate College of the
Oklahoma State University
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the Degree of
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Dissertation Approved:

Dr. Todd Arnold

Dr. Rebecca Lucas

Dr. Marlys Mason

Dr. Margaret White

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“And all this science I don’t understand,
It’s just my job five days a week.”

Rocket Man, Elton John

First and foremost, I want to dedicate my dissertation to my maternal grandmother, Irene Montana Thomas-Underwood. It was only fitting, proper, and serendipitous that I was able to defend this research on what would have been her 87th birthday. As a strong, Southern lady, she inspired me to never stop learning, champion underrepresented minorities, to always be kind, and to believe in myself and be dauntless.

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Name: J. NATHAN HIGDON

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Abstract: Despite societal advances in LGBT acceptance, perceptions of sexual orientation discrimination have caused individuals to experience perceptions of threat toward their self-preservation of identity in the workplace. The reaction to the perceived threats causes a sociolinguistic behavior change, workplace code-switching, that has effects upon the individual's workplace self-efficacy and workplace felt stress levels. The outcomes of workplace code-switching in LGBT individuals on job satisfaction and turnover intentions vary depending on the dual path. A key predictor in the workplace code-switching of LGBT individuals is the person's satisfaction with their workplace diversity and inclusion policy.

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CHAPTER I

INTRODUCTION

Within industry, as in life, statistically underrepresented individuals are subordinated by the dominant masculinity of society. In an effort to self-preserve identity, individuals code-switch their sociolinguistic behavior as a means of survival in many contexts within their life. Dominant, or Hegemonic, masculinity that forms the basis of perceptions within individuals of difference from the “normal” others, and highlights the underrepresented identities of the individual. This may compel individuals to code-switch in the workplace away from their “invisible” underrepresented identities. Code-switching within this study is the strategic, purposeful modification of one’s behavior or language within the specific context of a workplace interaction to accommodate the contextual norms. Individuals can perceive underrepresentation in the workplace from identities, such as, gender, sexual orientation, mental disorders, and personal habits. Code-switching, in this study, will examine responses to perceived sexual orientation discrimination within the workplace, which is the specific context through which this phenomenon is studied. This study explores how individuals appropriate the necessary culturally prototypical masculinity in response to situational cues of the audience or setting for self-preservation.

In spite of the mainstream media acceptance of gender-conforming LGBT individuals, the perceived need for many LGBT individuals to code-switch within industry due to sexual orientation, gender identity, and gender expression discrimination has an untold effect on their psychological well-being, perceptions of organizational membership and support, job satisfaction, and turnover intentions that are not accounted for in the increased diversity and inclusion programs firms institute to recruit and retain a diverse workforce. Historically, in society, we have constructed gender to mean sex, sex to mean anatomy, and anatomy to mean identity. At the top of the proverbial organization chart is the prototypical, masculine heterosexual “Ideal Male” image.

The old adage ‘The more things change, the more they stay the same,’ seems true for LGBT individuals within the workforce. LGBT individuals account for approximately 9% of the U.S. population according to the U.S. General Social Survey (GSS), yet recruiting and retaining a more LGBT balanced and inclusive workforce in certain industries has proven to be a challenge to many firms (Gates, 2010). As of 2016, there is no federal law in the United States protecting the rights of LGBT employees, 21 states offer sexual orientation protection, and 17 states offer gender identity protection making the LGBT population one of the few groups to still encounter legalized workplace discrimination. Simply stated, an employee can be fired for being LGBT in states not offering protection (Fidas and Cooper, 2015). The success in retaining employees, increasing job satisfaction, and increasing the performance, specifically of LGBT individuals who are statistically underrepresented compared to their proportion in the general population within some industries, however, has stopped short of the performance, pay equality, and retention objectives (Catalyst 2015). Many employees do not feel that their employer has effective initiatives in place aimed at supporting equality,

despite the fact that many firms have such programs available on paper (efinancial careers, 2014). Workplace discrimination can be related to job access (hiring, lack of job offers, and pay disparity) and workplace treatment affecting job outcomes (overt or covert harassment, job satisfaction, turnover intentions, denied promotion, and salary increases)

LGBT gaps by industry are an issue, however another issue is found within many of these same industries with respect to LGBT pay gaps. Within many industries, financial services for example, few LGBT specific numbers exist, however, research on LGBT disparity and discrimination in emerging fields is often based on gender and race taxonomies (Nadal, 2013; Sue, 2010a, 2010b; Sue and Capodilupo, 2007; Sue, Capodilupo, et al., 2007; Nadal, Rivera, and Corpus, 2010). For example, female financial service advisors make up 31.2% of the industry, but they earn 61.3% of what males earn within the field (US Bureau of Labor Statistics, 2014). The statistics are similar for female wage earning as for gay males (Sabia and Wooden, 2015; Catalyst, 2015; Fidas and Cooper, 2015). Lesbians earn 33% more than heterosexual females, however this statistic is more associated with not having children than with less workplace discrimination; lesbians are more likely to work more hours than heterosexual females, which predominantly accounts for higher wage earning (Sabia and Wooden, 2015). No significant numbers were found to represent transgender individuals, however they are shown to earn significantly less than all other individuals, and they are four times more likely to earn less than \$10,000 per year (Sabia and Wooden, 2015). In 2013, there were an estimated 7,000,000 private sector employees who self-identified as LGBT, which is 6.5% of the workforce (US Bureau of Labor Statistics, 2014).

Contrary to common misconceptions, same-sex couples make on average \$15,500 less per year than opposite-sex couples (Center for American Progress, 2011). Additionally,

gay males earn approximately 20% less than heterosexual men and that pay gap increases for gay males with a partner (Sabia and Wooden, 2015). The Sabia and Wooden (2015) study also found that wages for gay males are growing at a much slower rate than those of heterosexual males. LGBT individuals who are out at work to their employers, which was gauged by being known to live with a same-sex partner, face larger wage gaps than LGBT individuals who are in the closet at work (Sabia and Wooden, 2015). Additionally, in sales based industries, wages are often performance-based on sales and not based on salaries or promotions. Gender and Racial discrimination research that has been previously done on these underrepresented minorities highlights external factors, such as reduced competitiveness (Robie, Brown, et al., 2005), and inferior sales leads (Madden, 2012).

When looking at the situational specificity of personality, or identity, and job outcomes, Motowidlo et al. (1997) posited that personality variables could contribute to performance by habits, skills, and knowledge, which closely linked to contextual performance criteria than more traditional variables of task performance. Further extensions of personality-performance research came to view personality as having a more central role in performance as direct predictor (Hogan and Shelton, 1998; Hogan and Roberts, 2000). Their perspective on trait-performance relationship is that a) people are motivated to get along and get ahead, b) personality is different within the person and the way it is viewed by others, c) the effect of specific dimensions of personality on performance is moderated by one's social skill abilities, d) performance appraisal is salient.

Importance of the Study

The demographic industry norm in the United States today includes some significant identity gaps, with LGBT individuals in a minority position in many industries and corporations. This can foster perceived and overt sexual orientation discrimination when societal heteronormativity, the privileged structuring of heterosexual norms and values that are supported by social institutions, highlights the dominant masculinity (Harding, et al., 2011; Berlant and Warner, 1998). Although 88% of Fortune 500 companies had non-discrimination policies as of April 2013, nearly 66% of LGBT employees report having heard lesbian and gay jokes in the workplace, along with 43% hearing bisexual jokes and 40% hearing transgender jokes. Within industries, 31% of closeted employees fear losing connections with their peers at work, and 23% fear that they will be overlooked for career development and advancement opportunities. Additionally, nearly 10% of LGBT employees left a job due to an unwelcoming workplace; although 70% of non-LGBT employees do not believe in discussing sexual orientation or gender identity in the workplace because it is “unprofessional,” workplace culture and workgroup climates can foster “water cooler” discussions and jokes about these very topics. Although 86% of heterosexual respondents in a recent study reported that they do not believe sexual orientation discrimination exists within their firms, over 50% of LGBT employees responded they believe it does exist (efinancial careers, 2014). Over 50% of LGBT individuals in the workplace hide their sexual orientation, and over 30% of LGBT employees actively lie about their personal life in the workplace (Fidas and Cooper, 2015). Transgender individuals face higher levels of discrimination in the workplace. Almost 50% of transgender individuals report not being hired, being fired or overlooked for a promotion due to their gender identity, and 90% of the

transgender population sampled experienced sexual orientation discrimination, harassment, or mistreatment in the workplace (Grant, et. al, 2011).

Profits and performance of firms are strongly affected by the recruiting and hiring of employees with an ability to perform (Darmon 1993). The implications of this include the challenges and expenses that are involved in those efforts by organizations (Lucas, Parasuraman et al. 1987, Fern, Avila et al. 1989). Organizations spend considerable resources recruiting individuals, however the long-term success in maintaining effective, high-performing employees, particularly LGBT workers, after the onboarding process has proven to be a difficult task. In organizational studies of the financial services industry, for example, the cost of recruiting salespeople is \$29,159, the turnover rate is 27.2%, and the attrition costs average \$49,508 (Hoffmeister 2011-2012). These cost can increase greatly as the average cost of fully training and licensing a salesperson can cost as much as \$300,000, however, historically only 20% survive past year four due to a lack of sales performance (Byrne 2011). Within this same industry, 41% of LGBT employees are in the closet at work, even when they are open about their sexual orientation in their private life. Furthermore, closeted employees are three times more likely to report experiences of discrimination (sexual orientation) and three times more likely to leave their company within three years (efinancial careers, 2014). Fidas and Cooper (2015) found in their study that the turnover “costs of the closet” for LGBT employees are 20%, and those employees report they have actively looked for another job because of a workplace that was not accepting of LGBT individuals. Furthermore, 9% report having left a job due to not being comfortable in that environment. Their report further examined the retention benefits of accepting, non-discriminatory workplaces, and it found that 26% of LGBT individuals report staying in a job

because of a supportive organization. Day and Schoenrade (2000) reported that LGBT employees have significantly higher job satisfaction when they work in organizations with LGBT nondiscrimination policies. Tejada (2006) discovered that LGBT employees who work in organizations with nondiscrimination policies report higher levels of job satisfaction than those who are not covered by similar policies within their organization.

Research Question

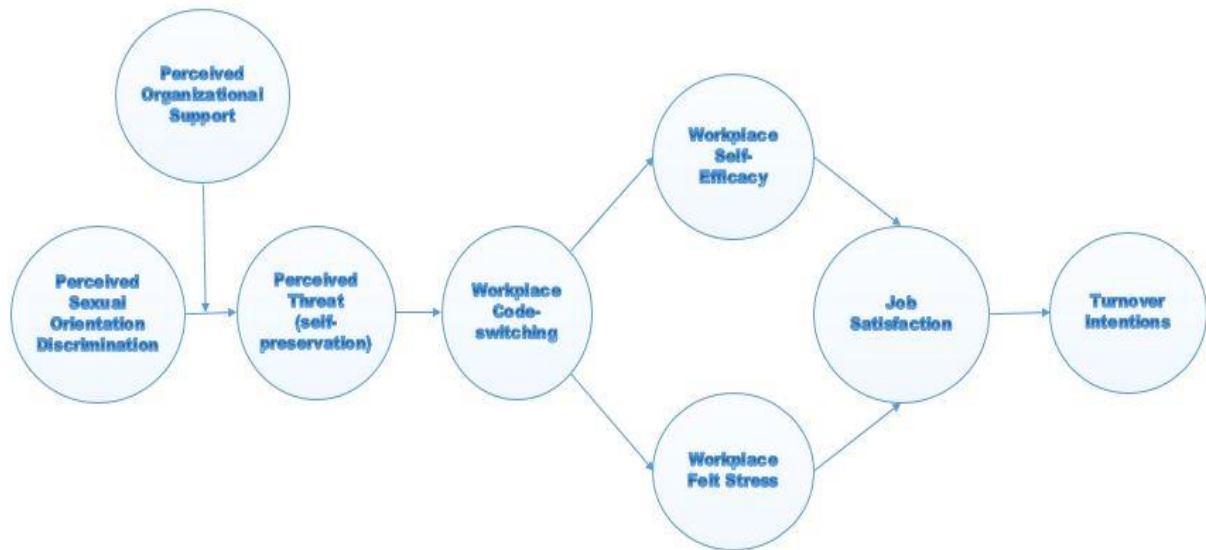
Previous research has been done on LGBT work outcomes in various industries related to pay, performance, and success (Sabia and Wooden, 2015; Center for American Progress, 2011; Grant, et al., 2011; Fidas and Cooper, 2015). These studies, however, have tended to only examine the existence of such outcomes, without attempting to explain and better understand the process that leads to such outcomes, or the societal factors that may lead to these outcomes. There are no data that speak directly to how code-switching may be directly related to job satisfaction or turnover intentions. *Code-switching* within this study is the strategic, purposeful modification of one's behavior or language within the specific context of a workplace interaction to accommodate the contextual norms (Goffman, 1974; Myers-Scotton, 1993; Verplanken and Holland, 2002; Molinsky, 2007; Roberts, et al., 2008). It should be noted that the term code-switching stems from sociolinguistics, which typically evaluates the behavioral linguistic change in terms of bilingualism, however this study evaluates self-reported behavioral change and attempts to empirically measure the construct for the first time. This study asks the following: What are the positive and/or negative routes of an individual experiencing perceived sexual orientation discrimination who has to engage in workplace code-switching behavior on their job satisfaction and turnover intentions?

Potential Contributions

The goal of this research is to determine effects that have not been directly studied, including the examination of factors that can help explain code-switching of LGBT individuals working in male dominated industries; their perception of sexual orientation discrimination; the effect of organizational support; how that may impact their workplace self-efficacy and workplace felt stress; and ultimately, their job satisfaction and turnover intentions. Additionally, this study hopes to uncover the unique effects and interactions that could be important factors in practice to be taken into account in the job satisfaction and retention of those who are underrepresented demographically from the statistical norm within the industry. Furthermore, this research looks to extend the scope of knowledge regarding individual's behavioral changes within industry with respect to perceived threat to their identity. The proposed framework is being introduced to highlight the competitive advantage of individuals when they are viewed on a deeper level than "human capital."

The research will develop as follows. A theoretical background review will support the development of a conceptual framework, along with corresponding hypotheses. The framework will introduce into the body of knowledge a new perspective on workplace code-switching, and how it may influence job outcomes. Then, methods, measures, samples, and procedures will be provided to assess the impact. Finally, this study will conclude with a discussion of results, theoretical and practical implications, and followed by limitations and opportunities for further research. Below, figure 1 shows the proposed model for this study.

Figure 1. Proposed Model



CHAPTER II

REVIEW OF LITERATURE AND HYPOTHESIS DEVELOPMENT

This chapter will introduce the literature reviewed that developed the hypotheses of this study, along with the hypotheses themselves. The research issue will be addressed within the framework of Social Information Processing (SIP) Theory (Salancik and Pfeffer, 1978) as the theoretical grounding, which evolved from Festinger's (1954) Social Comparison Theory. This will help to explain how LGBT individuals perceive sexual orientation discrimination, how perceived organizational support might moderate the proposed relationship with perceived threats, and how this may lead to workplace code-switching behaviors. In doing so, these individuals attempt to alter their behaviors to adapt to the situation due to perceived threats. This study will examine how this affects an individual's workplace self-efficacy and workplace felt stress, and ultimately their job satisfaction and turnover intentions.

Social Information Processing (SIP) Theory

SIP Theory focuses on the effects of the context and consequences of an individual's past choices, as opposed to predispositions (Salancik and Pfeffer, 1978). The theory helps to explain how individuals form statements regarding attitudes and perceptions using social information from past behavior and about what other people think from saliency of available information; this process is affected by commitment to that process, in this case, workplace code-switching, by exploring the effects of socially acceptable and legitimate rationalization for their behavioral switch. The goal is to develop a better understanding of the unique effects and interactions that could lead to job satisfaction and retention of high performing LGBT individuals who are in the demographic, statistical minority.

Salancik and Pfeffer (1978) called for research around SIP Theory to focus on, “the multifaceted importance and effects of social influence and the consequences of past choices...multiple social influences on attitudes are more consequential for predicting attitudes at work than are individual needs,” (p. 248) thus this study focuses on the influence of sexual orientation discrimination on code-switching of LGBT individuals in the workplace. SIP Theory places an emphasis on the context and the consequences of past choices when evaluating current situational context, and not an individual's predispositions, nor their rational decision-making processes. In this regard, SIP Theory provides the ideal lens to view workplace code-switching. Individuals form statements about their attitudes and needs based on social information, which includes information about past behavior, along with what other individuals think. Furthermore, SIP theory states that, “the process of attributing attitudes or needs from behavior is itself affected by

commitment processes, by the saliency and relevance of information, and by the need to develop socially acceptable and legitimate rationalizations for actions,” which helps to explain the linkages in LGBT individuals code-switching and job outcomes in industry (Salancik and Pfeffer, 1978, p. 224).

