

**YOU ARE NOT ALONE: AN EXAMINATION OF LESBIAN AND GAY
(LG) EMPLOYEES' EXPERIENCE OF CHANGING WORKPLACE
HETEROSEXISM IN CHINA**

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ABSTRACT

Although research on the experiences of sexual minority employees has made significant progress in the past two decades, most studies have focused predominantly on the negative consequences sexual minority employees encounter in the face of workplace heterosexism. The role of change agent that sexual minority employees may play in terms of disrupting and advocating equal treatment has been overlooked. Further, very few studies related to sexual minority employees were conducted outside of USA. In my dissertation, I link the literature from institutional change and reasoned action theory to examine three research questions in China's context: RQ1: What factors would trigger lesbian and gay (LG) employees to engage in changing workplace heterosexism? RQ2: What behaviors would LG employees display to change workplace heterosexism? RQ3: What factors would impede/facilitate LG employees' engagement in changing workplace heterosexism? Through three studies, this dissertation found that the experience of institutional contradiction derived from LG employees' personal interest of receiving equal treatment and workplace heterosexism is the trigger for LG employees to have the intention to change workplace heterosexism and subsequently display change-oriented behaviors. Once LG employees form the intention to change workplace heterosexism, they display different types of change-oriented behavior (explicit and implicit) in the workplace. In addition, LG employees' organizational continuance commitment and perceived changeability play different roles in shaping LG employees' intention to change and change-oriented behaviors. Taken together, these findings contribute to literature on the experience of sexual minority employees to give

researchers and practitioners a deeper understanding of the dynamics of sexual minority employees' behavior. Also, these findings are relevant and important to individuals as well as organizations as they can make extra efforts to build a diverse and inclusive workplace environment.

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Chapter 1 INTRODUCTION

Do lesbian and gay (LG) employees intend to and even act to disrupt workplace heterosexism? This is a valid question as more theories have developed to explain the unique experiences of LG individuals (Hall et al., 2021; Pichler et al., 2017). Specifically, research has shown that LG individuals could bring their strengths to the organization, rather than bring the challenges they face to workplace heterosexism (Byington et al., 2020). To answer this call, this dissertation studies the question by providing not only an understanding of diversity management for academic interests but also providing practical implications for human resources professionals.

Historically, literature on LG employees has emphasised the challenges faced by individuals in the workplace (i.e. discrimination based on sexual orientation), and the work-related outcomes associated with those challenges. For example, studies have shown that perceived discrimination based on their sexual orientation has a negative impact on LG employees' turnover intentions, organizational commitment, job satisfaction (Ragins & Cornwell, 2001), health conditions and psychological distress (Waldo, 1999).

Since LG employees are constantly facing workplace discrimination due to their sexual orientation, accordingly a great deal of studies has been devoted to exploring LG employees' workplace behavior to manage their invisible identity (i.e. concealment of their sexual orientation) as a major response to workplace discrimination (Button, 2001; Griffith & Hebl, 2002; King et al., 2008; Jones & King, 2014).

Despite the significant contributions made by past research to our understanding of LG employees' experiences of workplace discrimination, it has overlooked the role of change agents that LG employees may play to change the workplace heterosexism. The meaning of change here encompasses both LG employees' disruption of heterosexism in the workplace and advocacy for

equal treatment. While several conceptual papers have indicated the possibility that LG employees could change workplace heterosexism (Chaudoir & Fisher, 2010; Clair et al., 2005; Ragins, 2008) and a few empirical studies have shown the role of change agents LG employees may play in changing workplace heterosexism (Buchter, 2021; Creed et al., 2010), the studies have primarily focused on LG employees who are either leaders or activists within their organization. A study of LG employees who are change agents is missing in the literature. The exploration of LG employees in terms of changing workplace heterosexism adds valuable insight into our understanding of the experiences of LG employees in the workplace. My dissertation explores three sub-questions related to LG employees changing workplace heterosexism. First, what factors would trigger LG employees to engage in changing workplace heterosexism? Second, what behaviors would LG employees display to change workplace heterosexism? Third, what factors would impede/facilitate LG employees' engagement in changing workplace heterosexism?

In my dissertation, I primarily build upon two studies in the existing literature: the institutional contradiction for institutional change (Seo & Creed, 2002) and the reasoned action approach (Fishbein & Ajzen, 2010) to examine the factors that trigger LG employees' intentions to change and subsequently the display of change-oriented behaviors toward workplace heterosexism. These two studies seem particularly relevant to link the factors that motivate individuals to participate in the institutional change process. Further, I use the ideas from proactive literature to explore the conditions under which LG employees' intentions to change and display change-oriented behaviors are constrained or facilitated. This dissertation highlights the role of change agents that LG employees may play in the institutional change process.

1.1 Summary of Theoretical Foundation

In my dissertation, I extend the literature of institutional change by developing a micro-process approach to institutional change, in which I draw attention to the role of the experience of institutional contradiction relating to direct and indirect heterosexism as a trigger for LG employees to form their intentions to change the institution of workplace heterosexism and display their change-oriented behaviors. This approach begins with the assumption that LG employees are embedded in the institution of workplace heterosexism, which is dominant in most organizations and discriminates against them. More specifically, it assumes that LG employees experience institutional contradiction derived from the misalignment between their interests of equal treatment and workplace heterosexism, and such contradiction motivates LG employees to develop the intention to change the workplace heterosexism. Once the intention to change has been formed, LG employees tend to follow their intentions and translate such intention into change-oriented behaviors.

While past studies have demonstrated that institutional contradiction is the reason for transforming LG employees into change agents (Creed et al., 2010), the institutional contradiction has been focused on the contradiction between LG employees' stigmatized identity and their formal status in the organization (e.g., church leaders). Such approach has tended to overlook LG employees who may not have higher organizational status. Thus, LG employees may not experience the same contradiction derived from dual identities (i.e. stigmatized identity and formal status) as the other LG employees who have a higher formal status in the organization. My dissertation complements the institutional change literature by shifting the focus from those leaders to LG employees to examine the contradiction between their interests of equal treatment and

workplace heterosexism, which motivates LG employees to engage in the institutional change process.

