

Employee Resource Groups and Employment Outcomes in LGBT Employees

by

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To Dot Treadaway. I have and will always be your boy.

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## ABSTRACT

In this study, the author investigated the relationship between LGBT employee resource group (ERG) engagement and employment outcomes such as perceptions of organization support, job satisfaction, organizational commitment, and intent to turnover for LGBTQIA+ employees. The 5-item turnover intention scale was used (Wayne et al., 1997). Meyer and Allen's (1997) Three-Component Model (TCM) of employee commitment survey was also used to measure organizational commitment. The study also utilized job satisfaction items from the Michigan Organizational Assessment Questionnaire (MOAQ-JSS). The study also utilized the 16-item Survey of Perceived Organizational Support (Eisenberger et al., 1986). Further, the study looked at the following demographic characteristics: gender, job title, tenure in the organization, age, education, ethnicity, and sexual orientation. The number of respondents who completed the study and was used in analysis was sixty ( $n = 60$ ). Overall, relations of LGBT ERG engagement with workplace attitudes were not significant, but further analysis of engaged sub-sample revealed significant relationships between LGBT ERG engagement and workplace attitudes. The implication of the study revealed that engagement in LGBT employee resource groups may not entirely account for shifts in individual level attitudes. The impact of these groups is still underdefined and in need of further research.

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## INTRODUCTION

### **Background**

For decades the major employment laws in the United States have not historically covered LGBT workers, leaving most of the legal protection at the discretion of the various states and organizations for which LGBT employees associate (Nagele-Piazza, 2019). Employee Resource Groups or ERGs alone are limited in their ability to ease the hardship faced by LGBT employees (Waldo, 1999). Research has supported that even ERGs and inclusive organizational efforts did not reduce heterosexism experienced in the workplace (Waldo, 1999). However, these ERGs may be a useful tool for preparing employees and offsetting the consequences of these workplace transgressions (Cross et al. 2010; Sisco & Collins, 2018). The focus of this study is to examine the extent that ERG engagement affects individual workplace attitudes.

The Human Rights Campaign (2020) indicates that only about twenty states have passed laws and ordinances to establish workplace protections for LGBT workers. Further, the Supreme Court of the United States recently (*Altitude Express Inc. v. Zarda*, 2020; *Bostock v. Clayton County, Georgia*, 2020) released opinions extending the protections of Title VII based on sex to sexual orientation and gender identity as well. However, until 2021 the protections with the law regarding employment have been sparse, and the protections, as well as resources for LGBT workers in many organizations, were non-existent (Nagele-Piazza, 2019). With the delay with laws being created in only the last decade, and the push for organizations to become more compliant

with these efforts, the realm of employment experiences for LGBT employees is changing (Nagele-Piazza, 2019).

This lack of standardized protections results in no or varied practices across organizations that are implemented with equally varied success (Nagele-Piazza, 2020). This is concerning since LGBT employees, like other minority groups, face a complex interaction of workplace issues including discrimination, homophobia, and various other issues (Day & Schoenrade, 2000). The Corporate Equality Index, sponsored by the Human Rights Campaign, is administered every year, and examines the practices of employers in the United States with their LGBT workers (Human Rights Campaign, 2020). This index examines and rates organizations based on non-discrimination policies, the dispersion of benefits that are “equitable” amongst workers and extended to LGBT spouses, as well as supporting an inclusive culture and social responsibility. Part of this examination involves the impact of public commitment to the LGBT community. While there is growing attention to the support and actions taken by organizations to include LGBT employees, there are equally growing issues revolving around LGBT work experiences which indicate a need for further interventions (Human Rights Campaign, 2020).

More specifically, LGBT employees are more likely than straight employees to perceive unfair conditions and to experience discrimination in the workplace (Cech & Rothwell, 2020; Holland et al., 2016). This relationship gets even more complex when considering the amount of self-disclosure the employee exhibits in their work-life, where inhibited disclosure of sexual orientation identity is generally related to worse outcomes (Button, 2001; Cech & Rothwell, 2020). It is easily understood that the environment and

support received in embracing one's identity and being able to express that identity are important in determining fairness and positive outcomes. These perceptions and environments impact things like turnover and satisfaction (Cech & Rothwell, 2020; Lewis & Pitts, 2017).

LGBT employees not only perceive more discrimination and mistrust in their organizations but also experience less satisfaction than straight workers (Day & Schoenrade, 2000). LGBT employees are more willing to turn over and leave an organization when faced with rejection or discrimination (Lewis & Pitts, 2017; Waite, 2020). This indicates that LGBT workers are more likely to leave an organization and potentially have experiences or perceptions that damage the reputation of organizations, or perceptions of fairness. This impact in satisfaction and general negative perceptions can be offset by the actions of an organization but understanding how these misperceptions influence behavior is also important (Cech & Rothwell, 2020).

Beyond simple turnover situations, which are costly to an organization, these breaches of psychological contracts and loss of trust encourages counterproductive behavior that is much more subtle and harmful to an organization in that it can go on for the duration of employment (Mai et al., 2016). The impact of perception damages the quality of work as well as the commitment of employees in an organization (Mai et al., 2016).

Since identifying as LGBT does not stop at the barriers of work, neither do the effects of mistreatment and discrimination. There are huge implications for work-life issues when LGBT workers are discriminated against (Day & Schoenrade, 2000). So much of the research in addressing these issues in LGBT employees is centered around

anti-discrimination policies. LGBT employees were found to be more satisfied in organizations where these anti-discrimination policies exist (Cech & Rothwell, 2020; Lloren & Parini, 2017). These policies would be varied in their effect depending on minority group membership and degree of intersectionality with other minority identities, so it is important to consider which groups in the policies are covered (Cech & Rothwell, 2020; Parker et. al, 1997). In some cases, anti-discrimination policies can be a catch-all for ensuring that LGBT employees are cared for (Nagele-Piazza, 2019). Based on this idea, it may be that there are some compounding effects where being part of multiple minority groups or having multiple minority identities might have implications for increasing perceptions of mistreatment, since identifying as LGBT does not exist in isolation and may involve some intersecting identities (Cech & Rothwell, 2020; Waite, 2020).

However, other research has investigated more of a proactive approach for ensuring that LGBT employees receive the support that they so desperately need (Rabelo & Cortina, 2014). Organizational and supervisor support can increase both job satisfaction as well as life satisfaction outside of the work domain (Eisenberger et al. 2002; Huffman et al., 2008). So, while policies are somewhat impactful, the usefulness of these policies lies in the ability to create and maintain safe and embracing environments where LGBT employees can be open without fear of rejection or consequences (Garvey & Rankin, 2018).

Having this support might mean that people can live more authentically in their work which results in less turnover intent and greater satisfaction (Martinez et al., 2017). Thus, supportive environments, beyond that of the supervisors' influence, could be a

viable means of increasing the self-efficacy of LGBT employees which increases their overall disclosure and satisfaction in the workplace (Tatum, 2018). I intend to research and further the concept of employee groups in their role for providing the environment and support needed to offset the negative impacts often associated with LGBT workers in heteronormalized working environments.

There is a great deal of research on support groups and employee resource groups more specifically. The previously mentioned Corporate Equality Index indicates that these resource groups provide and foster a sense of community and visibility in organizations (Human Rights Campaign, 2020). Further, the relationships from these groups provide a network for other LGBT workers which influences things like the recruitment and retention of other workers (Ragins & Cornwall, 2001; Vardaman et al., 2015). However, research on these types of interventions is notably scarce. It may be the case that these resource groups are not always helpful. Lambert and Quintana (2015) suggest that the success of these resources may depend on the perceptions of the purpose and intention of the organization in providing these resources, as well as things like the delivery of these resources. So, the type of employee resource, the format, as well as content discussed in these meetings may enhance or impede organizational commitment. Overall, employee resource groups may offer a solution to remedy many issues faced by LGBT employees and be a tool for organizations to foster the inclusion of minority employees (Welbourne & McLaughlin, 2013).

## REVIEW OF LITERATURE

### **Employee Resource Groups**

Employee resource groups or “ERGs” are also referred to as affinity groups, employee networks, employee forums, or business resource groups. Despite the array of available aliases, the premise of these groups is similarly based on some demographic criteria. Thus, membership in these groups is established based on the common interest in or shared characteristics based on some facet of the members' identity. While these groups initially began with a focus on age, gender, and race, ERGs have become more diverse and have seen a shift to incorporate groups such as those employees with disabilities, transitioning veterans, and sexual orientation (Porter et al., 2020; Bruckner, 2019). ERGS may even incorporate one's job function. The breadth and variety of ERG research are notoriously limited despite how common ERGs are in modern organizations (Welbourne & McLaughlin, 2013).

Welbourne and McLaughlin (2013) suggest three overarching categories for ERGs. The first is social-cause-centered ERGs, these groups exist for causes external to the organization. The second category of ERG is professional-centered ERGs, and in this grouping, one finds ERGs based on job category and work type. The third category is attribute-centered, which encompasses ERGs focused on personal characteristics or demographics to include sexual orientation, ethnicity, etc.

Employee resource groups involve voluntary, employee-led groups where the number of participants varies (Welbourne & McLaughlin, 2013). These groups can vary in size as well as a formality with members ranging from a few employees to thousands (Githens & Aragon, 2009; Welbourne & McLaughlin, 2013). Evidence would suggest

that larger networks result in better outcomes with multiple mentors being more effective at achieving ERG goals as well as reduced potential for conflicts with other employee resource groups (Bryan et al., 2007). Research has suggested that the level of employment status also potentially impacts the success of employee resource groups with more significant impacts for engagement and turnover intention amongst participating managers than lower-level employees (Friedman & Holtom, 2002). Further evidence has supported the notion that involving top-level managers with minority identity allows a heightened perception of the ERGs legitimacy compared to no top-level manager support (Friedman & Holtom, 2002). Segal (2013) noted that the involvement of managers in these groups may be effective but also may provide increasing complexity with topics discussed as some managers would be compelled to take actions that violate the open form of dialogue and constructive communication in the group.

The structure of these groups also varies, in how these groups are organized, recognized, and how membership is monitored (Githens & Aragon, 2009). Membership may be governed by committee chairs or organizational leaders who are chosen to lead these group efforts (Githens & Aragon, 2009). Other groups might operate less formally with no indicated organizational representative or governing committee to choose agendas (Githens & Aragon, 2009). These groups might be more self-organizing with either a top-down approach from a single instance or individual which would act as a catalyst or a bottom-up approach where a group of events or individuals have identified a need (Douglas, 2008). Some ERGs include partnerships with human resource departments and may start as a result of corporate initiatives (Douglas, 2008).

Githens and Aragon (2009) recognized that these ERG groups take several different forms and that these groups differ in the goals which they strive to achieve. These groups can emerge and be embraced by organizations via an emergent or bottom-up process in which group members drive the efforts and agenda of the group in the organization (Githens & Aragon, 2009). More conventional groups are also said to exist, whereby the groups' goals align with that of the organization to form some symbiotic relationship, these groups also typically include some leadership or formal representation within the organization (Githens & Aragon, 2009). One of these members may also include some liaison to other departments, specifically human resources where they are better able to drive change (Emelo, 2014). Further ERG groups for LGBT employees may occur spontaneously out of the need in the organization; these groups tend to work towards improving the organization. However, there may also be employee resource groups that are structured and seek social change in which their focus is outside of the organization's goals and priorities (Kwan, 2013). These groups lend themselves more to improving social conditions and the understanding and recognition of LGBT persons (Bryan et al., 2007).

Some groups are formally recognized by the organization, with advertisements and sanctioned meetings in designated areas, while some groups rely on a less formal word of mouth and operate without such endorsement or resource allocation from the organization (Githens & Aragon, 2009). ERG group effectiveness and inclusion efforts depend on the organization's acceptance of the group, and how these groups are incorporated into the organization (Emelo, 2014). Research has suggested that the breath of mentorship plays an important role in influencing inclusion in the organization, where

the larger the network and diverse the mentoring relationships result in higher perceptions of inclusivity by employees (Vardaman et al., 2015; Lee et al., 2021). Other research suggested that more people should be included outside of specific ERG's where members can connect with other groups producing a "cross-pollination" amongst different employee groups (Welbourne & McLaughlin, 2013). Further, diversity and inclusion leaders should work to perform within an ERG so that an alignment is created with the organizational needs and values as a collective (Cech & Rothwell, 2020; Welbourne & McLaughlin, 2013).

It is clear and widely accepted that ERG's offer the potential to boost inclusion efforts for an organization (Emelo, 2014). While employee resource groups and the addition of allies have an initial value of reinforcing organizational norms, these groups also influence diversity and inclusion efforts especially among minorities (Kaplan, Sabin & Smaller-swift, 2009; Martinez & Hebl, 2017). These groups may also present a driving force for innovation and change in the organization that embraces these groups (Githens & Aragon, 2009). ERG's are said to also be effective in priming learning and skill acquisition which foster inclusion (Green, 2018; Porter et al., 2020). Further ERGs provide visibility for minority employees and routes for efficacy among group members to share experiences and discuss topics (Bryan et al., 2007). This may be especially important since as previously mentioned, the "LGBT identity is generally invisible, stigmatized, and subject to uneven legal protections for employees, this population represents an extreme risk of retributions and repercussions distinct from other minority employee ERG members" (Beaver, 2019, p. 8).

Practitioner evidence supports employee resource groups as viable tools for providing emotional support and community to minority employees (Bakker & Demerouti, 2007; Demerouti et al., 2001; Nahrgang et al., 2011). Other research suggests that ERGs allow employees to cross inter-organizational boundaries which produces more positive perceptions of work from the employees (McGrath & Sparks, 2005). Thus, employee resource groups offer employees opportunities that indirectly expose them to aspects of an organization that might otherwise be difficult to experience. However, these groups then have a variety of foci within an organization (Bryan et al., 2007; Emelo, 2014; Githens & Aragon, 2009). Some ERGs might include a focus on company strategy with a focus on career building and community while others might focus on advocacy for certain groups (Emelo, 2014). Conversely, ERG membership may impact social outcomes and have little to no impact on the career trajectory of its members (Bryan et al., 2007). Thus, ERGs range from an emphasis on social change, an external focus outside of the organization, to an internal focus with change within the organization they exist (Githens & Aragon, 2009). Overall, according to Eli and Thomas (2009) these groups represent a shift from isolating differences and assimilation efforts to now learning from and integrating these differences in the organization.

Thus, an organization's commitment to employee resource groups may lead to higher retention of minority employees (Friedman & Holtom, 2002). Research suggests the potential for mediation with social embeddedness between ERGs and turnover intentions (Friedman & Holtom, 2002; Mitchell et al., 2001). These findings indicate that ERG groups can establish and maintain a network that allows members to connect with their fellow employees in a way that might reduce the employees' desire to leave the

organization (Friedman & Holtom, 2002; Mitchell et al., 2001). As mentioned previously, involving top leader support in the ERG could provide the insight and access needed for minority employees to feel more included in an organization as well as resource allocation for effectiveness (McGrath & Sparks, 2005).

While there are many positive outcomes associated with employee resource groups, there is also potential for negative outcomes. Chiefly, employee resource groups may present several opportunities for potential legal issues (Vercruyse et al., 2018). These groups may result in the perceptions of unequal treatment of specific members of an organization where membership in these groups is limited to employees with specific minority status. These perceptions of unfairness within the organization may result in hostile environments or even risk of discrimination based on the people that are included and those that are excluded in these groups (Sisco & Collins, 2018). There are also several legal limitations regarding the National Labor Relations Act (NLRA) to consider where these groups should not retain power or influence over bargaining the organization (Segal, 2013; Vercruyse et al., 2018; Welch et al., 2018). This would mean that the actions of the organization should not be governed by such groups, and that employee resource groups should be limited in their role or potential influence within the organization. These limitations work to prevent any anti-inclusion efforts that might stem from a single majority group interest (Segal, 2013).

So, it is important to build upon best practices so that the potentially damaging effects of employee resource groups can be avoided and prove the ERGs' effectiveness. Further, these groups have been noted to incorporate stronger learning orientation, trust levels, and inclusive relationships for minority employees within an organization (Cross

et al. 2010; Sisco & Collins, 2018). These effects might also be weakened if said groups produce siloed communication and membership from other organizations and groups (Segal, 2013). Thus, these groups may encourage less receptive behavior towards external feedback and may produce competing goals to the organizational goals (Kwan, 2013). These groups have been noted to add some levels of complexity and confusion, as they can be informal groups or formal groups recognized by the organization (Bryan et al., 2007; Cross et al., 2010). In some cases, these groups have been noted to be more revolved around social loafing than providing actual networking and social resources to groups with a common purpose and goals (Bryan et al., 2007). MacGillivray and Golden (2007) suggest that ERG members pursue goals to ensure the viability of the group and its efforts within communities and organizations in which they exist. However, without a common goal or mission, anecdotal evidence would suggest that ERGs runs the risk of becoming more social gripe sessions that are non-productive and do not align with an organization (Segal, 2013).

Overall, Employee resource groups deliver useful impacts on organizations both in influencing the organization workforce by attracting and developing employees, and also through contributing to a more diverse and authentic workforce (Hastings, 2011). Welbourne and McLaughlin (2013) describe ERG membership as a contextual level of performance akin to organizational citizenship behavior where members are engaged in efforts greater than those expected with minimal efforts, however, research suggests that these employees perceive these experiences as more energizing than cumbersome. Further, these groups provide the opportunity to reinforce community and value

alignment of group members within the organization, all of which might positively contribute to the employees' organizational commitment (Milliman, et al., 2003).