SIP Theory grounds this research in the extant body of knowledge, and it is the theoretical lens by which this study will be viewed. Salancik and Pfeffer (1978) developed the theory with roots in Social Construction of Reality (Berger and Luckmann, 1967) and Social Comparison Theory (Festinger, 1954). SIP theory suggests that individuals adapt their attitudes, beliefs, and behavior to the social environment and to their own current and past behaviors and situations (Salancik and Pfeffer, 1978). An individual’s attitudes and beliefs toward acceptable behaviors are formed based on the informational cues that come from the person’s immediate social environment. In the context of the present study, LGBT individuals develop their attitudes and beliefs regarding the dominant masculinity and level of sexual orientation discrimination from the informational cues of the immediate social environment in the workplace. Salancik and Pfeffer developed their approach due to a lack of frameworks that take into account, “the social context in which work occurs and how this context affects attitudes and actions...Both attitudes and need statements, as well as characterizations of jobs, are affected by informational social influence,” (Salancik and Pfeffer, 1978, p. 224). SIP theory explores how individuals use the concept of need and attitude to explain and make sense of their behavior and that of others; in this sense, need is not a necessity, but something either personally believed or socially ascribed (Salancik and Pfeffer, 1978). Therefore, in this context, needs and attitudes are considered behaviors (Calder and Ross,

1973; Salancik and Pfeffer, 1978). This provides insight into the need to workplace code-switch, as the relationship between the environment and the individual is a social context, and the needs and behaviors are influenced by this context.

SIP theory posits that individuals develop their needs and attitudes as a function of the information available to them at the time they express their attitude or need, and the content of the behavioral expression is affected by the request for that attitude, the purpose of its request, and the saliency of relevant information available to the person deriving the attitude from the immediate surroundings (Salancik and Pfeffer, 1978). Furthermore, this social environment is being used to interpret the event, and it can affect the saliency of information about an individual's past activities, which may explain a linkage between perceived sexual orientation discrimination and workplace code-switching. It is the information in the social exchange that determines the level of perceived sexual orientation discrimination and perceived threat, although this study looks to examine whether perceived organizational support acts as a moderator in that relationship.

Salancik and Pfeffer (1978) say the following about social context:

The social context has two general effects on attitude and need statements:

- 1) it provides a direct construction of meaning through guides to socially acceptable beliefs, attitudes and needs, and acceptable reasons for action;
- 2) it focuses an individual's attention on certain information, making that information more salient, and provides expectations concerning individual behavior and the logical consequences of such behavior. (p. 227)

Examination of Workplace Code-Switching and related constructs

In many organizations, being “different” requires adjustment of behaviors. The difference for individuals can be the stigmatization of their identity. When an individual experiences need to adjust their behavior, a workplace code-switch can occur to conform to the norms of the organization.

“The term stigma, then, will be used to refer to an attribute that is deeply discrediting, but it should be seen that a language of relationships, not attributes, is really needed,” Goffman (1963, p. 3)

The workplace code-switching phenomenon developed into a framework after informally analyzing the themes that emerged from the initial questions of this study. Without a formal path to follow, various self-concept and impression management strategies were evaluated to see if the concept did, in fact, already exist under a different name. On the most basic level, the difference between workplace code-switching and self-concept switches is that self-concept switches are a change in the behavioral actions of an individual, the perception of the reaction of others (Cooley, 1902; Mead, 1934), whereas the workplace code-switching phenomenon is a change of sociolinguistic behavior to self-preserve identity. While there are some concepts that are related and can be drawn from, this concept of self-preservation does not presently exist in related constructs as presented within this framework. The foundational studies do not focus on the interpersonal communication, the social complexity of subjugated “invisible” identities, the switch of situational behavior without changing the overall belief of self, nor the focus on self-preservation for survival.

TABLE 1. Summary of Theoretical Perspectives of Self-Concept and Impression Management

Theoretical Perspective	Construct Focus	Key difference from Workplace Code-Switching
Self-Concept (Cooley, 1902; Mead, 1934)	A change in behavioral actions in reaction to others.	A change in sociolinguistic behavior to self-preserve identity.
Adaptive Selling (Weitz, 1979, 1981)	Rooted in sales performance, changing selling behavior situationally.	Does not consider perceived threats to identity, self-preservation, nor inauthentic behavior.
Self-Monitoring (Snyder, 1974, 1979)	Individuals look for cues to determine their behavior from predisposition to control and observe self-presentation to meet need of others.	Adjustment of behavior to meet the needs of the individual against threat to self-image.
Self-Concept Motives (self-enhancement/consistency maintenance/self-actualization) (Markus and Wurf, 1987; Stryker, 1980; Markus and Nurius, 1986; Schlenker, 1985; Levinson, 1978; Freud, 1922, 1925)	Switching behavioral actions from situation to situation for various behavior regulations.	Survivalist modification of behavior in individuals who know themselves, but most modify their behavior.
Negative Self-Conception (Complex Self-Structure) (Tesser and Campbell, 1984; Wurf and Markus, 1983; Markus and Wurf, 1987; Wurf, 1986; Linville, 1982; Kessler and McRae, 1982; Coleman and Antonucci, 1983; Thoits, 1983)	Individual's self-concept level is not tied to the concept being positive or negative	Self-preservation has not been a focus of complex self-structure studies.
Social Comparison (Self-Evaluation/Self-Regulation/Self-Focus/Self-Verification/Self-Image Framing) (Salancik and Pfeffer, 1978; McGuire, 1984; McGuire and McGuire, 1982; Markus and Wurf, 1987; Frey and Ruble, 1985; Kanfer, 1970; Carver and Scheier, 1981; Greenwald, 1980; Swann, Pelham, and Chidester, 1986; Swann, 1981; Swann, Pelham, and Krull, 1989; Swann, 1999; Schlenker, 1985)	Individuals focus on their aspects that are most salient in particular social situations using cues from others, and the commitment is based upon the success of the behavioral change. Internal image driven from situational context.	Individuals know who they are, where they are socially, and where they HAVE to be for survival regardless of the success of their behavioral change. Developed from social information cues.
Situated Identities (Alexander and Knight, 1971; Alexander and Wiley, 1981; Schlenker, 1985)	Individual and audience are a joint construction with the situation and identities are developed in each new encounter	Past experiences and contexts are fundamental aspects of processing each situation.
Impression Management (Cheek and Hogan, 1983; Hogan, 1982; Jones and Pittman, 1982; Tedeschi and Norman, 1985; Swann, 1985; Baumeister, 1982; Schlenker, 1985)	Attention/Approval Power/Influence Desire for Consistency Ideal Self	The information processing feedback loop strengthens the influence of the behavior change.

Adaptive selling (Weitz, 1979, 1981) offers some insight, but it is rooted in sales performance and it does not consider the perceived threat to identity, nor the self-preservation or the risks of an individual performing behaviors that may be in direct

conflict with their authentic self. Snyder (1974, 1979) introduced a concept called self-monitoring that suggests individuals look to others for cues to determine their behavior, and their behavior is a manifestation of that individual's predisposition to monitor (control and observe) their self-presentation. When comparing self-monitoring and the conceptualization of workplace code-switching, there is a fundamental difference, self-monitoring is performed to meet the needs of others, but workplace code-switching is based upon an individual adjusting their behavior to meet their own needs – to self-preserve against threats to their image of themselves.

Self-concept motives, as proposed by Markus and Wurf (1987), such as self-enhancement, consistency maintenance, and self-actualization, as related to an individual's immediate social situation offer a point of comparison. Markus and Wurf (1987) say, "The influence of the self-concept will not always be directly revealed in one's overt actions. Instead its impact will often be manifest more subtly..." This leads to the necessity of identifying how workplace code-switching may be a survivalist modification of behavior as opposed to switching one's operative self-concept from situation to situation. Workplace code-switching is linked to behavior regulation because it is not a stable, generalized activity, but a multifaceted phenomenon. There are many ways to examine self-representations within the extant body of literature: positive or negative, an individual's present behavior or past-future behavior, what the self actually is or what the self would/could/should/ought to be (Stryker, 1980; Markus and Nurius, 1986; Schlenker, 1985; Levinson, 1978; Freud, 1922, 1925). In evaluating self-concept literature, the "for survival" foundation of code-switching is not fully explored in behavioral modification in a way to explain the phenomenon. Self-preservation from

threats, and an understanding that the individual knows themselves, is the impetus for continuing to develop this framework. Self-concept research has tended to be investigated in highly artificial, manufactured situations, which does not fully consider the outcomes of workplace code-switching in the organizational environment.

Many self-concept theories suggest individuals try to avoid negative self-conceptions (Tesser and Campbell, 1984), but Wurf and Markus (1983) suggest individuals can also have high self-concepts and negative self-conceptions, which further supports the proposed dual path evaluation of this present study (Markus and Wurf, 1987). Wurf (1986) studied how negative self-conceptions may contribute as coping mechanisms in individuals who try not to overwhelm their entire self-concept. Ultimately, the organization and structure of self-concept has not been explored in relation to self-preservation of identity in relation to behavioral changes resulting from workplace discrimination and the resulting outcomes. It has been proposed that a complex self-structure can protect individuals from emotional turmoil (Markus and Wurf, 1987; Linville, 1982). The successful combination of an individual's self-structure and modified behaviors may improve mental health, which could improve workplace outcomes; this has not been studied in relation to self-preservation (Kessler and McRae, 1982; Coleman and Antonucci, 1983; Thoits, 1983).

Through social information processing of interactions, people learn and evaluate from others around them (Salancik and Pfeffer, 1978; McGuire, 1984; McGuire and McGuire, 1982; Markus and Wurf, 1987). An individual will focus on those aspects that are most salient in a particular social situation. As children learn to use social comparison and information processing to self-evaluate in school, they become for

skilled with repetition (Frey and Ruble, 1985; Salancik and Pfeffer, 1978; Markus and Wurf, 1987). People compare themselves with their perceived superiors in the self-regulation (Kanfer, 1970) and with inferiors to make self-evaluations; self-regulation theorists are concerned with how an individual, not the environment, affects behavior, which is different from workplace code-switching because of the internal and external social information processing lens of this present framework. Carver and Scheier (1981) examined self-regulation, but they suggest that individuals are self-focused. Although workplace code-switching is self-focused, Carver and Scheier (1981) proposed that individuals are motivated to change behavior due to a disconnection between “where the person is and where he wants to be,” whereas code-switching proposes the person knows where they are and where they *have* to be for survival. Additionally, Carver and Scheier (1981) expect individuals to be motivated only when they can achieve successful regulation and to withdraw when unsuccessful. Workplace code-switching proposes that repeated commitment to the behavior change will foster further commitment to future behavioral changes. Individuals can code-switch and their authentic self can remain stable (Greenwald, 1980; Markus and Kunda, 1986; Markus and Wurf, 1987).

Self-verification posits that individuals are motivated to preserve their fundamental view of self (Swann, Pelham, and Chidester, 1986; Swann and Read, 1981; Swann, Pelham, and Krull, 1989). The underlying premise is self-verifying feedback and being known and understood through the individual’s beliefs. The difference with workplace code-switching and self-verification is that the self-verification process has been argued to be rare (Swann, 1999) and centered around individuals with very negative

self-concept (Swann, 1999; Swann, Pelham, and Krull, 1989), whereas workplace code-switching is not proposed to be specifically either of those things.

Schlenker (1985) proposed the desired self-image framing motivation as the driver for self-concept or desired self-image as, “what the person would like to be and thinks he or she really can be,” (p. 74). Schlenker goes on to say desired selves are determined by situational constraints and the anticipated audience for the behavior. Again, workplace code-switching is similar, yet the differences appear in the threat to authentic identity that comes from perceptions of discrimination, and code-switching, unlike self-image framing, standards for behavior are developed from social information processing of the situational environmental cues and not just the internal desired self-image functioning as the cognitive framing of the situational context.

Situated identities (Alexander and Knight, 1971; Alexander and Wiley, 1981; Schlenker, 1985) view an individual, an audience, and a situation as a “joint construction,” focusing on the self in particular social encounters with a premise that the situated identity is newly developed in each encounter. In contrast, workplace code-switching is different by considering the contextual manipulations of each discrete interaction, and that past experiences are fundamental in the social information processing of the situation of each interaction.

Much of the literature focuses on external factors and a desire for attention and approval (Cheek and Hogan, 1983; Hogan, 1982), power and influence (Jones and Pittman, 1982; Tedeschi and Norman, 1985), or on internal factors and the desire for consistency (Swann, 1985) or the achievement of the ideal self (Baumeister, 1982;

Schlenker, 1985). These impression management strategies do not consider the information processing feedback loop of workplace code-switching. For example, the framework considers, in the context of this study, the perceptions of threat from covert or overt sexual orientation discrimination and that influence on workplace code-switching levels of behavioral change of the individual. The commitment to workplace code-switching, which is strengthened over time, causes the individual to constantly evaluate the effectiveness of the behavioral modification and re-evaluate the perceived threat – a constant feedback loop of self-preservation of identity – for survival. The key difference between workplace code-switching and the review of sociology and psychology self-concept behavioral theories is the element of self-preservation for survival.

Information Processing of Workplace Code-Switching

When considering recollections of behavior with respect to the action of workplace code-switching, what is occurring when an individual recognizes a perceived threat when that threat is not presently occurring? If an individual had not ever experienced a perceived threat or discrimination, then their ability to recognize it would not exist. Therefore, the experience of discrimination and perceived threat somehow changed the individual in a way that allows that person to re-experience the perception of discrimination or threat to some extent.

The difference between actually, presently observing and experiencing a perceived threat and the recollection, or visualization in its absence, of the perceived threat is less accurate than when an individual presently experiences it. Simply put, individuals can recognize a perceived threat more accurately than they can recall the

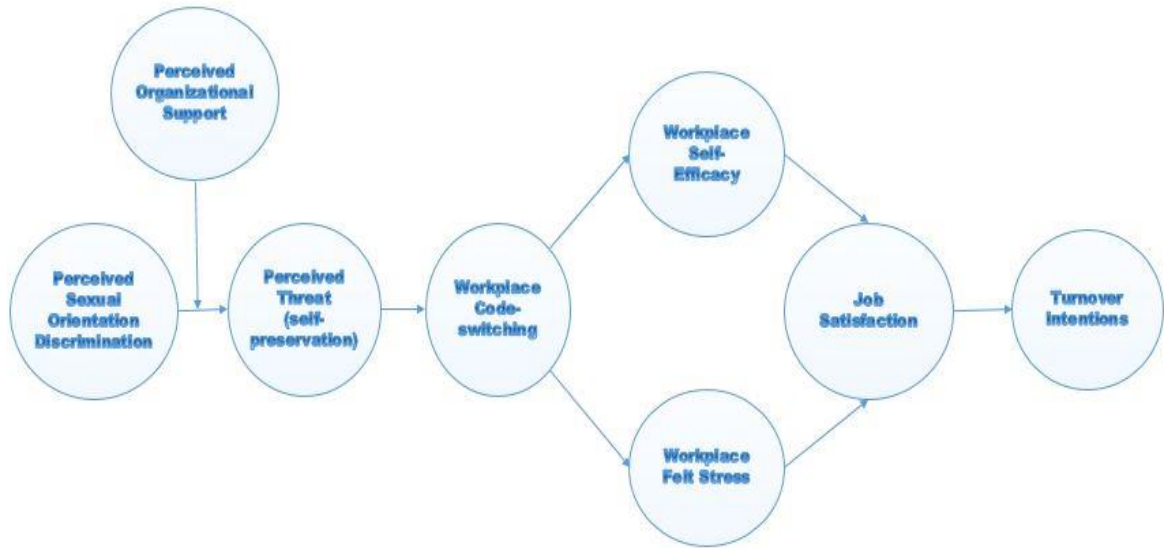
experience. In the process of remembering the perceived threat (Latin *re*, “again,” and *memorari*, “be mindful of”) an individual attempts to relive the situational experience. When an individual recognizes a perceived threat, they must simply be aware of having had that experience of a perceived threat before. When an individual code-switches in the workplace, as SIP Theory would suggest, they are reacting to having experienced a perceived threat before, although there may not be a clear memorization of the details (Salancik and Pfeffer, 1978). The commitment and repetition of workplace code-switching makes an individual become more and better prepared to recall it more accurately, much like the way an actor will become more skilled in performing a familiar role after doing so repeatedly.