Further, the change-oriented behavior is essentially risky (Morrison, 2014) as it challenges the status quo of the dominant institution of workplace heterosexism, particularly for LG employees who are under additional risks associated with their stigmatized identity. I extend the literature concerning change-oriented behavior by considering the continuance of organizational commitment as an important constraint in this change process, because the continuance of organizational commitment concerns the costs associated with leaving the organization (Meyer & Allen, 1991), and reflects upon the judgement of risk. In addition, since individuals develop different apprehensions in the same institutional environment (Voronov & Yorks, 2015), I consider LG employees' perceived changeability of the institution of workplace heterosexism as an important factor in facilitating the change process. Such explorations provide a better understanding of the factors that would facilitate or impede LG employees' change-oriented behaviors.

1.2 Research Design

I conduct this dissertation by setting it in the context of LG employees in China. China is an ideal setting to understand institutional change in this context because workplace heterosexism is still very prevalent in most organizations in China. Thus, changing the workplace heterosexism becomes imperative for LG employees. Further, the study of discrimination globally is encouraged, as most studies of workplace discrimination to date have focused on the United States (Colella et al., 2017).

I have conducted three independent studies to reach my research goals. First, study 1 aims to shorten the scale of WHEQ in the Chinese context. The Workplace Heterosexist Experiences Questionnaire (WHEQ) (Waldo, 1999) consists of 22 items, which is very long. To reduce participants' fatigue from answering the questionnaire, I therefore conducted the first study to shorten the WHEQ for the Chinese context. Study 2 aims to develop a new scale to capture LG employees' change-oriented behavior. While change-oriented behavior has been studied in different forms, such as voice (Morrison, 2011), the change-oriented behavior for LG employees has not been systematically explored in the literature. Study 2 has been designed to develop a new scale that captures LG employees' change-oriented behaviors. Finally, study 3 tests the overall model and hypothesis.

The data for the three studies were collected through non-profit organizations (NGOs) that advocate equal treatment for LG individuals in China. Due to invisible stigma, LG employees are very difficult to identify. However, LG individuals tend to gather in their personal lives because of the social categorization. NGOs are thus good places to collect the data on LG employees. A detailed research design and a discussion of limitations are provided in Chapters 5 and 8 respectively.

1.3 Key Findings and Contributions

The theoretical accounts and empirical findings of my dissertation reveal three major findings and contributions to current knowledge. First, past research has shown that LG employees could be change agents. In my dissertation, I complement the institutional change literature by demonstrating that the experience of institutional contradiction between LG employees' personal interest of receiving equal treatment and workplace heterosexism is the trigger for LG employees

to have the intention to change the workplace heterosexism and subsequently display change-oriented behaviors. Second, I further advance the institutional-change literature by showing that LG employees' intention to change workplace heterosexism is the key mechanism that links their experiences of institutional contradiction and change-oriented behaviors. Such findings provide additional explanations to the institutional change literature's finding that the formation of intention to change is an important factor to influence LG employees' change-oriented behaviors.

Finally, my findings complement the change-oriented behavior literature by exploring two moderating factors, continuance commitment and perceived changeability. Specifically, organizational continuance commitment plays different roles in shaping LG employees' intention to change workplace heterosexism and display change-oriented behaviors. In the stage of forming the intention to change, organizational continuance commitment weakens the relationship between the experience of institutional contradiction and intention to change. However, organizational continuance commitment strengthens the relationship between the intention to change and change-oriented behaviors. In addition, the effect of LG employees' perceived changeability of workplace heterosexism on influencing the relationship between the experience of institutional contradiction and intention to change is complex. Whereas perceived changeability does strengthen the relationship between the experience of institutional contradiction related to direct heterosexism and intention to change, such effect becomes reversed between the experience of institutional contradiction related to indirect heterosexism and intention to change. A detailed discussion of such mixed findings is provided in Chapter 8.

1.4 Structure of the Dissertation

My dissertation is organized as follows. Chapter 2 provides an extensive literature review on institutional theory and institutional change. In that chapter, I focus on the studies that primarily concern the individuals in the institutional environment. Chapter 3 summarizes past research on LG employees. I address the key concepts pertinent to LG employees' experiences in the face of workplace heterosexism. Chapter 4 reviews past research on institutional contradiction (Seo & Creed, 2002), reasoned action approach (Fishbein & Ajzen, 2010) and proactive literature (Morrison, 2014). I then highlight the key concepts to lay out the basics for the theoretical development and develop 14 testable hypotheses related to my research questions.

Chapters 5, 6 and 7 present the three independent studies in my dissertation respectively, including sample, procedure, and results. Finally, Chapter 8 provides a detailed discussion of the findings, limitations, theoretical and practical implications, and direction for future research.

Chapter 2 INSTITUTION, INSTITUTIONAL CHANGE, AND THE INSTITUTION OF WORKPLACE HETEROSEXISM

In this chapter and the next, two main streams of literature related to the present study are reviewed, namely institutional change and the experiences of workplace heterosexism by LG employees. The literature on institutional change is relevant because the present study conceptualizes workplace heterosexism as an institution to examine the conditions under which LG employees may initiate actions to change workplace heterosexism. The studies on the experiences of LG employees in the workplace are relevant because they inform us as to how LG employees respond to workplace heterosexism.

The literature reviews consist of articles that meet the accompanying criteria: First, this literature review focuses on empirical studies, yet several key conceptual articles are also reviewed to reach an inclusiveness and soundness for the literature review. Second, the articles must be published in a peer-reviewed journal to ensure a standard of quality, credibility, and rigor (Hiller et al., 1979). Third, the context of the article should concern organizations or the workplace. Other contexts, such as societal or organizational fields, therefore, are not included. Fourth, the level of analysis should be at the individual level. Fifth, the interest of the article should be institutional change, which refers to how individuals either disrupt the dominant institution or create a new institution. Finally, the articles included were mostly published in leading peer-reviewed management journals: *Academy of Management Journal*, *Administrative Science Quarterly*, *American Journal of Sociology*, *Journal of Management*, *Organizational Science*, *Organizational Studies*, and *Management Science*.

Figure 2.1 below provides a roadmap of the literature review that focuses on individuals' engagement in institutional change. Firstly, studies on the institution and institutional change are reviewed to give an overall view. Then, institutional contradiction, the endogenous trigger of

institutional change, is introduced, as institutional contradiction experienced by individuals has been conceptualized as a key factor that triggers their engagement in the institutional change process (Seo & Creed, 2002). Next, two important concepts concerning individuals experiencing the institutional change – change agents and institutional entrepreneurs – are explained. The term 'change agents' broadly refers to individuals who engage in activities that relate to change. On the other hand, institutional entrepreneurs are specific change agents who initiate changes in contesting existing institutions and actively participate in implementing these changes (Battilana et al., 2009). The underlying mechanisms of agency, mobilization of resources, opportunities, power, and social skills, are reviewed to explain how individuals engage in institutional change. Accordingly, three broad categories of enabling conditions, and the interactions between them, are reviewed: field characteristics, individuals' social positions both in their organizational fields and their organizations (e.g., formal or informal status), and individual characteristics (e.g., educational background). Finally, the studies that view workplace heterosexism as one specific institution are introduced. (See Table 2.1: Summary of the empirical studies.)

