Please cite the Published Version

Additional Information: This is an author accepted manuscript of an article published in Journal of Occupational and Organizational Psychology, by Wiley.

Data Access Statement: Data from this paper can be made available upon request.

Abstract

As an increasing number of lesbian, gay, bisexual, and transgender (LGBT) employees are choosing to disclose their LGBT identity at work, it is important to understand how organizations can best manage LGBT diversity in the workplace. Previous research has established that LGBT employees are more likely to derive benefits from working in organizations with supportive LGBT practices in place. However, the psychological mechanisms behind this process are largely unknown. The present research investigates the value of both disclosure and authenticity at work in understanding *why* perceptions of LGBT supportive practices facilitate the life satisfaction of LGBT employees. A time-lagged questionnaire was completed by 150 LGBT individuals working in various UK organizations. Results of a path analysis find that although both disclosure and authenticity at work are positively related with LGBT supportive practices, it is the experience of authenticity at work which mediates the relationship between perceived LGBT supportive practices and life satisfaction. We also find that disclosure and authenticity at work are positively linked, yet LGBT identity centrality moderates this relationship. These findings show that authenticity at work may be particularly important for understanding the experiences of LGBT employees.

Keywords: LGBT, disclosure, authenticity, HRM, diversity management.

Practitioner Points

- We measure perceptions of LGBT supportive practices and show evidence that such perceptions are positively related to important aspects of psychological well-being.

- Authenticity adds value to disclosure at work as we find it is a key mediating process that translates LGBT supportive practices into increased life satisfaction.

- It seems that not disclosing is particularly detrimental for the authenticity for those whose LGBT identity is central to their self-concept.

Perceived LGBT Supportive Practices and the Life Satisfaction of LGBT Employees: The Roles of Disclosure, Authenticity at Work, and Identity Centrality

As legal and employment protections for LGBT people have increased in recent years across many Western countries, a growing number of employers are adopting a range of LGBT supportive practices to fully embed these protections within their workplaces (Everly & Schwarz, 2015; Pichler, Ruggs, & Trau, 2017; Pichler, Blazovich, Cook, Huston, & Stawser, 2018). Yet, there have been relatively few studies within the organizational psychology literature that have explicitly focused on understanding the effect that such LGBT supportive practices have on LGBT employees (Ng & Rumens, 2017; Pichler & Ruggs, 2017). Of the studies that have been conducted, most find that the presence of LGBT supportive practices has a positive effect on a range of individual level outcomes for LGBT employees (Webster, Adams, Maranto, Sawyer, & Thoroughgood, 2018). However, the potential mechanisms behind the process linking LGBT supportive practices and such outcomes remain unclear.

This lack of clarity is problematic as it hinders our theoretical insight of the psychological foundations that underpin the effects of organizational support for LGBT employees. By understanding these processes, we can shed light on how best to understand the experiences of LGBT employees. Given that much of the previous research has tended to focus on work-related attitudes of LGBT employees (Webster et al., 2018), there is also the more precise question regarding why LGBT supportive practices may be related to the life

satisfaction of LGBT employees. Life satisfaction is regarded as a specific indicator of wellbeing and has be shown to be associated with many organizationally desirable outcomes, yet it is often neglected within the applied psychology literature (Erdogan, Bauer, Truxillo, & Mansfield, 2012; Sutton, 2020).

In this current study, we draw upon the theoretical framework on authenticity by Schmader and Sedikides (2018); namely the State Authenticity as Fit to Environment (SAFE) model, and recent scholarly work connected with this theoretical framework (e.g., Cha et al., 2019; Ryan & Ryan, 2019). We apply these understandings to develop a conceptual model, as represented by Figure 1, which includes aspects of LGBT identity and expression that create a unique psychological experience for LGBT employees. Our model focuses on why both disclosure and authenticity may act as mediating processes through which perceived LGBT supportive practices can facilitate the life satisfaction of LGBT employees. Additionally, we provide further insight into the relationship between disclosure and authenticity by examining how the centrality of one's LGBT identity moderates the relationship between disclosure and authenticity. Overall, our research makes two important contributions to the literature on LGBT workplace experiences.

First, we help to explain *why* perceived LGBT supportive practices may be beneficial for the life satisfaction of LGBT employees by examining both disclosure and authenticity at work as explanatory mechanisms. We argue that although disclosure acts as an important relational process for LGBT employees that promotes interpersonal fluency and fulfils need for coherence (Cha et al., 2019; Schmader & Sedikedes, 2018), it is limited in its ability to explain why perceptions of LGBT supportive practices influence the life satisfaction of LGBT employees. We further apply Schmader and Sedikides's (2018) SAFE model and its theoretical foundations to position authenticity at work as an additional explanatory mechanism that underpins why perceptions of LGBT supportive practices influence LGBT

employees' life satisfaction. By looking at both explanations, we are able to identify authenticity at work as a core mediating psychological process, thus clarifying which mechanism may potentially be more powerful in explaining why LGBT supportive practices may be beneficial for LGBT employees.

Second, we identify an important individual difference that may alter the experience of authenticity at work for LGBT people; namely identity centrality. Although individual variation in LGBT identity centrality has been highlighted within the literature on LGBT disclosure and authenticity (Clair, Beatty, & Maclean, 2005; Ragins, Singh, & Cornwell, 2007; Ryan & Ryan, 2019), there is little in the way of precise theorizing nor empirical examination of its impact. By drawing on the identity stress theoretical foundations of the SAFE model (Schmader & Sedikides, 2018), we clarify how LGBT identity centrality may interact with disclosure and its association with authenticity at work. In doing so, we further unpack the relationship between disclosure and authenticity by showing *for whom* disclosure is likely to be related to the experience of authenticity. We show that *not* disclosing is associated with low levels of authenticity for LGBT individuals whose LGBT identity centrality is high. Therefore, attention should be focused on understanding variation across LGBT individuals in their experiences of disclosure and authenticity.

Insert Figure 1 about here

Theoretical Background

We develop our conceptual model and hypotheses by drawing upon a recent theoretical framework on authenticity by Schmader and Sedikides (2018); namely the SAFE model. The model explains how people with devalued social identities (such as LGBT individuals) can feel a sense of fit in an 'identity safe' environmental context where there is careful and explicit consideration of the contextual cues that foster inauthenticity for those

from devalued groups. Schmader and Sedikides (2018) propose that there are three types of person-environment fit that can lead to authenticity: self-concept fit, goal fit, and social fit. Self-concept fit is a cognitive form of fit that focuses on how static cues in the external environment activate the most easily accessible aspects of the self; goal fit is a self-determined motivational type of fit which is present when the environment is structured and designed in such a way that enables one's internalized goals to be met; and social fit reflects when others 'accept and validate' the individual's view of themselves in ways that satisfy one's need for belonging and prevents the use of intense impression management strategies.