Individuals become more effective in workplace code-switching when they adapt their behavior in ways that are consistent with their experiences. As an individual perceives a threat, the resulting workplace code-switch is not a stored reaction, as past perceptions of threat have caused a change in the individual because the situational context and environment allows that individual to code-switch under the particular conditions of that context. Put another way, when a perceived threat calls on a workplace code-switch performance, the code-switch is not a retrieved formulaic response; the need for survival that is felt from the perceived threat makes the individual code-switch their behavior in a way that preserves their authenticity, which is for their survival in that situation in the workplace. Much like the childhood game “Telephone,” where one individual whispers a word or phrase to another individual, which is continued down a line of people until reaching the end and the last person tells the message they heard. A lifetime of workplace code-switching is proposed to change the performance because the

same type of situation will likely have a different context after a continued commitment to code-switching. As “Telephone” players will change the original message, workplace code-switching behavioral performance is based on an individual’s recollection of a past experience that can change because of fear, fallacious corrections, and hubris. Therefore, when an individual recalls a past experience, at a later time, individuals can re-experience the perceived threat, although, if similar to “Telephone,” not very well.

Individuals interacting in the same situational environment would experience threats differently as no individual would likely have the same exact past experiences to recall and shape the processing of the information available in that same situational context. For example, if two individuals were in the same conference room, the internal changes that occur in relation to a perceived threat within the individuals would be completely different from one another because the threats are based upon unique past experiences that each individual has developed during a lifetime of unique situational experiences. Therefore, the workplace code-switching performance is an individual’s reaction to their unique experiences with perceived threats, and two individuals would code-switch differently within the same situation, as their perceptions of threats would be as different as their lifetime of different perceived threats.

Figure 2. Conceptual Model



The effect of Perceived Sexual Orientation Discrimination on Perceived Threat

The Theory of Masculinity (Connell, 1995, 2005) posits that the socio-cultural demographic characteristics of industries are constructed similarly throughout Western society: white, male, and heterosexual. The more individuals become statistically underrepresented in the workplace, the intersectionality of that individual’s self-perceived identities that diverge from the heteronormative norm increases the likelihood of stigmatization, which would present itself as perceived sexual orientation discrimination in an organization (March and Simon, 1958; Salancik and Pfeffer, 1978). Queer Theory (Harding, et al, 2011; Butler 2004) would suggest that LGBT individuals would perform their role of male or female, through conforming to expected gender roles, as not to make their behavior “queer.” This role performance would be the processing of information drawn from their surrounding of the dominant heteronormative workplace bias. When an individual diverges from the statistical majority, it is proposed that the likelihood of

perceived sexual orientation discrimination would increase perceived threat to the individual's identity.

Erving Goffman, in his seminal research on stigma, states:

In an important sense there is only one complete unblushing male in America: a young, married, White, urban, northern, heterosexual Protestant, father, of college education, fully employed, of good complexion, weight, and height, and a recent record in sports...Any male who fails to qualify in any one of these ways is likely to view himself – during moments at least – as unworthy, incomplete, and inferior.

(Goffman, 1963, p. 128)

Goffman further explains that visible signs of difference have an automatic effect of discretization. An individual's reaction to invisible signs of difference, as considered in this study, can manifest as *perceived sexual orientation discrimination*, which is defined within this study as covert sexual minority mistreatments that are "brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative slights or insults" (Sue, Bucceri, Lin, Nadal, and Torino, 2007; Halle, 2004; Harding, Lee, Ford, and Learmonth, 2011; Swann, Minshew, Newcomb, Mustanski, 2016). *Perceived threat* is defined within this study as "the perceived presence of hostile, threatening, and competitive actions by fellow employees," (Campbell, 1965; Bobo, 1983). The "unworthy, incomplete, and inferior" feelings Goffman mentions from perceived sexual

orientation discrimination are proposed to show a positive relationship with perceived threat in LGBT individuals.

Within the context of heteronormative society, the more individuals demographically diverge from those societal norms, the greater the perceptions of discrimination. SIP theory would suggest that LGBT individuals evaluate the information sources by their personal relevance using others as a point of reference or comparison (Festinger, 1954; Salancik and Pfeffer, 1978; Ashford, Blatt, & Vandewalle, 2003). Impressions of the work environment, the firm, and the specific interaction are assessed from similar others in the workplace, such that fellow employees provide information about the norms and behaviors that are acceptable in the context of that environment. Additionally, social information develops the importance and meaningfulness of the individual's perceptions, and the link from behavior to social reality (perceived sexual orientation discrimination to job outcomes) is the "enactment process," or code-switching in the present study, which is how the individual's behavior, "participates in creating the environment the individual perceives," (Salancik and Pfeffer, 1978, p. 228).

Salancik and Pfeffer (1978) describe perception as a retrospective process. Although our experience is immediate from the context of a particular situation, we derive our perceptions from recall and reconstruction. An individual is exposed to stimuli, which is coded and held in their short-term memory. It will then deteriorate unless it is renewed by an active coding process or transferred to long-term memory (Salancik and Pfeffer, 1978). In other words, an LGBT individual could be exposed to perceived sexual orientation discrimination, and if the situation triggers a perceived threat

to conform to the dominant masculinity of the situation then the person would recall information about past experiences with discrimination. Then the individual would reconstruct any missing information in the environment with their recollections of similar previous experiences of perceived sexual orientation discrimination in an effort to form perceptions of the context of the current situation (Salancik and Pfeffer, 1978). The Theory of Masculinity (Connell, 1995, 2005) would suggest that as perceptions of threats in the specific context of the situation are formed, the LGBT individual then evaluates whether a behavioral adjustment, or code-switch, is necessary to adapt to the dominant masculinity of that environment. This leads to the first hypothesis of the framework.

H1: Perceived Sexual Orientation Discrimination is positively related to Perceived Threat.

The moderating role of Perceived Organizational Support

The positive relationship between perceived sexual orientation discrimination and perceived threats is posited to be moderated by perceived organizational support (POS). POS is the mattering dimension of the Perceived Organizational Membership framework (Masterson and Stamper, 2003), which is an integrative perspective of the overall employee-organization relationship and an attempt to understand the impact of organizational and environmental conditions affecting how employees perceive that relationship. *Perceived organizational support* is defined within this present study as the perception that the organization values the employee through caring for the well-being of the individual (Knapp et al, 2014). Within the context of the individual, POS “may be used by employees as an indicator of the organization’s benevolent or malevolent intent

in the expression of exchange of employee effort for reward and recognition,” (Lynch et al, 1999, p. 469-70). Individuals personify their workplace in a social comparison relationship (Goodman, 1977; Salancik and Pfeffer, 1978) that allows socioemotional needs of mattering to be met (Masterson and Stamper, 2003), which then incorporates organizational membership into their self-identification of information processing as SIP Theory would suggest (Eisenberger et al, 1986; Byrne and Hochwarter, 2007).

Research has identified several outcomes of POS that include increased job performance, job satisfaction, organizational commitment, and reduced turnover intentions (Rhoades and Eisenberger, 2002; Riggle et al, 2009; Shanock and Eisenberger, 2006; Byrne and Hochwarter, 2007). POS has been found to increase perceptions of insider status, which it is proposed would increase perceptions of in-group membership informational cues about the LGBT individual’s out-group status from the sexual orientation discrimination of the dominant workplace masculinity within the context of that situation (Stamper and Masterson, 2002; Cornell, 1995, 2005; Harding et al, 2011; Salancik and Pfeffer, 1978). As Perceived Organizational Membership and SIP Theory suggest, the perception of in-group membership, insider status, would increase the likelihood of organizational attachment, job satisfaction, and, ultimately, decrease turnover intentions (Masterson and Stamper, 2003; Stamper and Masterson, 2002; Eisenberger et al, 2002; Salancik and Pfeffer, 1978).

Organizational support can influence individual’s perception that the support is specifically done for them, which motivates an obligation to succeed (Glaveli and Karassavidou, 2011). This POS may further influence LGBT individuals to perceive lower threats to identity from perceived sexual orientation discrimination. Research

supports the consideration of social support as a significant moderator in perceptions of stress and an individual's physical and mental health, and in the context of this present study, the heteronormative, dominant masculinity of a specific workplace situation may decrease perceived threats from perceived sexual orientation discrimination (Jain et al, 2013; Ragins and Cornwell, 2001).

Literature on sexual orientation discrimination would suggest further justification of POS as a moderator in the context of the present study. Although sexual orientation is an "invisible trait," LGBT individuals may avoid becoming the target of workplace discrimination through remaining in the closet in unsupportive organizational environments (Goffman, 1963, 1974; Badgett, 1996; Fassinger, 1995; Ragins and Cornwell, 2001). As Goffman suggests in Stigma Theory (1963, 1974) that stigmatized, or out-group members, are viewed as inferior and discredited by the "normal" majority, some individuals may attempt to avoid association with stigmatized group to which they belong by concealing their stigma or "passing" as members of the majority, in the context of this present study, by staying in the closet (Herek, 1998; Herek and Capitano, 1996). LGBT individuals are likely to conceal their LGBT status when they perceive threats in unsupportive environments (Herek, 1998; Herek and Capitano, 1996; Badgett, 1996).

This study proposes that POS, as a moderator of perceived sexual orientation discrimination and perceived threat, would allow LGBT individuals to perceive higher levels of organizational support, thereby decreasing the perceived threat of sexual orientation discrimination from the dominant masculinity of the workplace. The increased support would act as a buffer against the demands of discrimination and perceptions of out-group member status (Stamper and Masterson, 2002; Cornell, 1995,

2005; Harding et al, 2011). Research has suggested that the potential benefit of POS can “contribute more to POS if the employee believes that they result from the organization’s voluntary actions,” (Rhoades and Eisenberger, 2002, p. 698). Therefore, when organizations are perceived as disingenuous and self-serving, a positive effect will not likely be produced (Byrne and Hochwarter, 2007; Rhoades and Eisenberger, 2002).

H2: Perceived Organizational Support negatively moderates the relationship between Perceived Sexual Orientation Discrimination and Perceived Threat. As perceived organizational support increases, the positive effect of perceived sexual orientation discrimination upon perceived threat will be diminished.

The effect of Perceived Threat on Workplace Code-Switching

Uncertainty in understanding the level of workplace code-switching that is necessary in reaction to perceived sexual orientation discrimination is posited to be a construct called *perceived threat*. Put another way, the environment and context the LGBT individual is in at the workplace and the amount of workplace code-switching to the dominant masculinity of the situation is a result of the level of internal fear or threat to self-preservation the individual feels. This level of perceived threat, or threat to authentic identity, operationalizes self-preservation as the construct perceived threat in the present study.

Perceived threat has its roots in Realistic Conflict Theory (Campbell, 1965), which introduced an intergroup conflict model, which include incompatible goals and limited resources. Perceived threat has been used in research to study relationship coordination, which is similar to the use in this present study, such as (Carmeli and

Gittell, 2009) to study organization members learning from failures, (Siemsen et al., 2009) to study confidence in knowledge sharing in employee behaviors, (Bobo, 1983) to study racial integration, and (Baumeister and Vohs, 2007) to study diversity initiatives. In Bobo's (1983) racial integration study, studies on LGBT discrimination are often rooted in racial and ethnicity discrimination taxonomies, explored general perceived threats whites had of African American individuals. The study found that contempt toward school bus racial integration stemmed from a perception that African American people were a danger, perceived threat, to valued beliefs on lifestyle, goals, and resources. Within the context of this present study, the perceived threat LGBT individuals experience from sexual orientation discrimination may be explained by the competition for limited resources in the workplace environment.

The Theory of Masculinity (Connell, 1995, 2005) and Queer Theory (Harding, et al, 2011; Foucault, 1992; Halle, 2004) would suggest that the "Queer" LGBT individuals who are, by definition, outgroup status members of the dominant societal masculinity would experience a perceived threat from sexual orientation discrimination due to the dissatisfaction of workplace statistical majority members vying for scarce resources, and therefore code-switching would be a reaction to this perceived threat, as a means of not losing access to such resources (Bobo, 1983; Campbell, 1965; Brief et al, 2005). In the larger framework of this present study, SIP Theory would suggest that the social information an LGBT individual processes about the specific situational interaction is formed through their past experiences of resource competition between the in-group and the out-group dynamic of the heteronormative workplace environment they belong (Salancik and Pfeffer, 1978; Campbell, 1965; Bobo, 1983; Harding et al., 2011; Butler,

2004; Jones, 2004). As LGBT heterogeneity increases in the workplace, the dominant masculinity would be less accepting of the increased workplace inclusion of these LGBT individuals, as “Queer” others, working toward the same scarce resources, therefore increased perceptions of threat would increase the need to code-switch to statistical majority’s behaviors in the workplace (Harding et al., 2011; Butler, 2004; Connell, 1995, 2005; Brewis et al., 1997; Brief et al., 2005; Campbell, 1965; Bobo, 1983; Salancik and Pfeffer, 1978).

This underlying concept of threat in organizations has been further explored (Golembiewski and McConkie, 1975; Kramer, 1999, Edmondson, 1999) as expectations of the future actions of others and it is favorability to one’s interests, or interpersonal trust. Kahn (1990) refers to the “personal engagement” as the employment and expression of an individual’s “preferred self” in behaviors. Kahn goes on to say that, individuals have dimensions of themselves that, under the appropriate conditions, they prefer to perform and express in their role performance. It is through this concept that LGBT individuals code-switch to dominant masculine identities within the workplace as the preferred self to moderate uncertainty to the threat of sexual orientation discrimination. Perceived threat is operationalized as self-preservation from the threat of perceived sexual orientation discrimination in this present study with workplace code-switch and SIP theory because the entire process is perception to the environment and behavioral response. “When evaluating, people focus on external rules and cues governing the situation based upon the recollection of past experience,” (Goffman, 1959).

Perceived threat is posited to mediate the relationship between perceived sexual orientation discrimination and code-switching because adverse psychological conditions

must exist in the context of LGBT individual within the heteronormative environment of the workplace. Kahn (1990) proposes three conditions: meaningfulness, safety, and availability; and goes on to say, “Organization members seem to unconsciously ask themselves three questions and to personally engage or disengage depending on the answers,”

1. How meaningful is it for me to bring myself into this performance?
2. How safe is it to do so?
3. How available am I to do so?

(Kahn, 1990, p. 703)

Within the proposed framework, perceived threat is a way of explaining the interpersonal dynamics of subordinate and dominant relationships in the workplace under the context of masculinity (Connell, 1995, 2005; Campbell, 1965; Bobo, 1983).

Organizations create context where individuals feel more or less safe in risk taking with their self-expression, when boundaries are understood between what is disallowed and allowed and the consequences of their behavior (Schein, 1987). The heteronormative culture of many workplaces have “norms [that] are shared expectations about the general behaviors of organization members,” (Harding et al., 2011; Butler, 2004; Hackman, 1986). When individuals deviate from the established norms, they experience anxiety and frustration, especially when those individuals are of out-group status and have less advantage in resource competition (Brief et al., 2005; Kahn, 1990, p. 713).

SIP Theory says that individuals adapt their attitudes, beliefs, and behavior to the social environment, and to their own current and past behaviors and situations (Salancik

and Pfeffer, 1978). The individual's attitudes, along with their beliefs toward appropriate and acceptable contextual behaviors, are formed based on the informational cues that come from the immediate social environment. Rempel and Fisher (1997) state that, "A threat may actually exist for a group, or may be a false assumption on the part of group members, but regardless, a similar effect on intergroup relations is the result." This behavioral response to perceived threat leads to the third hypothesis of this framework.

H3: Perceived Threat is positively related to Workplace Code-Switching.

The effect of Workplace Code-Switching on Workplace Self-Efficacy and Workplace Felt Stress

The definition and the antecedents of workplace code-switching have been proposed in the previous hypotheses, and now the framework will examine the construct of workplace code-switching and the proposed outcomes of the construct. Outcomes of workplace code-switching, SIP Theory would suggest, come from individual's commitment to performing the behavior. The acceptance of social constructs of masculinity would cause individuals to develop behaviors consistent with their commitment to those constructs, such that an LGBT individual's commitment to workplace code-switching binds them to their behavior (Salancik and Pfeffer, 1978; Harding et al., 2011; Cornell, 1995, 2005). This undeniable commitment to workplace code-switching becomes an aspect of the individual's reality, therefore the need to self-preserve their identity when confronted with the dominant masculinity of a specific situation would be considered reasonable when effectively executed repeatedly, thereby fostering commitment and legitimizing behaviors that are considered the norm and

expected (Harding et al., 2011; Salancik and Pfeffer, 1978). Additionally, Salancik and Pfeffer (1978) suggest that when acceptable justifications are made in behavioral reactions to information processing, those behaviors can be considered to become necessary for making sense of the actions, therefore, it is proposed that workplace code-switching in reaction to the dominant masculinity can become a commonplace activity with multiple outcomes. Salancik and Pfeffer (1978) would justify the need for an individual to workplace code-switch to the dominant masculinity by the following:

The social context binds people to behavior through a process of commitment, affects the saliency of information about their past activities, and provides norms and expectations that constrain their rationalization or justification of those activities. The social context, through informational social influence processes, can affect beliefs about the nature of jobs and work, about what attitudes are appropriate, and, indeed, about what needs people ought to possess. Through pressures for conformity emanating from the social environment, attitudes or behaviors may be exhibited which become the material for later cognitive reconstruction processes to work with. (Salancik and Pfeffer, 1978, p. 233).