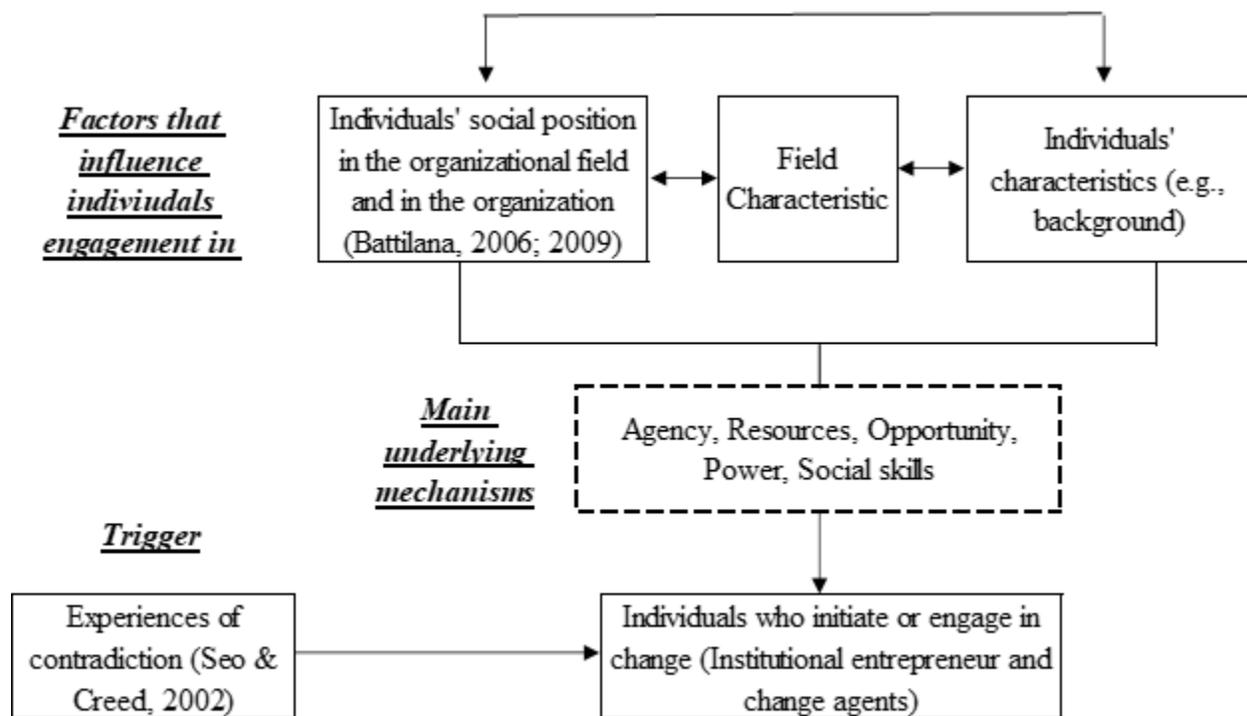


Figure 2.1 Roadmap of the literature review on individuals' engagement in institutional change

2.1 Institution and Institutional Change

The term 'institution' refers to "taken-for-granted repetitive social behaviors that are underpinned by normative systems and cognitive understandings that give meaning to social exchange and thus enabling self-reproducing social order" (Greenwood et al., 2008: 4). The institutional perspective has evolved rapidly since Meyer and Rowan (1977), and other scholars, such as Zucker (1977), DiMaggio and Powell (1983), Tolbert and Zucker (1983), and Meyer and Scott (1983) collectively established the modern organizational institutionalism. Institutional scholars have long contended that organizations need to conform to rules and norms in their institutional environments to gain legitimacy, avoid institutional sanctions, and enhance resource stability to improve their survival probability. In conforming institutions, organizations thus tend to be influenced and shaped by the institutions they live in and can become isomorphic to one another (Meyer and Rowan 1977;

DiMaggio and Powell, 1983; Greenwood et al., 2008). Institutional theory has been portrayed as ‘macro’ theory, as empirical studies have focused on the organizational field or organizational levels of analysis.

Literature on institutional theory has primarily proposed three isomorphic mechanisms: coercive, mimetic, and normative (DiMaggio & Powell, 1983), echoing regulatory, culture-cognitive, and normative processes (Scott, 1995, 2010). Coercive isomorphism is explained through the lens of a powerful constituency, such as the government, that imposes certain practices on the organizations. Mimetic isomorphism occurs when organizations deal with uncertainty by modeling their practices after successful, large, or similar organizations. Finally, normative isomorphism emphasizes professionalization, which involves two processes, a) members of professions receiving similar training, thus, leading to similar worldviews through socialization, and b) members further disseminating such ideas through professional and trade association (DiMaggio & Powell, 1983). Consequently, early studies of institutional theory focused on how isomorphic processes drive institutionalization and institutional stability. However, institutions do change. DiMaggio and Powell (1991: 29) asked the question, “If institutions exert such a powerful influence over the ways in which people can formulate their desires and work to attain them, then how does institutional change occur?” To explore how institutional change occurs, scholars have shifted their focus from institutional isomorphism to institutional change, including birth, change, and deinstitutionalization processes.

Contrary to the isomorphic processes, institutional change could be viewed as a nonisomorphic process, which involves deinstitutionalization (Greenwood et al., 2002) as a response towards destabilizing established practices triggered by events or ‘jolts’ (Meyer et al., 1990). Institutionalization refers to the process by which “social processes, obligations or

actualities come to take on a rule-like status in social thought and action” (Meyer & Rowan, 1977: 341), whereas deinstitutionalization is viewed as the process of the erosion or discontinuity of an institutionalized organizational activity or practice (Oliver, 1992). In other words, institutional change is the dynamic process that comprises both the deinstitutionalization of a certain institution and the institutionalization of another (Meyer & Rowan, 1977). Thus, the deinstitutionalization process is likely to be associated with the emergence of new beliefs and practices that manifest a new institution (Scott, 2001).