In this paper, we focus on how these types of fit can help explain the relationships between perceived LGBT supportive practices, disclosure, and life satisfaction. First, applying Schmader and Sedikides's (2018) discussion of social fit, we argue that perceived LGBT supportive practices heighten interpersonal fluency and disclosure, thus reducing self-other perceptual discrepancies and increasing life satisfaction. Second, we apply Schmader and Sedikides's (2018) articulation of goal fit and self-concept fit to explain how perceived LGBT supportive practices allow LGBT employees to experience authenticity by increasing the accessibility of their LGBT identity and connecting them to internalized values, goals, and motives that fulfil intrinsically motivating psychological needs, which are critical for life satisfaction. In addition, we connect Schmader and Sedikides's (2018) model to its roots within the broader identity stress literature. Importantly, individuals vary in the extent to which their LGBT identity is central to their sense of self concept (Clair et al., 2005), and this variation helps to explain when disclosure is most (or least) likely to be associated with the experience of authenticity for LGBT employees. When one's LGBT identity is central to their sense of self, a greater level of effort and stress is experienced when trying to manage the expression of that identity. Therefore, authenticity will be thwarted in environments where these individuals feel they have to conceal their LGBT identity.

Conceptualizing LGBT Supportive Practices

Over the last decade, scholars have focused on LGBT supportive practices as a distinct area within diversity management that may increase the wellbeing and performance of LGBT employees (Byington, Tamm, & Trau, 2020; Ng & Rumens, 2017). The prevalence of LGBT supportive policies has been linked, in a recent meta-analysis, with positive work attitudes, reduced psychological strain, and less perceived discrimination (Webster et al., 2018). However, it is important to look at employee perceptions because the psychological perception of these policies and their implementation as practices has a greater impact on individual level outcomes than the policy's mere presence (Wright & Nishii, 2007). Employees from stigmatized groups are likely to have a keen perception of their organization's practices that may affect their group (Clair et al., 2005), and this is the case for LGBT employees (Trau, 2015). In this research, we focus on employee perceptions of LGBT supportive practices within the organization they work for.

Importantly, there has also been a rise in interest of LGBT advocacy organizations, such as the Human Rights Campaign's (HRC) Corporate Equality Index in the USA and Stonewall's Workplace Equality Index in the UK, who annually assess LGBT-specific policies and practices within various organizations and place those organizations within a ranking of 'best' employers for LGBT equality (Crehan, Daly, Fletcher, & Pichler, forthcoming). Over the last few years, the remit of LGBT supportive practices has further expanded and consolidated in light of the advocacy work undertaken by the HRC and Stonewall. Importantly, practices include other aspects of diversity management and organizational support such as top management support for LGBT inclusion, specific training/guidance for managers, promotion and career development as well as broader voice and participation opportunities for LGBT workers (GLEN/EY, 2014; McKinsey, 2020; OutNEXT/PwC, 2018; Trade Union Congress, 2013). Despite the rising importance and

relevance of this work, the current academic measures of LGBT supportive practice tend to rely on variations of short scales developed by scholars in the early 2000s, with all of these covering a few core areas of practice; notably anti-discrimination policies, diversity training, same-sex/equality of benefits and rewards, and access to a staff network (Button, 2004; Griffith & Hebl, 2002; Ragins & Cornwell, 2001; Waldo, 1999). Some also touch on the related workplace communication issues (e.g., Ragins & Cornwell, 2001) and wider corporate social responsibility efforts around LGBT inclusion (e.g., Button, 2004), yet these are not fully or consistently covered. Unfortunately, none of these measures have kept pace with the developments in LGBT inclusion practice (Crehan et al., forthcoming).

We therefore ground our conceptualization of LGBT supportive practices in the wider work carried out by Stonewall's Workplace Equality Index (UK) and the HRC's Corporate Equality Index (US). Although the HRC and Stonewall indices cover a wide remit of LGBT supportive practice, we focus on areas that have also been discussed in recent academic reviews and qualitative research on LGBT inclusion (e.g., Beauregard, Arevshatian, Booth, & Whittle, 2018; Byington et al., 2020; Ozturk & Tatli, 2016): i) LGBT anti-discrimination policies, ii) same-sex/equal partner benefits, iii) LGBT diversity training, iv) management training on LGBT issues, v) LGBT inclusive recruitment and promotion practices, vi) LGBT voice and participation opportunities, vii) LGBT employee networks, viii) LGBT inclusive language and communication, ix) career development opportunities for LGBT employees, x) management concern for LGBT employees, xi) top management support for LGBT initiatives , xii) LGBT inclusion in people management strategy, xiii) social complexities affecting LGBT people, and xiv) corporate social responsibility efforts that focus on LGBT communities. These practices inter-relate as part of an overall diversity and inclusion strategy focusing on LGBT workers, and as such can be viewed as an overarching LGBT supportive practices construct.

The Importance of Disclosure

Disclosure refers to the extent to which an individual reveals a concealable and stigmatized part of their identity to others within the social environment (Ryan & Ryan, 2019). In the case of LGBT individuals, disclosure is focused on the extent to which the LGBT person openly communicates their sexual and/or gender identity to significant others, such as co-workers and managers, within the work environment (Beauregard et al., 2018; Wax, Coletti, & Ogaz, 2018). Although disclosure is colloquially referred to as 'coming out', it signifies a complex interpersonal phenomenon that involves a range of strategies to help manage one's identity within the social context (Ragins et al., 2007). Disclosure is typically viewed along a continuum from explicit and full disclosure to actively concealing and fabricating identity-relevant information (Button, 2004). When making a disclosure decision, the individual will make a cost-benefit appraisal of the value and risks associated with being open and truthful in interpersonal exchanges, such that a person may avoid disclosure as a protective strategy when the perceived risk outweighs the potential benefit (King, Mohr, Peddie, Jones, & Kendra, 2017; Riggle, Rostosky, Black, & Rosenkrantz, 2017). Much of the previous research on LGBT identity disclosure within the workplace shows that disclosure is associated with positive work attitudes and less perceived discrimination (Wax et al., 2018).

The Mediating Role of Disclosure

Disclosing is likely to be associated with life satisfaction because through disclosure the individual is able to feel less discrepancy between the perception of themselves and how others perceive them (Follmer, Sabat, & Siuta, 2020). This is particularly important for life satisfaction when there might be 'disclosure disconnects' between the extent to which the person is 'out' about their sexual identity outside of work versus inside of work (Ragins, 2008). As disclosure is seen as particularly important for the authentic self-expression of

LGBT individuals (Ryan & Ryan, 2019), Schmader and Sedikides's (2018) theoretical framework on authenticity may help to explain why LGBT supportive practices facilitate life satisfaction via LGBT disclosure at work. One specific aspect of Schmader and Sedikides's (2018) framework proposes that when others in the environment clearly show that they accept and validate a person's sense of who they are, the person will feel a stronger sense of social fit that activates interpersonal fluency or "the ability *to be oneself* with others" (p.233, original emphasis in italics). LGBT individuals will likely adjust the extent to which they disclose their identities depending upon the acceptance and validation portrayed by specific LGBT identity-related practices, given that LGBT individuals will be particularly attuned to these as indicators of wider organizational support (Griffith & Hebl, 2002; Ruggs et al., 2015; Trau, 2015). LGBT supportive practices therefore enable the interpersonal fluency for the disclosure and open discussion of one's sexual and gender identity.