This study proposes that the construct workplace code-switching would have the outcomes of workplace self-efficacy and workplace felt stress.

Workplace Self-Efficacy

Workplace Self-Efficacy is defined in this study as, "beliefs in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands in the workplace" (Wood & Bandura, 1989, p. 408). The proposed relationship with workplace code-switching is that an individual's workplace efficacy is increased when code-switching within the context is perceived to be an effective means of dealing with the given context of the workplace. Salancik and Pfeffer (1978)

explained that an individual's behavior creates the environment they are in, so the process of forming interpretations of the context of the situation is affected by the way the individual creates the perception of that environment. Through the SIP Theory, workplace self-efficacy perceptions within the individual with respect to workplace code-switching would result from three causes:

1. The individual's perception and judgement of the affective components of the job or task environment.
2. The information the social context provides about what attitudes are appropriate.
3. The individual's self-perception of causal attribution of the reasons for past behavior.

(Salancik and Pfeffer, 1978, p. 229)

The social information provided from the environment in which workplace code-switching takes place would directly affect the individual's perceptions of efficaciousness in the workplace. Overt behavior and interpersonal interaction experienced from other individuals in the context of the situation has a direct effect on the LGBT individual's self-perceptions and attitudes (Salancik and Pfeffer, 1978). Through code-switching within the workplace situation, the LGBT individual must either reject or assimilate to maintain effective communication in response to the dominant masculinity perceived in that situation. These evaluations of the context of the interaction are complex and give constant feedback to the individual on the efficacy of their performance. The uncertainty of how to interact with specific contexts is continually evaluated by the code-switching individual; the ongoing feedback and knowledge from past behaviors provide the code-switching individual with an understanding of their performance through their perceived

evaluation of the reaction to complex social cues (Salancik and Pfeffer, 1978). To self-preserve the LGBT individual's authentic identity within the situation, workplace code-switching may provide a verbal agreement to mitigate the perceived sexual orientation threat from the dominant masculinity that would enhance perceptions of one's belief in their capabilities related to workplace self-efficacy (Cornell, 1995, 2005; Salancik and Pfeffer, 1978, p. 229).

The importance of understanding this relationship as viewed through SIP Theory is the way in which social information influences the salience of an individual's perception of the dominant masculinity in the workplace environment and the climate of perceived sexual orientation discrimination (Cornell, 1995, 2005; Salancik and Pfeffer, 1978). The constant evaluation of the situation causes the LGBT individual to develop an understanding of how to effectively workplace code-switch based from perceptions of the environment, which can affect formed and performed attitudes regarding what is appropriate behavior of the in-group (Campbell, 1965; Hasting et al., 2011; Butler, 2004). In an environment where an LGBT individual perceives higher levels of sexual orientation discrimination, and, therefore, higher level of perceived threat, more workplace code-switching may be required to assimilate, and the more effective the workplace code-switch is in that context, the higher the individual would perceive their workplace self-efficacy. This interpretation of environmental cues would display itself in LGBT individuals who may be seen as better adapting to the dominant masculine behavior of the workplace (Cornell, 1995, 2005; Salancik and Pfeffer, 1978). Furthermore, as the individual attempts to self-preserve their identity from the threat of perceived sexual orientation discrimination, their workplace code-switching is

influencing how others interpret their need for workplace self-efficacy within the context of the workplace environment. SIP Theory suggests that individuals learn their needs, values, and requirements in part from their interactions with others; individuals are motivated to overcome personal deprivation and constraint. (Salancik and Pfeffer, 1978; Brehm, 1966). Therefore, workplace code-switching is proposed to be positively related to workplace self-efficacy.

H4: Workplace Code-Switching is positively related to Workplace Self-Efficacy.

Workplace Felt Stress

The effect of workplace code-switching on workplace felt stress is proposed to be a positive relationship. Although workplace code-switching is proposed to positively influence the performance-enhancing element of efficacy, it may also positively influence the usually negative outcome of workplace felt stress. *Workplace Felt stress*, in the context of this present study, is defined, “As manifest physiological and psychological strains of the individual as a response to job-related stressors,” (McFarland, 2003; Fried, Rowland, and Ferris, 1984). Workplace felt stress is examined in this study as related to an individual’s self-selected behaviors. There are limited studies examining the effects of stress as an outcome of an individual’s own purposeful behaviors (McFarland, 2003).

Felt stress has been shown to typically be episodic in nature, but it can also be chronic; felt stress is sometimes referred to as job stress (McFarland, 2003; Roberts, Lapidus, and Chonko, 1997; Sager, 1994). When viewing workplace felt stress through the SIP Theory’s lens, episodic stress would be a workplace code-switching outcome because each discrete, situationally specific incident would provide informational cues

about the effectiveness of the workplace code-switch that would cause a workplace felt stress reaction. SIP theory would suggest that in the adaptation of the workplace behavior code-switch, based on current and past behavioral experience outcomes, which is processed in the context of the specific encounter, the past experiences, along with the current situation, manifest psychological and physiological strains on the individual as they are trying to effectively workplace code-switch to the dominant masculinity of the situation. The levels of workplace felt stress would increase the more an individual diverges from the in-group norm of the dominant masculinity, as higher levels of workplace code-switching would be required, thereby taxing the cognitive abilities of the individual (Salancik and Pfeffer, 1978; Cornell, 1995, 2005; Harding et al., 2011; McFarland, 2003; Klein and Verbeke, 1999; Verbeke and Bagozzi, 2000).

SIP Theory suggests that chronic workplace felt stress would occur when individuals are committed to participating in the reaction to perceived sexual orientation discrimination due to long-term exposure to the dominant masculinity in the workplace setting (Salancik and Pfeffer, 1978; McFarland, 2003). In this context, workplace felt stress is the commitment to a purposeful behavioral workplace code-switch to the dominant masculinity, as it is a choice, it is irrevocable, it is public, and it can be shown to have explicitly and undeniably occurred (Salancik, 1977; McFarland, 2003; Salancik and Pfeffer, 1978). Further, Salancik and Pfeffer (1978) reported that studies have repeatedly found that when individuals commit to a situation, they develop attitudes that are consistent with their behaviors, which suggests that long term exposure to workplace code-switching to the dominant masculinity in the workplace will commit the individual to continuing to workplace code-switch (Salancik, 1977). Simply stated, once an

individual begins to workplace code-switch, by their own purposeful commitment to do so, the repeated commitment would have a positive relationship with workplace felt stress because they would not be able to stop workplace code-switching.

H5: Workplace Code-Switching is positively related to Workplace Felt Stress.

The effect of Workplace Self-Efficacy on Job Satisfaction and Turnover Intentions

The effect of workplace self-efficacy on job satisfaction is a positive relationship, and job satisfaction, as a mediator between workplace self-efficacy and turnover intentions, has a negative relationship with turnover intentions. The construct workplace self-efficacy is a well-researched topic in many literature streams. The Woods and Bandura (1989) definition of self-efficacy as the perceived capabilities based on situational demands fits with the SIP theoretical explanation of an individual's behavior creating their perception of the environment they are performing. As an individual code-switches effectively in the workplace, perceptions of being efficacious in the workplace would increase, and this increase would positively influence job satisfaction. Self-efficacy research has shown that an individual will perform better when they believe that they have the skills and capabilities necessary to be successful (Barling and Beattie 1983).

Initial studies regarding self-efficacy were developed by Bandura (1977), and further extensions of the literature by Gist and Mitchell (1992) showed the motivational importance of self-efficacy in individuals and their actions in different context. As the specific situational environment of each workplace code-switching exchange is different throughout any given day, the positive relationship with job satisfaction would be an

outcome of effective workplace code-switching, and ultimately, a decreased turnover intention. Bandura (1977) further asserted “expectations of personal efficacy are derived from four key sources of information: performance accomplishments, vicarious experience, verbal persuasion, and physiological cues,” (p. 191). Individuals who report higher levels of self-efficacy also report greater resilience in challenging workplace situations than those with lower self-efficacy (Bandura 1977, 1995). The linkage between workplace self-efficacy and job satisfaction is the influence of beliefs in attainment (Stajkovic and Luthans, 1998) through effective performance, in this case with workplace code-switching.

Job satisfaction, in this present study, is defined as “The overall emotional state that reflects a positive affective response to a job situation,” (Locke 1976, 1984; Drydakis, 2014). Examining the relationship of job satisfaction, or the overall feelings about a job, to turnover intentions, intentions to leave a job are encompassed with the process of making decision and processing information that becomes turnover intentions (Crossley et al, 2002) and a result of cognition and behavioral action (Mobley et al, 1979; Salancik and Pfeffer, 1978). *Turnover intentions* is defined in this present study as, “An employee attitude and behavior related to an individual’s value judgement of their organization and the estimated probability that one will leave the organization at some future time,” (Stewart, 2011; Vandenburg and Nelson, 1999; Fishbein and Ajzen, 1975). Turnover intentions is a proxy for actual turnover behaviors as previous research has shown a strong direct relationship between the two (Hom and Griffeth, 1995; Hom et al, 1992; Griffeth et al, 2000; Chen et al, 1998).

SIP Theory would suggest workplace self-efficacy provides salient information to the workplace code-switching individual regarding intrinsic factors motivating the behavioral change, resulting in increased job satisfaction and decreased turnover intentions (Salancik and Pfeffer, 1978). Self-efficacy has been identified as a strong predictor of motivation and commitment (Trentham et al, 1985; Reilly et al, 2014), and higher levels of self-efficacy have shown lower levels of turnover (Burley et al, 1991; Glickman and Tamashiro, 1982). Job satisfaction has been indicated to be important in linkages with performance, physical and mental health, and decision making (Caprara et al, 2003; Fritzsche and Parrish, 2005; Reilly et al, 2014). Individuals who are dissatisfied with their work display lower levels of commitment to work (Hatfield et al, 1993) and higher turnover (Ingersoll, 2011).

Drydakis (2014) found that specifically gay men and lesbian women who have disclosed their sexual orientation at their present job are more satisfied with the job than those individuals who have not. Older research is conflicting however, as some researchers found this was not a significant predictor of job satisfaction (Day and Schoenrade, 2000; Tejada, 2006). It is possible that the newer study is a product of rapidly shifting societal views on LGBT individuals, sampling bias, or supportive working environments. Several studies have shown that supportive workplaces provide employees with an environment to foster feelings of workplace self-efficacy, which provide individuals a chance to increase performance and job satisfaction. Ellis and Riggle (1995) found that higher job satisfaction exists among employees in organizations with anti-discrimination policies. These supportive environments, as suggested by self-efficacy literature and SIP Theory, would provide a more favorable environment for

individuals to develop perceptions of their own efficaciousness. Further research on increased self-efficacy in supportive work environments showed a significant relationship between the construct and turnover intentions (McKay et al, 2007) through feelings of satisfaction (James et al, 1990).

Job satisfaction has been reported to be a significant predictor of turnover intentions (Griffeth et al, 2000; Lee et al, 1996; Luchak and Gellatly, 2007; Tett and Meyer, 1993; Yang, 2008). Workplace self-efficacy may allow LGBT individuals to perceive higher levels of efficacy due to the potential for increased opportunities for job satisfaction and decreased turnover intentions coming from effective workplace code-switching in the workplace environment. Ragins and Cornwell (2001) suggest that self-efficacy has a negative effect on turnover intentions through satisfaction.

H6: Job satisfaction fully mediates the relationship between workplace self-efficacy and turnover intentions.

The effect of Workplace Felt Stress on Job Satisfaction and Turnover Intentions

The effect of workplace felt stress on job outcomes is well documented in the literature with substantial significant predictions that prolonged exposure may lead to short-term and chronic physical and mental illness (Drydakis, 2014), dissatisfaction (Maslach, 1998), lowered performance and commitment to work (Abel and Sewell, 1999; Reilly et al, 2014), wage gaps (Badgett, 1995), discrimination (Olson, 1987), and employee turnover (Hatfield et al, 1993; Jepson and Forrest, 2006). Workplace Felt stress, also referred to as job stress, research has been shown to directly negatively

influence job satisfaction (McFarland, 2003; Roberts, Lapidus, and Chonko, 1997; Sager, 1994; Chaplain, 1995; Reilly et al, 2014).

Unsupportive work environments are suggested to have a strong influence on job satisfaction (Liu and Ramsey, 2008), which could be the negative influence from workplace felt stress when individuals code-switch in the context of those work environments. Research has presented instances of institutionalized procedures that restrict officially conferred work rewards, such as increased job task responsibility, wage increases, and promotions, with lower employees satisfaction and increase turnover intentions (Badgett et al, 2007; Drydakis, 2014). Ragins and Cornwell (2001) found that perceived discrimination, either directly or indirectly experienced, is associated with negative work attitudes, such as workplace felt stress and job satisfaction, and these factors increase employee turnover (Behrman and Perreault, 1984; Fry et al, 1986; Singh and Rhoads, 1991; McFarland, 2003). This presence of workplace stress can disrupt an individual's ability to perform complex tasks, along with draining attentional and cognitive resources (Klein and Verbeke, 1999), and this reduced ability to perform those complex workplace tasks and pay attention to appropriate situational informational cues will decrease an individual's performance (Verbeke and Bagozzi, 2000). The workplace felt stress disruption could have adverse mental health symptoms that have the potential to strongly influence a negative impact on job satisfaction (Drydakis, 2014).

The stress, in interfering with social information processing, influences behavior or attitudes from the SIP theoretical perspective causing an individual to become less committed and having less favorable feelings about their job (Salancik and Pfeffer, 1978, p.244). SIP Theory goes on to suggest that the work environment and "external offers"

provide salient information, and, ironically, “the freedom to choose other options forestalls the process of finding satisfaction in the present situation, and leads to the prediction...less satisfaction with the present job and organization,” (Salancik and Pfeffer, 1978, p. 245). Social comparison (Goodman, 1977) posits that individuals will become dissatisfied and increase turnover intentions when they feel the stress of inequitable treatment.

H7: Job satisfaction fully mediates the relationship between workplace felt stress and turnover intentions.

CHAPTER III

METHODOLOGY

Introduction

This study was developed to test the conceptual model of the workplace code-switching phenomenon on a sample of the LGBT population. This demographic group offers a multi-dimensional view of statistically underrepresented populations and the potential for examining the intersectionality of demographic characteristics. Initial research into this phenomenon revealed that a measure did not exist for workplace code-switching. Although the concept exists in the literature and has anecdotal existence in life, the source literature assisted in developing a measure for code-switching.

Research Context

This study tests the relationships in the framework to examine how LGBT individuals process information in the context of their workplace with respect to how perceived sexual orientation discrimination leads to perceived threats, is moderated by perceived organizational support, and contributes to workplace code-switching. The outcomes of workplace code-switching were proposed to be a dual path mediation

through workplace self-efficacy and workplace felt stress with different outcomes in job satisfaction and, ultimately, an individual's turnover intentions.

Development of Measures

The design of this study and development of items came from a review of relevant literature streams. Although some constructs had been previously researched, the core concept of workplace code-switching, let alone the context of its use in this study, remains unexplored, so a self-report survey was developed to measure the construct. This study focused on perceived sexual orientation discrimination, perceived threats, perceived organizational support, workplace code-switching, workplace self-efficacy, workplace felt stress, job satisfaction, and turnover intentions. At the end of the survey, individuals were given the option to go to another survey, approved by IRB, to provide contact information to follow-up on their perspective in the future.

The development of the scale for the construct on “Perceived Sexual Orientation Discrimination” was compiled from the Sexual Orientation Microaggressions Inventory (SOMI) by Swann, Minshew, Newcomb, and Mustanski (2016). The scale includes 15 items on a 5-Point Likert type scale.

For the construct “Perceived Threat,” the measure was adapted from literature on Realistic Group Conflict Theory, Perceived Threats, and Psychological Safety (Baumeister and Vohs, 2007; Campbell, 1965; Kahn, 1990; Edmondson, 1999). The scale includes 5 items on a 7-Point Likert type scale.

The construct measure for “Perceived Organizational Support” was developed from a shortened version of the Survey of Perceived Organizational Support (Eisenberger et al, 1986). The scale includes 8 items on a 7-Point Likert type scale.