### **Purpose of this study**

It is clear from previous research LGBT employees face several negative or differential outcomes in employment with satisfaction and turnover from their organization as compared to their heterosexual counterparts (Ragins & Cornwell, 2001). ERGs are often presented as a solution to mitigate the negative experiences of LGBT employees. The overall usefulness of employee resource groups are vastly under-researched despite their prevalence in organizations today, especially amongst LGBT groups (Welbourne & McLaughlin, 2013). Thus, the purpose of this research is to bridge the gap in research by examining the impact of engagement in LGBT employee resource groups on LGBT employee work experiences.

The impact of these employee resource groups could be measured in various ways (Githens & Aragon, 2009; Welbourne & McLaughlin, 2013). Organizational level outcomes could be considered, where research could examine the integration of these groups, the success of mission efforts with end products, or even policy changes in the organization (Briscoe & Stafford, 2015; Creed & Scully, 2000; Creed et al., 2002). This research, however, seeks to examine the individual-level impact of engaging in employee resource groups on outcomes among LGBT employees. Based on these individual leveled variables, this research will evaluate the overall effectiveness of employee resource groups, especially the employees' intent to turnover, organizational commitment, perceptions of organizational support, and job satisfaction. Each of these outcome

variables will determine the effectiveness of LGBT employee resource groups as they impact LGBT employee work experiences and perceptions.

### **Turnover Intent**

Employee turnover has many costly implications for employers with an associated decrease in individual performance and administrative costs including lower morale (Allen et al., 2010; Li & Jones, 2013). Each of these issues as well as their associated impact on employee well-being make a turnover of interest to organizations (Holtom et al., 2008; McElroy et al., 2001). There are generally two types of turnover (Rubenstein et al., 2018). One of these is voluntary turnover, where employees choose to leave the organization. This type of turnover is usually marked by the willingness of an employee to entertain the notion of leaving an organization and begin looking for other employment (Rubenstein et al., 2018). The other is involuntary turnover, where the employee is forced to leave the organization. The distinguishing difference between these two types of turnover is the intent of the employee in deciding to leave the organization (Rubenstein et al., 2018). The focus of this research is voluntary turnover, and specifically turnover intention.

Turnover intention refers to the psychological aim to leave an organization (Jacobs & Roodt, 2008). Turnover intent is the best predictor of actual turnover, where an employee would leave an organization voluntarily (Jacobs & Roodt, 2008). Research has found that behavioral intention for turnover is a good predictor of actual turnover behavior (Beck & Ajzen, 1991; Shields & Ward, 2002). Cech and Rothwell (2020) found that LGBT employees have higher turnover intentions than their counterparts due to

perceptions of workplace inequities. Homosexual men were found to have the strongest intentions to look for jobs outside of their current workplace and reported higher intent to turnover in organizations where there were fewer LGBT employees (Lewis & Pitts, 2017). These findings may depend somewhat on agency or organization type, but LGBT employees overall are at higher risk for turnover than their heterosexual counterparts (Sabharwal et al., 2019).

Further, the probability of turnover and the intent of employees may be dependent on several contextual variables within the organization (Vardaman et al., 2015). Jacobs and Roodt (2008) found that organizational culture had a negative relationship with turnover intentions. However, this research also supported an interaction effect between culture and organizational citizenship behaviors (Jacobs & Roodt, 2008). These findings suggest a link between organizational citizenship behaviors, which might include employee resource group membership, and a decrease in turnover (Jacobs & Roodt, 2008). Organizational factors such as a positive work climate and perceptions of supervisor support were found to improve employee retention (Humphrey et al., 2007). These findings focused on healthcare populations but would have relevance in other organizations and industry types as well. Similarly, research indicates that negative work climates can increase an employee's intent to turnover (Nantsupawat et al., 2017). Further, a positive work climate is associated with higher levels of interpersonal and supervisory support, which was found to influence overall perceptions of organizational support (Boakye et al., 2021). These findings suggest that employee perceptions related to organizational climate and support are important in understanding employee intentions for turnover (Boakye et al., 2021).

Intent to turnover in organizations may be dependent on the employees' other options related to employment and other factors influencing the complication of leaving an organization (March & Simon, 2005). These might include personal reasons related to relocating, family issues, or the appeal of other opportunities (March & Simon, 2005). Ragins and Cornwell (2001) found that LGBT employees express greater intent to turnover when they encounter or perceive more workplace discrimination based on their sexual orientation status. However, personal characteristics, like sexual orientation, that potentially lead to higher turnover intentions were found to be moderated by social support from supervisors and other coworkers (Lee et al., 2021).

Having supportive workplace policies that address and incorporate LGBT employees was found to have a direct impact on LGBT employees' intention to turnover (Ragins & Cornwall, 2001). Other research has indicated that LGBT employees who perceive their environment to be more open and supportive could paradoxically be more likely to turnover, depending on the perceived authenticity of this support (Sabharwal et al., 2019). These findings indicate that inclusion and support efforts may sometimes have negative results, in which case policies and other resources alone may not offset LGBT employee turnover intentions. However, further research suggests the value of social support. Social support is a vital resource to consider, even when more technical resources and protective policies are available, as these resources alone are not enough to prevent or delay the intent to turnover alone (Lee et al., 2021). Thus, these policies and support efforts need to be enacted to impact perceptions of support felt by employees (Lee et al., 2021). These social support networks were found to moderate the degree to

which employees follow through with their intentions to leave an organization (Vardaman et al., 2015).

Previous research has indicated that in network groups like ERGs, advice-seeking benefits did not offset the intention to leave an organization (Vardaman et al., 2015). These findings would support the notion that social groups and the ability to seek personal or work-related advice from various co-members in resource groups would not offset the intention of employees to leave an organization (Vardaman et al., 2015). These findings suggest that having the ability to seek advice or having a network with advice capabilities are not impactful to offset turnover behaviors. However, advice-giving was a significantly impactful variable, indicating that when utilized the advice that was given in these groups could offset an employee's intent to turnover (Vardaman et al., 2015). These findings further indicate that social resources like employee resource groups are not enough, but the meaningful exchanges that potentially occur in these groups are impactful (Vardaman et al., 2015).

Further, these networks are useful beyond task-oriented resources and rely on socioemotional attachments with interpersonal relationships that reinforce felt obligations to an organization which would delay turnover intentions (Borgatti & Halgin, 2011; Mitchell et al., 2001). Further research has found that the more central or embedded an employee is, indicated by the greater number of social ties with other employees, the less likely they would be to want to leave an organization (Lee et al., 2021; Vardaman et al., 2015). These findings support the notion that leaving the organization would then also mean forfeiting social capital, which is less likely to be found elsewhere (Borgatti & Halgin, 2011). Other research has indicated that the extent to which people are connected,

and the ease in which these connections can be broken or replaced, influences an employee's willingness to leave an organization (Mitchell et al., 2001). So, the impact of social attachments on delaying turnover is dependent on the perceptions of closeness and loss by employees in potentially losing such connections. These relationships are reiterated in literature pertaining to organizational commitment, satisfaction, and perceptions of organizational support. Overall, the decision to leave an organization is partially affected by the influence of the relationships that employees have (Maertz et al., 2007). Wherein a lack of social support is associated with easier decisions to leave an organization and more relationships add complexity to turnover decisions (Maertz et al., 2007).

Further research has proposed the possibility that the type of networks an employee engages in impacts the influence of these networks on turnover. Therefore, there may be a differential impact experienced based on engaging in networks that are more emotional or social supportive rather than networks that are more task supportive. This is especially true for LGBT employees, where the presence of similar community members may help LGBT employees find social support in their organization (Ragins & Cornwell, 2001). The impact of different types of support and its relative impact on employees, LGBT or other, would potentially be dependent on the specific needs of employees. However, since LGBT employees are more likely to experience hardships based on their sexual status, LGBT-specific social support would likely offset turnover that was voluntary based on LGBT status (Ragins & Cornwell, 2001).

Friedman and Holtom (2002) found that network or employee resource groups were effective at reducing turnover intentions among high-ranking employees. Research

suggests that minority employee turnover could be reduced by focusing on policies that enhance the social embeddedness of minority employees (Maertz et al., 2007). These researchers indicate that social networks like employee resource groups may only be effective at certain levels of employment within an organization, where managerial or high-ranking employees might benefit more from social networks than lower ranking employees (Friedman & Holtom, 2002). Further, research suggests that these networks were associated with increased perceptions of social embeddedness which accounted for lower turnover intentions among employees involved in these groups (Friedman & Holtom, 2002; Mitchell et al., 2001). This research suggests that social networks impact the intent to turnover of employees, but this relationship is dependent on other factors related to the employee's perception of these networks. Overall, these networks would impact the intent to turnover depending on their similarity or fit with the person (Friedman & Holtom, 2002).

There are several antecedents to turnover, including conflict resolution, the level of autonomy perceived by employees, perceptions of empowerment, as well as perceptions of organizational commitment (O'Neill & Allen, 2014; Liu et al., 2011). Liu et al., (2011) introduces the idea of psychological empowerment in reducing turnover, which occurs at both individual and team levels within an organization. As with social support, when employees are empowered by an organization, they tend to compensate by cooperating with an organization which results in fewer turnover intentions (Kim & Fernandez, 2017). Empowering employees allows a greater sense of responsibility and participation in the organization. Current research often focuses on empowerment as task

autonomy, but this could also potentially relate to social empowerment (Ganji et al., 2021).

These social connections, like those found in employee resource groups, may further influence perceptions of fit within the organization (Cooper-Thomas et al., 2004). Nowack and Donative (2019) found that person-organization fit and value congruence is related to lower turnover. This congruence is associated with greater perceptions of organizational support from employees, whereas incongruence is associated with higher levels of turnover (Cable & DeRue, 2002; Kristof-Brown et al., 2005). Research has found that social networks and mentoring are likely to influence perceptions of person-organization fit (Cooper-Thomas et al., 2004; Meyer et al., 2010). These findings align with the social exchange theory that stresses behavior at work and even willingness to remain at specific organizations is influenced by exchanges between employees.

According to the theory, individual actions are contingent on the interactions with other employees which elicit reciprocity (Dabos & Rousseau, 2004; Konovsky & Cropanzano, 1991; Settoon et al., 1996). Therefore, according to social exchange theory, more positive interactions would elicit more positive behavior. Thus, employee resource groups and their associated increase of networking and social support are likely to increase positive behaviors and increased desire to stay with an organization. Based on these findings, this study hypothesizes the following:

*H1: LGBT employees' engagement in LGBT employee resource groups will be negatively related to turnover intentions.*

Turnover intentions only explain 15-20% of the variance in actual turnover, which indicates most of the variance in predicting turnover is unexplained (Vardaman et al.,

2015; Griffeth et al., 2000). These findings suggest that there are potentially other factors that explain turnover intentions and actual turnover, including key workplace attitudes. Bluedorn (1982) found significant paths or relationships between job satisfaction, organizational commitment, intent to leave, and actual turnover. Thus, to fully examine the relationship that employee resource groups might have on turnover the researchers feel it is important to examine job satisfaction as well as organizational commitment.

### **Organizational commitment**

Organizational commitment has consistently been a key factor to consider when predicting turnover (Allen & Meyer, 1990; Chang, 1999; Curry, et al., 1986; Demeruti et al., 2003). Employees who are more committed to the organization are less likely to exhibit withdrawal behaviors, such as absenteeism, or an intention to leave their job or organization (Meyer et al. 2002). In fact, continuance commitment is one of the three empirically-derived dimensions of organizational commitment, according to Allen and Meyer (1990).

Jex and Britt (2014) define organizational commitment as the extent to which employees are dedicated to their organizations, as well as their willingness to work and remain in an organization. Other research has supported the notion that organizational commitment is comprised of an inclination to remain a member of the employing organization, an internalization of the values and goals of the organization, and the desire to exhibit effort to benefit the organization (Mowday et al., 1982). This seems to be especially true of employees who have high levels of affective commitment, according to other commitment models. Allen and Meyer (1990) offered a three-component model for

organizational commitment. This model consists of affective commitment, continuance commitment, and normative commitment.

Affective commitment is an emotional attachment to an organization (Meyer et al., 2002). This type of commitment is based on an employee's embracing the goals and values of an organization. Affective commitment is described to be impacted by the experiences of employees, and the situational factors involved in their work interactions (Meyer et al., 2002). Further, affective commitment is positively related to variables such as perceived organizational support and procedural justice, like those typically found in ERG membership (Lok & Crawford, 2001).

Jex and Britt (2014) propose that affective commitment is the result of employees feeling that they are important or valued, building from the notions proposed by Meyer and Allen (1997) which focus more on the job and task-related importance. This interpretation allows for a connection to be made for employee resource group membership and affective commitment. Greguras and Diefendorff (2009) found that being able to make connections with other employees is an important facet of affective commitment building. Further, work experiences, specifically perceptions of organizational support, rather than individual characteristics were found to be instrumental to the development of affective commitment (Meyer & Allen, 1997; Meyer et al., 2002). Lok and Crawford (2001) found that having forms of positive organizational support would influence employee perceptions and allow the prediction of higher levels of affective commitment amongst employees.

These findings align with other research that indicates findings aligning with social support theories that indicate employees perceive support and the extent to which

an organization values their well-being and supports their contributions (Meyer et al., 2002). Based on this perceived support, employees then reciprocate to the organization by responding with higher levels of both commitment and performance (Meyer & Allen 1997; Rhoades & Eisenberger, 2002). There are also indications of organization support having an impact, specifically organizational support resources like social networks and employee resource groups (Meyer et al., 2002). Affective commitment has antecedents in the personal characteristics and work experiences of employees (Meyer et al., 2002). These support resources and experiences offered by organizations are said to elicit a reciprocal relationship of commitment between the organization and employees within the organization (Angle & Perry, 1983). Meyer et al. (2002) found that perceptions of organizational support were a key driver for the development of organizational commitment in employees. Building on this idea, research has focused on the notion of corporate social responsibility and its impact on commitment (Berkley & Watson, 2009). Specifically, organizations that are perceived to be an integrative contributor engaged in social aspects within their business practices positively influence organizational commitment of employees (Berkley & Watson, 2009; Meyer et al., 2002).

Cognitions, such as intentions, may moderate the relationship. Studies that have examined intention to search for another position or intention to leave found that these two cognitions have a much stronger relationship with organizational commitment than does employee turnover (Mathieu & Zajac, 1990). However, there are social influences that may influence organizational commitment (Meyer & Allen, 1997). Normative commitment describes a type of commitment based on the behavior of others and social norms (Meyer & Allen, 1997). Normative commitment is described as commitment to an

organization due to social pressures or norms that influence the employee (Meyer & Allen, 1997).

Perceived alternatives impact an employees' willingness to stay with an organization (Meyer & Allen, 1997). This relationship becomes more complex with acquired social capital, as leaving an organization would also mean potentially forfeiting these resources (Meyer & Allen, 1997; Meyer et al., 2002). The idea of loss and weighed benefit leads to the notion of continuance commitment (Allen & Meyer, 1990). This type of commitment is rooted in the notion of return and loss in decisions made (Allen & Meyer, 1990; Meyer & Allen, 1997). Thus, accumulated resources and social capital, as well as other benefits, influence employees to remain committed to the organization. Antecedents for continuance commitment are the investments that employees make as well as perceptions of alternatives to leaving the organization (Meyer et al., 2002). This relationship may also be impacted by the reputation of the organization (Fuller et al., 2006). There is also support that the reputation or prestige of an organization is a strong antecedent to affective commitment development (Fuller et al., 2006; Guerrero & Herrbach, 2009).

Overall, the Meyer and Allen (1997) definition of continuance organizational commitment focuses on employee perceptions of alternative organizations, where employees are basing their commitment on personal sacrifice. Previous research has indicated relationships between social ties and continuance organizational commitment (Fuller et al., 2006; Guerrero & Herrbach, 2009; Meyer et al., 2002). It is unclear though if resources like employee resource groups provide similar effects in the development of continuance commitment. While there is no direct research to support the relationship

between employee resource group engagement and continuance organizational commitment, this research proposes a connection between these variables. Part of this study will attempt to answer the research question of if there is some correlation between LGBT employee resource group engagement and continuance organizational commitment.

All three forms of commitment provide distinguishable variance from one another and from job satisfaction, job involvement, and occupational commitment (Meyer et al., 2002). This is to say the impact of each type of commitment on outcome variables like turnover are impactful amongst themselves, so that one type of commitment may impact a person's overall organizational commitment (Meyer et al., 2002). Thus, to fully account for the impact commitment has on these outcomes each type of commitment must be considered (Meyer et al., 2002). Each of these types of commitment co-exists and form an employee's overall organizational commitment (Meyer & Allen, 1997; Meyer et al., 2002). Similarly, Allen and Meyer (1990) noted that commitment-relevant behavior outcomes should be examined in the context of a person's commitment profile, consisting of the interactions amongst the previously mentioned three types of commitment.

Several models exist that define commitment, with some individual differences based and others focused more on organizational influences of commitment. There is some support for the notion that commitment stems from individual influences related to the actions and individual characteristics of the employee. Mathieu and Zajac (1990) found that personal characteristics of individuals impact commitment to organizations, these characteristics include age, gender, education, and level of competence in specific roles. However other research has not supported the impact of individual characteristics

and instead focused on job characteristics as a leading source of commitment development (Meyer et al. 2002).

With the role of job characteristics, it makes sense that organizational commitment is related to job satisfaction, and research has consistently demonstrated a positive correlation showing that more satisfied employees are generally more committed to the organization (Mathieu & Zajac, 1990). Additionally, aspects of a person's work like the level, tenure, role stress, role ambiguity and variety of skills required all potentially impact the level of commitment expressed by employees (Mathieu & Zajac, 1990; Oldham & Hackman, 2010).