Accordingly, disclosure becomes an important mediating mechanism because disclosure may serve as a critical relational process that transforms LGBT supportive practices into the everyday social interactions with co-workers and supervisors that are conducive for strengthening psychological functioning and wellbeing (Griffith & Hebl, 2002; Wax et al., 2018). Importantly through disclosing one's identity in everyday social interactions, the psychological need for coherence is fulfilled and potential psychological strain associated with identity conflict or concealment is reduced, thus enabling one to feel a greater sense of satisfaction with one's life (Button, 2004; Cha et al., 2019). Taken together, this indicates the mediating role of disclosure in the relationship between perceived LGBT supportive practices and the life satisfaction of LGBT employees.

Hypothesis 1: Perceived LGBT supportive practices is indirectly related to life satisfaction via extent of disclosure.

Beyond Disclosure: The Importance of Authenticity at Work

Although there is evidence showing how employees are more likely to disclose their LGBT identities in organizations with supportive practices, there are limitations of disclosure to fully understanding the experiences of LGBT people at work (Riggle et al., 2017). For example, LGBT employees often choose to be open about their LGBT identity only to certain people at work and the extent to which employees disclose varies across everyday interactions (King et al., 2017; Mohr, Markell, King, Jones, Peddie, & Kendra, 2019). As disclosure is an interpersonal process, it is possible that an LGBT employee may feel comfortable disclosing their LGBT identity to some number of co-workers, but may not trust the organization as a whole or its leaders with such information. Previous research on disclosure has shown that people often learn about the identities of LGBT co-workers though indirect avenues such as gossip (Ambady, Hallahan, & Conner, 1999), vocal cues (Linville, 1998), body shape and body movement (Johnson, Gill, Reichman, & Tassinary, 2007), and even facial structure (Rule, Ambady, Adams & Macrae, 2007). Additionally, disclosure for transgender individuals "may be a moot point, as they are [more] visibly 'other'" (Beauregard et al., 2018, p.864) and may be particularly intertwined with their experience, and stage of, transition (Ozturk & Tatli, 2016). Therefore, in many situations, LGBT individuals do not have complete control over how their LGBT identity is disclosed, which can significantly alter the disclosure process and its consequences (Sabat, Lindsey, King, Ahmad, Membere, & Arena, 2017). For these reasons, decisions to disclose "may obscure the impact of other important variables" (Riggle et al., 2017, p.54) and as such may represent only partial explanations for the impact of LGBT supportive practices on important outcomes for LGBT employees. To address this issue, we propose that the psychological construct of experienced authenticity at work may further develop our understanding of why LGBT supportive practices influences LGBT employees' life satisfaction.

A number of scholars have highlighted the importance of authenticity in understanding the experiences of LGBT individuals (e.g., Martinez, Sawyer, Thoroughgood, Ruggs, & Smith, 2017; Riggle et al., 2017; Rivera, Christy, Kim, Vess, Hicks, & Schlegel, 2019). Authenticity focuses on the self-concept and on self-presentation (Lehman, O'Connor, Kovacs, & Newman, 2018); many elements of which draw parallels with Goffman's (1959) earlier work on the presentation of self. As LGBT identities develop over time (Cox & Gallois, 1996), they are often managed in a variety of ways by the individual (Button, 2004), and are largely categorized as invisible stigmas (Clair et al., 2005). Therefore, the ability to be 'authentic' to one's self and to navigate the ways in which that self is presented in the workplace becomes particularly critical to an LGBT individual's everyday experiences and for their satisfaction with their life in general.

The concept of authenticity has a diverse philosophical and conceptual history, with a range of perspectives from different disciplines having emerged. Despite this, there is general consensus that the phenomenological experience of authenticity is deemed important and is psychologically meaningful to most individuals (Rivera et al., 2019). In the current study, we focus on the perspective of 'authenticity as consistency', i.e., the extent to which the entity (person) has consistency between its (their) external expressions (actions/behaviors) and its' (their) internal values and beliefs (Lehman et al., 2018). This perspective is widely adopted within the applied psychology discipline and originally developed from the humanistic psychology movement in the 1960s as an important psychological experience for a person to fulfil their full potential (Rogers, 1965).

Van den Bosch and Taris (2014) draw upon this humanistic, person-centred approach, to argue that at its essence, 'authenticity' focuses on the question, 'to what extent is the person being true to themselves in this situation?' and as such, 'authenticity at work' is a subjective experience of feeling that one can behave and act within one's work environment

in ways that are congruent with one's true self. Therefore, this definition of authenticity shows high fidelity with the broader humanistic psychological literature from which contemporary understandings of authenticity arose. We accordingly adopt their operationalization of authenticity at work as a higher order construct connoting three interconnected dimensions: one reflecting authenticity - authentic living, and two reflecting inauthenticity - self-alienation and accepting external influence. Authentic living refers to the extent to which the individual feels they can behave in ways that are in accord with their own values and beliefs across most work situations. Self-alienation focuses on the extent to which the person does not know who they really are within the work environment, and accepting external influence concerns the degree to which the individual accepts the expectations and influence of others in the work environment.

The Mediating Role of Authenticity at Work

Authenticity has been argued to help facilitate the broader quality of life experienced by an individual, and empirical evidence shows that it is directly associated with life satisfaction (Sutton, 2020). In essence, authenticity enables an important meaning-making function to occur such that it helps guide future behavior and "provide[s] a language for making sense of one's life" (Rivera et al., 2019, p.118) so that the person can fulfil their desire for a 'good' life. Given authenticity's proximal role in facilitating life satisfaction, we apply Schmader and Sedikides's (2018) SAFE model to help explain why perceived LGBT supportive practices may affect the life satisfaction of LGBT employees via authenticity at work. We argue that LGBT supportive practices promote goal and self-concept fit that fulfil important psychological needs necessary for authenticity to be experienced, and in consequence this helps a person to feel a stronger sense of life satisfaction.

In reference to goal fit, LGBT supportive practices communicate the importance of a diverse talent pool and of inclusion strategies as sources of competitive advantage and

organizational performance (Byington et al., 2020; Pichler et al., 2018). Thus, an LGBT employee who holds a strong positive perception of their organization's LGBT supportive practices will feel empowered to pursue their own internalized goals, values, and motives that connect their LGBT identity with their sense of worth and value to the organization.

In relation to self-concept fit, LGBT supportive practices enable an LGBT person's identity and its expression to be less constrained within the work environment (Ryan & Ryan, 2019). This reflects self-concept fit that activates a cognitive fluency where they will "feel relatively unaware of themselves" (Schmader & Sedikides, 2018, p.231), and as such provides a balanced and consistent view of one's self that is coherent and compatible with one's environment, thereby maintaining positive self-integrity (Schmader & Sedikides, 2018). This positive view of one's self has been shown to facilitate the experience of authenticity (Stets & Burke, 2014).