The construct measure for “Workplace Code-Switching” was adapted from sociolinguistic and cross-cultural code-switching literature, along with gender and race identity management literature. The following scales were used in the development: Social Recategorization subscale (Morgan, 2002), Positive Distinctiveness subscale (Morgan, 2002), Self-Consciousness scale (Scheier and Carver, 1985), Ability to Modify Self-Presentation scale (Lennox and Wolfe, 1984), and Multidimensional Inventory of Black Identity (Sellers et al, 1997). The scale includes 10 items on a 5-Point Likert type scale.

The development of the scale for the construct on “Workplace Self-Efficacy” was adapted from the Perceived Self-Efficacy Scale by Luszczynska, Scholz, and Schwarzer (2005) and Schwarzer and Scholz (2000). The scale includes 8 items on a 4-Point Likert type scale.

For the construct “Workplace Felt Stress,” the measure was adapted from stress literature (Kipnis and Schmidt, 1988; House and Rizzo, 1972; McFarland, 2003). There are 6 items measuring physical and mental stress on a 5-Point Likert type scale.

The dependent variable “Job Satisfaction” was developed from literature on job satisfaction (Stanton et al, 2001; Khalilzadeh et al, 2013; Quinn and Staines, 1979). The measure for overall job satisfaction included 3 items on a 5-Point Likert type scale.

The dependent variable “Turnover Intentions” was developed from the following literature: Crossley et al. (2002), Stewart (2011), and Roodt (2004). There were 3 items adapted for this scale that are measure on a 7-Point Likert type scale.

A total of 58 survey items were selected for the measurement of this study, along with 31 demographic questions. My dissertation committee reviewed and approved the items. The survey was built in Qualtrics for electronic distribution.

Pilot Study

Data were collected, after IRB approval, for the pilot study from the mailing list of 250 attendees from LGBT in the South Conference/Southern Equality Fund, which is a conference focused on LGBT support. A pilot study was deemed necessary to validate the construct “workplace code-switching,” as the newly developed measure had not been tested. The pilot study was built with Qualtrics, and the electronic survey was distributed via email to the individuals on the email distribution list from the aforementioned mailing lists. Participants were chosen who self-identified as LGBT and over the age of 18.

Sample – Quantitative – Main Study

Data for the main study was collected after IRB approval through an email blast that was distributed by OUT Leadership to approximately 5,000 individuals using Qualtrics. The Pilot Study was analyzed using JMP Pro 12 and the results were statistically significant, after IRB approval, they were retained for the Main Study. IRB approved the study to remain open with the one email blast to OUT Leadership. The sample collected the perspective of LGBT individuals, as responses from non-LGBT respondents were not collected by setting the electronic survey to limit survey answers to

self-report LGBT individuals. Participants were chosen who self-identified as LGBT and over the age of 18.

Procedure – Quantitative – Main Study

Data was compiled in Excel from Qualtrics to search for incomplete surveys and to format for analysis. Items were subject to an assessment of content validity; this served as a pretest of the data. I ensured content validity by performing principal component analysis, extracting the factors corresponding to the theoretical dimension under examination. I used JMP Pro 12 to perform Exploratory Factor Analysis (EFA) to ensure content validity and reliability. Prior to performing factor analysis, I examined inter-item correlation. I evaluated whether all items are statistically significant, and whether any items needed to be removed, along with an evaluation of the sample size.

CHAPTER IV

FINDINGS

Data gathering for the pre-test began in November 2016, and after verifying the validity and significance, the main data collection was approved to continue in February 2017 with an approved extension to complete during the same month through Qualtrics and exported to Excel. All data analyses for the combined studies was performed using JMP Pro 12 and SPSS/AMOS 20 Statistical software. First, the Pre-test data will be presented to show why it was considered acceptable to retain and combine into the Main Data Collection. Then this chapter will present the analysis and results for the combined data set. The study presents seven hypotheses. The data analysis in JMP Pro 12 included descriptive statistics of the data, reliability estimates, factor analyses (EFA and CFA), correlation matrix, regression analysis, and path analysis using SPSS/AMOS 20. Details from the analyses and statistical techniques used in these findings are described in this chapter. Factor analysis was used to provide evidence of construct validity (Hinkin, 1998).

Pre-test Data

A total of 63 respondents, all self-identified as LGBT and over age 18 years, filled out their surveys completely. Study participant demographics are shown in the following tables.

Table 2. Descriptive Statistics of Construct Items – Pre-test

Variable	N	Mean	Std Dev	Min	Max
SOD.1	63	4.37	1.140	1	5
SOD.2	63	4.89	.317	1	5
SOD.3	63	4.35	1.050	1	5
SOD.4	63	4.51	.780	1	5
SOD.5	63	3.43	1.201	1	5
SOD.6	63	4.05	1.038	1	5
SOD.8	63	4.54	.858	1	5
SOD.9	63	4.49	.982	1	5
SOD.10	63	4.68	.715	1	5
SOD.12	63	4.52	.931	1	5
SOD.13	63	4.19	1.162	1	5
SOD.14	63	4.40	1.040	1	5
SOD.15	63	4.49	.931	1	5
PercTht.1	63	2.81	1.950	1	7
PercTht.2	63	2.67	1.849	1	7
PercTht.3	63	2.79	1.733	1	7
PercTht.5	63	2.64	1.659	1	7
POS.1	63	3.03	1.741	1	7
POS.2	63	3.00	1.760	1	7
POS.3	63	2.89	1.587	1	7
POS.5	63	3.03	1.576	1	7
POS.6	63	4.87	1.476	1	7
POS.7	63	3.06	1.501	1	7
POS.8	63	3.00	1.545	1	7
CodeSw.2	63	2.02	.924	1	5
CodeSw.3	63	3.15	1.255	1	5
CodeSw.4	63	3.16	1.370	1	5
CodeSw.5	63	2.73	1.393	1	5
CodeSw.6	63	3.76	1.201	1	5
CodeSw.7	63	3.41	1.303	1	5
CodeSw.8	63	3.00	1.320	1	5
CodeSw.9	63	3.97	1.077	1	5
CodeSw.10	63	3.16	1.234	1	5
SelfEf.1	63	1.43	.600	1	4
SelfEf.2	63	2.06	.693	1	4
SelfEf.3	63	1.79	.626	1	4
SelfEf.4	63	1.51	.644	1	4
SelfEf.5	63	1.56	.667	1	4
SelfEf.6	63	1.67	.762	1	4
SelfEf.7	63	1.52	.564	1	4

Variable	N	Mean	Std Dev	Min	Max
SelfEf.8	63	1.41	.528	1	4
PhysStres.1	63	4.38	1.809	1	5
PhysStres.2	63	4.46	1.933	1	5
PhysStres.3	63	5.29	1.745	1	5
MentalStr.4	63	3.94	1.839	1	5
MentalStr.5	63	4.44	2.014	1	5
MentalStr.6	63	3.71	2.035	1	5
JobSat.1	63	2.83	1.592	1	5
JobSat.2	63	4.60	1.947	1	5
JobSat.3	63	2.91	2.050	1	5
TurnInt.2	63	5.00	2.080	1	7
TurnInt.3	63	3.73	1.743	1	7

Table 3. Variance Explained by Each Factor – Pre-test

Factor1	Factor2	Factor3	Factor4	Factor5	Factor6
13.5439	11.5030	11.1617	10.1952	6.5073	6.1465
Factor7	Factor8	Factor9	Factor10	Factor11	Factor12
3.3159	4.8440	4.1252	4.0022	2.8857	3.1776

Table 4: Eigenvalues of the Pre-test Correlation Matrix: Total = 58

Number	Eigenvalue	Proposition	Cumulative
1	20.1155	34.682	34.682
2	5.0809	8.760	43.442
3	3.5652	6.147	49.589
4	3.5456	6.113	55.702
5	2.9435	5.075	60.777
6	2.1595	3.723	64.500
7	1.8095	3.120	67.620
8	1.5943	2.749	70.369
9	1.4409	2.484	72.853
10	1.2837	2.213	75.067
11	1.1933	2.057	77.124
12	1.1111	1.916	79.040
13	0.9487	1.636	80.675
14	0.9011	1.554	82.229
15	0.8781	1.514	83.743
16	0.8197	1.413	85.156
17	0.7308	1.260	86.416
18	0.6515	1.123	87.539
19	0.5951	1.026	88.565
20	0.5691	0.981	89.547
21	0.5343	0.921	90.468
22	0.4944	0.852	91.320
23	0.4595	0.792	92.113
24	0.4147	0.715	92.828

25	0.3972	0.685	93.512
26	0.3772	0.650	94.163
27	0.3308	0.570	94.733
28	0.3070	0.529	95.262
29	0.3064	0.528	95.791
30	0.2541	0.438	96.229
31	0.2409	0.415	96.644
32	0.2100	0.362	97.006
33	0.2028	0.350	97.356
34	0.1935	0.334	97.690
35	0.1468	0.253	97.943
36	0.1418	0.244	98.187
37	0.1307	0.225	98.412
38	0.1231	0.212	98.625
39	0.1055	0.182	98.806
40	0.0975	0.168	98.975
41	0.0887	0.153	99.127
42	0.0776	0.134	99.261
43	0.0727	0.125	99.387
44	0.0667	0.115	99.502
45	0.0629	0.108	99.611
46	0.0473	0.081	99.692
47	0.0382	0.066	99.758
48	0.0319	0.055	99.813
49	0.0228	0.039	99.852
50	0.0214	0.037	99.889
51	0.0162	0.028	99.917
52	0.0134	0.023	99.940
53	0.0110	0.019	99.959
54	0.0092	0.016	99.975
55	0.0064	0.011	99.986
56	0.0044	0.008	99.994
57	0.0026	0.004	99.998
58	0.0011	0.002	100.00

Figure 3. Scree Plot

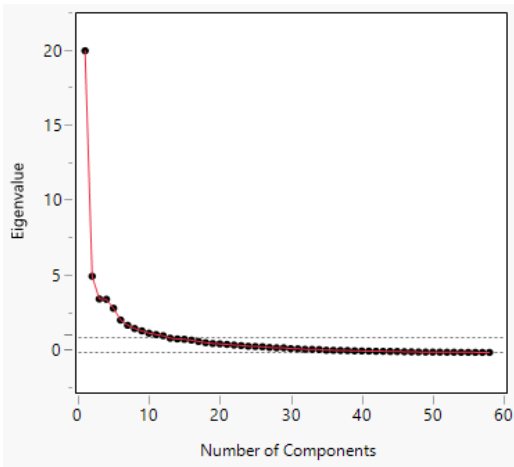


Table 5. Age of Participants

AGE	Count	Count (%)
18-24	36	10
25-34	157	43
35-44	101	28
45 - 54	46	13
55 - 64	19	5
65+	3	1
Total	362	100

Table 6. Gender of Participants

GEND	Count	Count (%)
Male	173	48
Female	145	40
Male to Female	15	4
Female to Male	9	2
Intersex	0	0
Other	3	1
GenderQueer	17	5
Total	362	100

Table 7. Ethnicity of Participants

ETHNIC	Count	Count (%)
American Indian/Alaskan	1	1
Asian	5	1
Black/African-American	13	4
Caucasian/White	317	87
Hispanic/LatinX	17	5
Pacific Islander/Hawaiian	1	1
Other	8	1
Total	362	100

Table 8. Marital Status of Participants

MarStat	Count	Count (%)
Single	189	52
Married	102	28
Divorced	20	6
Domestic Partnership	47	13
Widowed	4	1
Total	362	100

Table 9. Sexual Orientation of Participants

SexOrient	Count	Count (%)
Lesbian	56	16
Gay	157	43
Bisexual	77	21
Queer	36	10
Heterosexual	8	2
Pansexual	22	6
Asexual	6	2
Other	0	0
Total	362	100

Table 10. “Out - Sexual Orientation” in Personal life

OutSO_Per	Count	Count (%)
Yes	338	93
No	24	7
Total	362	100

Table 11. “Out – Sexual Orientation” at work

OutSO_Work	Count	Count (%)
Yes	266	73
No	96	27
Total	362	100

Table 12. If “out of the closet at work,” how out.

HOWOUT_SO_WORK	Count	Count (%)
To Some People	38	15
To Most People	82	31
To Everyone	142	54
Total	262	100

***4 respondents did not rate “how out at work” who are “out at work”

Table 13. Do Participants have children?

Child	Count	Count (%)
Yes	61	17
No	301	83
Total	362	100

Table 14. If Participants have children, how many?

ChildNum	Count	Count (%)
1 child	21	35
2 children	25	42
3 children	11	18
4 children	3	5
Total	60	100

***1 respondent with children did not list the number of kids

Table 15. Highest Level of completed Education of Participants

Educ	Count	Count (%)
High School	57	16
Associates/Technical	47	13
Bachelor's	132	36
Master's	93	26
Doctorate	18	5
Professional Degree (MD or JD)	15	4
Total	362	100

Table 16. Perceived Organization Gender of Participants

OrgGend	Count	Count (%)
Mostly Male	77	21
Mostly Female	115	32
Equally Balanced	170	47
Total	362	100

Table 17. Organization Size of Participants

OrgSize	Count	Count (%)
1-5 people	14	4
6-10 people	19	5
11-20 people	18	5
21-50 people	43	12
51-100 people	26	7
101-500 people	64	18
501-1000 people	25	7
+1000 people	153	42
Total	362	100

Table 18. Does Participant's Workplace have an Inclusion Policy?

InclPolicy	Count	Count (%)
Yes	214	59
No	148	41
Total	362	100

Table 19. If applicable, how satisfied with Inclusion Policy?

InclSatisf	Count	Count (%)
Extremely Satisfied	70	33
Moderately Satisfied	63	30
Slightly Satisfied	23	11
Neither Satisfied nor Dissatisfied	49	23
Slightly Dissatisfied	4	2
Moderately Dissatisfied	1	< 1
Extremely Dissatisfied	1	< 1
Total	211	100

***3 respondents did not rate their satisfaction

Table 20. Industry Type of Participants

IndustType	Count	Count (%)
For Profit	135	37
Non Profit	31	9
Government	35	10
Health Care	47	13
Education	59	16
Military	1	< 1
Other	54	15
Total	362	100

Survey Response Construct Measures Analysis

In the construct measures analysis, the measurements were evaluated for acceptable reliability of the measures, validity between measures, and the expected factor structure. For the measurement model, the fit statistics Chi-Square (χ^2), comparative fit index (CFI), and root mean square error of approximation (RMSEA) were utilized. Using χ^2 (Hinkin, 1998), the smaller the χ^2 the better model fit. Two or three times as large as the degrees of freedom is acceptable as an

indication of good model fit. In evaluating the model, χ^2 is sensitive to sample size, thus use is suggested with caution. The CFI, GFI, NFI, and TLI (Bentler, 1990) provides insight into fit with values ranging from 0.0 to 1.0 with $>.95$ great, $>.90$ traditional, $>.80$ permissible $CFI \geq 0.95$ (Hu & Bentler, 2010; Kline, 2005; Hoyle, 2000). The RMSEA (Steiger, 1990) with fit values ranges as follows: close fit (0.0 to 0.05), fair fit (0.05 to 0.08), mediocre fit (0.08 to 0.10), poor fit (> 0.10).

In evaluating the acceptable reliability of the measures, Pedhazur and Schmelkin (1991) say that reliability is a condition necessary for validity, and reliability checks the homogeneity of items that measure a variable. Cronbach's alpha is the most frequently used technique in estimating internal-consistency reliability (Pedhazur and Schmelkin, 1991). The reliability of the scales of measurement were estimated using Cronbach's alpha technique.

Although all of the scales, except for the newly developed "Workplace Code-Switching" measure utilized item sets that have been tested to confirm the validity in this study. Factor analysis was used to test item validity because it is considered useful in evaluating the internal structure of sets of items and the relationship among variables (Pedhazur and Schmelkin, 1991). In the factor analysis, a factor loading is the estimate of validity of items that are used to evaluate a construct, and it is important because it shows the relationship between each factor and indicator (Pedhazur and Schmelkin, 1991). Factor loadings help evaluate the items that meaningfully correlate with the factor, whereas the higher a factor loading, the greater the relationship of that indicator to the factor; this study considered only factor loadings above 0.5, as that is considered meaningful (Pedhazur and Schmelkin, 1991).

The expected factor structure was extracted via maximum likelihood method descriptive statistics that were run are seen in the tables below with Promax rotation, which is an oblique rotation that allows factors to be correlated with one another. This study had very little missing data, as noted in the tables above. A correlation matrix was run on all the items; 51 of 58 items

correlated at least .3. JMP Pro 12 was used to compute descriptive statistics for all the descriptive statistics as shown in Table 21. Communalities are listed in Table 22, items in the “extraction” column <0.50 will be removed as they struggle to load significantly.