Research has also found that organizations that are perceived to have more integration with societal and social issues in their practices, via various networks for change and understanding, elicit higher levels of employee commitment (Brammer et al., 2007). Person-organization fit is a factor in commitment building; this is known to be influenced by social interactions of employees (Cooper-Thomas & Anderson, 2006) and is also found to be a predictor of affective organizational commitment (Meyer et al., 2010). These efforts might also impact normative commitment levels as this type of commitment is found to have antecedents in socialization as well as organizational investments (Meyer et al., 2002).

Employee resource groups potentially contribute to these efforts by fostering social efficacy and understanding amongst its members (Bryan et al., 2007). Thus, perceptions elicited from these groups could potentially impact organizational commitment, particularly affective commitment (Meyer et al. 2002). This is especially important as affective commitment had a strong relationship with turnover, more than

normative or continuance forms of commitment (Meyer et al. 2002). Further research expanded these findings to include organizational commitment and job satisfaction as a combination for examining overall job attitudes including intent to turnover (Harrison et al. 2006). Based on these previous research findings, this study proposes the following:

*H2a*: LGBT employee resource group engagement will be positively related to affective organizational commitment of LGBT employees.

*H2b*: LGBT employee resource group engagement will be positively related to normative organizational commitment of LGBT employees.

*RQ1*: Does LGBT employee resource group engagement correlate to continuance organizational commitment of LGBT employees?

### **Job Satisfaction**

Job satisfaction is an attitudinal variable that accesses the feelings, thoughts, and behaviors individuals have about their job, which can result in a favorable or unfavorable evaluation (Spector 1997; Tietjen & Meyers, 1998). Job satisfaction can be viewed from how the person feels about their job as well as from a more behavioral perspective in the practices an employee would engage in (Schleicher et al., 2011). These behavioral changes are often the result of some sort of comparison that an employee makes based on what they feel they are receiving from a job or organization compared to what they would like to receive from the job or organization.

Job satisfaction is in part determined by the characteristics of the job that a person engages in within an organization. Thus, the focus of job satisfaction is primarily on one's job; however, it is possible to be satisfied with one's job and not with an

organization or vice versa. Recent research has expanded this model to focus on employee satisfaction with organizations. With this effort, the focus of satisfaction would be on perceptions related to the employees' organization, which are especially impacted by human resource management practices like employee resource groups. These practices are well-known contributors to job satisfaction (Steijn, 2004), as well as to organizational commitment (Gould- Williams, 2004).

Organizational variables like human resource management and policy, as well as organizational climate factors, are most important when examining organizational satisfaction, where organizational type, size, and product are less important (Steijn, 2004). Research has found that employee satisfaction with their organization, similarly to job satisfaction, was associated with three main indices: work climate, relations to other employees, and the nature and conditions associated with their work (Sinha & Singh, 1995). These findings would suggest then that one should focus on human resource management practices and perceptions of supportive climate when examining satisfaction. Organizational satisfaction and job satisfaction were found to be related, but not identical, constructs. However, there is support for a connection between both constructs, as well as intention to leave an organization (Steijn, 2004; Granrose & Portwood, 1987). Job satisfaction can be impacted by a person's immediate experiences with their work and available work-related resources; however, satisfaction with an organization might include a person's experiences with various policies or behavior from high-level employees (Shore & Tetrick, 1991).

Some research suggests value in examining both organizational commitment and job satisfaction when attempting to explain work-related outcome variables (Harrison et

al. 2006). However, other research has hypothesized that organizational level attitudes may be more important when examining an employee's intention to leave the organization (Porter et al., 1974). Job satisfaction is noted to be impacted by variables well outside the organizations' control or efforts like market conditions and the type of work being performed (Porter et al., 1974). Thus, when examining intention to turnover, the focus of job satisfaction may turn from job characteristics that are more restricted to the nature of ones work to more organizational level characteristics (Porter et al., 1974).

Job satisfaction can be determined by the characteristics of the organizations for which people work (Jex & Britt, 2013). According to this expansion, aspects of job satisfaction are predicted by employee evaluation of their organization. Establishing the link between organizational level satisfaction, Granrose and Portwood (1987) found that workers with lower organizational satisfaction were more likely to leave the organization and look for another job. Further, research has indicated that organizational satisfaction was negatively associated with perceptions of organizational politics (Kacmar et al.,1999). These findings would suggest that satisfaction might also be impacted by perceptions of intent from the organization in creating and utilizing employee resource groups (Kacmar et al.,1999).

Further, research using a meta-analysis regression technique has indicated that job satisfaction is twice as relevant as organizational satisfaction for explaining intent to turnover in employees (Steijn, 2004). Further, while research has acknowledged the importance of examining organizational level attitudes in explaining intent to turnover, there seems to be little distinction made in the literature between organizational commitment and organizational satisfaction (Porter et al., 1974; Steijn, 2004). This

unclear distinction between organizational satisfaction and organizational commitment, combined with the lack of developed research supporting the role of organizational satisfaction beyond job satisfaction indicates limitations in the use of organizational satisfaction as a variable in this study.

Steijn (2004) found that as the organizational climate is perceived as more supportive, the satisfaction an employee perceives with an organization increases- indicating a positive correlation between climate perceptions and job satisfaction. Job satisfaction is known to be impacted by factors well beyond the organization, such as market conditions (Eisenberger et al., 1997). Job type may also play a role, with jobs with lower discretion in their decision-making having a more substantial positive relationship on job satisfaction than jobs with higher discretion in their decision-making, with lower discretionary jobs being more reliant on job characteristics (Eisenberger et al., 1997).

Locke (1976) introduced the Range of Affect Theory, which indicates that several facets of an organization or job could be differentially weighted according to each employee's desires, and thus their satisfaction with any aspect related to their job or organization could vary based on preference. Thus, gauging satisfaction based on employee resource group members would need to assess a person's initial interest in the benefits that such a group might elicit. Vulnerable groups such as LGBT employees may develop partial job satisfaction from interactions and information in their social environment (Dimotakis et al., 2011; Locke, 1976). Employees were even found to report higher levels of job satisfaction when they reported more positive interactions with their colleagues (Dimotakis et al., 2011). A major point of these findings is that comparisons

are made, and people tend to replicate feelings most similar to those to which they have been previously exposed (Dimotakis et al., 2011).

Outside of these social influences, personal dispositions may also impact job satisfaction. Personality traits and dispositions of employees may play a role in job satisfaction (Bruk-lee et al., 2009; Judge et al., 2002). Positive affectivity is positively related to job satisfaction while negative affectivity is negatively associated with job satisfaction (Connolly & Viswesvaran, 2000). A meta-analysis found that job satisfaction was correlated to each of the big five personality traits (Judge et al., 2002). Locke's (1976) notion of job satisfaction involving the emotional state resulting from the employee appraisals of their job further lends support to the notion that emotions and dispositions play a role. Staw et al. (1986) found that a person's job satisfaction is stable over time even when their job or organization changes. These findings support the significant influence of employee dispositions on job satisfaction (Staw et al., 1986). Accordingly, this study proposes the following:

*H3: LGBT employee resource group engagement will positively be related to job satisfaction levels of LGBT employees.*

Resources, like employee resource groups, are potentially only impactful to an employee's satisfaction if they are seen or perceived by the employee to help (Meyer & Smith, 2000). Thus, human resource practices like employee resource groups are potentially only as impactful to employee outcomes as they are perceived beneficial. To account for these perceptions as potential influencers to the relationship between employee resource groups and their intended benefit we will need to examine perceptions of organizational support.

## **Perceived Organizational Support**

Moynihan and Pandey (2007) describe group culture as a shared commitment, and family-like atmosphere as being important for developing a higher sense of satisfaction and loyalty. These findings indicate that social exchanges and support are vital for outcomes related to an organization. Research has indicated that positive perceptions of organizational support are related to the development of organizational commitment, job satisfaction and negatively related to intentions to leave an organization (Gutierrez et al., 2012; Riggle et al., 2009; Settoon et al., 1996). A key driver for the development of organizational commitment is the perceptions of organizational support (Meyer et al., 2002). Specifically, perceived organizational support was found to be predictive especially for affective commitment (Lok & Crawford, 2001). This section focuses on extensions of psychological climate, or the way employees psychologically experience their organization.

Perceptions of organizational support were also found to moderate the relationship between organizational commitment and job satisfaction (Allen et al., 2010). While perceptions of organizational support were found to be negatively associated with withdrawal behaviors such as intentions to turnover; affective commitment was found to mediate the relationship between perceptions of organizational support and turnover intentions (Allen & Meyer, 2002; Guerrero & Herrbach, 2009). Other research suggests that perceptions of organizational support moderate the relationship between organizational commitment and occupational turnover intentions (Singh et al., 2018).

Gavino, et al. (2012) found that human resource and organizational practices such as career development opportunities and involvement in decision-making impacted

outcomes like organizational commitment and other behavioral outcomes like intent to turnover. The impact of these practices on these outcomes was found to be mediated by perceptions of organizational support (Gavino et al., 2012). Interesting previous research found that engaging in human resource management practices contributes to the development of higher perceptions of organizational support (Guerrero & Herrbach, 2009).

Climate perceptions may often influence employee decisions and motivation to remain with an organization. Perceptions of organizational support foster attachment from the employee to the organization and elicits reciprocation like persistence or non-withdrawal behaviors with the organization (Singh et al., 2018). Thus, perceived organizational support and supportive work environments result in employees being less likely to intent to leave the organization while offsetting lower commitment levels. Organizational tenure is significantly correlated with perceptions of organizational support (Wayne et al., 1997). These findings suggest that employees tend to stay with organizations longer when they feel supported.

Climate and the shared perceptions of employees about an organization are the results of an emergent process that stems from the actions of an organization in establishing culture (Ostroff et al., 2013). One of the goals for this research is to examine strategic climates involving support via employee resource groups, specifically perceptions of support from LGBT employees because of ERG membership and its impact on employment-related outcomes like turnover, job satisfaction, and organizational commitment.

To examine organizational climate-related support felt by LGBT employees who engage in ERG membership, this research will examine the variable of perceived organizational support. Perceptions of organizational support are strongly linked to affective commitment where affective commitment is the result or consequence of perceptions of organizational support (Meyer et al., 2002; Rhoades & Eisenberger, 2002).

Rhoades and Eisenberger (2002) acknowledge that perceptions of organizational support extend beyond a felt obligation for reciprocal treatment as described in organizational commitment and revolve around an important socio-emotional function. These aspects of perceived organizational support are then impacted by perceptions of fairness, supervisor support, and job conditions; with procedural and interactional justice having the greatest impact on perceptions of support (Rhoades & Eisenberger, 2002). These findings suggest that having the opportunity to form and express opinions as well as feelings of dignity and respect from the organization create most perceptions for support from employees (Rhoades & Eisenberger, 2002).

Further research suggests those perceptions of organizational support are influenced by a felt approval from the organization in recognizing employee needs, valuating esteem, as well as the employee's social identity (Riggle et al., 2009). A large part of perceptions of organizational support stem from the value and well-being felt by employees in experiences of social exchanges (Riggle et al., 2009). Other research has called attention to the connections between perceived organizational support and organizational-based self-esteem that would be experienced by employees (Fuller et al., 2003).

Fuller et al., (2003) found that these employee evaluations for their efficacy and worthiness were found to be highly related to perceptions of organizational support ( $r=.61$ ). These results indicate that support from organizations leads to the development of efficacy and feeling of worth in employees. Thus, social networks like employee resource groups should play a large role in the organizational support of employees and serve as catalysts for the social interactions that contribute positively to one's social identity, self-esteem, and efficacy amongst coworkers (Fuller et al.,2003).

One aspect related to the potential impact of employee resource group membership on creating perceptions of organizational support in employees is the intention of the organization in maintaining ERGs. An employee may have perceptions of support and feel as though their organization cares about their well-being, but still may have low job satisfaction (Rhoades & Eisenberger, 2002). This may be because of the differentiation between aspects of a job and organizational efforts for more caring treatment, where some aspects of a job are beyond employer control and subject to a host of external factor influences.

Eisenberger et al., (1997) found that perceptions of organizational support and overall job satisfaction were distinct constructs with some overlap and job satisfaction being impacted with factors beyond the organization (Shore & Tetrick, 1991). The relationship between perceptions of organizational support and job satisfaction may depend also on the type of job, as well as the level of the job where jobs with higher discretion are more impacted by organizational support and jobs with lower discretion are more job satisfaction oriented (Shore & Tetrick, 1991). However, even if job conditions improve or change, it does not necessitate changes in perceptions of organizational

support (Shore & Tetrick, 1991). While different, both constructs are worthwhile in examining outcomes like intent to turnover (Eisenberger et. al, 1997).

Supervisor relationships may also impact perceptions of organizational support, where favorable treatment of employees could contribute to perceptions of organizational support (Rhoades & Eisenberger, 2002). However, this impact may be limited to the degree to which employees identify their supervisor with the organization (Rhoades & Eisenberger, 2002).

Network type may also play a role in perceived organizational support. Siciliano and Thompson (2018) describe the influence of social networks on creating perceptions of organizational support where network type played a significant role in the development of commitment. Friendship networks were found to be associated with informal and non-reciprocal relationships (Siciliano & Thompson, 2018). Thus, these networks were noted to be more complex in allowing more flexibility in their resulting commitment levels (Siciliano & Thompson, 2018). This is to say that the relationship between friendship networks and commitment outcomes is potentially less direct and may not result in high levels of commitment (Siciliano & Thompson, 2018). Advice or more dedicated networks for specific causes were found to be more highly reciprocal, so that when the network expressed high levels of commitment so too did other members (Siciliano & Thompson, 2018). Because the framework of advice-seeking networks is more straightforward, so too is the reciprocal relationship between the support these networks provide and their elicited commitment (Siciliano & Thompson, 2018).

A curvilinear relationship was found between social network centrality or how involved an individual is and the resulting organizational commitment (Lee & Kim,

2011). These findings indicate that too few social ties in an organization could be detrimental to organizational commitment as employees would lack the necessary support to adapt (Lee & Kim, 2011). Further, too many ties in the social networks of an organization could incur an increased risk for social conflicts and diminish commitment to the organization (Lee & Kim, 2011). Finally, these supportive resources may be most impactful when they are tied to the specific needs of individual employees (Hobfoll, 1989). These findings support that the number, as well as the type of connections made in employee resource groups, could have an impactful relationship on the development of commitment and intention to turnover (Siciliano & Thompson, 2018; Lee & Kim, 2011). Based on the research for perceived organizational support, this study proposes the following:

*H4:* LGBT employees' engagement in LGBT ERGs will be positively related to perceived organizational support.

*H5a:* Perceived organizational support will mediate the relationship between LGBT employee resource group engagement and affective organizational commitment.

*H5b:* Perceived organizational support will mediate the relationship between LGBT employee resource group engagement and normative organizational commitment.

*H5c:* Perceived organizational support will mediate the relationship between LGBT employee resource group engagement and job satisfaction.

*H5d:* Perceived organizational support will mediate the relationship between LGBT employee resource group engagement and employee intention to turnover.

## HYPOTHESES

In summary, this study proposes the following hypothesis for measuring the impact of LGBT employee resource group engagement on LGBT employees:

*H1:* LGBT employees' engagement in LGBT employee resource groups will be negatively related to intent to turnover.

*H2a:* LGBT employee resource group engagement will be positively related to affective organizational commitment of LGBT employees.

*H2b:* LGBT employee resource group engagement will be positively related to normative organizational commitment of LGBT employees.

*RQ1:* Does LGBT employee resource group engagement correlate to continuance organizational commitment of LGBT employees?

*H3:* LGBT employee resource group engagement will positively be related to job satisfaction levels of LGBT employees.

*H4:* LGBT employees' engagement in LGBT ERGs will be positively related to perceived organizational support.

*H5a:* Perceived organizational support will mediate the relationship between LGBT employee resource group engagement and affective organizational commitment.

*H5b:* Perceived organizational support will mediate the relationship between LGBT employee resource group engagement and normative organizational commitment.

*H5c:* Perceived organizational support will mediate the relationship between LGBT employee resource group engagement and job satisfaction.

*H5d:* Perceived organizational support will mediate the relationship between LGBT employee resource group engagement and LGBT employee intention to turnover.

## METHOD

The study used a correlational design to assess the impact of Employee Resource Groups engagement on employment outcomes in LGBT employees. The study utilized a Qualtrics survey that was distributed electronically to participants with permission by the Middle Tennessee State University Institutional Review Board (see Appendix A).

### **Participants**

The participants were recruited from organizations who have LGBT employee resource groups, including but not necessarily limited to the United Kingdom, the middle Tennessee, and Atlanta areas. The online platform for survey distribution allowed researchers to obtain a large pool of participants that identify as LGBT employees that were also involved in LGBT ERG groups. Specifically, participants were required to be at least eighteen years of age and a member of the LGBT community. G\*Power was used to determine the number of participants needed for this study. It was determined that 652 participants would provide sufficient power for a small effect size in mediation analyses.

The survey was distributed by George Wright, the Social Media Manager of 'myGwork', a U.K. based organizational dedicated to the LGBTQ+ business community (see Appendix B). Their representatives distributed the survey in both their internal membership channels as well as published on their social media accounts, like Facebook and LinkedIn. The survey was also distributed by the CEO of the Nashville LGBT Chamber, Joe Woolley, both internally in their membership network and on their social media platforms like Facebook and LinkedIn (see Appendix C). Finally, the survey was distributed by Malik Brown, the Director of LGBTQ Affairs under the Mayor in Atlanta,

Georgia to relevant social media platforms and surrounding organizations that have LGBT ERGs (see Appendix D). Participants include a variety of demographic backgrounds and genders.

The sample included thirty-one (58%) men, eighteen (31%) women, four (6%) non-binary, with three (5%) participants identifying as other or preferring not to respond to this question. Of the sample, eighty-one percent were White, six percent were Black, eight percent were Asian, two percent were American Indian, with an additional three percent identified as another race. Further, the ages of participants ranged from between twenty-two and sixty-six. The average age of the sample was forty-one. The distribution of education in participants was heavily at the bachelor's (48%) and graduate degree level (33%) with some participants only having some college (14%) and high school or below. Fifty-three percent of the participants identified as working in an intermediate level position, with most of these participants (64%) indicating about 1-2 years or less of tenure.