These aspects related to goal fit and self-concept fit could be considered to signify an autonomy-supportive environment, which enables basic psychological needs to be fulfilled in ways that allow LGBT employees to authentically express themselves (Ryan & Ryan, 2019). Accordingly, self-determination theory (Ryan & Ryan, 2019) has been applied to explain how authenticity at work acts as a mediating process through which such a supportive environment can impact on individual wellbeing and life satisfaction. Importantly, authenticity acts as an intrinsic motivational mechanism that translates the fulfilment of basic psychological needs, particularly that of autonomy and competence, into higher levels of life satisfaction (Stets & Burke, 2014; Thomaes, Sedikides, van den Bos, Hutteman, & Reijntjes, 2017; van den Bosch & Taris, 2018). This is supported by evidence that authenticity acts as a mediator between perceived person-organization fit and wellbeing (van den Bosch, Taris, Schaufeli, Peeters, & Reijseger, 2019). Overall, this work suggests that LGBT supportive practices are indirectly linked with life satisfaction via authenticity at work as such practices

provide a stronger person-environment fit that promotes authenticity and an intrinsic motivational process that raises life satisfaction.

Hypothesis 2: Perceived LGBT supportive practices is indirectly related to life satisfaction via authenticity at work.

When is Disclosure Related to Authenticity? LGBT Identity Centrality as a Moderator

The previous sections clarify disclosure and authenticity as mediating processes that connect perceived LGBT supportive practices with life satisfaction. However, it is important to also examine the link between disclosure and authenticity at work because the strength of this relationship is likely to vary between individuals and, as such, disclosing an LGBT identity may not necessarily facilitate the same experience of authenticity for every LGBT employee. As each individual will have many different social identities and will belong to a range of social groups (Cameron, 2004), there will be variation in how these social identities intersect and which particular identities become the most significant to the person's own sense of self (Clair et al., 2005). Moreover, some LGBT people may also belong to other marginalized social groups, such as a racial/ethnic minority group (Bostwick, Berger, & Hequembourg, 2019), and so the relative salience of, and connection with, one's LGBT identity may not be uniform or clear-cut across all LGBT people. Therefore, understanding this variation in LGBT identity may help identify the individual factors that may affect the relative importance of disclosure for LGBT workers and their experiences at work.

Although the salience of identities may shift across different situations, for example one's national identity may become more salient when watching an international sports event, the relative cognitive dominance or accessibility of a particular social identity is likely to have some enduring and persistence qualities (Cameron, 2004; Settles, 2004). These qualities are captured by the concept of identity centrality that refers to the extent to which a particular social identity is subjectively and enduringly important to one's sense of self (Stryker &

Serpe, 1994). Models of LGBT identity management within the workplace have highlighted how the relative centrality of a person's sexual or gender identity may cause individual variation in the effects of disclosure, yet there is scarce empirical research that sheds light into these effects (Clair et al., 2005; Griffith & Hebl, 2002; Follmer et al., 2020).

Given that disclosing allows authentic self-expression of the most central, yet concealed parts of one's self (Ryan & Ryan, 2019), identity centrality should act as a moderator of the relationship between disclosure and authenticity, such that LGBT people whose LGBT identity is central to how they see themselves should experience stronger feelings of authenticity when they disclose their LGBT identities. Similarly, for LGBT people whose LGBT identity is not as important to their sense of self, disclosing their LGBT identity should not have as large of an impact on feelings of authenticity. The moderating role of identity centrality has been highlighted by other studies of stigmatized groups, yet findings appear contradictory as the effect may depend on the stress related to the identity (Settles, 2004). This relates to Schmader and Sedkides's (2018) theorizing, which draws upon the broader identity stress literature. When a marginalized social identity is particularly salient to the person's sense of who they are, they will want to disclose and express that identity in authentic ways, yet they will be sensitive to potential threats to that identity. In environments where these individuals feel they have to conceal or constrain this important part of themselves, they will expend much energy and experience a greater strain that will make them feel alienated from themselves (Jackson & Mohr, 2016; Ragins et al., 2007). Therefore, although we expect that identity centrality would act to strengthen the relationship between disclosure and authenticity, it may not have a 'boosting' effect as one may intuit. Rather, it is likely that not disclosing when one's LGBT identity is central would be a stressful experience and therefore would have a stronger (negative) impact on authenticity (Jackson & Mohr,

2016; Ragins et al., 2007). This corresponds with other studies that show how concealing an LGBT identity can be detrimental for LGBT employees (Riggle et al., 2017).

> *Hypothesis 3: LGBT identity centrality weakens the relationship between extent of disclosure and authenticity at work, such that authenticity is most affected when identity centrality is high and disclosure is low.*

Method

Participants and Procedure

The study was designed as a time-lagged questionnaire design: the first questionnaire assessed all predictor, moderating, and mediating variables; and the second was conducted three months later and assessed the criterion variable of wellbeing. A wide range of UK-based LGBT news/media outlets as well as various LGBT professional/social networks were utilized to recruit respondents between October 2017 and March 2018. A total of 433 LGBT people in employment started the first questionnaire, with 346 of these fully completing all sections (completion rate of 80 percent). Of the 346 respondents, 280 (81 percent) provided contact details for the follow-up survey sent three months later whereby just over half that could be contacted went on to complete this second survey, thus providing a dataset of 150 LGBT employees for hypothesis testing. Although no individual payments/incentives were used, we offered respondents the opportunity to be entered into a prize draw for four £50 high street vouchers after each survey.

Of the 150 individuals in the final sample, just over 90 percent identified as 'White', nine percent identified as transgender, and the average age was 36 years (SD = 10 years). Two thirds specified their sex as male and one third as female. In terms of sexual orientation, 60 percent identified as gay, 18 percent identified as lesbian, and nine percent identified as bisexual, eight percent identified as another minority sexual identity (such as pansexual or

asexual), and five percent identified as heterosexual (these individuals were also transgender hence were included). Respondents worked in a range of industries/sector (with the most represented being education - 30 percent), and represented an array of occupational groups (with most representation from professional occupations – 40 percent). The majority worked in large organizations (77 percent), were on full-time contracts (87 percent), had no managerial responsibility (64 percent), and had been employed by their respective organizations for an average of 7 years (SD = 7 years). We found no significant differences in demographic characteristics between those that dropped out after time 1 and those that completed both surveys, except for ethnicity (White vs. other ethnicities): χ^2 (1) = 3.92, p = .05; whereby there was a slightly higher percentage of ethnic minorities (nine percent) in the final sample compared with those that dropped out (four percent).

Measures

Perceived LGBT supportive practices.

Development and testing. An initial pool of items were developed by the authors after reviewing the existing scholarly and practitioner literature on LGBT workplace inclusion, whereby the 14 items reflected 14 related practices that enable the participation and inclusion of LGBT staff, such as anti-discrimination practices, training to raise awareness of LGBT issues, and providing formal voice via an LGBT staff network/resource group (see the 'Conceptualizing LGBT supportive practices' section for more details on the literature and the range of practices). We then undertook, drawing on established guidance (e.g., Robinson, 2018), a five stage testing process to refine and validate the measure.

First, we asked 13 subject matter experts to evaluate the items to explore its content validity, and to make initial refinements to the measure. The experts represented a range of diversity and inclusion practitioners and researchers as well as HR managers/directors. Table 1 summarizes the subject matter experts' evaluation and shows key decisions that were made

based upon this. Importantly, three items were removed because they were evaluated less favourably , two were flagged as needing to be examined further in statistical factor analysis before confirming final inclusion/exclusion, and one could be consolidated with another item as both represented voice and participation through formalized channels. Therefore, we took forward 10 out of the 14 items to the next stage.