While the deinstitutionalization of existing institutions and the institutionalization of emerging institutions are essential parts of institutional change, the relationship between existing institutions and emerging institutions is complex. Some institutions compete with each other. Thus, the deinstitutionalization of one institution, to some extent, represents the institutionalization of the other. For example, workplace heterosexism and equal treatment are competing institutions (Chuang et al., 2011). The institutional change process underlined in the study of lesbian, gay, bisexual, and transgender (LGBT) individuals becoming change agents indicates that the weakening of workplace heterosexism accompanies the emergence of equal treatment (Creed et al., 2010). On the other hand, the competing institutions may coexist for a long time in the change process, dominating different organizational domains. For example, in a study of a rape crisis center in Israel, Zilber (2002) observed that a fragile equilibrium existed between the feminist and therapeutic institutions while they competed with each other, satisfying those employees who infused political activity and those who devalued it. Consistent with previous literature on workplace heterosexism (Chuang et al., 2011; Creed et al., 2010), the institutional change in the present study refers to the deinstitutionalization of workplace heterosexism and the emergence of equal treatment to recognize the competing and replacing relationships between these institutions.

To fully understand institutional change, it is important to consider the triggers and actions associated with it. In general, three approaches are proposed as triggers of institutional change (Smets et al., 2012): 1) institutional change is the result of exogenous shocks “smacking into stable institutional arrangements” (Clemens & Cook, 1999: 447), such as shifts in social values (Rao et al., 2003), regulatory policies (Edelman, 1992), and technological regimes (Garud et al., 2002). Through such shocks, actors are able to reflect on the norms and ideas underlying the existing institution that governs them and start to think about new possibilities. In particular, actors in the field's periphery are likely to initiate change because they are less advantaged and less constrained by prevailing institutional arrangements. 2) Intraorganizational dynamics that produce organizational responses to institutional pressures are conditioned by organizational interests and values (Pache & Santos, 2010). Such an approach emphasizes different interpretations and understandings that organizations react to various pressure for conformity exerted by institutional referents, which sometimes conflict with each other. As a result, actors in organizations develop their ‘sensemaking’ and seek to implement change initiatives. The uniqueness of such an approach is to recognize the possibility that organizational responses to institutional pressure can feed back to the field level (Smets et al., 2012). 3) Endogenous factors, such as institutional contradictions (Seo & Creed, 2002), which are inherent in most fields, as the tensions between ideas or norms underlying institutions intensify as fields mature (Smets et al., 2012). As the response to these triggers of institutional change, the actions involved in the institutional change process are commonly conceptualized as institutional work, which refers to “the purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions” (Lawrence & Suddaby, 2006: 215).

Importantly, scholars have argued that it is essential to consider the role of individuals in the institutional change process because the triggers of deinstitutionalization, such as those of a functional, political, or social nature, would not automatically lead to a breakdown in institutional norms (Dacin et al., 2002). Instead, through the interpretation and response to such pressures, individuals start to challenge their judgment of the existing institution's legitimacy and, consequently, alter their behaviors toward the new institutions (Tost, 2011). While the triggers of institutional change mentioned above implicitly consider individuals' roles, field-level structures are still the focus, implying a top-down institutional change process. Recently, institutional studies started to recognize micro-level processes, such as individuals, involved in institutional change (e.g., Jarvis et al., 2019; Suddaby & Greenwood, 2005), from a dominant macro-level perspective, such as the level of the organization or the organizational field (Greenwood et al., 2008). Recognizing this implication, in the present study I shift the focus from macro and top-down perspectives to individual and potential bottom-up institutional change by focusing on the endogenous trigger of institutional contradiction experienced by individuals. The actions that individuals engage with in the change process encompass both aims of disrupting the institution of workplace heterosexism and creating equal treatment institutions.

2.2 Institutional Contradiction Experienced by Individuals

One thorny issue of understanding institutional change is to address institutional theory's central assertions, that is, individuals and their interests are themselves institutionally constructed (DiMaggio & Powell, 1991) – individuals are shaped and influenced by the institutions they live in. Institutional contradictions, which refer to various inconsistencies and tensions within and between social systems (Seo & Creed, 2002), were proposed to explain how those contradictions

transform embedded social individuals into change agents and explain their involvement in institutional change. In other words, experiences of institutional contradictions are served as the trigger to explain individuals' engagement in the institutional change. Seo & Creed (2002) proposed four different sources of institutional contradictions to serve as the impetus that drives, enables, and constrains further institutional change.

First, the legitimacy that undermines functional efficiency. Organizations gain legitimacy and need resources by conforming to their institutional environment (DiMaggio & Powell, 1983; Meyer & Rowan, 1977). However, institutional rules tend to be categorical and general (Meyer & Rowan, 1977) and are likely to conflict with the technical activities and efficiency demands that require diversified and customized solutions. This type of contradiction manifests as technical or functional pressure on organizations for innovation and escalates demand for performance (Oliver, 1992). As organizational members start to raise doubts about the instrumental value of existing institutionalized practices, institutional change is likely to occur. For example, in a study of two US teaching hospitals, Kellogg (2009) explored how employees responded to a new program designed to improve patient safety by reducing employees' required working hours from 100 – 120 hours per week to 80 hours per week. Some employees experienced such contradiction by being sympathetic to a reform, acted as internal advocates for implementing the new compliance program, and assisted in elaborating and enforcing employee rights. However, other employees' experiences of such contradiction were constrained by social contexts, such as failure to recognize the program's goals, and even actively discouraging the use of the program. Accordingly, the author examined the 'free space' where middle-manager reformers and subordinated employees developed a cross-position collectively to manage the change.

Second, adaption that undermines adaptability. Institutional isomorphism that increases legitimacy is an adaptive move for survival, and such adaptive moves make adopters less able to adapt in the long run (Seo & Creed, 2002). At the individual level, cognitive psychology indicates that people develop various schemas to better process complex information, and those schemas become resistant to change, regardless of their usefulness (Bartunek & Moch, 1987; Crocker et al., 1984) because efforts to change those schemas “threaten individuals’ sense of security, increase the cost of information processing, and disrupt routines” (Powell, 1991: 194). Taking the form of feeling taken for granted or being unresponsive, this resistance creates a space where contradictions between institutions and external environments develop and accumulate over time (Seo & Creed, 2002). It suggests that a subtle balance exists between particular elements of the contradictions where individuals are straddled between engaging change and prolonging the persistence of contradictions. For example, in an ethnographic field study within a single South Korean credit card company in the aftermath of the Asian economic crisis in 1997, where the managing of novel contradictions between a management-through-objectives approach and the Confucian management style was examined, Bjerregaard & Jonasson (2014) demonstrated that the experiences of contradictions by managers were unstable, and consequently, the process of change involved individuals’ disrupting, creating and maintaining simultaneously.