Of eighty-four participants who started the survey, data from sixty participants were ultimately used in analysis. Those participants whose data were not used were removed from the study for not meeting the quality control standards, outlined below.

### **Procedure**

Participants were presented with a survey created using Qualtrics in which they will be able to respond to at their convenience between March 7<sup>st</sup> and March 25<sup>th</sup>, 2022. The full version of this survey can be found in Appendix E. Participants were initially presented with a series of requirements for completing the survey, such as being at least

eighteen years of age, and being a member of the LGBT community. Those participants who do not meet the criteria to participate in the study will then be directed to the end of the study and thanked for their participation.

All the participants were directed to the informed consent statement (Appendix F) with the purpose of the study, risks and benefits, requirements for eligibility, and primary investigator's contact information. Participants must have indicated "yes" to "I have read this informed consent document pertaining to the above identified research", "the research procedures to be conducted are clear to me", "I confirm that I am 18 years or older", and "I am aware of the potential risks of the study". Further, each participant was presented with a consent agreement item that indicates "by clicking below, I affirm that I freely and voluntarily choose to participate in this study. I understand I can withdraw from this study at any time without facing any consequences." The participants who did not consent to the study were redirected to the end of the survey and received a message thanking them for their time. All participants who met the criteria for participating in the study received a Qualtrics survey consisting of up to seventy-eight items total.

Instructions were given at the beginning of each section explaining the context for the statements and how to rate the items using the scales provided. The order in which items for the survey were delivered in a randomized format for the following scales: ERG engagement, intent to turnover, organizational commitment, job satisfaction, and perceived organizational support. This randomization was used to prevent order bias in mediation tests as well as to reduce impact of missing data across the survey. Those participants who were involved in an LGBT ERG were not asked the ERG engagement items but were asked to rate all other sections. After the participants completed the

measures of the survey they were then asked to respond to demographic information. The survey took an average of thirty minutes to complete.

### **Measures Related to Hypotheses**

**LGBT ERG Membership.** Participants were presented with an overall definition of employee resource groups. For this study, employee resource groups are defined as voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace aligned with the organizations they serve. These groups usually involve membership based on a shared characteristic, whether it's gender, ethnicity, religious affiliation, lifestyle, or interest (Githens & Aragon, 2009; Welbourne & McLaughlin, 2013).

LGBT ERG membership was measured by asking participants, "Are you currently involved in an LGBT Employee Resource Group within your organization?" Further, participants were also asked if they are involved in any other ERGs, those who responded that they were involved in another ERG group outside of their LGBT ERG will be asked to describe the nature of their other Employee Resource Group. The participants who responded that they were not involved in an LGBT ERG in their organization were asked if an LGBT ERG exists. The participants that indicated that a LGBT ERG group exists but they are not in the group were provided with an open-ended response section to indicate why they are not involved.

Participants who responded that they are not members of an LGBT employee resource group were not asked to rate ERG engagement and received an engagement score of zero, indicating that they are not engaged in an LGBT employee resource group. Other items were added to provide supplementary descriptive information about the

LGBT employee resource groups. These items asked participants how often the LGBT ERG group meets in an average year, the number of members in the LGBT ERG group, if the LGBT ERG has a mission statement, and a question regarding the effectiveness of the LGBT ERG. A copy of the measure can be found in Appendix G.

**ERG Engagement.** One major conceptualization of job engagement indicates that it consists of the three components of vigor, absorption, and dedication (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2003). Further, Schaufeli et al. (2006) refer to engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. This study adapts these definitions from a work-related context to focus on employee resource groups.

As indicated above, those who are not members of an LGBT ERG received an engagement score of zero. For those who are members, their level of ERG engagement was measured using a modified version of the Utrecht Work Engagement Scale (UWES-9) (Schaufeli & Bakker, 2003; Schaufeli et al., 2006). As detailed below, selected items from the scale were adapted from a “work engagement” focus to instead address a participant’s perceptions of their “LGBT ERG engagement”. The Utrecht Work Engagement Scale is free for use for non-commercial scientific research (Schaufeli & Bakker, 2003). A meta-analysis across twenty-seven studies and ten different countries revealed a Cronbach’s alpha for the UWES-9 between .85 and .92 (Schaufeli et al., 2006).

Participants were presented with statements like “I am enthusiastic about my employee resource group” and “I am proud of the work that I do in my employee resource group” as well as “My employee resource group inspires me”. Two items from

the original scale that referenced “bursting with energy” and “feeling strong and vigorous” were replaced by one consolidated item of “When I am with my ERG, I feel energized.” Further, an item referencing “when I get up in the morning, I feel like going to work” was edited to “I feel like being involved in my ERG.” Lastly an item was deleted that stated “I get carried away when I’m working” as this item was conceptually unclear with a potentially double meaning of the phrase. This deletion was supported by recent research that found that removing this item increased factor reliability from an alpha of .49 to and alpha of .81 (Mills et al., 2012).

The UWES-9 was used over the earlier versions as this version has shown superior factor structure, conducive to a desired definition of engagement consisting of vigor, absorption, and dedication (Mills et al., 2012; Schaufeli et al. 2006). Further, the UWES-9 has shown similar psychometric properties while being more parsimonious (Mills et al., 2012; Schaufeli et al., 2006). Upon review, items from previous versions were limited in their relevance to the context of employee resource groups. Items such as “to me, my job is challenging” seemed out of context, as most ERG would not present challenges in the way that jobs might. Further, dedication items such as “I find the work that I do full of meaning and purpose” were not considered useful as the item presented double meaning without a clear distinction for similarity or dissimilarity between constructs.

Other items such as “I can continue working for long periods of time”, “at my job I am very resilient mentally”, and “at my work I always persevere even when things do not go well” were also considered limited in the context of employee resource groups, when frequency of meetings and the nature of these groups were considered. Overall,

only one item from the Schaufeli and Bakker (2003) UWES-17 scale was used in this study. The item referring to “time flies when I am at work” was adapted to state “time flies when I am with my LGBT ERG”.

Based on the condensing of items and the removal of others from the UWES-9, some additional items were created and added to the scale to get a more complete conceptualization of engagement. Items such as “My LGBT ERG is important to me”, and “My LGBT ERG makes a positive difference to me” will be added to measure dedication, or a sense of significance from ones ERG (Schaufeli & Bakker, 2003). Items such as “I am motivated to be involved with my ERG as much as possible” and “I am actively involved in my LGBT ERG” will be added to measure vigor, or the level of energy and willingness to invest effort in the ERG (Schaufeli & Bakker, 2003). Items like “I am happy to devote attention to my ERG”, “I often think about my LGBT ERG”, and “During meetings with my LGBT ERG, I am completely involved” were added to measure absorption, or the immersion in ones LGBT ERG group (Schaufeli & Bakker, 2003). Each of these items attempts to measure engagement perceptions in LGBT ERGs with an emphasis on psychological connection.

The original items of the UWES-9 were scored on a 7-point Likert type scale for how often participants experienced the statement with options ranging from 0 (never) to 6 (everyday). However, to streamline the response scale with other scales used in this study, and to accommodate for the variability in ERG meetings, each item was adapted to a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The item responses were combined to determine an overall engagement score for each participant. A copy of the measure can be found in Appendix H.

**Intent to Turnover.** Intent to turnover will be measured using a five-item turnover intention scale (Wayne et al., 1997). The five-item scale has previously been found to have been reliable with a Cronbach's alpha of .89 (Wayne et al., 1997). Items on the scale included statements such as "I am actively looking for a job outside my current employer" and "I think I will be working at my current employer five years from now." Each of the items on this scale are measured on a five-point Likert style scale from 1 (strongly disagree) to 5 (strongly agree). These items will be combined to determine an overall score for intention to turnover. A copy of the measure can be found in Appendix I.

**Organizational Commitment.** Organizational commitment will be measured by asking participants eighteen questions from the Meyer and Allen Three-Component Model (TCM) Employee Commitment Survey adapted from an earlier questionnaire containing twenty-four items (Meyer et al., 1993; Meyer & Allen, 1997). Meyer and Allen (1997) presented high reliability estimates for affective commitment ( $\alpha=.85$ ), continuance commitment ( $\alpha=.79$ ), and normative commitment ( $\alpha=.73$ ) across a wide variety of organizations and occupations. Permission was acquired from Dr. Meyer for the use of the TCM, see Appendix J.

The Three-Component Model (TCM) Employee Commitment Survey includes six items for each type of organizational commitment: normative, continuance, and affective commitment. Participants were asked to rate their response on a five-point Likert scale with anchors labeled from 1 (disagree) to 5 (strongly agree). Each of the three types of organizational commitment types are represented by six items (See Appendix I). These

items were combined to determine an overall score for each type of organizational commitment. A copy of the measure can be found in Appendix K.

**Job Satisfaction.** Job satisfaction was measured using items from the Michigan Organizational Assessment Questionnaire (MOAQ-JSS) related to job satisfaction. Bowling and Hammond (2008) utilized meta-analysis methods to find a mean sample-weighted internal consistency reliability of .84 ( $N = 30,623$ ). Further, research has found evidence for construct validity with this scale with patterned relationships between other variables like role conflict, role ambiguity, and life satisfaction (Bowling & Hammond, 2008). Overall, research suggests that the MOAQ-JSS is a reliable measure of global job satisfaction with only three items (Bowling & Hammond, 2008).

For the MOAQ-JSS, participants were asked to rate their agreement on statements like “All in all, I am satisfied with my job” and “In general, I like working here.” The original scale presented three items on a Likert scale ranging from 1 (disagree very much) to 6 (agree very much). To streamline the response scale with other scales used in this study, the scale response options for each item were adapted to a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), which allowed for more consistency when combined with other scales used. These items were combined to determine an overall score for job satisfaction. A copy of the measure can be found in Appendix L.

**Perceptions of Organizational Support.** Perceptions of organizational support were measured using the sixteen item Survey of Perceived Organizational Support (SPOS) adapted from the original thirty-six item survey (Eisenberger, et al., 1986). Permission for the use of this scale can be found in Appendix M. The shortened version

was preferred due to the unidimensional nature of the original thirty-six item SPOS scale (Eisenberger, et al., 1997). Eisenberger et al. (1986) found that the original thirty-six item scale demonstrated good reliability estimates ( $\alpha = .97$ ). Further research has indicated that this scale demonstrates high on one-dimensionality, which lends to the scale's high reliability and the sixteen-item scale having a Cronbach's alpha of .96 (Hellman et al., 2009; Rhoades & Eisenberger, 2002). Hellman et al., (2009) found a correlation between the eight-item and sixteen-item versions ( $r = .98$ ) which indicates that these two scales could be used almost interchangeably.

Items for the SPOS scale were adapted so that each would refer to "my organization" to the participants, where the original scale used blanks to fill in a specific organization's name. Participants were presented with statements like "My organization values my contribution to its well-being", "My organization disregards my best interests when it makes decisions that affect me", and "My organization really cares about my well-being". Each of the sixteen items were originally scored on a 7-point Likert type scale with options ranging from 0 (strongly disagree) to 6 (strongly agree). This rating scale was adapted to a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), which allowed for more consistency when combined with other scales used. The items were combined to determine an overall score for perceptions of organizational support. A copy of the measure can be found in Appendix N.

## **Other Supporting Measures**

**Demographics.** Participants were asked to indicate their gender, age, education, job tenure, and job level. A copy of the entire demographic questions can be found in Appendix O.

**LGBT Status.** Participants were asked to indicate their sexual orientation. The participants were given options to select all that apply from the following options: Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, or Asexual. Participants were allowed to select an option for not disclosing this information, as well as an option for other. A copy of the LGBT status question and response options can be found in Appendix P.

**Attention Check Items.** There were also five attention check items dispersed throughout the survey. These included three items aimed at evaluating participant attentiveness. Statements such as “What does ERG stand for” and “please select ‘disagree’” as well as “what is the year” were placed in their appropriate measures according to their respective scales. The item regarding the current year was added to the LGBT status items. The item regarding ERG was added to the engagement items. An item asking the participant to select strongly disagree was added to the organizational commitment scale. The item asking the participant to solve the simple addition equation was added into the job satisfaction section. An item please select neither agree or disagree was also added into the perceived organizational support scale. Participants needed to correctly respond to three of these attention check items to be used in this study. Participants who did not correctly respond to at least three of these items were removed from the analyses. A copy of these items can be found in Appendix Q.

## RESULTS

### Preliminary Analysis

Descriptive statistics were calculated on all dependent variables in the study, see Table 1. Additionally, internally reliability analyses were conducted, using Cronbach's alpha, on all scales to determine if the scales were reliable, see Table 2. It was revealed that a typo in an item for continuance organizational commitment was present in the survey and was removed from analysis. Reliabilities from the scales range from .76 to .97. Finally, see Table 3 for the correlation matrix for dependent variables used in the study.

**Table 1**

*Descriptive Statistics for Dependent Variables*

Variable	<i>n</i>	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>
Intent to Turnover	58	2.40	1.13	1	5
Affective Organizational Commitment (A.O.C.)	58	3.22	.96	1	5
Normative Organizational Commitment (N.O.C.)	58	3.00	.85	1	5
Continuance Organizational Commitment (C.O.C.)	58	2.74	.80	1	5
Job Satisfaction	58	3.89	.78	1	5
Perceived Organizational Support (P.O.S.)	56	3.45	.82	1	5

**Table 2***Reliability Analyses for All Variables*

Variable	<i>n</i>	Number of Items	Cronbach's Alpha
Engagement	28	15	.97
Intent to Turnover	58	5	.94
A.O.C.	58	5	.86
N.O.C.	58	7	.88
C.O.C	58	5	.76
Job Satisfaction	58	3	.79
P.O.S.	56	16	.94

**Table 3***Correlation Matrix of Dependent Variable Scales*

Variable	<i>n</i>	1	2	3	4	5	6
Intent to Turnover	58	-					
A.O.C.	58	-.71**	-				
N.O.C.	58	-.63**	.81**	-			
C.O.C.	58	.22	-.27*	-.05	-		
Job Satisfaction	58	-.70**	.69**	.60**	-.22	-	
P.O.S.	56	-.65**	.70**	.68**	-.32*	.62**	-

\*\* $p < .01$ \*  $p < .05$

### Primary Analyses

The primary analyses are based on the proposed relationships in this study. Each of these analyses test for the relationship between LGBT employee resource group engagement and each of the dependent variables. In this study, LGBT resource engagement was reliably measured ( $\alpha=.97$ ). A total of twenty-eight participants ( $n = 28$ ) initially received an engagement score ranging from two to five, based on an average from the fifteen engagement items in the survey ( $M = 3.84, SD = .86$ ).

Thirty-two (53%) participants indicated that they were not involved in an LGBT employee resource group. Of the participants that indicated no LGBT ERG involvement, twenty-six of these participants indicated they did not have an LGBT employee resource group in their organization. Six participants indicated they were not involved in a group but that their organization did have an LGBT ERG. The majority of these six participants gave reasons that indicated these participants did not have time to be in the group or were not sure how to become part of the group.

All thirty-two participants who indicated that they were not involved in the group were given an engagement score of zero and combined with the twenty-eight participants who indicated they were a part of an LGBT ERG and received the engagement items in the survey. With these additions all sixty participants ( $n = 60$ ) had engagement scores ranging from zero to five ( $M = 1.73, SD = 2.01$ ).

Pearson's correlations ( $\alpha = .05$ ) were conducted using average engagement scores across all sixty participants for Hypotheses 1, 2a, 2b, 3, and 4 and no support was found for any of these hypotheses.

Hypothesis 1 examined whether LGBT employee's engagement in LGBT employee resource groups was negatively related to intent to turnover ( $r = -.06, p = .64$ ); Hypothesis 2a examined whether LGBT employees' engagement in LGBT employee resource groups was positively related to affective organizational commitment ( $r = .17, p = .21$ ); Hypothesis 2b examined whether engagement in LGBT employee resource groups was positively related to normative organizational commitment of LGBT employees ( $r = .13, p = .34$ ); Hypothesis 3 examined whether LGBT employee resource group engagement was positively related to job satisfaction ( $r = .13, p = .34$ ). Hypothesis 4 examined whether engagement in LGBT employee resource groups was positively related to perceived organizational support ( $r = .05, p = .71$ ). See Table 4.

Hypothesis 5a predicted that perceived organizational support would mediate the relationship between employee resource group engagement and affective organizational commitment; Hypothesis 5b predicted that perceived organizational support would mediate the relationship between engagement in LGBT employee resource groups and normative organizational commitment; Hypothesis 5c predicted that perceived organizational support would mediate the relationship between engagement in LGBT employee resource groups and job satisfaction; Hypothesis 5d predicted that perceived organizational support would mediate the relationship between engagement in employee resource groups and LGBT employee intention to turnover. However, these mediation analyses could not be performed because of a lack of statistically significant relationships between the independent and dependent variables that are required to conduct a mediation analysis. There was no effect between engagement in LGBT employee resource groups and their respective outcomes to be mediated.

Further, research question one asked if LGBT employee resource group engagement was correlated to continuance organizational commitment in LGBT employees. There was no support found for this question ( $r = .04, p = .78$ ), indicating no relationship between engagement in LGBT employee resource groups and continuance organizational commitment.