Table 21. Descriptive Statistics of Construct Items

Variable	N	Mean	Std Dev	Min	Max
SOD.1	362	4.36	.986	1	5
SOD.2	362	4.88	.423	1	5
SOD.3	362	4.51	.872	1	5
SOD.4	362	4.51	.806	1	5
SOD.5	362	3.75	1.070	1	5
SOD.6	362	4.25	.928	1	5
SOD.8	362	4.62	.755	1	5
SOD.9	362	4.60	.813	1	5
SOD.10	362	4.80	.551	1	5
SOD.12	362	4.70	.729	1	5
SOD.13	362	4.35	.973	1	5
SOD.14	362	4.67	.751	1	5
SOD.15	362	4.65	.757	1	5
PercTht.1	362	2.57	1.766	1	7
PercTht.2	362	2.57	1.713	1	7
PercTht.3	362	2.69	1.711	1	7
PercTht.5	362	2.59	1.662	1	7
POS.1	362	2.70	1.601	1	7
POS.2	362	2.78	1.624	1	7
POS.3	362	2.73	1.525	1	7
POS.5	362	2.88	1.497	1	7
POS.6	362	2.92	1.599	1	7
POS.7	362	3.09	1.534	1	7
POS.8	362	2.83	1.545	1	7
CodeSw.2	362	2.21	1.015	1	5
CodeSw.3	362	2.94	1.235	1	5
CodeSw.4	362	3.07	1.316	1	5
CodeSw.5	362	2.97	1.329	1	5
CodeSw.6	362	3.75	1.132	1	5
CodeSw.7	362	3.38	1.200	1	5
CodeSw.8	362	3.14	1.281	1	5
CodeSw.9	362	3.72	1.137	1	5
CodeSw.10	362	3.17	1.243	1	5
SelfEf.1	362	1.52	.558	1	4
SelfEf.2	362	2.10	.590	1	4
SelfEf.3	362	1.75	.671	1	4
SelfEf.4	362	1.59	.626	1	4
SelfEf.5	362	1.59	.600	1	4
SelfEf.6	362	1.66	.680	1	4
SelfEf.7	362	1.57	.588	1	4
SelfEf.8	362	1.51	.558	1	4

Variable	N	Mean	Std Dev	Min	Max
PhysStres.1	362	4.34	1.879	1	5
PhysStres.2	362	4.48	1.857	1	5
PhysStres.3	362	5.36	1.719	1	5
MentalStr.4	362	4.12	1.947	1	5
MentalStr.5	362	4.80	1.892	1	5
MentalStr.6	362	3.88	1.953	1	5
JobSat.1	362	2.60	1.425	1	5
JobSat.2	362	2.82	1.714	1	5
JobSat.3	362	2.66	1.452	1	5
TurnInt.2	362	5.35	1.794	1	7
TurnInt.3	362	4.66	1.685	1	7

Table 22. Communalities

	Initial	Extraction
SOD.1	0.531	0.497
SOD.2	0.345	0.233
SOD.3	0.562	0.576
SOD.4	0.682	0.699
SOD.5	0.569	0.521
SOD.6	0.642	0.616
SOD.8	0.603	0.592
SOD.9	0.673	0.629
SOD.10	0.518	0.407
SOD.12	0.72	0.757
SOD.14	0.727	0.804
SOD.15	0.616	0.56
PercTht.1	0.796	0.812
PercTht.2	0.865	0.902
PercTht.3	0.713	0.676
PercTht.5	0.858	0.873
POS.1	0.642	0.595
POS.2	0.722	0.713
POS.3	0.748	0.754
POS.5	0.72	0.733
POS.6	0.631	0.631
POS.7	0.631	0.598
POS.8	0.736	0.697
CodeSw.2	0.288	0.207

CodeSw.3	0.435	0.372
CodeSw.4	0.644	0.577
CodeSw.5	0.727	0.706
CodeSw.6	0.471	0.42
CodeSw.7	0.588	0.532
CodeSw.8	0.641	0.618
CodeSw.9	0.452	0.374
CodeSw.10	0.693	0.704
SelfEf.1	0.443	0.405
SelfEf.2	0.225	0.155
SelfEf.3	0.544	0.496
SelfEf.4	0.679	0.69
SelfEf.5	0.627	0.597
SelfEf.6	0.543	0.461
SelfEf.7	0.65	0.638
SelfEf.8	0.614	0.6
PhysStress.1	0.48	0.444
PhysStress.2	0.672	0.659
PhysStress.3	0.627	0.594
MentalStress.4	0.711	0.757
MentalStress.5	0.769	0.791
MentalStress.6	0.711	0.717
JobSat.1	0.832	0.867
JobSat.2	0.622	0.605
JobSat.3	0.838	0.883
TurnInt.2	0.643	0.539
TurnInt.3	0.652	0.563

Extraction Method Maximum Likelihood

Then an analysis was completed using a Kaiser-Myer-Olkin (KMO) test to measure sample adequacy (MSA) as well as Bartlett's Test of Sphericity to test that the correlation matrix is an identity matrix, as seen in table 23 below. The MSA in the KMO was .927, which is excellent and certainly meets the minimum criteria. The Bartlett's Test found that no common factors contain the degrees of freedom, χ^2 statistic, and p -value. Therefore, a null hypothesis was rejected,

concluding that the factor analysis was appropriate for this data. Given these indicators, factor analysis is suitable.

Table 23. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.927
	Chi-Square	13033.850
Bartlett's Test of Sphericity	df	1275
	Sig.	<.0001

Then a principal component analysis was used. Initial Eigenvalues indicated that the first eight factors explained most of the variance, as seen in the table 24 below, which is in line with previous theoretic support.

Table 24. Variance Explained by Each Factor

Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Factor8
7.2080	5.0495	6.5173	5.8882	5.4393	3.2745	4.5573	1.2765

A principal components analysis on the remaining 28 items was conducted, as seen below, showing final communality estimates and factor patterns will the items loading >0.50 . The Eigenvalues and scree plot are below. Items with low loading, in order to enhance the fit of the model, were eliminated from constructs for the final model. The items that were retained are seen in Table 25 below. The overall correlation matrix of the final constructs is listed in Table 27 below.

Table 25: Eigenvalues of the Correlation Matrix: Total = 28

Number	Eigenvalue	Proposition	Cumulative
1	10.1863	36.380	36.380
2	3.5306	12.609	48.989
3	2.3040	8.229	57.218
4	1.8989	6.782	63.999
5	1.6346	5.838	69.837
6	1.0785	3.852	73.689
7	0.8841	3.158	76.847
8	0.5874	2.098	78.945
9	0.5344	1.909	80.853

10	0.5097	1.820	82.674
11	0.4524	1.616	84.289
12	0.3955	1.413	85.702
13	0.3893	1.390	87.093
14	0.3615	1.291	88.384
15	0.3391	1.211	89.595
16	0.3256	1.163	90.757
17	0.3018	1.078	91.835
18	0.2910	1.039	92.875
19	0.2693	0.962	93.836
20	0.2557	0.913	94.750
21	0.2462	0.879	95.629
22	0.2403	0.858	96.487
23	0.2261	0.808	97.295
24	0.2079	0.742	98.037
25	0.1891	0.675	98.712
26	0.1511	0.540	99.252
27	0.1088	0.389	99.641
28	0.1006	0.359	100.000

Figure 5. Scree Plot in Item Reduced Factor Model

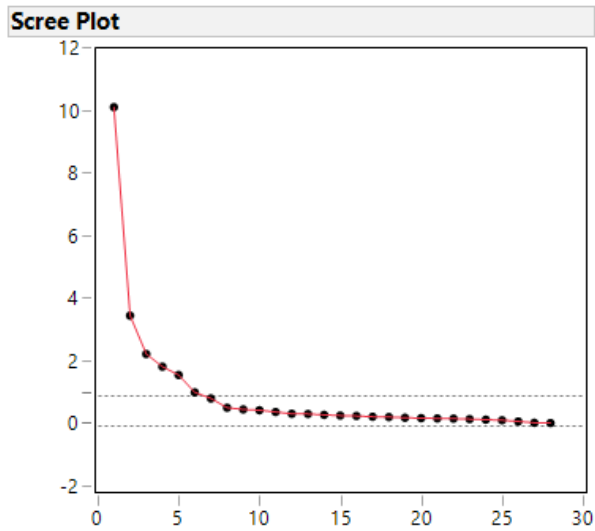


Table 26. Rotated Factor Pattern

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
POS-5	0.8923	0.0228	-0.0590	-0.0400	-0.0070	-0.0380	-0.0340	-0.0030
POS-3	0.8249	0.0619	-0.0500	0.1487	0.0469	0.0435	-0.0890	-0.0390
POS-8	0.7768	0.0143	0.0543	-0.0200	-0.0110	0.0474	0.1357	0.0403
POS-2	0.7657	-0.0310	0.0464	0.1578	0.0662	-0.0110	0.0252	-0.0040
SOD-8	0.0780	0.8330	-0.0500	-0.1090	-0.0580	-0.0360	-0.0390	-0.0070
SOD-7	-0.0670	0.8141	0.0074	0.0169	-0.0420	-0.0110	-0.0180	0.0090
SOD-4	0.0472	0.7808	0.0196	0.0074	0.0545	0.0053	-0.0030	0.0419
SOD-9	-0.1350	0.7403	-0.0320	0.0190	0.0436	0.0529	-0.0670	-0.1080
SOD-6	0.0460	0.7347	0.0791	0.0030	0.0134	-0.0020	0.1265	0.0615
MentalStress-5	-0.0130	-0.0190	0.8149	-0.0310	-0.0270	-0.0620	-0.1350	-0.0440
PhysStress-3	0.0520	0.0266	0.8042	-0.0360	0.0032	-0.0770	0.0920	-0.0190
PhysStress-2	-0.0080	0.0060	0.7958	0.0140	0.0314	0.0445	0.0263	0.0747
MentalStress-6	-0.1030	0.0120	0.7039	0.0294	0.0140	0.1053	-0.1550	-0.0640
JobSat-2 rev	-0.0940	0.0165	0.1770	0.0871	0.0157	0.0415	-0.5770	0.0629
PercTht-2	0.0360	-0.0240	0.0033	0.9091	-0.0620	-0.0150	-0.0200	0.0227
PercTht-1	-0.0280	-0.0050	-0.0060	0.8871	-0.0470	-0.0300	-0.0010	0.0015
PercTht-5	0.0826	-0.0800	-0.0200	0.8191	-0.0020	0.0332	0.0232	-0.0050
POS-6 rev	-0.7170	0.0922	0.0361	0.1482	0.1122	-0.0180	-0.0360	0.0355
CodeSw-10	-0.0190	0.0340	-0.0260	0.0469	0.8508	-0.0680	-0.0250	-0.0140
CodeSw-8	-0.0290	0.0322	0.0437	-0.0250	0.8132	0.0383	0.0695	-0.0390
CodeSw-5	0.0567	-0.0670	0.0034	-0.2200	0.6740	0.0083	-0.0570	0.0811
SelfEf-4	-0.0070	-0.0010	-0.0390	-0.0060	-0.0030	0.8794	0.0426	0.0110
SelfEf-5	0.0005	-0.0280	0.0226	-0.0150	0.0061	0.8033	-0.0790	-0.0460
SelfEf-7	0.0591	0.0360	0.0136	-0.0010	-0.0240	0.6805	0.0471	0.0510
JobSat-3	0.0478	0.0168	-0.0630	0.0336	0.0016	-0.0040	0.9139	0.0358
JobSat-1	0.1224	0.0090	-0.1160	0.0316	-0.0070	0.0453	0.7224	-0.0180
TurnInt-2	-0.0650	0.0041	0.0351	0.0156	0.0159	0.0102	-0.1630	0.8525
TurnInt-3 rev	-0.0600	0.0129	0.1916	-0.0270	-0.0520	-0.0200	-0.3750	0.2931

Table 27. Correlations Matrix – Total Effects for Final Constructs

Variable	PSOD	CODESW	SELFEF	STRESS	PERCTHT	JOBSAT	TURNINT	POS
PSOD	1.0000	0.3287	-.0428**	0.3160	0.4613	-0.2231	.1450*	-0.3479
CODESW	0.3287	1.0000	-0.2405	0.3894	0.5478	-0.3038	0.2844	-0.3606
SEFLEF	-.0428**	-0.2405	1.0000	-.1938*	-.1936*	0.2660	-0.2753	0.3452
STRESS	0.3160	0.3894	-.1938*	1.0000	0.3564	-0.6598	0.6013	-0.4790
PERCTHT	0.4613	0.5478	-.1936*	0.3564	1.0000	-0.3077	0.2388	-0.4827
JOBSAT	-0.2231	-0.3038	0.2660	-0.6598	-0.3077	1.0000	-0.7466	0.6335
TURNINT	.1450*	0.2844	-0.2753	0.6013	0.2388	-0.7466	1.0000	-0.5408
POS	-0.3479	-0.3606	0.3452	-0.4790	-0.4827	0.6335	-0.5408	1.0000

Note: Correlations p-values are <.0001, except * p-value <.01 and ** not significant (.4166)

The following table contains the Cronbach's alpha for all of the factors. The *Handbook of Organizational Measurement* (Price, 1997), states the Cronbach's alpha is the accepted measure for reliability of internal consistency. A coefficient alpha of 0.70 or higher is a strong indicator of covariance and that suggests the sampling domain has been adequately captured. All of the alphas in this study are .807 and higher, indicating high reliability. See Table 28.

Table 28. Cronbach's Alpha Summary

No.	Factors	Cronbach's Alpha
1	Perceived Sexual Orientation Discrimination	0.931
2	Perceived Organizational Support	0.922
3	Perceived Threat	0.944
4	Workplace Code-Switching	0.856
5	Workplace Self-Efficacy	0.835
6	Workplace Felt Stress	0.885
7	Job Satisfaction	0.936
8	Turnover Intention	0.807

All of the fit statistics for the model are acceptable as indication of good model fit. As previously mentioned, the fit statistics CFI, NFI, TLI, GFI, RFI, and IFI all indicated a good fit when >0.90 (Price, 1997).

Table 29. Fit Statistics

Fit Index	Fit Value
χ^2	544.145
χ^2 DF	321.000
χ^2 /DF	1.695
Pr > χ^2	< .001
Standardized RMR (SRMR)	0.084
RMSEA Estimate	0.044
RMSEA Lower 90% Confidence Limit	0.037
RMSEA Upper 90% Confidence Limit	0.050
Bentler Comparative Fit Index (CFI)	0.970
Bentler-Bonett NFI	0.929
Bentler-Bonett Non-Normed Index (TLI)	0.964
Goodness-of-fit (GFI)	0.901
RFI rho1 (RFI)	0.917
Bollen Non-Normed Index Delta2 (IFI)	0.970

Statistical Analysis

Correlation and multiple regression were used to study inter-relationships between constructs. Path analysis was used to test causal relationships between the dimensions of Perceived Sexual Orientation Discrimination, Perceived Threat, Perceived Organizational Support, Workplace Code-Switching, Workplace Self-Efficacy, Workplace Felt Stress, Job Satisfaction, and Turnover Intentions have been tested by structural equations modeling in the statistical software JMP Pro 12 and AMOS 20. When modeling the relationship between those constructs, constructs used in the analysis were obtained by summation scores of average values of items related to those constructs. P-Values less than or equal to .05 are considered statistically significant. The model is designed so that the construct “Perceived Sexual Orientation Discrimination” (PSOD) has a direct effect on “Perceived Threat” (PERCTHT), then PERCTHT has a direct effect on “Workplace Code-Switching” (CODESW), “Perceived Organizational Support” (POS) moderates PSOD and PERCTHT, then CODESW has a direct effect on “Workplace Self-Efficacy” (SELFEF) and “Workplace Felt Stress” (STRESS) and those two have direct impact on “Job satisfaction” (JOBSAT) which fully moderates “Turnover intentions” (TURNINT).

Hypothesis 1

The first hypothesis was explored to determine whether perceived sexual orientation discrimination (PSOD) is positively related to perceived threat (PERCTHT). PSOD was measured using the composite scores from the sum of scale items 4, 6, 7, 8, and 9. The scores, ranging from 1-5, were re-coded so that a lower score reflects lower level of PSOD and a higher score reflects higher PSOD. PERCTHT was a composite score from the sum of scale items 1, 2, and 5. The scores, ranging from 1-7, reflect lower scores with lower level of perceived threat and higher scores with higher perceptions of threat.

Correlation analysis was used to evaluate the relationship between PSOD and PERCTHT. A moderate positive relationship was observed between the variables (correlation coefficient $r_{(362)} = 0.461, p < .0001$).