Second, we conducted a survey with 220 UK employed adults (of which 13.2% identified as LGBT) and explored the factor structure of the 10 item measure. All of these respondents were included, regardless of their sexual orientation. A principle components analysis using direct oblim rotation was conducted. One factor was extracted that explained 64.05 percent of variance and had an eigenvalue of 6.41. All statistical checks show that the one-factor structure was robust: the KMO statistic was high (.91) as was the average communalities (.64), the Bartlett's sphericity test was significant at p < .001; and the average variance explained (.64), composite reliability (.95) and inter-item reliability (.94) were high. Factor loadings ranged from .75 to .87.

Third, we ran a confirmatory factor analysis (CFA) on the first wave survey conducted with 346 LGBT employees to confirm the factor structure of the measure, and to make any final modifications. The fit indices were not acceptable for the 10 item measure: χ^2 (35) = 292.48, p < .001; χ^2/df = 8.36; RMSEA = .15; CFI = .85; SRMR = .07, whereby two items were flagged within the modification indices and were subsequently removed. The final eight item measure was a better fit than the 10 item version: $\Delta\chi^2$ (15) = 224.35, p < .001 and demonstrated adequate fit: χ^2 (20) = 68.13, p < .001; χ^2/df = 3.41, RMSEA = .08; CFI = .96; SRMR = .04. The eight items and their loadings are provided in Table 2.

Fourth, we used the first wave survey of 346 LGBT employees to establish convergent validity. We examined the correlations between perceived LGBT supportive practices (captured by the final 8 item measure), extent of disclosure (captured via the item

'To what extent are you "open" about your sexual orientation and/or gender identity at work?, 1- not at all to 7- open to all people), and perceived heterosexism in the workplace (captured by modifying 4 items from Mohr, 2016, e.g., 'In my workplace, people hold negative attitudes or stereotypes regarding LGBT people') as these are likely to be significantly related to each other (Wax et al., 2018; Webster et al., 2018). We found that perceived LGBT supportive practices was positively related to extent of disclosure (r = .23, p < .001) and negatively related to perceived heterosexism (r = -.47, p < .001).

Finally, we conducted multiple regression analyses on the data from the first wave survey of 346 LGBT employees to examine whether perceptions of LGBT supportive practices explained additional variance in positive wellbeing (measured with Diener et al.'s 2010 flourishing scale, e.g., 'I am engaged and interested in my daily activities') above perceptions of general human resource management (HRM) practices (captured by Alfes, Shantz, and Truss's 2012 9-item measure, e.g. 'I am provided with sufficient opportunities for training and development'). We found that perceived LGBT supportive practices was positively and significantly related with positive wellbeing (β =.16, p < .01) and explained 2 percent of additional variance (p < .01) in positive wellbeing than perceived general HRM practices. Moreover, we ran a relative weights analysis and found that, alongside perceived general HRM practices, perceived LGBT supportive practices was an important predictor of positive wellbeing (raw relative weight = 0.06, rescaled relative weight = 36.20, 95% CI = 0.02 to 0.11), and this relative weight did not significantly differ from the relative weight of perceived general HRM practices (95% CI = -0.02 to 0.12).

Final measure. The final 8-item scale capturing perceived LGBT supportive practices was found to have a high level of reliability (α = .90) and maintained a good fitting one factor structure for the N=150 sample used for hypothesis testing: χ^2 (20) = 37.20, p < .05; χ^2/df = 1.86, RMSEA = .08; CFI = .97; SRMR = .03.

Insert Table 1 and Table 2 about here

Extent of disclosure.

The extent of LGBT identity disclosure, was measured with one item 'To what extent are you "open" about your sexual orientation and/or gender identity at work?' (1 – not at all to 7- open to all people). This type of measure has been used in previous studies of LGBT identity disclosure (Wax et al., 2018).

LGBT identity centrality.

The extent to which being LGBT was a significant and fundamental part of who the respondent was captured with a four item measure of identity centrality by de Oliveira, Lopes, Costa, and Nogueira (2012) that was adapted to also include transgender identities, e.g., 'My sexual orientation/transgender identity is a central part of my identity'. Its inter-item reliability was α = .77.

Authenticity at work.

This was assessed using the 12 item measure by van den Bosch and Taris (2014) connoting three dimensions focused on their work experiences over the past few months: authentic living, e.g., 'I am true to myself at work in most situations'; self-alienation, e.g., 'At work, I feel out of touch with the ''real me''', and external influence e.g., 'At work, I feel the need to do what others expect me to do'. The first is a positive dimension reflecting authenticity and the other two are negative dimensions signifying inauthenticity. The inter-item reliabilities of the three dimensions were acceptable: authentic living α = .87; self-alienation α = .94; accepting external influence α = .81. The three dimensions of authenticity were verified by a confirmatory factor analysis: χ^2 (51) = 141.28, p < .001; χ^2 /df = 2.77, RMSEA = .11; CFI = .94; SRMR = .07.

Life satisfaction.

In the follow-up survey taken three months later we measured life satisfaction using Diener, Emmons, Larsen, and Griffin's (1985) 5-item satisfaction with life scale, e.g., 'I am satisfied with my life' whereby its inter-item reliability was $\alpha = .94$. As highlighted in the introduction, we focus upon life satisfaction as a specific indicator of wellbeing (Erdogan et al., 2012; Sutton, 2020).

Control variable.

We controlled for the effect of job and employment changes during the period between the initial survey and the follow-up survey (0 – no significant change, 1 - a significant change) when predicting life satisfaction as any significant work-related changes during the time lag may have influenced respondents' level of life satisfaction.

Measurement Models

We first tested the factor structure of the core study variables. Perceived LGBT supportive practices, extent of disclosure, centrality of LGBT identity, and life satisfaction were represented by their respective items whereas authenticity at work was represented by their constituent dimensions considering their very high inter-correlations (Table 4) as well as sample size limitations and need for parsimony. As shown in Table 3, the five factor model was a good fit and the best fitting model compared with alternatives: $\chi^2 (180) = 231.55$, $p < .01$; $\chi^2 /df = 1.29$, RMSEA = .04; CFI = .97; SRMR = .06.

Insert Table 3 about here

Path Analytic Strategy

Path analysis was conducted with Mplus version 8 (Muthén and Muthén, 2017). Standardized outputs as well as indirect effect and moderation testing using bias-corrected bootstrapping protocols with 5,000 samples were utilized within the Mplus coding syntax.

Results

Descriptive Statistics

Means, standard deviations, and correlations are given in Table 4. Correlations show significant relationships between perceived LGBT supportive practices, extent of disclosure, the dimensions of authenticity at work, and life satisfaction.