**Table 4**

*Correlations of LGBT ERG Engagement with Dependent Variables*

Variable	<i>n</i>	<i>r</i>
LGBT Employee Resource Group Engagement	60	-
Intent to Turnover	58	-.06
Affective Organizational Commitment	58	.17
Normative Organizational Commitment	58	.13
Continuance Organizational Commitment	58	.04
Job Satisfaction	58	.13
Perceptions of Organizational Support	56	.05

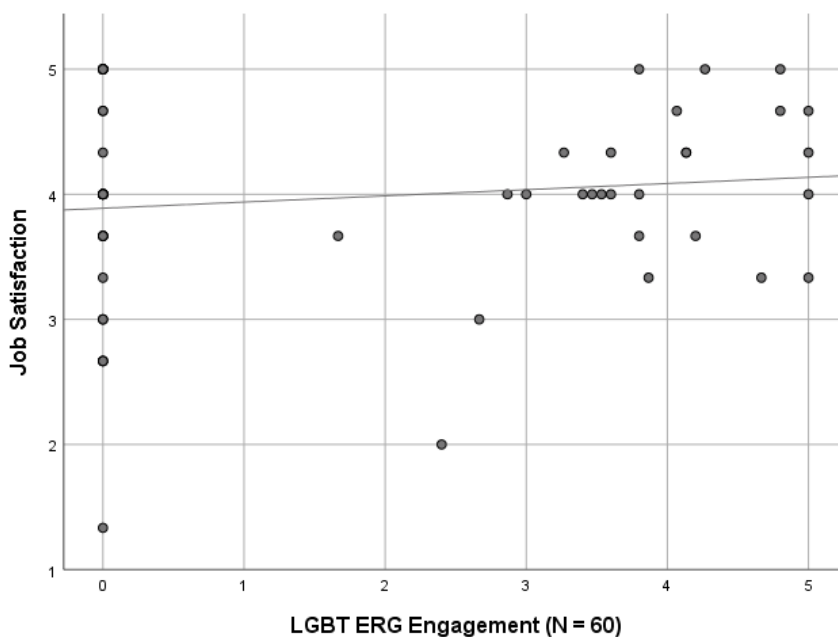
### **Follow-Up Analysis**

Correlational findings in this study were lower than expected so further analyses were conducted to identify any irregularities or other relationships that might exist. Scatter plots revealed potential relationships between engagement scores above zero and each of the outcome variables. Further, scatter plots revealed that those participants who had received an engagement score of zero had potentially skewed each of the correlations

amongst LGBT employee resource group engagement and each of the dependent variables in this study. It also appeared that the responses across each of the scales for participants with no involvement in LGBT employee resource groups varied. This would mean that participants who were not involved in LGBT employee resource groups altogether reported a variety of responses for attitudes across each of the outcome variables. See Figures 1-6.

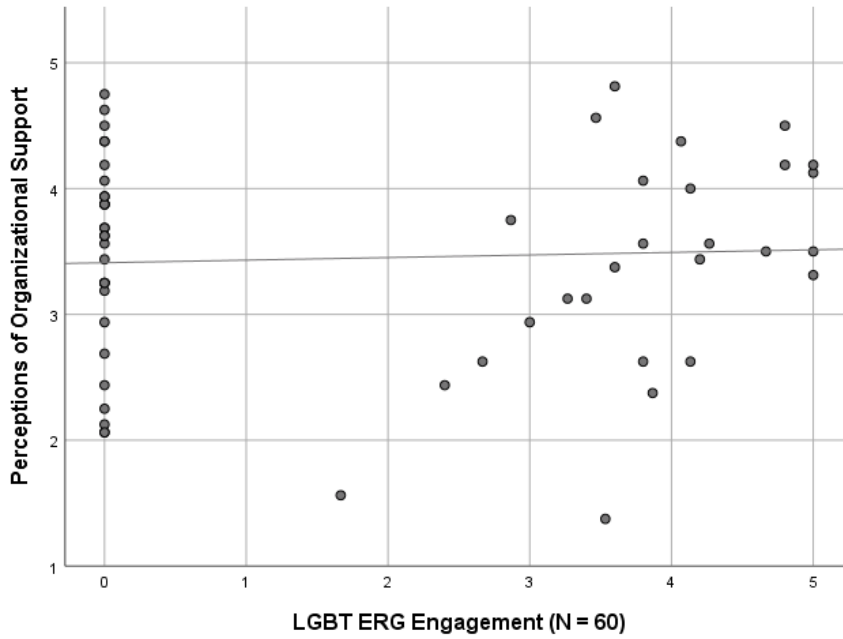
**Figure 1**

*Scatter plot for Job Satisfaction and LGBT ERG Engagement*

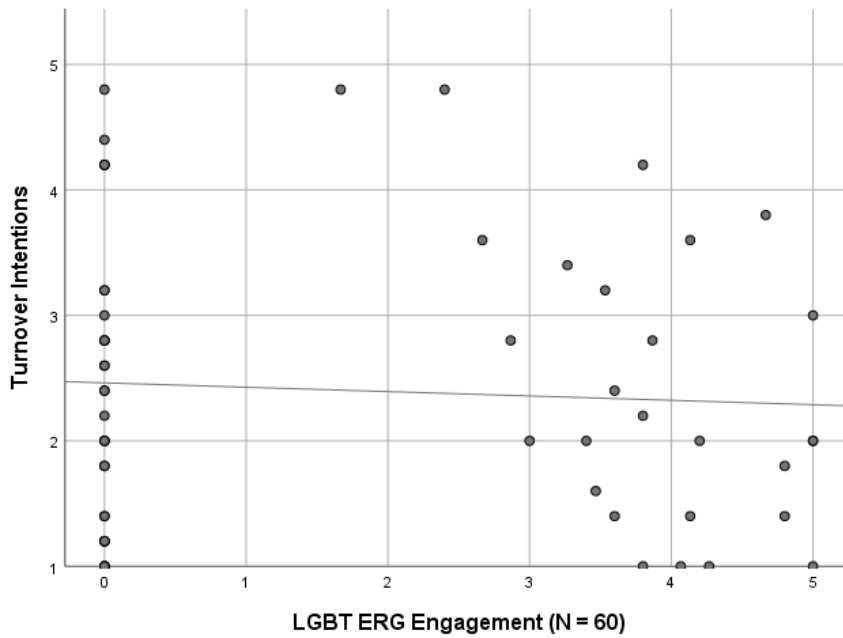


**Figure 2**

*Scatter plot for perceptions of Organizational Support and LGBT ERG Engagement*

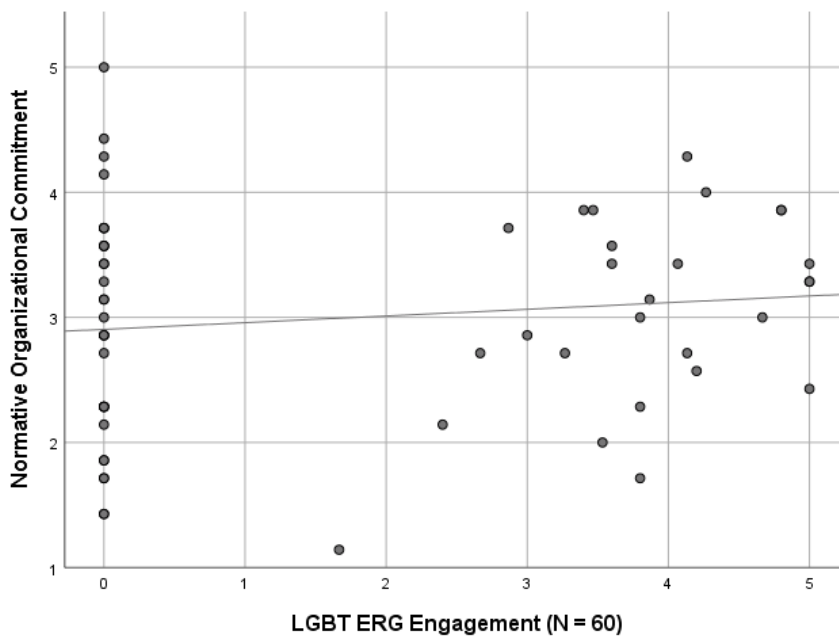
**Figure 3**

*Scatter plot for Turnover Intentions and LGBT ERG Engagement*

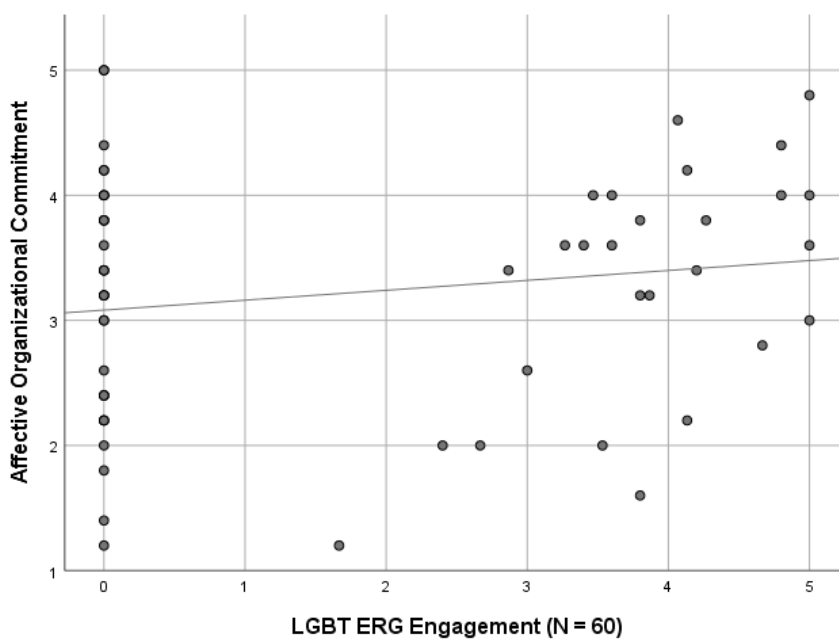


**Figure 4**

*Scatter plot for Normative Organizational Commitment and LGBT ERG Engagement*

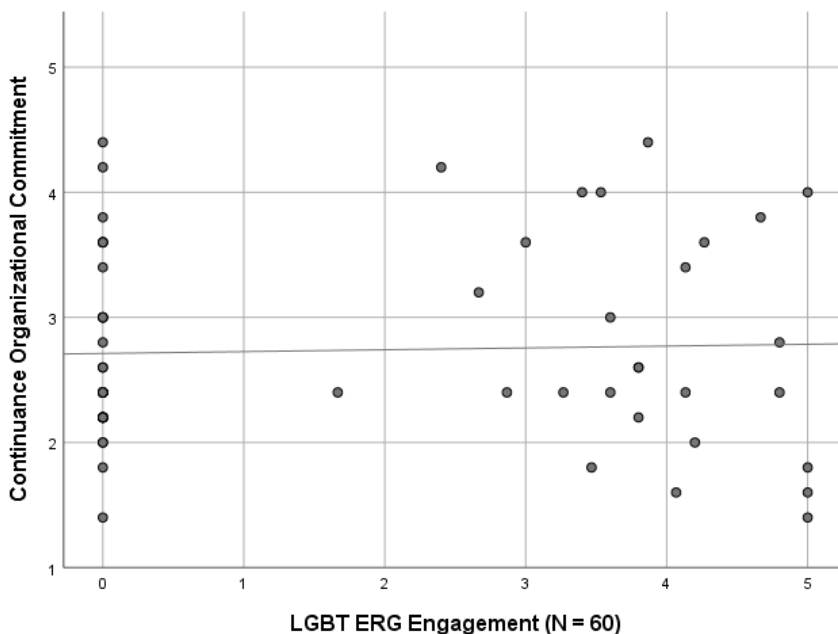
**Figure 5**

*Scatter plot for Affective Organizational Commitment across LGBT ERG Engagement*



**Figure 6**

*Scatter plot for Continuance Organizational Commitment and LGBT ERG Engagement*



This study coded all participants who did not engage in an LGBT employee resource group as having zero engagement. In contrast, the twenty-eight participants who indicated having some LGBT ERG engagement were then presented with survey items to rate their level of engagement. When the relationship between LGBT ERG engagement and the individual leveled outcome variables were examined with the removal of the thirty-two participants who were not engaged in an LGBT employee resource group, there were several statistically significant findings for the remaining twenty-eight participants ( $n = 28$ ). See Table 5.

Specifically, engagement in LGBT employee resource groups was significantly and negatively correlated with intent to turnover ( $r = -.52, p < .01$ ). Further, with the exclusion of those participants not engaged in an employee resource group, LGBT

employee resource group engagement was found to be statistically significant and positively related to normative organizational commitment ( $r = .44, p < .05$ ), affective organizational commitment ( $r = .59, p < .01$ ), job satisfaction ( $r = .44, p < .05$ ), and perceptions of organizational support ( $r = .53, p < .01$ ).

**Table 5**

*Correlations of LGBT ERG Engagement with Dependent Variables with Reduced Sample*

Variable	<i>n</i>	<i>r</i>
LGBT Employee Resource Group Engagement	28	-
Intent to Turnover	27	-.52**
Affective Organizational Commitment	27	.59**
Normative Organizational Commitment	27	.44*
Continuance Organizational Commitment	27	-.23
Job Satisfaction	27	.44*
Perceptions of Organizational Support	27	.53**

\*\* $p < .01$

\*  $p < .05$

To statistically evaluate hypotheses 5a, 5b, 5c and 5d across the engaged sample ( $n = 28$ ), the SPSS PROCESS application created by Hayes' (2012) was administered. Specifically, Model 4 of Hayes' (2012) PROCESS was used to assess perceptions of organizational support as a mediator of affective organizational commitment, normative organizational commitment, job satisfaction, and intent to turnover. A standard application of the SPSS PROCESS includes applying bootstrap methods (5,000 samples)

to estimate indirect effects. Each test was followed up with a Sobel test to confirm mediation.

Hypothesis 5a stated that the relationship between LGBT ERG engagement and affective organizational commitment would be mediated by perceptions of organizational support. When testing the relationship between LGBT ERG engagement and perceptions of organizational support, LGBT ERG engagement had a significant effect on perceptions of organizational support ( $\beta = .54, p = .004$ ). When testing the relationship between perceptions of organizational support and affective organizational commitment, perceptions of organizational support had a significant effect on affective organizational commitment ( $\beta = .79, p < .000$ ). Overall, LGBT ERG engagement had a significant indirect effect on affective organizational commitment, when mediated by perceptions of organizational support (*indirect effect* = .432, 95% CI [.161, .710]). Additionally, engagement in LGBT ERGs did not have a significant direct effect on affective organizational commitment (*direct effect* = .218, 95% CI [-.060, .496]). Hypothesis 5a was supported. In fact, sixty-six percent of the relationship between LGBT ERG engagement and affective organizational commitment was mediated by perceptions of organizational support. These findings for mediation were supported by a Sobel test ( $b = 2.91, SE = 0.17, p < .01$ ). This indicates that engagement in LGBT employee resource groups leads to increased perception of affective organizational commitment when mediated by perceptions of organizational support.

Hypothesis 5b stated that the relationship between LGBT ERG engagement and normative organizational commitment would be mediated by perceptions of organizational support. LGBT ERG engagement had a significant effect on perceptions of

organizational support ( $\beta = .54, p = .004$ ). perceptions of organizational support had a significant effect on normative organizational commitment ( $\beta = .60, p < .001$ ). Overall, LGBT ERG engagement had a significant indirect effect on normative organizational commitment, when mediated by perceptions of organizational support (*indirect effect* = .325, 95% CI [.099, .537]). Additionally, engagement in LGBT ERGs did not have a significant direct effect on normative organizational commitment (*direct effect* = .064, 95% CI [-.240, .368]). These findings suggest that perceptions of organizational support mediate close to eighty-four percent of the relationship between LGBT ERG engagement and normative organizational commitment. Hypothesis 5b was supported. These findings were supported by a Sobel test ( $b = 2.69, SE = 0.13, p < .01$ ). This indicates that engagement in LGBT employee resource groups leads to increased perceptions of normative organizational commitment when mediated by perceptions of organizational support.

Hypothesis 5c stated that the relationship between LGBT ERG engagement and job satisfaction would be mediated by perceptions of organizational support. LGBT ERG engagement had a significant effect on perceptions of organizational support ( $\beta = .54, p = .004$ ). perceptions of organizational support had a significant effect on job satisfaction ( $\beta = .29, p = .072$ ). Overall, LGBT ERG engagement had a significant indirect effect on job satisfaction, when mediated by perceptions of organizational support (*indirect effect* = .156, 95% CI [.039, .339]). Additionally, engagement in LGBT ERGs did not have a significant direct effect on job satisfaction (*direct effect* = .186, 95% CI [-.138, .509]). Although from these analyses, perceptions of organization support only mediated forty-five percent of the relationship between LGBT ERG engagement and job satisfaction.

While weaker than previous mediation relationships, hypothesis 5c was supported. These findings were supported by a Sobel test ( $b = 2.14$ ,  $SE = 0.09$ ,  $p = .09$ ). This indicates that engagement in LGBT employee resource groups leads to increased job satisfaction when mediated by perceptions of organizational support.

Hypothesis 5d stated that the relationship between LGBT ERG engagement and intent to turnover would be mediated by perceptions of organizational support. LGBT ERG engagement had a significant effect on perceptions of organizational support ( $\beta = .54$ ,  $p = .004$ ). Perceptions of organizational support had a significant effect on intent to turnover ( $\beta = -.75$ ,  $p = .003$ ). Overall, LGBT ERG engagement had a significant indirect effect on intent to turnover, when mediated by perceptions of organizational support (*indirect effect* =  $-.407$ , 95% CI  $[-.785, -.140]$ ). Additionally, engagement in LGBT ERGs did not have a significant direct effect on intent to turnover (*direct effect* =  $-.297$ , 95% CI  $[-.765, .171]$ ). Hypothesis 5d was supported. These findings were supported by a Sobel test ( $b = 2.61$ ,  $SE = 0.19$ ,  $p < .01$ ). This indicates that engagement in LGBT employee resource groups leads to decreased intent to turnover when mediated by perceptions of organizational support. The models indicate that perceptions of organizational support mediated fifty-eight percent of the relationship between LGBT ERG engagement and intent to turnover.