Table 30. Hypothesis 1 – Correlation Coefficients, $N = 362$

	Perceived Threat (PERCTHT)
Perceived Sexual Orientation Discrimination (PSOD)	$r = 0.46, p < .0001$

These results suggest that PERCTHT increases as the levels of PSOD increase. The strength of the relationship as measured by R^2 is 0.213, indicating that 21.3% of the variation in PERCTHT can be explained by its relationship to PSOD. The hypothesis that PSOD is positively related to PERCTHT is supported, as shown in the table below ($t = 9.86, p < <0.0001$).

Table 31. Hypothesis 1 – Multiple Regression Results

Independent Variable	Beta*	SE	t Value	p-Value
Intercept	7.53	0.51	14.83	<.0001
PSOD	1.10	0.11	9.86	<.0001

Model Fit:
 $R^2: 0.213$

*Beta values are Standardized Coefficients

Hypothesis 2

The second hypothesis was evaluated to determine whether Perceived Organizational Support (POS) negatively moderates the relationship between PSOD and PERCTHT. As POS increases, the positive effect of PSOD upon PERCTHT will be diminished. PSOD was measured using the composite scores from the sum of scale items 4, 6, 7, 8, and 9. The scores, ranging from 1-5, were re-coded so that a lower score reflects lower level of PSOD and a higher score reflects higher PSOD. PERCTHT was a composite score from the sum of scale items 1, 2, and 5. The scores, ranging from 1-7, reflect lower scores with lower level of perceived threat and higher scores with higher perceptions of threat. POS was measured using the composite scores from the sum of scale items 2, 3, 5, 6, and 8. The scores, ranging from 1-7, were re-coded so that a lower score reflects lower level of POS and a higher score reflects a higher POS.

Multiple regression analysis was used to test for the moderation of effect of POS on the relationship between PSOD and PERCTHT. The regression results as presented in the table below indicate that the model was a good fit, with 34.4% of the variation explained by the model. Significant negative moderation effects were observed of POS below ($t = -2.69, p = 0.0074$). These results indicate that the relationship between PSOD and PERCTHT varies depending on POS.

Table 32. Hypothesis 2 – Multiple Regression Results

Independent Variable	Beta*	SE	t Value	p-Value
Intercept	-5.75	0.67	-8.64	<0.0001
Perceived Sexual Orientation Discrimination (PSOD)	0.99	0.13	7.57	<0.0001
Perceived Organizational Support (POS)	0.47	0.06	8.20	<0.0001
PSOD*POS	0.18	0.07	-2.69	0.0074

Model Fit:
R²: 0.344

*Beta values are Standardized Coefficients

Hypothesis 3

This hypothesis examined whether PERCTHT is positively related to Workplace Code-Switching (CODESW). In this analysis, PERCTHT was a composite score from the sum of scale items 1, 2, and 5. The scores, ranging from 1-7, reflect lower scores with lower level of perceived threat and higher scores with higher perceptions of threat. CODESW was a composite score from the sum of scale items 5, 8, and 10. The scores, ranging from 1-5, were re-coded so that a lower score reflects lower level of CODESW and a higher score reflects a higher level of CODESW commitment. I used a correlation analysis to explore the relationship between PERCTHT and CODESW, and I found evidence of a positive relationship (correlation coefficient $r_{(362)} 0.548, p < .0001$). These results suggest that lower levels of perceived organizational belonging are associated with lower-level sale performance.

Table 33. Hypothesis 3 – Correlation Coefficients, $N = 362$

	Workplace Code-Switching (CODESW)
Perceived Threat (PERCTHT)	$r = 0.548, p < .0001$

Regression analysis showed similar results with 30% of the variation in CODESW being explained by PERCTHT. The hypothesis is supported, as shown in the results table below ($t = 12.42, p = <0.0001$).

Table 34. Hypothesis 3 – Multiple Regression Results

Independent Variable	Beta*	SE	t Value	p-Value
Intercept	4.08	0.09	43.59	<0.0001
Perceived Threat (PERCTHT)	0.38	0.03	12.42	<0.0001
Model Fit:				
R ² : 0.300				

*Beta values are Standardized Coefficients

Hypothesis 4

This hypothesis examined whether CODESW is positively related to Workplace Self-Efficacy (SELFEF). In this analysis, CODESW was a composite score from the sum of scale items 5, 8, and 10. The scores, ranging from 1-5, were re-coded so that a lower score reflects lower level of CODESW and a higher score reflects a higher level of CODESW commitment. SELFEF was a composite score from the sum of scale items 4, 5, and 7. The scores, ranging from 1-4, were re-coded so that a lower score reflects lower level of SELFEF and a higher score reflects a higher level of SELFEF. I used a correlation analysis to explore the relationship between CODESW and SELFEF, and I found evidence of a negative relationship (correlation coefficient $r_{(362)} -0.241, p < .0001$). These results suggest that lower levels of CODESW are associated with higher levels of SELFEF.

Table 35. Hypothesis 4 – Correlation Coefficients, $N = 362$

	Workplace Self-Efficacy
Workplace Code-Switching (CODESW)	$r = -0.241, p < .0001$

I found the same results using regression analysis with 5.8% of the variation in SELFEF being explained by CODESW. The hypothesis is NOT supported, as shown in the results table below ($t = 4.70, p = <0.0001$).

Table 36. Hypothesis 4 – Multiple Regression Results

Independent Variable	Beta*	SE	t Value	p-Value
Intercept	1.93	0.08	24.67	<0.0001
Workplace Code-Switching (CODESW)	-0.11	0.02	-4.70	<0.0001

Model Fit:
 $R^2: 0.058$

*Beta values are Standardized Coefficients

Hypothesis 5

The fifth hypothesis examined whether CODESW is positively related to Workplace Felt Stress (STRESS). In this analysis, CODESW was a composite score from the sum of scale items 5, 8, and 10. The scores, ranging from 1-5, were re-coded so that a lower score reflects lower level of CODESW and a higher score reflects a higher level of CODESW commitment. STRESS was a composite score from the sum of scale items 2, 3, 5, and 6. The scores, ranging from 1-7, were re-coded so that a lower score reflects lower level of STRESS and a higher score reflects a higher level of STRESS. I used a correlation analysis to explore the relationship between CODESW and STRESS, and I found evidence of a significant moderate relationship (correlation coefficient $r_{(362)} 0.389, p < .0001$). These results suggest that lower levels of CODESW are associated with lower levels of STRESS. The hypothesis that as CODESW increases STRESS would also increase was supported.

Table 37. Hypothesis 5 – Correlation Coefficients, $N = 362$

	Workplace Felt Stress
Workplace Code-Switching (CODESW)	$r = 0.389, p < .0001$

I found the same results using regression analysis with 15.2% of the variation in STRESS being explained by CODESW. The hypothesis is supported, as shown in the results table below ($t = 8.02, p = <0.0001$).

Table 38. Hypothesis 5 – Multiple Regression Results

Independent Variable	Beta*	SE	t Value	p-Value
Intercept	2.93	0.22	12.94	<0.0001
Workplace Code-Switching (CODESW)	0.55	0.07	8.02	<0.0001

Model Fit:
 $R^2: 0.152$

*Beta values are Standardized Coefficients

Hypothesis 6

The sixth hypothesis examined if Job Satisfaction (JOBSAT) fully mediates the relationship between Workplace Self-Efficacy (SELFEF) and Turnover Intentions (TURNINT). In this analysis, SELFEF was a composite score from the sum of scale items 4, 5, and 7. The scores, ranging from 1-4, are re-coded such that a lower score reflects lower levels of SELFEF and a higher score reflects a higher level of SELFEF. JOBSAT was a composite score from the sum of scale items 1, 2, and 3. The scores, ranging from 1-7, were re-coded so that a lower score reflects lower level of JOBSAT and a higher score reflects a higher level of JOBSAT. TURNINT was a composite score from the sum of scale items 2 and 3. The scores, ranging from 1-7, were re-coded so that a lower score reflects a lower intention of turnover and a higher score reflects a higher intention of turnover.

I used a correlation analysis to explore the relationship between SELFEF and TURNINT with and without the mediator JOBSAT. The direct path between SELFEF and TURNINT without the mediator had a significant negative relationship (correlation coefficient $r_{(362)} -0.275, p < .0001$). I found evidence of a mediated negative relationship with the mediating relationship of JOBSAT (correlation coefficient $r_{(362)} -0.082, p < .05$). These results suggest that JOBSAT mediates the relationship between SELFEF and TURNINT, but at a lower rate than the direct effect. As SELFEF increases, JOBSAT increases, and when JOBSAT increases, TURNINT decreases. The hypothesis that JOBSAT fully mediates the relationship between SELFEF and TURNINT is supported.

Table 39. Hypothesis 6 – Correlation Coefficients, $N = 362$

SELFEF – TURNINT (direct)	$r = -0.275, p < .0001, R^2 = 0.076$
SELFEF – JOBSAT	$r = 0.266, p < .0001, R^2 = 0.071$
JOBSAT – TURNINT	$r = -0.747, p < .0001, R^2 = 0.557$
SELFEF – JOBSAT – TURNINT	$r = -0.082, p < .05$

The indirect effects were tested using bootstrapping method of calculation. In the table below, it can be seen that there is indirect effect between SELFEEF and TURNINT, which indicates that there is mediation between those constructs by JOBSAT.

Table 40. Standardized Indirect Effects (Group number 1 - Default model)

	PSOD	PERCTHT	CODESW	SELFEEF	STRESS	JOBSAT
PERCTHT	0.000	0.000	0.000	0.000	0.000	0.000
CODESW	.253*	0.000	0.000	0.000	0.000	0.000
SELFEEF	-.061*	.132*	0.000	0.000	0.000	0.000
STRESS	.0810*	-.175*	.0280*	0.000	0.000	0.000
JOBSAT	-.196*	.129*	-.236*	.0730*	0.000	0.000
TURN.INT.AV	.178*	-.114*	.208*	-.156**	.390*	0.000

Note: * p value < 0.05; ** p value < 0.01

Hypothesis 7

The last hypothesis examined whether Job Satisfaction (JOBSAT) fully mediates the relationship between Workplace Felt Stress (STRESS) and Turnover Intentions (TURNINT). In this analysis, STRESS was a composite score from the sum of scale items 2, 3, 5, and 6. The scores, ranging from 1-7, are re-coded such that a lower score reflects lower levels of STRESS and a higher score reflects a higher level of STRESS. JOBSAT was a composite score from the sum of scale items 1, 2, and 3. The scores, ranging from 1-7, were re-coded so that a lower score reflects lower level of JOBSAT and a higher score reflects a higher level of JOBSAT. TURNINT was a composite score from the sum of scale items 2 and 3. The scores, ranging from 1-7, were re-coded so that a lower score reflects a lower intention of turnover and a higher score reflects a higher intention of turnover.

I used a correlation analysis to explore the relationship between STRESS and TURNINT with and without the mediator JOBSAT. The direct path between STRESS and TURNINT without the mediator had a strongly significant positive relationship (correlation coefficient $r_{(362)} .601, p <$

.0001). I found evidence of a positive relationship with the mediating relationship of JOBSAT (correlation coefficient $r_{(362)} .192, p < .0001$). These results suggest that JOBSAT mediates the relationship between STRESS and TURNINT, but at a lower rate than the direct effect. As STRESS increases, JOBSAT decreases, and when JOBSAT decreases, TURNINT increases. The hypothesis that JOBSAT fully mediates the relationship between STRESS and TURNINT is supported.

Table 41. Hypothesis 7 – Correlation Coefficients, $N = 362$

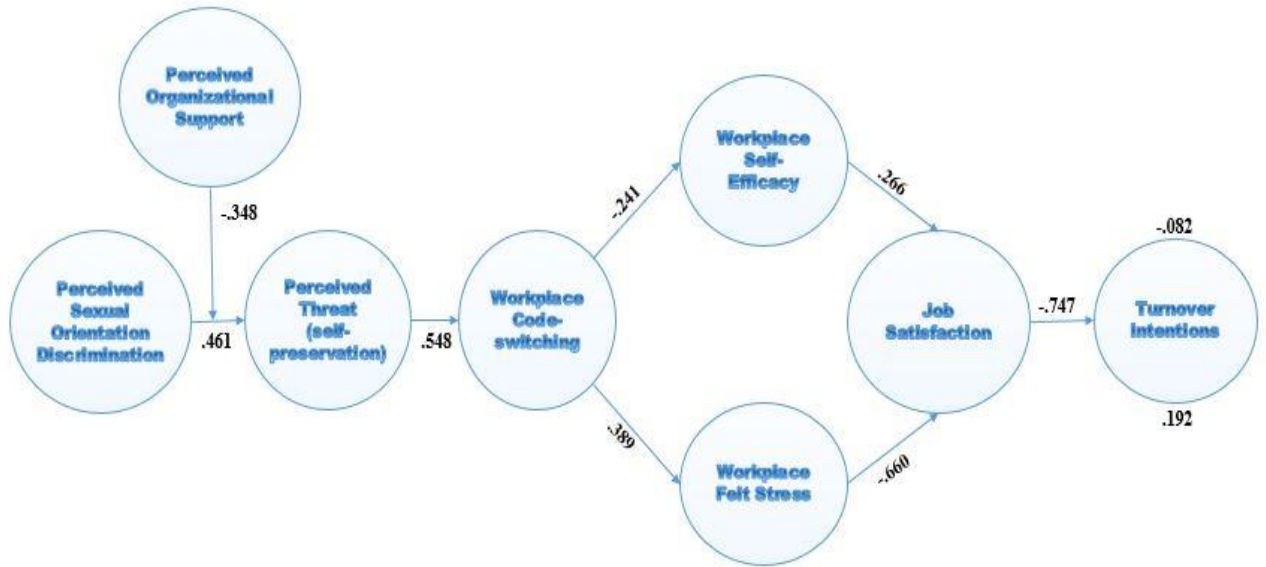
STRESS – TURNINT (direct)	$r = .601, p < .0001, R^2 = 0.362$
STRESS – JOBSAT	$r = -0.660, p < .0001, R^2 = 0.435$
JOBSAT – TURNINT	$r = -0.747, p < .0001, R^2 = 0.557$
STRESS – JOBSAT – TURNINT	$r = .192, p < .0001$

Table 42. Path estimates for Final Model

Hypotheses	r	R^2	supported
H1 PSOD – Perceived Threat	0.461	0.213	YES
H2 POS moderates PSOD – Perceived Threat	-	0.344	YES
	0.348		
H3 Perceived Threat – Workplace Code-Switch	0.548	0.300	YES
H4 Workplace Code-Switch – Workplace Self-Efficacy	-	0.058	NO
	0.241		
H5 Workplace Code-Switch – Workplace Felt Stress	0.389	0.152	YES
H6 JobSat fully mediates SelfEf – TurnInt	-	* #	YES
	0.082		
H7 JobSat fully mediates FeltStress – TurnInt	0.192	** #	YES

* SelfEf-JobSat = .266, ** Stress-JobSat = -.660, # JobSat-TurnInt = -.747

Figure 6. Graphical model of Final Path Estimates



CHAPTER V

DISCUSSION AND CONCLUSION

My impetus in this paper was to extend the understanding of factors surrounding the code-switching phenomenon, specifically for LGBT individuals. Existing research does not look at these particular factors with respect to self-preservation of identity, code-switching, nor the outcomes that affect LGBT individuals. From the onset of this paper, it has been proposed that the workplace code-switching phenomenon is much more generalizable than the specific LGBT use within this study.

Limitations

In this research, all of the models and hypotheses had statistical significance, and all but one of the relationships was as proposed directionally.

Interpretation of Results

In looking at this research overall, the findings do confirm the importance and justify the calls from the literature to study the construct within this research. LGBT discrimination was proven to exist long before this study, but the importance of understanding the effect of PSOD on an individual through the measures of this study are new. Workplace code-switching proved to be a new way to study the outcome of PSOD. SIP Theory provided a theoretical grounding for this framework that fit well with the real world experience of sexual orientation discrimination. The

construct development of Code-switching would benefit from future research to confirm the generalizability of the construct.

The results indicate that PSOD does have a moderate effect on Perceived Threats an individual experiences, as H1 suggested. When looking at demographic predictors, marriage status (MARSTAT) showed that single LGBT individuals experience slightly lower PSOD than coupled individuals (and widowed, formerly coupled).