Insert Table 4 about here

Path Analysis

The hypothesized structural model (Figure 1) demonstrated a good fit of the data: χ^2 (19) = 43.12, p = .001; χ^2 /df ratio = 2.27, RMSEA = .09, CFI = .93, SRMR = .06. [1] As the path analysis shows in Figure 1, perceived LGBT supportive practices is positively related to extent of disclosure (B = .37, 95% CI = .22 to .51) and authenticity at work (B = .20, 95% CI = .07 to .33). However, extent of disclosure is not significantly associated with life satisfaction (B = .02, 95% CI = -.27 to .29), whereas authenticity at work is positively and significantly related with life satisfaction (B = .42, 95% CI = .11 to .71).

To verify the mediation pathways, and to test Hypotheses 1 and 2, connecting perceived LGBT supportive practices with life satisfaction via a) extent of disclosure and b)

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[1] We reran the path analysis without the transgender individuals (N=14) and found no significant differences in the findings.

authenticity at work, we conducted indirect effect analyses. The indirect effect for the pathway linking perceived LGBT supportive practices with life satisfaction via extent of disclosure is 0.01 (95% CI = -0.11 to 0.12) whereas it is 0.09 (95% CI = 0.01 to 0.20) via authenticity at work. Therefore, these results do not support Hypothesis 1, but do support Hypothesis 2, i.e. that authenticity at work (but not extent of disclosure) mediates the relationship between perceived LGBT supportive practices and life satisfaction.

Lastly, extent of disclosure is positively associated with authenticity at work (B = .66, 95% CI = .54 to .77) and centrality of LGBT identity significantly interacts with extent of disclosure to influence authenticity at work (B = .19, 95% CI = .10 to .31), thus supporting Hypothesis 3. Simple slope analyses show that the effect of disclosure on authenticity at work is stronger for those with higher (slope gradient = 0.68, 95% CI = 0.49 to 0.88) rather than lower (slope gradient = 0.39, 95% CI = 0.25 to 0.52) levels of LGBT identity centrality. Figure 2 plots the interaction and this reveals that the most pronounced effect is when LGBT identity centrality is high, yet disclosure is low – such that not disclosing is associated with a diminished effect on authenticity at work when one's LGBT identity is central to one's self concept.

Insert Figure 2 about here

Discussion

Although there is rising evidence that adopting LGBT supportive practices has benefits for employees and for organizations (Pichler et al., 2017; Pichler et al., 2018), there remains a lack of precision regarding the psychological mechanisms that underpin these effects. Therefore, our study sought to better understand *why* perceived LGBT supportive practices may facilitate the life satisfaction of LGBT employees. We developed and tested a measure of perceived LGBT supportive practices and conducted a time-lagged questionnaire

study of 150 LGBT employees from across the UK to test our hypotheses. The results of a path analysis reveal that perceived LGBT supportive practices is directly linked with disclosure and authenticity at work, and is indirectly related to life satisfaction via authenticity at work, but not via disclosure. Moreover, disclosure interacted with identity centrality to influence authenticity at work, such that it is likely to be more salient for those whose LGBT identity is central to their sense of self.

Theoretical Implications

Overall, our study makes two core contributions to the LGBT literature. First, we help to explain why LGBT supportive practices may be beneficial for the life satisfaction of LGBT employees by examining both disclosure and authenticity at work as explanatory mechanisms. We show that perceived LGBT supportive practices is positively associated with both disclosure and authenticity at work, yet it is indirectly related to life satisfaction only via authenticity at work. Therefore, we are able to identify authenticity at work as a core mediating psychological process. This is important because it shows that perceived LGBT supportive practices may activate an authenticity-enhancing process through which one can experience a stronger sense of wellbeing (Schmader & Sedkides, 2018; van den Bosch et al., 2019). In this paper, we argue that the motivational pathway of authenticity particularly helps translate LGBT supportive practices into higher levels of life satisfaction, given that autonomy-supportive environments (and the fulfilment of psychological needs underpinning self-determined motivation) are more likely to be causally related to authenticity (Ryan & Ryan, 2019; Thomaes et al., 2017) and the link between authenticity and wellbeing is evidenced to be mediated by intrinsic motivation (van den Bosch & Taris, 2018).

Disclosure, in itself, may not directly facilitate life satisfaction as disclosing a stigmatized identity may place the individual as an outgroup member within the organization and as such may increase the individual's exposure to prejudice and discrimination (as

proposed by stigma and social identity theories – see Follmer et al., 2020). Our current study advances the understanding of disclosure by embedding it more strongly within a theoretical framework of authenticity, which indicates that disclosure connotes an autonomous form of self-expression that helps create the psychological coherence needed for the experience of authenticity to be fully experienced by LGBT individuals (Cha et al., 2019; Ryan & Ryan, 2019). This underscores the psychological need for coherence that is discussed within self-verification theoretical explanations of disclosure (Follmer et al., 2020). As such, our study highlights the potential promise of connecting self-verification theory with those related to authenticity, such as person-environment fit (van den Bosch et al., 2019) and self-determination (Ryan & Ryan, 2019), to help shed light on the effects of disclosing an LGBT identity. Future research could examine how disclosing one's LGBT identity may contribute to fulfilling the psychological needs of autonomy (i.e., personal choice to disclose), relatedness (i.e., disclosure as a way to build relational trust), and coherence (i.e., disclosure as a way to reduce self-other discrepancies), which provide the motivational basis for experiencing authenticity. Moreover, as identity management strategies and authenticity have been evidenced as fluctuating over time according to day-to-day interactions (King et al., 2017; Lenton, Bruder, Slabu, & Sedikides, 2013), there are opportunities to further develop a more nuanced understanding through conducting multilevel research studies that examine how disclosure and authenticity unfold over time in relation to the more pervasive features in the organizational environment. Perceptions of LGBT supportive practices may therefore operate as a higher level contextual factor that could affect the ways in which disclosure may lead to authenticity at the day-to-day level.

Second, we identify an important individual difference that may alter the experience of authenticity at work for LGBT people by clarifying how LGBT identity centrality may interact with disclosure to influence authenticity at work. However, the interaction may not

be as clear-cut as it may first appear, i.e., that identity centrality will strengthen the relationship between disclosure and authenticity. In our study, the graphical plot of the interaction (see Figure 2) reveals that the specific focus of the interaction effect is when disclosure is low and identity centrality is high. In this case, not disclosing one's LGBT identity is particularly linked with lower levels of authenticity at work for those whose LGBT identity is central to their sense of self. Thus, disclosing could be seen as a necessary condition for authenticity at work for those whose LGBT identity centrality is high. This corresponds with the broader identity stress literature connected with Schmader and Sedikides's (2018) SAFE model. For those with low identity centrality, disclosure does not seem to be as relevant to their experience of authenticity at work, albeit they are still positively related. The study therefore opens up avenues to further clarify the identity management dynamics of disclosure and how these may be related to authenticity. Potential moderating variables could be social identity achievement and affirmation – i.e. the extent to which one actively explores the meaning and history of one's social identity and feels a sense of pride and belonging to that social group (Ghavami, Fingerhut, Peplau, Grant, & Wittig, 2011). Disclosing may be particularly beneficial for authenticity for those who are actively exploring, and have a sense of collective pride for, the marginalized group they are part of. There is also potential to explore what the differences are in concealing versus disclosing as there is some evidence the two may have different effects (e.g., Riggle et al., 2017). Our findings highlight a promising area of future research that explores individual differences in the experience of authenticity.