Finally, the correlational findings from the primary analysis of the total sample were further examined using an independent samples t-test. These tests were used to compare attitudes of organizational commitment, job satisfaction, intent to turnover, and perceptions of organizational support across participants with no engagement in LGBT

ERGs (engagement scores of zero) and participants with engagement in LGBT ERGs (engagement scores greater than or equal to one).

Equal variance was assumed across all variable comparisons between participants engaged in LGBT ERGs and those not engaged in LGBT ERGs. Table 6 (below) shows that although the mean differences appeared to be slightly higher for the engaged group on five of the dependent variables, none of these differences were statistically significant. Finally, while mean differences appeared to be slightly lower for the engaged group on perceptions of organizational support (P.O.S.), these differences were also not statistically significant.

**Table 6**

*Attitudes for Those Engaged with an LGBT ERG vs. Those Not Engaged*

Variable	Engaged	Not Engaged	df	Mean Diff.	<i>t</i>	p-value
	<i>M(SD)n</i>	<i>M(SD)n</i>				
N.O.C.	3.05(.77)27	2.96(.93)31	56	.69	.40	.69
A.O.C.	3.28(.95)27	3.17(.99)31	56	.11	.42	.68
C.O.C.	2.81(.89)27	2.67(.72)31	56	.14	.68	.50
Job Satisfaction	4.02(.67)27	3.94(.88)31	56	.09	.43	.70
Intent to turnover	2.45(1.15)27	2.35(1.13)31	56	.10	.32	.75
P.O.S.	3.40(.88)27	3.50(.78)29	54	-.11	-.48	.63

\*  $p < .05$

*Note. Engaged defined as participants with LGBT ERG engagement scores greater than or equal to one. Not engaged defined as participants who did not have an LGBT ERG*

*present in their organization (n = 26) or reported zero engagement if an LGBT ERG was present (n = 6).*

## DISCUSSION

One contribution of this study is to provide a comprehensive review of current employee resource group literature. This study attempts to address gaps in the current research, as employee resource groups are vastly under-researched and widely acknowledged as a valuable tool in diversity and inclusion efforts (Githens & Aragon, 2009; Welbourne & McLaughlin, 2013).

Another contribution of this study was the testing of specific scales commonly used in attitudinal research for employment. Each of these scales yielded reliability estimates well within reason for use (refer to Table 2). These reliabilities are consistent with previous research for all scales with exception of the engagement scale, which was modified for the purpose of this study (Bowling & Hammond, 2008; Hellman et al., 2009; Meyer & Allen, 1997; Rhoades & Eisenberger, 2002; Wayne et al., 1997). Notably, this engagement scale with additional items added beyond the UWES-9 could be of use in future studies.

The primary purpose of this study was to help determine if LGBT employee resource groups impact individual level employment outcomes in LGBT employees, specifically in the employees' job satisfaction, organizational commitment, intent to turnover, and perceived organizational support. LGBT employee resource group engagement, when both engaged and non-engaged participants were included in the analyses, was shown not to have a statistically significant relationship with these individual level outcomes. However, a review of scatter plots revealed patterns in the data that indicated an apparent relationship between the sub-sample of participants engaged in LGBT ERGs and each of the outcome variables in this study.

As indicated in the follow-up results of this study, when the group with no engagement was removed from our primary analysis, based on observations in the scatter plots, the statistical significance and strength of these relationships between LGBT employee resource groups and the dependent variables improved greatly. It may be worth noting that when only those participants who were engaged in LGBT employee resource groups were correlated with the outcome variables in this study, all but one relationship was statistically significant. For this sub-sample, the magnitude of these correlations indicates a strong and meaningful effect between engagement in LGBT employee resource groups and the outcome variables of this study. These findings are especially interesting when considering the strength of these relationships are produced even with a small sample in analysis. The strength and significance of the relationships with only those participants who are engaged in groups indicate that these LGBT employee resource groups have a sizable impact, but perhaps only to those people exposed to these groups.

Interestingly, for the participants who were engaged in an LGBT employee resource group, perceptions of organizational support were proven to mediate the relationships between LGBT employee resource group engagement and outcomes such as affective organizational commitment, normative organizational commitment, job satisfaction, and intent to turnover. These mediation analyses indicate perceptions of organizational support are the mechanisms through which LGBT employee resource engagement impact individual attitudes towards an organization. The regression analyses seem to support previous research that indicates engagement in human resource management practices develop higher perceptions of organizational support (Guerrero &

Herrbach, 2009). These findings further confirm research that suggested a link between perceptions of organizational support and organizational commitment (Meyer et al., 2002; Rhoades & Eisenberger, 2002). These findings also support previous literature that suggests perceived organizational support serves as a mediator with relationships between development opportunities and inclusion in decision making with outcomes like intent to turnover and organizational commitment (Gavino et al., 2012). Further, the findings of these mediation analyses support the notion that job satisfaction and perceptions of organizational support are distinct constructs (Eisenberger et al., 1997).

Once these findings were revealed, the researcher was interested in determining if the relationships between engagement and the outcome variables were unique to those participants engaged in LGBT employee resource groups. Engagement could not be used for correlational analysis just amongst participants not engaged in LGBT ERGs as there was no variance in engagement scores for these participants, all were given a score of zero. Thus, t-tests were used to examine attitudinal differences between groups that were engaged in LGBT employee resource groups and those who were not. These tests allowed for a comparison in outcome attitudes between people who were engaged in LGBT employee resource groups and those not engaged in LGBT employee resource groups.

These tests indicated that no statistically significant mean differences existed in outcome attitudes between those participants who were engaged in an LGBT employee resource group and those participants not engaged in a group. These lack of differences in outcome variables between participants who were and were not engaged in LGBT ERGs support the lack of correlational findings when both groups were included in the analyses.

Having a similar distribution of scores in outcome variables placed at the zero end of the engagement scale interfered with any linear relationships that could be drawn.

These findings, coupled with the significant findings when the zero-engagement group was removed, suggest that the relationship between engagement in LGBT employee resource groups and the outcome variables of this study exists but are potentially not unique to those engaged participants. There could be several possible explanations for these findings which indicate that participants engaged in LGBT employee resource groups and those not engaged in LGBT employee resource groups express similar attitudes across the outcome variables in this study. Although one possibility is that employee resource groups have a limited influence on job satisfaction, intent to turnover, organizational commitment, and perceptions of organizational support (Katz & Miller, 2020), the findings from the engaged sub-sample suggest there may be potentially meaningful relationships to further explore.

An additional consideration is that there are several potential variables well outside of LGBT employee resource group engagement that could influence the outcome variables in this study. For instance, organizational factors such as organizational policy, reputation and other elements play a role in influencing the experiences and attitudes of LGBT employees (Githens & Aragon, 2009). These organizational factors have expansive influence so that even members not associated with LGBT employee resource groups are potentially influenced. These broadened influences might then account for the response variability across attitudes for those LGBT participants not engaged in LGBT employee resource groups. Previous research has also indicated the influence of individual level factors such as personality and even family elements could viably play a

role in influencing the outcome variables in this study (Briscoe & Stafford, 2010; Creed & Scully, 2000; Creed et al., 2002; Ford et al., 2007).

Overall, the findings of this study when examining only those participants who are engaged in LGBT employee resource groups suggest a robust influence of LGBT employee resource group engagement on LGBT employee individual level attitudes. As mentioned, these findings could be illustrative of qualitative differences in LGBT participants who engage in these groups. However, it was revealed that no significant differences existed between engaged and non-engaged groups. This could indicate that these findings are not limited to those participants engaged in LGBT employee resource groups. It may be that these groups account for their own influence on the outcomes in this study, it may also be that those participants engaged in LGBT employee resource groups were influenced by other variables outside of their LGBT ERG. Determining these influences and being able to isolate impacts of LGBT employee resource groups are limited by the design of this study. Therefore, much more research is needed to determine the potential relationships and impact that LGBT employee resource groups have on LGBT employees.

### **Limitations and Future Research**

The current study had power limitations due to the modest sample size available, since there was limited access to participants involved in LGBT employee resource groups. The relationship between LGBT engagement, amongst those participants engaged in groups, and continuance organizational commitment was not statistically

significant despite having a moderate correlation magnitude. A larger sample could provide the power to potentially establish significance between these variables.

Further, engaged participants in our sample had slightly higher attitudes from non-engaged participants in our sample on five out of six outcome variables, but t-test results indicated these sample differences were not statistically significant. It is unclear whether generalizable mean differences could be established with a substantially larger sample, but future research should explore that possibility.

Special recruitment efforts were undertaken since criteria was limited to members in the LGBT community, and specifically those members who engage in LGBT-specific ERGs. These recruitment efforts should be expanded in future studies to capture larger LGBT-specific samples. Future studies might target specific employee resource groups to obtain larger samples as necessary.

Limitations related to sampling extended to the analysis of results where no distinction between samples residing in different countries was made, specifically the United States and the United Kingdom. This study refrained from collecting data related to geographic location to ease any concerns about identifying participants. Previous research has not explored if differences exist between countries and their respective employee resource group experiences. Thus, future studies should further examine cross-cultural differences between samples from different countries.

Any potential relationships between LGBT employee resource groups and intended outcomes should also be examined based on demographic differences. ERG membership and its respective impacts may look different for one group in the LGBT community than others (Cech & Rothwell, 2020; Waite, 2020). The literature commonly

controlled for trans-sexual participants experiences as they are generally much more complex than others (Cech & Rothwell, 2020; Sabharwal et al., 2019; Waite, 2020).

This study's findings may also be limited in understanding the degree of "outness" in the workplace, that some people are more revealing in their sexual orientation at work than others, and thus even in specific groups with the LGBT realm there may be variations in the impact of ERGs based on how "out" or open someone is in their work situations (Button, 2001; Cech & Rothwell, 2020). It is possible then that each specific group in the LGBTQIA+ community could present specific relationships between their LGBT ERG and respective outcomes. This study did not obtain information related to a participants outness and did not examine impacts in outcome variables across subcategories in the LGBTQIA+ community, which may be useful. Future research should attempt to examine any uniqueness in these findings.

Further, there may be external influences that impact the relationships between LGBT employee resource groups and the impact that engagement in these groups has on individual outcomes for LGBT employees. Organization type as well as the climate that surrounds an organization might impact the success of these ERGs on LGBT employees (Kacmar et al., 1999; Singh et al., 2018). Laws and regulations that surround an organization may be influential as well as other factors such as reputation of an organization which may have lasting impacts on perceptions regardless of ERG engagement (Friedman & Holtom, 2002; Vercruyssen et al., 2018). Future research should further examine the influence for employee resource groups by controlling for other factors that might influence specific outcomes to isolate the impact that these groups might have.

A notable limitation in the study involves ERG characteristics, such as but not limited to group size, structure, and purpose. Previous research has noted the benefit of larger networks (Bryan et al., 2007; Githens & Aragon, 2009; Welbourne & McLaughlin, 2013). Other research has suggested that the purpose of employee resource groups vary with some groups focusing on social conditions of LGBT persons while other groups might focus more on corporate conditions or networking (Bryan et al., 2007). Who is involved and how they are involved in groups also varies, with how groups are incorporated into organizations as well how members are incorporated into groups (Lee et al., 2021; Tatum, 2018). As these characteristics vary greatly, so too can a participant's attitudes towards an organization based on these characteristics (Githens & Aragon, 2009; Welbourne & McLaughlin, 2013). Future research should attempt to examine the impact of these characteristics, especially as they relate to LGBT ERG engagement. Doing so would provide useful insight for antecedent relationships and helpful guidelines for implementing these groups.

While this study attempted to collect information on multiple group membership, this was collected as more of a potential exploratory option. It would be difficult to truly parse out the influence of one ERG on another ERG, so even if findings were present that suggested some influence of ERG engagement, it would be difficult to indicate whether that was due to any one specific group for those individuals who were involved in multiple groups. Future research should try to examine multiple ERG's influence on one another, so that relationships can be more directly examined as they relate to specific LGBT ERGs.

This study used engagement as an independent variable to measure the experiences of LGBT employees in employee resource groups. Future studies might continue to examine engagement or might also explore other worthwhile variables like how frequently a person involves themselves in a group, the experience of a person with an LGBT ERG, or what level of leadership a person takes in an ERG group. While engagement seemed like a worthwhile variable of interest, it might be that other variables like involvement may have stronger relationships with the outcomes used in this study.

Another consideration was the presentation order of the variable scales in the survey. While most of the categories and scales were randomized, each participant who indicated that they were involved in an LGBT ERG were given the engagement items first. While priming effects may be minimal in this study, future research should consider order effects in how each variable scale is presented.

A final limitation was the general design of this study, which allowed only for correlational relationships to be determined. Future studies might explore study designs that involve controls and stronger causal relationships for these groups and their respective outcomes. Because this study used a correlational design it is unclear whether the experiences of LGBT employees who are engaged in LGBT employee resource groups influence the outcomes in this study or if LGBT employees with certain levels of attitudes in these outcome variables were more likely to be involved in LGBT employee resource groups. This study design limits our ability to infer causal relationships and directionality. Until future research is conducted using more robust designs and samples, the impact of LGBT employee resource groups on individual leveled outcomes are still in need of research.

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## APPENDICES

## Appendix A

### Middle Tennessee State University Institutional Review Board (IRB) consent form

#### IRB

##### INSTITUTIONAL REVIEW BOARD

Office of Research Compliance,  
010A Sam Ingram Building,  
2269 Middle Tennessee Blvd  
Murfreesboro, TN 37129  
FWA: 00005331/IRB Regn.. 0003571



#### IRBN007 – EXEMPTION DETERMINATION NOTICE

Tuesday, March 01, 2022

**Protocol Title** *Employee Resource Groups and Employment Outcomes in LGBT Employees*

**Protocol ID** *22-1116 2q*

**Principal Investigator** *Jacob Stone (Student)* **Faculty Advisor:** *Patrick McCarthy*

**Co-Investigators** *Michael Hein and Alex Jackson*

**Investigator Email(s)** *jls2nc@mtmail.mtsu.edu; Patrick.mccarthy@mtsu.edu*

**Department/Affiliation** *Psychology*

Dear Investigator(s),

The above identified research proposal has been reviewed by the MTSU Institutional Review Board (IRB) through the **EXEMPT** review mechanism under 45 CFR 46.101(b)(2) within the research category **(2) Educational Tests, surveys, interviews or observations of public behavior (Qualtrics Survey)**. A summary of the IRB action and other particulars of this protocol are shown below:

<b>IRB Action</b>	<b>EXEMPT from further IRB Review</b> Exempt from further continuing review but other oversight requirements apply
<b>Date of Expiration</b>	<b>2/28/2023</b> <i>Date of Approval: 3/1/22</i> <i>Recent Amendment: NONE</i>
<b>Sample Size</b>	SEVEN HUNDRED (700)
<b>Participant Pool</b>	<b>Healthy adults (18 or older) – self-identify as LGBTQIA+</b>
<b>Exceptions</b>	Online consent followed by internet-based survey using Qualtrics is permitted (Qualtrics links on file).
<b>Type of Interaction</b>	<input type="checkbox"/> Non-interventional or Data Analysis <input checked="" type="checkbox"/> Virtual/Remote/Online Interview/survey <input type="checkbox"/> In person or physical– Mandatory COVID-19 Management (refer next page)
<b>Mandatory Restrictions</b>	<b>1. All restrictions for exemption apply.</b> <b>2. The participants must be 18 years or older.</b> <b>3. Mandatory ACTIVE informed consent.</b> <b>4. Identifiable information, such as, names, addresses, and voice/video data, must not be obtained.</b> <b>5. NOT approved for in-person data collection.</b>
<b>Approved IRB Templates</b>	<i>IRB Templates: Online Informed Consent</i> <i>Non-MTSU Templates: Recruitment Script(s)</i>
<b>Research Inducement</b>	NONE
<b>Comments</b>	NONE

**Summary of the Post-approval Requirements:** The PI and FA must read and abide by the post-approval conditions (Refer "Quick Links" in the bottom):

- **Final Report:** The Faculty Advisor (FA) is responsible for submitting a final report to close-out this protocol before **2/28/2023**; if more time is needed to complete the data collection, the FA must request an extension by email. **REMINDERS WILL NOT BE SENT. Failure to close-out (or request extension) may result in penalties** including cancellation of the data collected using this protocol or withholding student diploma.
- **Protocol Amendments:** IRB approval must be obtained for all types of amendments, such as:
  - Addition/removal of subject population and sample size.
  - Change in investigators.
  - Changes to the research sites – appropriate permission letter(s) from may be needed.
  - Alternation to funding.
  - Amendments must be clearly described in an addendum request form submitted by the FA.
  - The proposed change must be consistent with the approved protocol and they must comply with exemption requirements.
- **Reporting Adverse Events:** Research-related injuries to the participants and other events , such as, deviations & misconduct, must be reported within 48 hours of such events to [compliance@mtsu.edu](mailto:compliance@mtsu.edu).
- **Research Participant Compensation:** Compensation for research participation must be awarded as proposed in Chapter 6 of the Exempt protocol. The documentation of the monetary compensation must Appendix J and MUST NOT include protocol details when reporting to the MTSU Business Office.
- **COVID-19:** Regardless whether this study poses a threat to the participants or not, refer to the COVID-19 Management section for important information for the FA.

**COVID-19 Management:**

The FA must enforce social distancing guidelines and other practices to avoid viral exposure to the participants and other workers when physical contact with the subjects is made during the study.