Third, intrainstitutional conformity creates interinstitutional incompatibilities. There are intricate ties between institutions and the larger societal context where multiple interpenetrating levels and sectors exist. Thus, more or less autonomous local production of multiple and incompatible institutional arrangements are the outcomes of ongoing production and reproduction of social interactions (Seo & Creed, 2002). Consequently, conformity to certain institutional arrangements within one particular level or sector may cause conflicts or inconsistencies with the

institutional arrangements of different levels or sectors (Seo & Creed, 2002). In other words, individuals and organizations are exposed to multiple institutional arrangements where incompatible structure elements, practices, and procedures are underpinned (Seo & Creed, 2002). For example, Sharma & Good (2014) demonstrated how middle managers act on behalf of the organization and create virtuous human systems through the sustenance of corporate social initiatives by meeting the initiatives' competing demands. Specifically, middle managers experienced competing yet incompatible demands, social obligation and profit, which produced fundamental tension between the purpose of the firm and "legitimacy and value of corporate responses to social misery" (Margolis & Walsh, 2003: 271). By experiencing such contradiction, middle managers acted on behalf of the organization and created virtuous human systems by managing the initiative's competing demands. Therefore, the perceived contradiction had to be addressed to sustain the initiative. The tension is derived from the incompatibilities between banking's norms, those of fulfilling fiduciary obligations and development by providing finance for the poor.

Finally, isomorphism conflicts with divergent interests. The formation and reproduction of social arrangements are basically political processes involving various participants with divergent interests and asymmetric power. Thus, the formation and reproduction of institutional arrangements are unlikely to satisfy all participants' divergent interests, least of all the interests of the less powerful (Seo & Creed, 2002). Accordingly, individuals are likely to be change agents to change the status quo in circumstances where their ideas and interests are not adequately served by the existing social arrangements (Seo & Creed, 2002). The experiences of such contradiction derived from divergent interests could be exemplified as dissonance (Festinger, 1957), which describes a cognitive state that people experience when their appreciation of situated

circumstances violates their expectations of how things ought to be. For example, in a qualitative case study of the emergence of commercial microfinance in Bolivia, Dorado (2013) explored the conditions influencing individuals' will to engage in institutional entrepreneurship. Specifically, the study found that dissonance is the critical trigger because the dissonance is unpleasant and can generate surprise and puzzlement, thereby motivating individuals to engage in institutional thinking. Such reflective thinking allows individuals to question their institutionally-defined expectations (Hecló, 2008).

These four sources of institutional contradictions shifted the focus from exogenous shocks to endogenous factors of institutional contradictions by emphasizing that the potential for change is inherent in most fields because tensions between contradictory ideas or norms underlined in different institutions intensify as fields mature (Smets et al., 2012). The complex process is stressed from individuals experiencing such contradictions. However, the contradictory ideas or norms can sometimes evolve into mutualistic coexistence. For example, in a study of the European Venture Philanthropy Association (EVPA), Mair & Hehenberger (2014) explored how field-configuring events, such as conferences, are settings for interactions and possible conflict between individuals who are pursuing divergent models. Specifically, the interplay between front stage and backstage behavior enables the reframing of institutional models by refining the constituent practices, which neutralizes opposition and facilitates joint courses of action.

In addition, it is important to recognize the meaning when capturing the experiences of institutional contradictions. Early studies emphasized the cognitive underpinnings, in which individuals view environmental shifts as potential opportunities for, or threats to, legitimacy (George et al., 2006). As mentioned earlier in the US study of two hospitals (Kellogg, 2009), employees' recognition of the benefits of new programs and of becoming advocates indicates the

experience of institutional contradiction serves as a cognitive shift. On the other hand, studies recently started to explore the important role of emotion in shaping individuals' experiences of institutional contradiction and behavior (Voronov & Vince, 2012). Such emotion produced by experiencing institutional contradiction commonly manifests as dissatisfaction or concern about the existing institutions or sympathy towards the new institutions. For example, leveraging the mixed qualitative research method in British Columbia (BC), Canada, between 2012 and 2014, Fan & Zietsma (2017) shifted the focus from cognitive dynamics to the role of emotions in shaping embedded agency. Specifically, three emotional facilitators (social emotions, moral emotions, and emotional energy) enable individuals occupying various social positions – such as council members representing the agricultural community, water purveyors, ranchers, federal and provincial governments, regional and local governments, First Nations groups, scientists, and the directors of the Okanagan Basin Water Board (OBWB) – to become open and reflexive about their home ideas or norms, and increase their commitment to and engagement with building shared governance norms. Similarly, Jarvis et al. (2019) explicitly illustrated how emotion, specifically the suppression of emotion, shaped advocates of US animal rights organizations (AROs) in attempting to disrupt industrial practices in modern factory farming operations perceived to be abusive to animals.

2.3 Individuals in Institutional Change

Neo-institutional theorists have started to recognize the importance of institutional change (Dacin et al., 2002), the role of individuals, and conditions that are likely to enable individuals to engage in institutional change (Battilana, 2006). As a result, institutional entrepreneurs and change agents are two labels commonly used in the literature. While both terms encompass individuals and

organizations, the present study focuses on the individuals. In general, despite institutional pressure, field characteristics, individuals' social position both in the organizational field and in the organization, and individuals' characteristics (i.e., backgrounds) are all key factors that enable individuals to engage in institutional change (Battilana, 2006; Battilana et al., 2009). With these enabling conditions, individuals engage in the institutional change process through the key underlying mechanisms of agency, mobilization of resources, opportunities, power, and social skills.

2.3.1 Change agents and institutional entrepreneurs

Change agents generally refer to organizations or individuals who engage in various activities or behavior that aims for change (e.g., Battilana & Casciaro, 2012; Lockett et al., 2014). While the term 'change agents' has not been explicitly defined in the literature, it has been used as the comparison to distinguish it from institutional entrepreneurs, as institutional entrepreneurs are all change agents, but not all change agents are institutional entrepreneurs (Battilana et al., 2009). Specifically, intentionality, effect (how far change agents should implement change) and actions (actively engagement in the implementation of change) are key distinctions between change agents and institutional entrepreneurs (Battilana, 2006; Battilana et al., 2009). Accordingly, only change agents who initiate divergent change and actively participate in change efforts (i.e. mobilize resources) can be regarded as institutional entrepreneurs (Battilana, 2009).