Practical Implications

Organizations should try to develop a distinct set of LGBT friendly practices that complement existing people management activities. These should cover anti-discrimination policies as well as proactive practices that encourage LGBT employees to be 'authentically'

themselves within the workplace. Examples may include investing in LGBT staff networks, strengthening diversity training, creating diversity champions and management support programmes, and developing a resource space for all staff to access. Importantly, it is how these practices are experienced by LGBT employees that really matters, and so capturing these in some way, such as through liaising with staff networks or through questions in a staff survey may be useful. We make a useful contribution in this respect by providing a robust and short measure of perceived LGBT supportive practices that can be utilized in both empirical research and in practice.

Our work suggests that encouraging disclosure is not necessarily the only (or best) way to promote positive outcomes for LGBT employees. Practices that motivate employees to talk about their LGBT identities, such as through an LGBT staff network or through sharing staff stories during Pride month, should be aware that the extent to which people will want to disclose their identity and be engaged in discussing these in an open way will vary across individuals. Not everybody who perceives these practices positively will experience greater feelings of authenticity or better wellbeing outcomes as a result of being 'out' in the workplace. However, it is also important to consider that not disclosing for those whose LGBT identity is central to their identity is detrimental to their experience of authenticity. Focusing on creating environments that encourage authenticity overall may be particularly beneficial, such as by encouraging people to provide reference to their preferred pronouns in email signatures or by including exercises about everyday heterosexism within diversity training. Authenticity also opens up connections with the experiences of other minority groups and as such could be utilized across wider diversity management programmes.

Limitations and Areas for Future Research

The current study suggests there is value in further teasing out the precise conceptual and empirical differences between disclosure and authenticity. As authenticity at work is a

subjective and socially constructed experience that is likely to change (Lehman et al., 2018; van den Bosch & Taris, 2014), it is likely that there is some variation in what constitutes authenticity across different social identities. As we did not have a large enough sample to fully test whether the hypothesized model works in the same way for each specific sexual/gender identity, more research is needed that examines differences between various gender and sexual identities. For example, bisexual individuals may have quite different views regarding their identity than lesbian and gay individuals and may face more invisibility and stigma at work that prevents them from disclosing their sexuality. Additionally, there are likely specific nuances that differentiate the experience of transgender workers which are worthwhile to further explore via qualitative inquiry, such as how they view and experience different stages of their transition in relation to their ability to disclose and be authentic. Also, more is needed to understand particular intersectional identities such as LGBT people of color who may face multiple layers of stigma and have more complex views about their identities and the expression of them at work.

For future quantitative research, we would recommend adopting a stratified sampling method to gain a more representative sample across the LGBT spectrum given that there was a high level of attrition and skew towards gay men in the current study. Future work must also recognize the differences between sexual orientation and gender identity with respect to measuring disclosure and other identity-related constructs. The present study does not fully distinguish between lesbian, gay, bisexual, and transgender participants, which can be problematic. Additionally, researchers should utilize more sophisticated ways to measure disclosure than the one item measure we used. However, as there is much variety in assessing disclosure (Wax et al., 2018), it would be particularly fruitful if there was a focused attempt at validating a comprehensive measure that considers potential differences across the LGBT spectrum. Lastly, scholars should conduct longitudinal studies that unpick the causal

relationship between disclosure and authenticity as well as delineate the specific pathways that facilitate authenticity for different minority workers, for example including measures that capture the fit perceptions and fluency processes as indicated by Schmader and Sedekides (2018). This will further clarify the potential value of Schmader and Sedekides's (2018) SAFE model across a range of marginalized groups.

Conclusion

Our study is the first to examine why perceived LGBT supportive practices may be beneficial for LGBT employees' life satisfaction by examining the mediating roles of disclosure and authenticity at work. We show that authenticity at work may be a more prominent psychological process than disclosure when explaining why the organizational environment may affect LGBT employees. We also identify that the centrality of one's LGBT identity varies across individuals and this influences the extent to which disclosure is related to the experience of authenticity. Overall, our study advances knowledge regarding how organizations can facilitate a broader sense of wellbeing for their LGBT employees.

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Table 1. Overview of subject matter expert evaluation of perceived LGBT supportive practices items

Construct	Mean score - Construct belongs?	Mean score - Item captures construct?	Decision
Top management support of LGBT initiatives	4.38	4.69	Keep
LGBT inclusion in people management strategy	4.63	4.53	Keep
Understanding the complexities surrounding LGBT issues	3.75	3.92	Remove
Management training on LGBT issues	4.38	3.92	Examine further
LGBT inclusive language and communication	4.31	4.15	Keep
LGBT diversity training	4.38	4.15	Keep
LGBT anti-discrimination policies	4.88	4.23	Keep
LGBT inclusive recruitment and promotion practices	4.89	3.77	Examine further
LGBT voice and participation opportunities	4.50	4.62	Keep
Same-sex partner benefits	4.81	4.23	Keep
LGBT employee network	4.19	4.46	Consolidate with voice/participation
Management concern for LGBT employees	4.19	3.69	Remove
Corporate social responsibility efforts that focus on the LGBT community	3.63	4.15	Remove
Development/career advancement opportunities for LGBT employees	4.50	4.15	Keep

Note: For construct belongs, experts were asked to rate the extent to which each construct belonged to the overarching domain of LGBT supportive practices from 1 – does not belong at all to 5 – belongs completely, for example to what extent does 'LGBT diversity training' belong to the domain of LGBT supportive practices. For item captures construct, experts were asked to rate the extent to which the scope and focus of each item adequately captured the construct it was intending to measure from 1- strongly disagree to 5- strongly agree, for example to what extent does the item 'My organization provides adequate diversity and inclusion training that includes sexual orientation and gender identity' captured the construct of 'LGBT diversity training'

Table 2. Item loadings for the final 8-Item perceived LGBT supportive practices scale

Item	Standardized Factor Loading
1. My organisation has adequate anti-discrimination policies and practices covering LGBT employees	.67
2. My organisation provides adequate diversity and inclusion training that includes sexual orientation and gender identity	.76
3. My organisation provides appropriate benefits such as health insurance, pension, and parental leave policies to same-sex domestic partners	.51
4. My organisation provides suitable voice and participation for LGBT employees through trade union/work council/ staff groups	.56
5. My organisation provides appropriate support and guidance to managers so they can provide support to LGBT employees	.80
6. My organisation incorporates LGBT inclusive language and marketing in corporate communications	.81
7. My organisation considers diversity and inclusion, including sexual orientation and gender identity, within overall people management strategies and objectives	.74
8. Top management in my organisation are supportive of diversity and inclusion initiatives, particularly those affecting LGBT employees	.77
Sample size	346
Cronbach's alpha	.89
Mean (SD)	4.45 (1.35)
χ^2 (df)	68.13 (20)
RMSEA	.08
CFI	.96
SRMR	.04

Table 3. Fit statistics from measurement model comparison

Models	χ^2 (df)	χ^2/df	$\Delta\chi^2$ (df)	RMSEA	CFI	SRMR
One factor alternative	929.87*** (189)	4.92		.16	.51	.16
Two factor alternative	591.40*** (188)	3.15	338.47***	.12	.73	.11
Three factor alternative	422.06*** (186)	2.27	169.34***	.09	.84	.09
Four factor alternative	245.88*** (183)	1.34	176.18***	.05	.96	.07
Five factor hypothesized model	231.55** (180)	1.28	14.33**	.04	.97	.06

*p <.05 , ** p <.01 , *** p <.001. For the five factor solution, disclosure was fixed at 1 given it was a one item factor, for the rest of the models it was not fixed at 1 as it became part of the authenticity factor.