- The study must be stopped if a participant or an investigator should test positive for COVID-19 within 14 days of the research interaction. This must be reported to the IRB as an "adverse event."
- The FA must enforce the MTSU's "Return-to-work" questionnaire found in Pipeline must be filled and signed by the investigators on the day of the research interaction prior to physical contact.
- PPE must be worn if the participant would be within 6 feet from the each other or with an investigator.
- Physical surfaces that will come in contact with the participants must be sanitized between use
- **FA's Responsibility:** The FA is given the administrative authority to make emergency changes to protect the wellbeing of the participants and student researchers during the COVID-19 pandemic. However, the FA must notify the IRB after such changes have been made. The IRB will audit the changes at a later date and the PI will be instructed to carryout remedial measures if needed.

**Post-approval Protocol Amendments:**

The current MTSU IRB policies allow the investigators to implement minor and significant amendments that would not result in the cancellation of the protocol's eligibility for exemption. **Only THREE procedural amendments will be entertained per year (changes like addition/removal of research personnel are not restricted by this rule).**

Date	Amendment(s)	IRB Comments
NONE	NONE.	NONE

**Post-approval IRB Actions:**

The following actions are done subsequent to the approval of this protocol on request by the PI or on recommendation by the IRB or by both.

Date	IRB Action(s)	IRB Comments
NONE	NONE.	NONE

**Mandatory Data Storage Requirement:**

All research-related records (signed consent forms, investigator training and etc.) must be retained by the PI or the faculty advisor (if the PI is a student) at the secure location mentioned in the protocol application. The data must be stored for at least three (3) years after the study is closed. Additionally,

Institutional Review Board, MTSU

FWA: 00005331

IRB Registration. 0003571

the Tennessee State data retention requirement may apply (*refer "Quick Links" below for policy 129*). Subsequently, the data may be destroyed in a manner that maintains confidentiality and anonymity of the research subjects. **The IRB reserves the right to modify/update the approval criteria or change/cancel the terms listed in this notice.** Be advised that IRB also reserves the right to inspect or audit your records if needed.

Sincerely,

Institutional Review Board  
Middle Tennessee State University

Quick Links:

- Post-approval Responsibilities: <http://www.mtsu.edu/irb/FAQ/PostApprovalResponsibilities.php>
- Exemption Procedures: <https://mtsu.edu/irb/ExemptPaperWork.php>
- MTSU Policy 129: Records retention & Disposal: <https://www.mtsu.edu/policies/general/129.php>

## Appendix B

### Letter of Support myGwork, United Kingdom



myGwork, the LGBTQ+ Business Community  
57 Southwark Street, London SE1 1RU

**Dear Sirs,**

**Re: Mr Jacob Stone's Research Proposal**

We are writing to you to inform and provide our consent to distribute Mr Jacob Stone's survey to our membership and our social channels.

It is our intention, upon receiving the study, to upload it to our platform to distribute directly to our members (*actively*, via our newsletter, and *passively*, via it being present on our platform) as well as to be promoted and shared via our social media channels - *LinkedIn, Facebook, Twitter, and Instagram* - to enable Mr Stone to collect and analyse the data he requires.

We are particularly interested in this research as it overlaps with work we ourselves have done in the past, and we would be delighted to help Mr Stone. We would ask that we are appropriately credited for involvement and that we receive a copy of the research when it is completed, if possible.

If there are any issues we hope that you will get in touch at the first opportunity.

Kind regards,

George Wright  
Head of Social Media, myGwork  
[george.wright@mygwork.com](mailto:george.wright@mygwork.com)  
(+44) 07598 993087

## Appendix C

### Letter of support Nashville LGBT Chamber of Commerce, Tennessee



#### CEO

Joe Woolley

#### MEMBERSHIP MANAGER

Lauren Bland

#### BOARD OF DIRECTORS

##### EXECUTIVE COMMITTEE

Terry Vo

*President*

Brian Rosman

*Vice-President*

Kerry Garner

*Treasurer*

Joshua Wood

*Secretary*

#### BOARD MEMBERS

Raquel Barlow

Annie Brinn

Michelle Brown

Adrianna Flax

Michele Frazier

Nikki Gibson

Olivia Hill

Caitlyn Lovell

Brady O'Rourke

Dez Stephens

Jason Wu

Jacob Stone

923 Peachtree St. NE

Unit 1434

Atlanta, Georgia 30309

Dear Jacob,

The Nashville LGBT Chamber would be happy to assist you with your thesis research by helping to reach LGBTQ employees.

We have a program called Pride In Business which has ERG groups that meets bi-monthly and discusses their work and what they are doing. We can share your survey with this group directly. We can also share it out in our weekly newsletter, the Weekly Wrap-Up to our entire LGBTQ+ and ally list.

Lauren Bland, our Membership Manager, can help you get this set up as a news release- sharing your survey on all our social media platforms. We can also share your survey in our internal membership network as well.

**Joe Woolley**

CEO

Nashville LGBT Chamber

615-585-0743

joe@nashvilleLGBTchamber.org

**Nashville LGBT Chamber of Commerce**

41 Peabody Street - Nashville, TN 37210 - 615-507-5185 - nashvillelgbtchamber.org

## Appendix D

### Letter of Support City of Atlanta, Georgia



**Andre Dickens**  
*Mayor*



**City of Atlanta**  
*Division of LGBTQ Affairs*

**Malik Brown**  
*Director of LGBTQ Affairs*

Jacob,

Thank you for reaching out. Mayor Andre Dickens and the City of Atlanta are committed to the fair treatment of all Atlantans, which includes our lesbian, gay, bisexual, trans, and queer residents and visitors. We have made significant gains towards the protection and advancement of Atlanta's LGBTQ community, and strive to uphold our commitment to equality every day. It is our hope that our continued commitment to Atlanta's LGBTQ community, alongside our work to better our city for all people, will move us closer to truly becoming One Atlanta.

I would be happy to assist in the distribution of your survey for your thesis research. I can share the survey via our 6,000+ person email list. I can also share the survey on the City of Atlanta Division of LGBTQ Affairs Facebook, Instagram, and Twitter accounts. I can also share this survey on my LinkedIn network. I look forward to your updates and working with you on your thesis research.

Malik Brown  
Director, Mayor's Division of LGBTQ Affairs  
City of Atlanta, Office of Mayor Andre Dickens

## Appendix E

### Full survey in Qualtrics

**Standard: Informed Consent (3 Questions)**

**Standard: ERG Membership Questions (11 Questions)**

**Standard: LGBT Status Items (3 Questions)**

**BlockRandomizer: 5 -**

**Block: ERG Engagement Items (2 Questions)**

**Standard: Intent to turnover Scale Items (1 Question)**

**Standard: The Three-Component Model Employee Commitment Survey (1 Question)**

**Standard: Job Satisfaction Scale (2 Questions)**

**Standard: Perceptions of Organizational Support Scale (1 Question)**

**Standard: Demographic (8 Questions)**

Welcome to the survey regarding LGBTQIA+ work experiences and LGBT Employee Resource Groups!

The following information is provided to inform you about the survey which you have been invited to participate.

The following information is provided to inform you about the research project in which you have been invited to participate.

Please read this disclosure and feel free to ask any questions.

The investigators must answer all of your questions and please save this page as a PDF for future reference.

- Your participation in this research study is voluntary.
- You are also free to withdraw from this study at any time without loss of any benefits.

For additional information on your rights as a participant in this study, please contact

the Middle Tennessee State University (MTSU) Office of Compliance (Tel 615-494-8918 or send your emails to [irb\\_information@mtsu.edu](mailto:irb_information@mtsu.edu). (URL: <http://www.mtsu.edu/irb>).

**Please read the following and respond to the consent questions in the bottom if you wish to enroll in this study.**

**1. Purpose:**

- The purpose of this study is to determine the impact of LGBT employee resource groups on LGBT employee experiences.

**2. Description:**

There are several parts to this survey. They are:

- Participants will be asked about their LGBT employee resource group engagement. They will also be asked about various workplace attitudes, including turnover intentions, organizational commitment, job satisfaction, and perceptions of organizational support.
- This consent script only covers surveys conducted online.
- You will NOT be audio recorded or videotaped in this study.

**3. IRB Approval Details**

- Protocol Title: Employee Resource Groups and Employment Outcomes in LGBT Employees
- Primary Investigator: Jacob Stone
- PI Department & College: Psychology, College of Behavioral and Health Sciences
- Faculty Advisor: Dr. Patrick McCarthy
- Protocol ID: 22-1116 2q Approval Date: 03/01/2022 Expiration Date: 03/01/2022

**4. Duration:**

- The survey should take about 25-30 minutes.

**5. Here are your rights as a participant:**

- Your participation in this research is voluntary.

- You are also free to withdraw from this study at any time without loss of any benefits.
- You may skip any item that you don't want to answer, and you may stop the survey at any time (but see the note below)
- If you leave an item blank by either not clicking or entering a response, you may be warned that you missed one, just in case it was an accident. But you can continue the study without entering a response if you didn't want to answer any
- Some items may require a response to accurately present the survey.

#### 6. Risks & Discomforts:

- Participating in this study will present no risk of harm or potential discomfort to participants that would be greater than the risks they would experience in their daily life.

#### 7. Benefits:

- Benefits to you that you may not receive outside this research: Participants will benefit from this study by recognizing the impact your LGBT employee resource group has on your experiences with an organization.
- Benefits to the field of science or the community: The findings of this study will provide information on how LGBT employee resource groups impact the work experiences of LGBT employees. Many organizations are implementing employee resource groups in their efforts to foster diversity and inclusion, therefore it is beneficial for research to address how these groups actually impact employees.

#### 8. Identifiable Information:

- You will NOT be asked to provide identifiable personal information.

#### 9. Compensation:

- Participants will NOT be compensated for participation in this study.

#### 10. Confidentiality:

- All efforts, within reason, will be made to keep your personal information private but total privacy cannot be promised. Your information may be shared with MTSU or the government, such as the Middle Tennessee State University Institutional Review Board, Federal Government Office for Human Research Protections, if you or someone else is in danger or if we are required to do so by law.

## 11. Contact Information:

If you should have any questions about this research study or possible injury, please feel free to contact Jacob Stone by telephone (706) 802-9157 or by email [jls2nc@mtmail.mtsu.edu](mailto:jls2nc@mtmail.mtsu.edu) OR my faculty advisor, Dr. Patrick McCarthy, at [Patrick.Mccarthy@mtsu.edu](mailto:Patrick.Mccarthy@mtsu.edu) and (615) 898-2126. You can also contact the MTSU Office of compliance via telephone (615 494 8918) or by email ([compliance@mtsu.edu](mailto:compliance@mtsu.edu)).

This researcher contact information will be presented again at the end of the Survey.

**You are not required to do anything further if you decide not to enroll in this study. Just quit your browser. Please complete the response section below if you wish to learn more or you wish to part take in this study.**

IC 1 Please complete the response section below if you wish to learn more or you wish to part take in this study.

	yes	no
I have read this informed consent document pertaining to the above identified research	<input type="radio"/>	<input type="radio"/>
The research procedures to be conducted are clear to me	<input type="radio"/>	<input type="radio"/>
I confirm that I am 18 years or older	<input type="radio"/>	<input type="radio"/>
I am aware of the potential risks of the study	<input type="radio"/>	<input type="radio"/>

*Skip To: End of Survey If Please complete the response section below if you wish to learn more or you wish to part take in... = no*

IC 2 By clicking below, I affirm that I freely and voluntarily choose to participate in this study. I understand I can withdraw from this study at any time without facing any consequences.

- NO I do not consent (I do NOT wish to participate in this study)
- YES I consent (I wish to participate in this study)

*Skip To: End of Survey If By clicking below, I affirm that I freely and voluntarily choose to participate in this study. I... = NO I do not consent (I do NOT wish to participate in this study)*

ERG Introduction: This study looks at LGBT employee resource groups and their impact on LGBTQIA+ employees.

Employee Resource Groups are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace aligned with the organizations they serve. They usually involve membership based on a shared characteristic, whether it's gender, ethnicity, religious affiliation, lifestyle, or interest.

These groups may also commonly be referred to as affinity groups or business resource groups.

We will refer to these groups as employee resource groups or ERGs. Instructions: Please answer the following questions regarding your LGBT employee resource group (ERG) membership. Please be as accurate as possible.

---

ERG 1 1. Are you involved in an LGBT employee resource group?

- Yes
- No
-

*Display This Question:*  
*If 1. Are you involved in an LGBT employee resource group? = No*

Does your organization have an LGBT employee resource group?

Yes

No

*Skip To: End of Block If Does your organization have an LGBT employee resource group? = No*

*Display This Question:*  
*If Does your organization have an LGBT employee resource group? = Yes*

Please feel free to explain why you are not involved in this group

---

---

---

---

---

*Skip To: End of Block If Condition: Please feel free to e... Is Empty. Skip To: End of Block.*

*Skip To: End of Block If Condition: Please feel free to e... Is Not Empty. Skip To: End of Block.*

ERG 2. How often does your **LGBT ERG** group meet in an average year?

- Never
- A few times a year
- Once a month
- A few times a month
- Once a week
- A few times a week
- Everyday

ERG 3. Are you involved in multiple employee resource groups, outside of your LGBT ERG?

- Yes
- No

---

*Display This Question:*

*If 3. Are you involved in multiple employee resource groups, outside of your LGBT ERG? = Yes*

What is the focus of the other employee resource group you are involved in?

- Veteran
- Gender
- Ethnicity
- Religion Affiliation
- Other \_\_\_\_\_

ERG 4. How long have you been involved in your LGBT employee resource group?

- Less than a year
- 1-2 years
- 3-5 years
- Over 5 years

ERG 5. Please indicate how many members are involved in your LGBT ERG group?

\_\_\_\_\_

---

ERG 6. Does your LGBT ERG have a mission statement?

- Yes
  - No
  - Not sure
- 

ERG 7. My LGBT ERG is effective.

- Strongly Disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

LGBT 1 Do you identify as a member of the LGBTQIA+ community?

Yes

No

*Skip To: End of Survey If Do you identify as a member of the LGBTQIA+ community? =  
No*

---

*Display This Question:*

*If Do you identify as a member of the LGBTQIA+ community? = Yes*

LGBT 2 Please select how you identify your sexual orientation:

- Lesbian
- Gay
- Bisexual
- Transgender
- Questioning
- Queer
- Intersex
- Asexual
- Other \_\_\_\_\_
- Prefer not to answer

AC What is the current year?

- 2022
- 1987
- 2000
- 300
- 2018

*Display This Question:*

*If 1. Are you involved in an LGBT employee resource group? = Yes*

UWES Instructions: Please indicate how often you experience the following:

	1) Strongly Disagree (1)	2) Disagree (2)	3) Neither agree or disagree (3)	4) Agree (4)	5) Strongly Agree (5)
1. With my LGBT ERG, I feel energized.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I am enthusiastic about my LGBT ERG.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My LGBT ERG inspires me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I look forward to being involved in my LGBT ERG.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I feel happy when I am working with my LGBT ERG.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I am proud of the work my LGBT ERG does.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7.I am immersed in my LGBT ERG.

8.Time Flies when I am with my LGBT ERG.

9.My LGBT ERG is important to me.

10.My LGBT ERG makes a positive difference to me.

11.I am actively involved in my LGBT ERG.

12.I am motivated to be involved with my LGBT ERG as much as possible.

13.I often think about my LGBT ERG.

14. During meetings with my LGBT ERG, I am completely involved.

15. I am happy to devote attention to my LGBT ERG.

AC What does ERG stand for?

- Employee Resource Group
- Yes
- No
- Job Satisfaction
- Maybe

TIS Instructions: Please indicate your level of agreement with the statements below in regard to working at your current organization.

	1) Strongly Disagree (1)	2) Disagree (2)	3) Neither agree or disagree (3)	4) Agree (4)	5) Strongly Agree (5)
1. I am actively looking for a job outside my current organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. As soon as I can find a better job, I'll leave my current organization. [SEP]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I am seriously thinking about quitting my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I often think about quitting my job at my current organization. [SEP]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I think I will be working at my current organization five years from now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TCM Instructions: Use the scale below to indicate your views about the organization in which you work. Please indicate how often you experience the following:

	1) Strongly Disagree (1)	2) Disagree (2)	3) Neither agree nor disagree (3)	4) Agree (4)	5) Strongly Agree (5)
1.I owe a great deal to my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.I do not feel any obligation to remain with my current employment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.I really feel as if this organization's problems are my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.I feel that I have too few options to consider leaving this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.Even if it were to my advantage, I do not feel it would be right to leave me organization now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6.I would be very happy to spend the rest of my career with this organization.

7.I would not leave my organization right now because I have a sense of obligation to the people in it.

8.I do not feel “emotionally attached: to this organization.

9.I do not feel a strong sense of “belonging” to my organization.

10.If had not already put so much of myself into this organization, I might consider working elsewhere.

11. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

12. Please select 'Strongly Disagree'

13. This organization deserves my loyalty.

14. I would feel guilty if I left my organization now.

15. Too much of my life would be disrupted if I decided I wanted to leave my organization now.

16. This organization has a great deal of personal meaning for me.

17.I do not  
feel like  
“part of the  
family” at  
my  
organization.

18.It would  
not be very  
hard for me  
to leave my  
organization  
right now,  
even if I  
wanted to.