Intentionality concerns the individuals' willingness or the intended effects of the change they initiate (Battilana et al., 2009). Most of the theoretical foundations of institutional entrepreneurs are derived from DiMaggio's framing (1988), which states that "new institutions arise when organized individuals with sufficient resources (institutional entrepreneurs) see in them an opportunity to realize interests that they value highly" (DiMaggio, 1988: 14). Such framing of

institutional entrepreneurs implies the role of intentionality to change the institutions. While individuals' intentionality to initiate change is a core characteristic, whether such intentionality is required for the individuals to qualify as institutional entrepreneurs is not clear. Early studies of institutional entrepreneurs tended to consider intentionality an important criterion for institutional entrepreneurs (Colomy, 1998; Colomy & Rhoades, 1994). However, recent studies revealed that intentions could evolve at different steps of the change process (Child et al., 2007), and some individuals might unintentionally engage in the institutional change process (Lounsbury & Crumley, 2007). In addition, individuals' engagement may be triggered by their unconscious processing of their emotions, which are thus accompanied without rationality (Voronov & Vince, 2012). Thus, individuals without a grand plan for changing their institutions or who even unconsciously engage in the institutional change process might act as institutional entrepreneurs (Battilana et al., 2009).

Do individuals who fail to change the institution qualify as institutional entrepreneurs? While the failure of change was rarely reported in the literature (Greenwood et al., 2002), failures to implement the change must be very common (DiMaggio, 1988). Battilana et al. (2009) argued that individuals who do not have to successfully implement change and fail to implement the change would still be considered institutional entrepreneurs.

Since the definition of an institutional entrepreneur has relaxed its requirement for intentionality and the successful implementation of change, institutional entrepreneurs are concerned with the actions they engage in the change process. Battilana et al. (2009) formally defined institutional entrepreneurs as "change agents who, whether or not they initially intended to change their institutional environment, initiate, and actively participate in the implementation of, changes that diverge from existing institutions" (Battilana et al., 2009: 70). Such a definition

of institutional entrepreneurs is primarily built on the actions change agents' effect and deemphasizes the reason for and outcomes of actions. Next, I will explain the underlying mechanisms of how individuals involve themselves in institutional change and factors that influence individuals' engagement in the institutional change process.

2.4 The Underlying Mechanisms that Explain How Individuals Engage in Institutional Change

The critical challenge of understanding individuals' engagement in the institutional change process is to recognize the concept of the paradox of embedded agency (Holm, 1995; Seo & Creed, 2002), meaning the possibility of individuals' engagement in changing the institution is influenced and constrained by the institution in which they are embedded (Battilana et al., 2009; Seo & Creed, 2002). Thus, it is vital to determine the enabling conditions that enable individuals to distance themselves from institutional pressures, and the underlying mechanism of these, as only these individuals are able to foresee news of doing things and act strategically to implement institutional change (Leca et al., 2008). However, before diving into each enabling condition's details, it is important to review the mechanisms behind these enabling conditions. The key mechanisms identified in the literature are agency, resource mobilization, availability of opportunities (Dorado, 2005), power (Levy & Scully, 2007), and social skills (DiMaggio, 1988; Rao, 1998).

Agency is conceptualized as individuals' temporal orientation, that is, "a temporally embedded process of social engagement, informed by the past, but also oriented toward the future and toward the present" (Emirbayer & Mische, 1998: 962), and is reflected in individuals' motivation and creativity to break away from scripted patterns of behavior (Emirbayer & Mische, 1998). Individuals' temporal orientation is attributed to the fact that individuals are embedded in

one or more structures simultaneously, allowing them to move from one context to another (Emirbayer & Mische, 1998). Thus, depending on different orientations (i.e. past, present and future), individuals may reproduce or transform institutions. Dorado (2005) extended the idea of agency by proposing that one orientation would dominate, while all three orientations operate in conjunction and are simultaneously involved in individuals. Specifically, individuals would engage in routine behaviors when the past orientation is dominant, engage in sensemaking behaviors when the present is the dominant temporal orientation, and engage in strategic behaviors when future orientation dominates (Dorado, 2005).

Resource mobilization is integral to institutional change because individuals need resources to implement change, such as buffering the risks involved in not following norms reinforced by the existing institutions (Oliver, 1991), particularly when new forms threaten dominant positions (DiMaggio, 1988). A variety of resources have been introduced in the literature, such as cognitive, social and material support, social capital, culture, finance, authority, reputation, and political (Battilana et al., 2009; Creed et al., 2010; Dorado, 2005; Zilber, 2002). For example, in the aforementioned rape crisis center in Israel, employees leveraged meanings through interpretive acts, which were part of the political resources, in infusing actions with meaning through interpretation to maintain the originally feminist institution and advocate the newly therapeutical institution (Zilber, 2002).

Opportunities refer to “the likelihood that an organizational field will permit individuals to identify and introduce novel institutions...” (Dorado, 2005: 391). Opportunity has been identified early on as an important component of producing institutional entrepreneurs, as DiMaggio (1988: 14) put: “.... see in them (institutional change) an opportunity to realize interests...”, in which opportunities were framed as the identification of novel ideas. On the other hand, opportunities are

also identified as the likelihood that individuals will gain access and power and manipulate the political system (Eisinger, 1973; McAdam, 1996). Thus, opportunities occur when individuals imagine them, and persuade others to welcome them (Dorado, 2005).

Power refers to the imbalance between actors in the field where a ‘dominance hierarchy’ exists (DiMaggio & Powell, 1983) or a where few groups of actors operate at the apex while others survive at the bottom (Rao et al., 2000). Thus, power has been clearly implicated in institutional change as institutions reflect and reproduce power relations (Seo & Creed, 2002). Accordingly, organizational change has been traditionally viewed as the outcome of power (e.g., Barnard, 1968), because powerful individuals articulate their interests and employ their resources to reshape organizations. Moreover, contemporary scholarship suggests that power and institutions can affect each other so that individuals find it advantageous to change their organizations to acquire more power, just as institutions limit what individuals can do (Rojas, 2010).