Table 4. Means, standard deviations, and correlations between the study variables (N=150)

Study Variable	M (SD)	1	2	3	4	5	6	7	8	9
1. Job/ Employment Changes	0.15 (0.36)	-								
2. Perceived LGBT Supportive Practices	4.48 (1.37)	.01	(.90)							
3. Extent of Disclosure	5.35 (1.98)	-.05	.37***	-						
4. Centrality of LGBT Identity	5.16 (1.19)	-.09	-.07	.12	(.77)					
5. Authenticity at Work	5.34 (1.10)	-.12	.33***	.61***	-.20*	(.91)				
6. Authentic Living	6.10 (0.99)	-.08	.37***	.58***	-.09	.82***	(.87)			
7. Self-Alienation	2.41 (1.53)	.11	-.41***	-.62***	.18*	-.89***	-.70***	(.94)		
8. External Influence	3.67 (1.41)	.09	-.13	-.33***	.21**	-.79***	-.43***	.49***	(.81)	
9. Life Satisfaction	4.60 (1.41)	-.03	.31***	.30***	.14	.36***	.29***	-.42***	-.25**	(.94)

*p <.05 , ** p <.01 , *** p <.001. Reliability estimates are given in brackets.
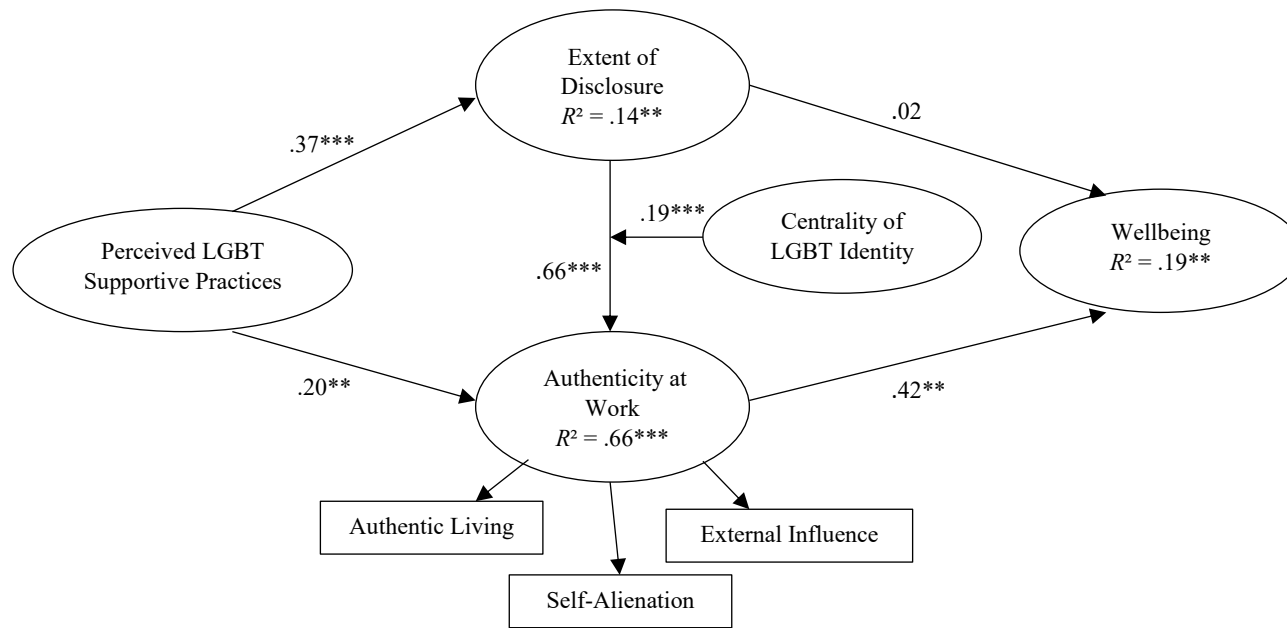
Figure 1. Path model results (using Mplus) and standardized effects. N = 150

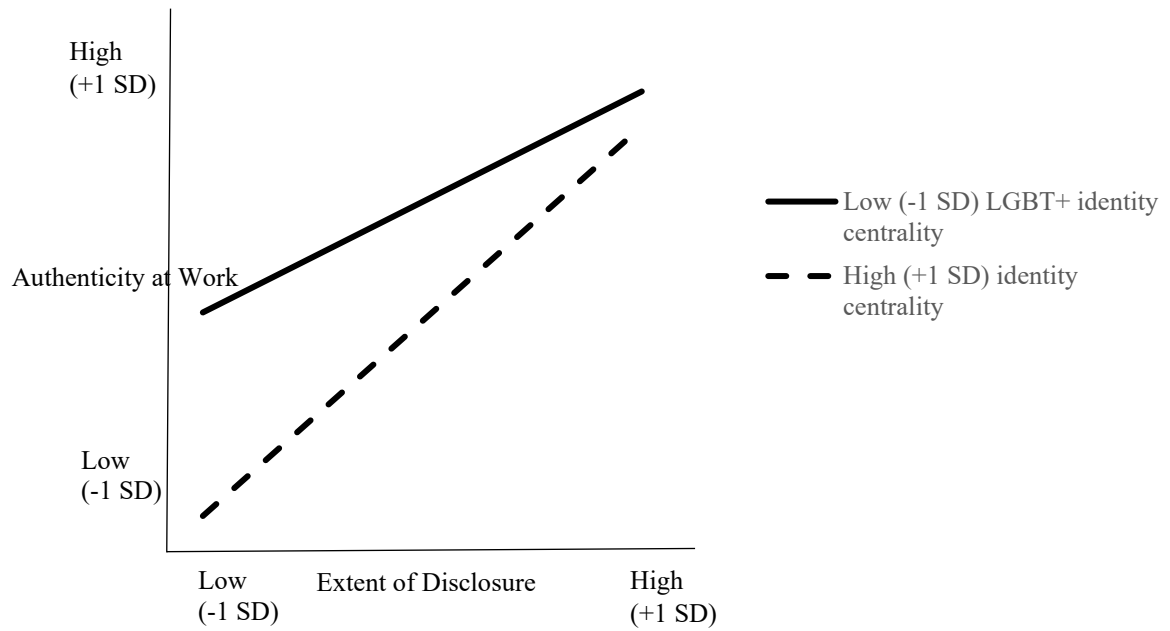Notes: * p <.05 , ** p <.01 , *** p <.001.

Figure 2. Illustration of the interaction effect between extent of disclosure and LGBT identity centrality on authenticity at work