19.Right  
now, staying  
with my  
organization  
is a matter of  
necessity as  
much as  
desire

MOAQ-JSS Instructions: Please indicate how you feel about your job:

	1) Strongly Disagree (1)	2) Disagree (2)	3) Neither agree nor disagree (3)	4) Agree (4)	5) Strongly Agree (5)
1. In general, I don't like my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. All in all, I am satisfied with my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. In general, I like working here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

AC Please solve the following:  $1+1=$

- 3
- 4
- 8
- 2

SPOS Instructions: Listed below and on the next several pages are statements that represent possible opinions that YOU may have about working at your

organization. Please indicate the degree of your agreement or disagreement with each statement. Please choose from the following answers:

	1) Strongly Disagree (1)	2) Disagree (2)	3) Neither agree nor disagree (3)	4) Agree (4)	5) Strongly Agree (5)
1. My organization values my contribution to its well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. If my organization could hire someone to replace me at a lower	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My organization fails to appreciate any extra effort from me salary it would do so.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My organization strongly considers my goals and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My organization would ignore a complaint from me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. My organization disregards my best interests when it makes decisions that affect me.

7. Help is available from my organization when I have a problem.

8. My organization really cares about my well-being.

9. Even if I did the best job possible, my organization would fail to notice me.

10. My organization is willing to help me when I need a special favor.

11. My organization cares about my general satisfaction at work.

12.If given the opportunity, my organization would take advantage of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.My organization shows very little concern for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.My organization cares about my opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Please select 'Neither agree nor disagree'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16.My organization takes pride in my accomplishments at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17.My organization tries to make my job as interesting as possible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DI Instructions: Please answer the following questions regarding your demographic information.

---

D1. What is your gender?

- Male
  - Female
  - Non-binary
  - Prefer not to say
  - Other \_\_\_\_\_
- 

D2 What is the race you most identify with?

- American India
  - Asian
  - Black/African American
  - Pacific Islander
  - White
  - Other
- 

D3 Please indicate your age in years.

\_\_\_\_\_

---

D4 Please indicate your highest level of completed education.

- Less than high school
  - High school degree or equivalent (e.g., GED)
  - Some college but no degree
  - Associates degree
  - Bachelor's degree
  - Graduate degree
- 

D 5. How long have you been working for your current organization?

- Less than 1 year
  - 1-2 years
  - 3-4 years
  - 5-9 years
  - 10+ years
-

D 6. How long have you been working in your current role/position for your organization?

- Less than 1 year
  - 1-2 years
  - 3-4 years
  - 5-9 years
  - 10+ years
- 

D 7. Which of the following best describes your current job level?

- Entry-level
- Intermediate or experienced
- Middle management
- Owner/Executive/C-suite

## Appendix F

**The following information is provided to inform you about the research project in which you have been invited to participate.**

**Please read this disclosure and feel free to ask any questions.**

**The investigators must answer all of your questions and please save this page as a PDF for future reference.**

- Your participation in this research study is voluntary.
- You are also free to withdraw from this study at any time without loss of any benefits.

For additional information on your rights as a participant in this study, please contact the Middle Tennessee State University (MTSU) Office of Compliance (Tel 615-494-8918 or send your emails to [irb\\_information@mtsu.edu](mailto:irb_information@mtsu.edu). (URL: <http://www.mtsu.edu/irb>).

**Please read the following and respond to the consent questions in the bottom if you wish to enroll in this study.**

### 1. Purpose:

- The purpose of this study is to determine the impact of LGBT employee resource groups on LGBT employee experiences.

### 2. Description:

There are several parts to this survey. They are:

- Participants will be asked about their LGBT employee resource group engagement. They will also be asked about various workplace attitudes, including turnover intentions, organizational commitment, job satisfaction, and perceptions of organizational support.
- This consent script only covers surveys conducted online.
- You will NOT be audio recorded or videotaped in this study.

### 3. IRB Approval Details

- Protocol Title: Employee Resource Groups and Employment Outcomes in LGBT Employees
- Primary Investigator: Jacob Stone
- PI Department & College: Psychology, College of Behavioral and Health Sciences

- Faculty Advisor: Dr. Patrick McCarthy
- Protocol ID: 22-1116 2q Approval Date: 03/01/2022 Expiration Date: 03/01/2022

#### 4. Duration:

- The survey should take about 25-30 minutes.

#### 5. **Here are your rights as a participant:**

- Your participation in this research is voluntary.
- You are also free to withdraw from this study at any time without loss of any benefits.
- You may skip any item that you don't want to answer, and you may stop the survey at any time (but see the note below)
- If you leave an item blank by either not clicking or entering a response, you may be warned that you missed one, just in case it was an accident. But you can continue the study without entering a response if you didn't want to answer any
- Some items may require a response to accurately present the survey.

#### 6. Risks & Discomforts:

- Participating in this study will present no risk of harm or potential discomfort to participants that would be greater than the risks they would experience in their daily life.

#### 7. Benefits:

- Benefits to you that you may not receive outside this research: Participants will benefit from this study by recognizing the impact your LGBT employee resource group has on your experiences with an organization.
- Benefits to the field of science or the community: The findings of this study will provide information on how LGBT employee resource groups impact the work experiences of LGBT employees. Many organizations are implementing employee resource groups in their efforts to foster diversity and inclusion, therefore it is beneficial for research to address how these groups actually impact employees.

#### 8. **Identifiable Information:**

- You will NOT be asked to provide identifiable personal information.

#### 9. Compensation:

- Participants will NOT be compensated for participation in this study.

#### 10. Confidentiality:

- All efforts, within reason, will be made to keep your personal information private but

total privacy cannot be promised. Your information may be shared with MTSU or the government, such as the Middle Tennessee State University Institutional Review Board, Federal Government Office for Human Research Protections, if you or someone else is in danger or if we are required to do so by law.

#### 11. Contact Information:

If you should have any questions about this research study or possible injury, please feel free to contact Jacob Stone by telephone (706) 802-9157 or by email [jls2nc@mtmail.mtsu.edu](mailto:jls2nc@mtmail.mtsu.edu) OR my faculty advisor, Dr. Patrick McCarthy, at [Patrick.Mccarthy@mtsu.edu](mailto:Patrick.Mccarthy@mtsu.edu) and (615) 898-2126. You can also contact the MTSU Office of compliance via telephone (615 494 8918) or by email ([compliance@mtsu.edu](mailto:compliance@mtsu.edu)).

This researcher contact information will be presented again at the end of the Survey.

**You are not required to do anything further if you decide not to enroll in this study. Just quit your browser. Please complete the response section below if you wish to learn more or you wish to part take in this study.**

I have read this informed consent document pertaining to the above identified research

Yes

No

The research procedures to be conducted are clear to me

Yes

No

I confirm that I am 18 years or older

Yes

No

I am aware of the potential risks of the study

Yes

No

By clicking below, I affirm that I freely and voluntarily choose to participate in this study. I understand I can withdraw from this study at any time without facing any consequences.

NO I do not consent (I do NOT wish to participate in this study)

YES I consent (I wish to participate in this study)

## Appendix G

### ERG Membership Questions

*This study looks at LGBT employee resource groups and their impact on LGBTQIA+ employees. Employee Resource Groups are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace aligned with the organizations they serve. They usually involve membership based on a shared characteristic, whether it's gender, ethnicity, religious affiliation, lifestyle, or interest. These groups may also commonly be referred to as affinity groups or business resource groups. We will refer to these groups as employee resource groups or ERGs. Instructions: Please answer the following questions regarding your LGBT employee resource group (ERG) membership. Please be as accurate as possible.*

1. Are you involved in an LGBT employee resource group?
  - a. Yes
  - b. No
2. If no, does your organization have an LGBT employee resource group?
  - a. If yes, please briefly explain why you are not involved in this group
3. How often does your LGBT ERG group meet in an average year?
  - a. Never
  - b. A few times a year
  - c. Once a month
  - d. A few times a month
  - e. Once a week
  - f. A few times a week
  - g. Every day
4. Are you involved in any other employee resource groups, outside of your LGBT ERG?
  - a. Yes
  - b. No
5. If yes, what is the focus of the other employee resource group(s) you are involved in?
  - a. Veteran
  - b. Gender
  - c. Ethnicity
  - d. Religion affiliation
  - e. Other \_\_\_\_\_
6. How long have you been involved in your LGBT employee resource group?
  - a. Less than a year
  - b. 1-2 years
  - c. 3-5 years
  - d. Over 5 years
7. How many members are involved in your LGBT ERG group?

- a. \_\_\_\_\_
- 8. Does your LGBT ERG have a mission statement?
  - a. Yes
  - b. No
  - c. Not sure
- 9. My LGBT ERG is effective.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree

## Appendix H

### ERG Engagement Items

Instructions: Please indicate how often you experience the following:

1. With my LGBT ERG, I feel energized.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
2. I am enthusiastic about my LGBT ERG.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
3. My LGBT ERG inspires me.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
4. I look forward to being involved in my LGBT ERG.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
5. I feel happy when I am with my LGBT ERG.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
6. I am proud of the work my LGBT ERG does.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree

7. I am immersed in my LGBT ERG.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
8. Time Flies when I am with my LGBT ERG.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
9. My LGBT ERG is important to me.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
10. My LGBT ERG makes a positive difference to me.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
11. I am actively involved in my LGBT ERG.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
12. I am motivated to be involved with my LGBT ERG as much as possible.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
13. I often think about my LGBT ERG.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
14. During meetings with my LGBT ERG, I am completely involved.
  - 1) Strongly Disagree
  - 2) Disagree

- 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
15. I am happy to devote attention to my LGBT ERG.
- 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree

Items 1-8 adapted from Utrecht Work Engagement Scale (UWES) to focus on LGBT ERG Membership

Source: Schaufeli & Bakker 2003.

Items 9-15 created to more fully address the construct of LGBT ERG engagement.

## Appendix I

### Intent to turnover Scale Items

**Instructions:** Please indicate your level of agreement with the statements below in regard to working at **your current organization**.

1. I am actively looking for a job outside my current organization.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
2. As soon as I can find a better job, I'll leave my current organization.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
3. I am seriously thinking about quitting my job.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
4. I often think about quitting my job at my current organization.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree
5. I think I will be working at my current organization five years from now. \*
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree or disagree
  - 4) Agree
  - 5) Strongly Agree

*\*Reverse scored*

Source: Wayne et al., 1997

## Appendix J

### Organizational Commitment Permission

[EXTERNAL] Re: Scale Use Request 🌙 ↶ ↷ ↸

 **Natalie Jean Allen** <nallen@uwo.ca> Thursday, December 9, 2021 at 6:01 PM  
To:  Jacob Stone

Hello Jacob,

Thank you for your interest in using the Three-Component Model (TCM) Employee Commitment Survey in your research. You can get information about the measure (both versions), a Users' Guide, and the measures themselves at:

<http://employeecommitment.com/>

For academic / research purposes, please choose the Academic Package. (There is no charge for this package.)

I wish you well with your research!

Best,

Natalie Allen

[EXTERNAL] RE: Scale Use Request 🌙 ↶ ↷ ↸

 **John Peter Meyer** <meyer@uwo.ca> Friday, December 10, 2021 at 5:09 AM  
To:  Jacob Stone

Dear Jacob,

Thank you for your interest in using the Three-Component Model (TCM) Employee Commitment Survey in your research. You can get information about the measure, a Users' Guide, and the measure itself at:

<http://employeecommitment.com/>

For academic / research purposes, please choose the Academic Package. (There is no charge for this package.)

I wish you well with your research!

Best regards,  
John Meyer

## Appendix K

### The Three-Component Model (TCM) Employee Commitment Survey

Instructions: Use the scale below to indicate your views *about the organization* in which you work.

Please indicate how often you experience the following:

1. I owe a great deal to my organization. (Normative)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
2. I do not feel any obligation to remain with my current employment. \*(Affective)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
3. Right now, staying with my organization is a matter of necessity as much as desire. (Continuance)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
4. I really feel as if this organization's problems are my own. (Affective)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
5. I feel that I have too few options to consider leaving this organization. (Continuance)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
6. Even if it were to my advantage, I do not feel it would be right to leave me organization now. (Normative)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree

- 5) Strongly Agree
7. I would be very happy to spend the rest of my career with this organization. (Affective)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
8. I would not leave my organization right now because I have a sense of obligation to the people in it. (Normative)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
9. I do not feel emotionally attached to this organization. \* (Affective)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
10. I do not feel a strong sense of “belonging” to my organization. \* (Affective)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
11. If had not already put so much of myself into this organization, I might consider working elsewhere. (Continuance)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives. (Continuance)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
13. This organization deserves my loyalty. (Normative)
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree

- 4) Agree
  - 5) Strongly Agree
14. I would feel guilty if I left my organization now. (Normative)
- 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
15. Too much of my life would be disrupted if I decided I wanted to leave my organization now. (Continuance)
- 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
16. This organization has a great deal of personal meaning for me. (Affective)
- 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
17. I do not feel like “part of the family” at my organization. \* (Affective)
- 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
18. It would not be very hard for me to leave my organization right now, even if I wanted to. (Continuance)
- 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree

\*Reverse scored

(Continuance) = Continuance organizational commitment

(Affective) = Affective organizational commitment

(Normative) = Normative organizational commitment

Note: All dimension labels inserted in items above will not be visible to participants.

Source: Meyer et al., 1993

## Appendix L

### Job Satisfaction Scale

#### Michigan Organizational Assessment Questionnaire Job Satisfaction

Instructions: Please indicate how you feel about your job:

1. In general, I don't like my job.\*
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
2. All in all, I am satisfied with my job.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
3. In general, I like working here.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree

\*Reverse scored

Source: the Michigan Organizational Assessment Questionnaire (MOAQ-JSS)

## Appendix M

### Perceptions of Organizational Support Permission



Eisenberger, Robert W <reisenbe@Central.UH.EDU>

Mon 1/10/2022 4:13 PM



To: Stone, Jacob L; reisenberger2@uh.edu

**BEWARE:** This email originated outside of Berry. Do not click links, open attachments, or respond unless you are certain it is safe. If in doubt, report it using the "Report Email as Phishing" button.

Hi Jacob,

Sorry I missed your earlier e-mail. I am happy to give you permission to use the POS scale.

Cordially,

Bob

Robert Eisenberger  
Professor of Psychology  
College of Liberal Arts & Soc. Sciences  
Professor of Leadership and Management  
C. T. Bauer College of Business  
University of Houston  
[reisenberger2@uh.edu](mailto:reisenberger2@uh.edu)  
(302)353-8151

## Appendix N

### Perceptions of Organizational Support Scale (SPOS)

#### 16-item Survey of Perceived Organizational Support

Instructions: Listed below and on the next several pages are statements that represent possible opinions that YOU may have about working at your organization.

Please indicate the degree of your agreement or disagreement with each statement.

Please choose from the following answers:

1. My organization values my contribution to its well-being.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
2. If my organization could hire someone to replace me at a lower salary it would do so.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
3. My organization fails to appreciate any extra effort from me. \*
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
4. My organization strongly considers my goals and values.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
5. My organization would ignore a complaint from me. \*
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree

- 5) Strongly Agree
- 6. My organization disregards my best interests when it makes decisions that affect me. \*
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
- 7. Help is available from my organization when I have a problem.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
- 8. My organization really cares about my well-being.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
- 9. Even if I did the best job possible, my organization would fail to notice me. \*
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
- 10. My organization is willing to help me when I need a special favor.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
- 11. My organization cares about my general satisfaction at work.
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
- 12. If given the opportunity, my organization would take advantage of me. \*
  - 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
- 13. My organization shows very little concern for me. \*

- 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
14. My organization cares about my opinions.
- 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
15. My organization takes pride in my accomplishments at work.
- 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree
16. My organization tries to make my job as interesting as possible.
- 1) Strongly Disagree
  - 2) Disagree
  - 3) Neither agree nor disagree
  - 4) Agree
  - 5) Strongly Agree

\* Reverse scored

Source: Eisenberger, et al., 1986

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## Appendix O

### Demographic Items

*Instructions: Please answer the following questions.*

What is your gender?

- 1) Male
- 2) Female
- 3) Non-binary
- 4) Prefer not to specify
- 5) Other

What is the race you most identify with?

- 1) American Indian
- 2) Asian
- 3) Black/African American
- 4) Pacific Islander
- 5) White
- 6) Other

Please indicate your age in years.

\_\_\_\_\_

Highest level of completed education?

- 1) Less than high school
- 2) High school degree or equivalent (e.g., GED)
- 3) Some college but no degree
- 4) Associates degree
- 5) Bachelor's degree
- 6) Graduate degree

How long have you been working for your current organization?

- 1) Less than 1 year
- 2) 1-2 years
- 3) 3-4 years
- 4) 5-9 years
- 5) 10+ years

How long have you been working in your current role/position for your organization?

- 1) Less than 1 year
- 2) 1-2 years
- 3) 3-4 years
- 4) 5-9 years
- 5) 10+ years

Which of the following best describes your current job level?

- 1) Entry-level
- 2) Intermediate or experienced
- 3) Middle management
- 4) Owner/Executive/C-suite

## Appendix P

### LGBT Status Items

*Instructions: Please answer the following questions.*

Do you identify as a member of the LGBTQIA+ community?

1) Yes

2) No

Please select how you identify your sexual orientation:

1) Lesbian

2) Gay

3) Bisexual

4) Transgender

5) Questioning

6) Queer

7) Intersex

8) Asexual

9) Other

10) Prefer not to answer

## Appendix Q

### Attention Check Items

1. Please select 'Strongly Disagree'
  - a) Strongly Disagree
  - b) Disagree
  - c) Neither agree nor disagree
  - d) Agree
  - e) Strongly Agree
2. Please select 'Neither agree nor disagree'
  - a) Strongly Disagree
  - b) Disagree
  - c) Neither agree nor disagree
  - d) Agree
  - e) Strongly Agree
3. What does ERG stand for?
  - a) Employee resource group
  - b) Yes
  - c) No
  - d) Job satisfaction
  - e) Maybe
4. What is the current year?
  - a) 2022
  - b) 1987
  - c) 2000
  - d) 300
  - e) 2018
5. Please solve the following:  $1+1=$ 
  - a) 3
  - b) 4
  - c) 8
  - d) 2
  - e) 0