Finally, social skills refer to the ability to motivate the cooperation of other individuals by providing them with common meanings and identities (Fligstein, 1997). The core of social skills is to take other people’s interests into account. By imaginatively identifying the common interests of groups, individuals are able to shape and meet the interests of those groups by figuring out actions that make sense (Fligstein, 1997). While agency, resource mobilization, opportunity, power, and social skills are all mechanisms that explain individuals’ engagement in the institutional change process, it is crucial to note that all of these need to be considered simultaneously because of the high interdependency and interconnections among them. Depending on different orientations (agency), individuals engage in various behaviors (i.e. routine, sensemaking, or strategic). Meanwhile, individuals mobilize resources by identifying potential opportunities, and deploy skilled social actions through recognizing the power between themselves

and others to engage in institutional change. Next, I will explain different conditions that influence individuals' engagement in the institutional change process.

2.5 Enabling Conditions

Broadly, three categories of enabling conditions are identified in the literature: field characteristics (Battilana et al., 2009), social position (Battilana, 2006), and individuals' characteristics (i.e. backgrounds) (Battilana & D'Aunno, 2009). Through the underlying mechanisms mentioned above, these factors influence individuals' engagement in institutional change.

2.5.1 Field characteristics

Field-level conditions, such as jolts and crises, degrees of heterogeneity, and degrees of institutionalization, are often interrelated and influence individuals' engagement in institutional change (Battilana et al., 2009). Jolts and crises include external events such as social upheaval, technological disruption, or regulatory changes (Child et al., 2007; Fligstein, 1997; Greenwood et al., 2002). External events refer to exogenous shocks that could trigger individuals' moments of self-awareness (Suddaby et al., 2016). Accordingly, they can reflect on and gain clear insight into the constraints imposed on them (Suddaby et al., 2016), potentially leading to individuals' engagement with the process of institutional change. The degree of heterogeneity refers to the degree of the presence of multiple institutional orders. The variance in the characteristics of different institutional arrangements derived from the institutional incompatibilities would cause institutional contradiction (Seo & Creed, 2002), which may trigger individuals' consciousness in their engagement with the institutional change, also called reflective capacity (Lawrence et al., 2011). Thus, the high degree of heterogeneity is likely to create opportunities for individuals to reflect on institutional-environment situations and take some critical distance from existing

institutional arrangements (Emirbayer & Mische, 1998; Seo & Creed, 2002), thus enabling them to engage in the institutional change process.

Institutionalization is where “social processes, obligations or actualities come to take on a rule-like status in social thought and action” (Meyer & Rowan, 1977: 341), which is both a process and a property variable (Tolbert & Zucker, 1996). Thus, the degree of institutionalization may influence individuals to become institutional entrepreneurs (Tolbert & Zucker, 1996). A lower degree of institutionalization indicates a high level of uncertainty in institutional order (Maguire et al., 2004), which provides opportunities for individuals to mobilize resources for strategic action (DiMaggio, 1988; Fligstein, 1997; Phillips et al., 2000). For example, in the study of the emerging field of HIV/AIDS treatment advocacy in Canada, institutional entrepreneurs tended to form in the emerging organizational field where the institutionalization of a new institution starts to emerge, as the emerging organizational field provided individuals with legitimacy in the eyes of stakeholders, the ability to connect with the stakeholders and resources to initiate change (Maguire et al., 2004). While the lower degree of institutionalization occurs commonly in the emerging field with a higher level of uncertainty and opportunities (Dejean et al., 2004; Lawrence & Phillips, 2004), it does not suggest that higher levels of institutionalization cannot be conducive to divergent change (Battilana et al., 2009). Instead, institutional entrepreneurship is also possible in the highly institutionalized field (Beckert, 1999). Although field characteristics, commonly viewed as exogenous factors, play an important role in enabling institutional entrepreneurs, individuals who are embedded in the same field are not equal to act as institutional entrepreneurs (Battilana et al., 2009). This suggests that individuals’ social position and their characteristics might be other enabling conditions.

2.5.2 Individuals' social position in the organizational field

Individuals' social position in the organizational field can influence individuals' cognition and decision making (Friedland & Alford, 1991; Scott, 2008). When individuals are located at the fringe of a field, their interests are unlikely to be aligned with the existing institutional arrangement, which favors actors who are at the apex of the institutional field; consequently, individuals who are marginalized by the dominant institutional arrangement have an incentive to get involved in changing the existing and dominant institution (Dorado, 2013). Thereby, they are more likely to be dissatisfied with the existing institutional arrangement and try to modify it (Battilana et al., 2009). For example, one longitudinal research study was conducted to explore how nurse practitioners (NPs) in Alberta, Canada, instituted change by legitimizing new practices in established ways of working. The existing institutional arrangement marginalized those NPs in northern Alberta because the 'nurse practitioner' title was not allowed for historical reasons. Accordingly, NPs' social position is at the fringe of the field, which provides them with incentives to run against the field's ideas and norms. Thereby, the study explored how those NPs are motivated to legitimize the new practices after the legislation was passed, allowing the 'nurse practitioner' title in 2002. Reay and her colleagues (2006) explored three interdependent, recursive, situated 'micro-processes', including cultivating opportunities for change, fitting a new role into prevailing systems, and providing the value of the new role that NPs tried to accomplish in the process of institutional change. This study demonstrated that individuals' social position in the organizational field (traditionally a marginal one) would enable them to engage in institutional change.

Institutional change is inevitably accompanied by resistance from those who defend the status quo when they are centrally positioned in a field, because they are aligned with the field's

ideas and norms and are favored by the existing institutional arrangement (Fligstein, 1997; Hensman, 2003), and such centrality constitutes a source of power for them. Such phenomenon is particularly manifested in a situation in Sicily, Italy, where the Sicilian Mafia, a criminal organization, has dominated the area for 150 years. A strong norm of paying ‘protection money’, known in Italian slang as *Pizzo*, has been widely perceived by many Sicilians as legitimate (Vaccaro & Palazzo, 2015). In such circumstances, individuals’ engagement aimed to successfully change such dominant institutions, and was influenced by the individuals’ positions in the field where resources, social skills, opportunities, and power are available for them. Vaccaro & Palazzo (2015) used a longitudinal study of Addiopizzo, an anti-Mafia organization founded in Sicily in 2004, which has succeeded in influencing and partly changing the dominant institution of Mafia, to explore how a group of young activists within Addiopizzo successfully leveraged the power of values, such as security or legality, to drive change in the context where the existing institution was highly resistant to change. While resistance to change is common in institutional change, and individuals who maintain the dominant institution are likely to be in the opposite position to those who are disrupting the same institution or creating a new institution that will replace the existing one, they may, sometimes, collaborate together in a field to change the institution. For example, drawing on an intensive case study of the sustainable tourism movement in the Dutch outbound tour operations field from 1980 to 2005, Van Wijk et al. (2013) demonstrated how individuals with different social positions in the field, such as independent activists and field incumbents, emerge and change the organizational field under challenge through a mutual cooptation.