As theory suggested, H2 is supported, such that the hypothesis confirmed POS negatively moderates the relationship between PSOD and PERCTHT. As POS increases, the positive effect of PSOD upon PERCTHT is diminished, but not at the same rate. The results indicated that the PSOD and PERCTHT relationship varies depending on the level of POS, such that individuals in workplace environments with low levels of PSOD reported much lower levels of PERCTHT when reporting higher levels of POS. The rate of POS moderation decreases as workplace environments are reported with higher PSOD. PERCTHT is diminished in those individuals, but not at the same rate as lower PSOD environments. When looking at the demographic variables associated with POS, an individual's satisfaction with their workplace diversity and inclusion policy (INCLSATISF) has a moderate significant relationship ($r = .417$, $p < .0001$) suggesting that the more satisfied individuals are with the policy, the higher their perceptions of organizational support.

H3 was supported, such that PERCTHT is highly correlated with CODESW, where Perceived Threats increase an individual's need to self-preserve thereby increasing Workplace Code-Switching. The demographic variable association with PERCTHT include gender, age of coming out, how "out of the closet" an individual is at work, and their satisfaction with the diversity and inclusion policy. Gender showed that cisgender individuals, those who biologically match their internalized gender identity, experience lower perceptions of threat than transgender and genderqueer individuals. Age of coming out showed that individuals experience higher perceptions of threat the older they came "out of the closet," which is likely due to having spent

more time in their life experiencing threats from “in the closet.” The demographic data showed that the more “out of the closet” an individual is in the workplace, the lower their levels of perceived threats. The more individuals are satisfied with their workplace diversity and inclusion policy, the lower their perceptions of threats.

In H4, CODESW was an unsupported hypothesis in the SELFEEF of an individual because the relationship was negative instead of positive as proposed. The data would suggest that the more an individual code-switches with the workplace the lower their workplace self-efficacy. As with all of the constructs, except STRESS, an individual’s satisfaction in the workplace diversity and inclusion policy was associated with CODESW and SELFEEF, such that the workplace code-switching increases with lower policy satisfaction and the lower satisfaction with the policy also reduces workplace self-efficacy. Although the construct SELFEEF was not supported in the hypothesis, the construct did have statistical significance. As CODESW increases, SELFEEF would decrease in an individual. This might be the result of the increased cognitive load an individual would be experiencing due to the need for more workplace code-switching to adapt to the environment for self-preservation.

The demographic data share more interesting information about CODESW. Age is associated with workplace code-switching, such that the older an individual gets, the lower their level of workplace code-switching ($r = .171, p = .0011$). The commitment to workplace code-switching is higher in individuals the older they “come out of the closet.” The longer an individual has been with their current employer, the lower their level of workplace code-switching commitment. Two questions regarding mentally escaping the present (DREAM, how often individuals daydream) and (ROLEPLAY, how often individuals role-played as children) were associated with workplace code-switching, such that individuals who role-played as children (experience with identity changing) and the more often an individual daydreams (escaping the present), the higher their commitment to workplace code-switching.

In LGBT individuals, people who are “out of the closet” with their sexual orientation in their personal life and their work life have an effect on their level of workplace code-switching (OutSO_Per, $r = -.114$, $p = .0304$) (OutSO_Work, $r = -.319$, $p = <.0001$). Individuals who are out of the closet in personal and/or work have low levels of workplace code-switching than people who are in the closet at work. How “out of the closet” an individual is with respect to their sexual orientation in the workplace has a significant effect on their level of workplace code-switching ($r = .241$, $p = <.0001$), so the more people an individual is out of the closet to at work, the lower their level of workplace code-switching. With respect to transgender individuals, how “out of the closet” with regard to their self-identified gender at work individuals are has an effect on their workplace code-switching, such that the more people an individual fully discloses their gender to coworkers, the lower their level of workplace code-switching ($r = .350$, $p = .0001$)

The assumption of H5 was supported CODESW with a moderate statistical effect on STRESS. The assumptions of H6 and H7 were partially supported because of the mediation effects of SELFEF and STRESS through JOBSAT on TURNINT. Both hypotheses have stronger direct effects than mediated effects through JOBSAT. The predictor that correlated with both JOBSAT and TURNINT was an employee’s satisfaction in the diversity and inclusion policy of the workplace, which increases job satisfaction ($r = .238$, $p = .0005$) and turnover intention is decreased ($r = -.149$, $p = .0309$). TURNINT had a correlation with salary, which was not as strong as satisfaction with diversity and inclusion policy, but the more salary increases, the lower the turnover intention ($r = .129$, $p = .014$).

There are several practical implications of this research. Overall, the correlation with workplace diversity and inclusion policy satisfaction is a predictor with the potential to influence every construct in this framework, except workplace felt stress. The first implication of the results looking at the model indicates that the relationship between PSOD and perceived threat is moderated by POS. This is a significant finding using POS that can be used to integrate and increase the sense of support among LGBT individuals within an organization. If it is understood

that turnover intention may be ultimately impacted, advanced organizational employee integration efforts may help to increase job satisfaction and perhaps employee retention inside organizations.

Perceived Threats were found to increase Workplace Code-Switching. Organizations can evaluate climate and workplace culture to reduce threats and discrimination. This same type of intervention and integration within organizations for those who may have a higher probability of feeling threatened could prove to be a profitable exercise.

Today, there are some LGBT specific conferences and meetings, but very few are industry specific. The results of this study indicate, however, that those identifying as LGBT may need to feel like they are included in their organization, rather than being separated from the rest of the organization to reduce turnover intentions. A reduction in PSOD can increase feelings of inclusion through POS. However, it could be theorized that a perception of support occur when those in the LGBT minority gather, even outside their organization. Future research on methods to create a sense of organizational support, whether inside or outside of the immediate organization, may be a necessary undertaking.

It is shown in this study that to create a more diverse, less threatened, more committed and satisfied workforce, initiatives could be integrated to improve and measure perceptions of the way individuals are included and supported in an organization. This could help to improve and evaluate how effective the diversity initiatives and inclusion policies that many corporations have undertaken in recent years. Internally, the culture, climate, and standards require more scrutiny to determine whether they meet the diversity and inclusion needs and perceptions of the LGBT workforce. Therefore, efforts to create a psychologically supported workforce need to be evaluated in order to reduce the cognitive burden of highly code-switching individuals. Inclusion-oriented activities and training could provide a significant advantage, along with regular measurement of perceived organizational support, as this is an important factors leading to higher job satisfaction and reduced turnover intentions. Additional, when this study has shown that

diversity and inclusion policy satisfaction has a stronger relationship with reducing turnover intentions than increased salary, corporations would be doing stakeholders, along with employees, a disservice in not developing more effective policies.

Another important implication is that higher levels of workplace self-efficacy, the employees' belief in their capability to achieve the task in front of them, is important in job satisfaction. To bolster Workplace Self-Efficacy, training in the workplace could include exercises and modules that are specifically designed toward improving and measuring self-efficacy within the organizational climate and culture. Although the construct has a negative relationship with workplace Code-switching, the effect does have significance, so further research should evaluate how workplace self-efficacy interacts with code-switching. Workplace Self-Efficacy was shown to increase job satisfaction and reduce turnover intentions, so organizations would be better served to provide opportunities for individuals to increase their efficaciousness, which would increase job satisfaction and reduce intentions to turnover.

The significant correlation between stress and job satisfaction and turnover intentions highlight the need to focus on reduction of stress within the workplace. As lower levels of stress require less code-switching, LGBT individuals would have a supportive environment with greater job satisfaction.

Contributions of the Study

This research makes a contribution to the body of knowledge related to expanding the use of SIP Theory (Salancik and Pfeffer, 1978). The newer Sexual Microaggressions scale is shown to work for testing the PSOD construct and was useful in studying the workplace setting (Swann, Minshew, Newcomb, and Mustanski, 2016). The testing of POS, the mattering dimension of Perceived Organization Membership (POM) literature, as a moderator of discrimination (specifically, sexual orientation discrimination) and self-preservation (perceived threat), which had not previously been researched from calls in POM literature to expand the construct (Masterson and Stamper, 2003). POS further validated the correlation between increasing job

satisfaction and reducing turnover intention. The extension of Self-Efficacy into the context of LGBT individuals in the workplace (Wood and Bandura, 1989). This research uniquely studies the phenomenon Code-Switching, specifically within the workplace, and expanded self-concept literature to include a framework that focuses on an individual's desire to self-preserve their authentic identity. Workplace Code-Switching proved to work with POS and POM by showing increases in job satisfaction and turnover intention reduction. Workplace Code-Switching also tests outcomes of Self-Efficacy (unsuccessfully) in the context of the workplace. A call from literature was answered by studying the effect of stress, specifically workplace felt stress in this study, as an outcome of purposeful behavior. All of the constructs and the theoretical grounding literature were advanced with the self-preservation element of Code-Switching.

Future Research

This study has provided a contribution to the management literature stream with the workplace code-switching framework. Future research into the code-switching phenomenon should evaluate the generalizability of the framework into the following areas: Gender, Race/Ethnicity, LGBT, Religion, and Cultures. Additional research should test workplace code-switching with individuals who are required to manage their identities as part of their job, such as undercover agents.

Conclusion

As a member of the target community of this research, I certainly have a first-hand perspective on this research. As someone who identifies strongly with his Southern roots, only recently did I consider how my Appalachian code-switching led to my own code-switching as a member an underrepresented status in the workplace. It is not coincidental that my love of languages led me to develop a study related to human interaction, my Southern heritage, and studying discrimination to make a change. I hope that, if not me, other people will further some research of this nature for whatever purposes of good can come from it.

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APPENDIX A: DEVELOPED MEASURES

Perceived Sexual Orientation Discrimination:

Covert sexual minority mistreatments that are "brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative slights or insults" (Sue, Bucceri, Lin, Nadal, and Torino, 2007; Halle, 2004; Harding, Lee, Ford, and Learmonth, 2011; Swann, Minshew, Newcomb, Mustanski, 2016).

Scale adapted from Swann, Minshew, Newcomb, Mustanski (2016)

1. Within the workplace you heard a colleague say "that's so gay" in a negative way?
2. You were told not to "act so gay" by a colleague.
3. A colleague said, "You are not like those gay people."
4. A colleague said, "You know how gay people are."
5. Someone in the workplace expressed a stereotype (example: "gay men are so good at fashion.")
6. You heard a coworker talk about "The gay lifestyle."
7. Someone in the workplace said LGBT people are trying to get "special rights" that they don't deserve.
8. Someone in the workplace said, "I don't mind gay people, they just shouldn't be so public."

9. You overheard a hateful slur about LGBT people from a coworker (example: “fag” or “dyke” said in a mean way).
10. A colleague expressed disappointment about you being LGBT.
11. Someone in the workplace said homosexuality is a sin or immoral.
12. A heterosexual person said you are being “paranoid” when you suspect someone treated you in a homophobic way in the workplace.
13. A heterosexual coworker didn’t believe that LGBT people face discrimination in the workplace.
14. You were told you were overreacting when you talked about a negative experience you had because of your sexual orientation in the workplace.
15. A heterosexual colleague denied they have any heterosexism (example: “As a person of color, I’m offended that you would imply I could be homophobic.”)

Perceived Threat:

The perceived presence of hostile, threatening, and competitive actions by fellow employees (Campbell, 1965; Bobo, 1983).

Scale adapted from Baumeister and Vohs, 2007; Campbell, 1965; Kahn, 1990; Edmondson, 1999

1. I can safely tell my coworkers about my LGBT identification.
2. It is safe to be my authentic self in my firm.
3. No one in my firm would deliberately act in a way that would undermine my efforts because of my sexual orientation or gender identity.
4. People in my firm sometimes reject others for being different.
5. I feel I have the autonomy and control to be my authentic self at this firm.

Perceived Organizational Support:

The perception that the organization values the employee through caring for the well-being of the individual (Knapp et al, 2014)

Scale adapted from Eisenberger et al (1986)

1. Help is available from the organization when I have a problem.
2. The organization really cares about my well-being.
3. The organization is willing to extend itself in order to help me perform my job to the best of my ability.
4. Even if I did the best job possible, the organization would fail to notice. (R)
5. The organization cares about my general satisfaction at work.
6. The organization shows very little concern for me. (R)
7. The organization cares about my opinions.
8. The organization takes pride in my accomplishments at work.

Workplace Code-Switching:

The strategic, purposeful modification of one's behavior or language within the specific context of a workplace interaction to accommodate the contextual norms (Goffman, 1974; Myers-Scotton, 1993; Verplanken and Holland, 2002; Roberts, et al., 2008; Molinsky, 2007).

Scale developed from Morgan, 2002; Morgan, 2002; Scheier and Carver, 1985; Lennox and Wolfe, 1984; Sellers et al, 1997

1. How I present myself to others is important to my self-preservation in the workplace.

2. For my well-being at work, I have the ability to control the way I come across to people, even when it is away from who I truly am.
3. When I feel that the image I am portraying does not match the masculinity of the situation, I try to change to appropriate that level of masculinity in the workplace setting for my self-preservation.
4. In different workplace situations and with different people, I often act like very different persons to preserve my authentic self.
5. Although I know myself, I find that I modify my behavior from who I am at work for my well-being.
6. It is my feeling in the workplace that if everyone else in a group is behaving in a certain way; this must be the appropriate way to behave even if I do not agree with it.
7. At work functions, I usually try to behave in a manner that will help me fit in with the dominant group or “in crowd” to preserve my identity.
8. Even to the detriment of my authentic self, in the workplace, I try to pay attention to the reactions of others and adjust my behavior in order to avoid feeling unsafe.
9. I find that I tend to pick up slang expressions from others and use them as part of my own vocabulary to fit in with the dominant group at work, even if it goes against my own identity.
10. My behavior often adapts for my self-preservation depending on how I feel other wish me to behave in the workplace.

Workplace Self-Efficacy:

“Beliefs in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands” (Wood & Bandura, 1989, p. 408)

Scale adapted from Luszczynska, Scholz, and Schwarzer (2005) and Schwarzer and Scholz (2000)

1. I can always manage to solve difficult work tasks if I try hard enough.
2. If a colleague opposes me, I can find the means and ways to get what I want.
3. At work, it is easy for me to stick to my aims and accomplish my career goals.
4. I am confident that I could deal efficiently with unexpected events in the workplace.
5. Thanks to my resourcefulness at work, I know how to handle unforeseen situations.
6. I can remain calm when facing workplace difficulties because I can rely on my coping abilities.
7. When I am confronted with a problem at work, I can usually find several solutions.
8. I can usually handle whatever comes my way at work.

Workplace Felt Stress:

“As manifest physiological and psychological strains of the individual as a response to job-related stressors,” (McFarland, 2003; Fried, Rowland, and Ferris, 1984).

Scale adapted from Kipnis and Schmidt, 1988; House and Rizzo, 1972; McFarland, 2003

Physical Stress

1. Problems associated with this job keep me up at night.
2. If I were not in this present job, my health would likely improve.
3. I have stomach pains or digestion problems because of this job.

Mental Stress

4. I feel a lot of anxiety related to this job.
5. Dealing with this job makes me feel depressed.

6. This job makes me feel frustrated.

Job Satisfaction:

“The overall emotional state that reflects a positive affective response to a job situation,” (Locke 1976, 1984; Drydakis, 2014)

Scale adapted from Stanton et al, 2001; Khalilzadeh et al, 2013; Quinn and Staines, 1979

1. Considering all aspects, I am satisfied with my job.
2. For the most part, I do not like my job. (reverse code)
3. I feel satisfied with my job overall.

Turnover Intentions:

“An employee attitude and behavior related to an individual’s value judgement of their organization and the estimated probability that one will leave the organization at some future time,” (Stewart, 2011; Vandenburg and Nelson, 1999; Fishbein and Ajzen, 1975).

Scale adapted from Crossley et al, 2002; Stewart, 2011; Roodt, 2004

1. I intend to continue working at this company for only another year, at most.
2. I will quit this organization as soon as possible.
3. I often look forward to another day at this company. (reverse code)

VITA

James Nathan Higdon

Candidate for the Degree of

Doctor of Philosophy

Thesis: CODE-SWITCHING FOR WORK LIFE SELF-PRESERVATION: A STUDY OF THE ROLE OF SEXUAL ORIENTATION DISCRIMINATION ON EMPLOYEE JOB BEHAVIORS AND OUTCOMES.

Major Field: Business Administration (Management)

Biographical:

Education:

Completed the requirements for the Doctor of Philosophy in Business Administration at Oklahoma State University, Stillwater, Oklahoma in May, 2017.

Completed the requirements for the Master of Business Administration at The Pennsylvania State University, State College, Pennsylvania in December, 2013.

Completed the requirements for the Bachelor of Arts in Spanish at Maryville College, Maryville, Tennessee in May, 2003.

Experience:

January 2015 – Present Principal, L’Espace Consulting. Maryville, TN
September 2012 – Present Founder / CEO, 50 Shades of Blue, Maryville, TN
April 2004 – Present CFO and Chairman, L’Espace Motorcoach, Inc.

Professional Memberships: Governor-Elect of Appalachian District of Civitan International