Individuals’ ability to identify opportunities influences their engagement in the institutional change process, and opportunities are likely to be realized when individuals have novel ideas that assist them in engaging in change creatively. Thus, the influence of individuals’ social position on

their engagement in the change process could be manifested by their formal and informal positions in their organizational field. Accordingly, individuals' social positions (e.g., social networks) could influence their engagement because rich networks are more likely to generate novel ideas (e.g., Burt, 2004; Fleming et al., 2007). For example, Battilana & Casciaro (2012) used longitudinal survey data to analyze 68 organizational change initiatives undertaken in the United Kingdom's National Health Service. In addition, the degree of structural closure, referring to individuals' network contacts that were connected to one another, influenced individuals' engagement in the change process. Specifically, individuals in a rich structural closure were more likely to engage in changes that were divergent from the institutional status quo because a rich structure closure exposes individuals with nonredundant information, which creates opportunities that are not evident to others, and a rich structure closure reduces normative constraints imposed by the institution in which individuals are embedded (Battilana & Casciaro, 2012).

Individuals' social position could help them build strong ties, which could provide emotional closeness between two individuals and motivate them to invest time and energy in sharing complex, tacit, or confidential knowledge (Hansen, 1999). Consequently, affective bonds (Krackhardt & Stern, 1998) and trust (Levin & Cross, 2004) are likely to be formed between two actors and motivates one "to treat the other in positive ways, or at least not to do something that would hurt the other" (Krackhardt, 1992: 219). Using the same dataset, Battilana & Casciaro (2013) found that the trust derived from the strong ties could help individuals overcome resistance to change when trying to make changes through affective cooptation.

2.5.3 Individuals' social position in the organization

Individuals' social position in the organization includes their formal position (e.g., management role) or informal hierarchical position (e.g., tenure), which may provide individuals

with willingness, resources, and opportunities to conduct divergent change (Battilana, 2006). For example, drawing on ethnographic data of a rape crisis center in Israel, Zilber (2002) examined the role of organization members as carriers of the institution and their possible agency to infuse institutional change actions. Specifically, professionals in the center represented two different institutions: the old feminist institution, which viewed sexual assaults in social and political terms – as the outcome of women's inequality – and the new therapeutic institution, which advocated professional therapeutic interventions. Professionals utilized institutional meanings under each institution as political resources to maintain and change the institution in the center.

The key mechanisms behind individuals' social position within the organization influencing their engagement in the institutional change process are the power and resources associated with their social positions, either formal or informal (Battilana, 2006). Thus, individuals' engagement in institutional change is contingent on the power and resources derived from their social positions. For example, in a case study of the Third World Strike in San Francisco State College, Rojas (2010) explored how the college president prevailed in a dispute with student activists. Specifically, the author found that when lacking unilateral authority to enact new institutions, individuals can leverage symbolic resources, such as personal reputation and ties, into coercive resources, such as regulations or policies, to reach the goal of changing the existing institution. This study demonstrates the complex situation where a formal social position (college president) lending little actual power, intertwines with an informal social position (i.e. reputation), serving as symbolic resources that can be converted to power and influencing individuals' engagement in institutional change.

Individuals' social position in a particular setting (e.g., a team) may influence their engagement in the institutional change because the settings may provide unique business

perspectives and experiences, which assist them with identifying opportunities and mobilizing resources for change. For example, in a qualitative study of radical innovation in two European companies, PhemCo and Omega, Van Dijk et al. (2011) found that employees who were team members of Treemax, a relatively independent venture unit in PhemCo, were more active in engaging in a novel business field because the team was loosely coupled to the PhemCo organization, thereby offering the team members a boundary-spanning position, which enabled employees in the team to be more aware and critical of ambiguity toward innovations. This study exemplifies the intricate influences of individuals' social positions, such as teams in the organization, on their engagement in the institutional change process.

2.5.4 Individuals' characteristics

While individuals are an integral part of understanding institutional change, studies on individuals' engagement in institutional change tend to focus on the organizational field and organizational levels of analysis, and individual-level enabling conditions have been largely ignored (Reay et al., 2006). Although contextual factors such as organization and organizational fields need to be considered when exploring individual-level factors to fully resolve the paradox of embedded human agency (Battilana & D'anno, 2009), some empirical studies offer insight into how individuals' characteristics, such as educational, life, or professional experiences, may influence their engagement in the institutional change process. For example, in a study of Andrew Barclay Walker, a pioneer of directly-managed public houses, Mutch (2007) explored how Walker successfully developed his managerial system. Walker leveraged the resources and social skills derived from his Scottish background, such as education and church governance, and transferred the taken-for-granted practice to develop his managerial system. Similarly, through a longitudinal analysis of the top 100 business groups in Taiwan between 1977 and 1998, Chung and Luo (2008)

found that key leaders of second-generation business with a management education from the United States were less likely to have a family presence in the inner circle (family circle). Having less of a presence in the inner circle, in turn, provides the motivation, such as the imbalance of power, challenge of ability, and stiff competition, for key leaders to enact change.

Individuals' previous experiences also exert great influence on their engagement in the institutional change process as well. For example, Kraatz & Moore (2002) found that the executives of American liberal arts colleges who had recently moved roles migrated from colleges that had professional programs or moved from lower-status colleges, are more inclined toward controversial professional programs, such as vocational programs, and are more skilled in implementing such programs. Consequently, leaders of these colleges are more likely to adopt these programs, stressing the important role of individuals' previous work experiences in shaping their engagement.

Similarly, Boxenbaum and Battilana (2005) traced how and why three individuals transposed the American practice of diversity management to Denmark in 2002 and found that all three pursued careers in gender equality after graduating from university, and all of them worked as human resource professionals at the time of the transposition, suggesting that individuals' previous backgrounds are important individual-level conditions. Although individuals' characteristics are important enabling conditions, it is crucial to recognize the complex embeddedness in which individuals are nested. Individuals are nested in the team, which is embedded in the organizational field. Thereby, we should not examine enabling conditions in a vacuum. Instead, an interactive perspective should be adopted to recognize the intricate relationships (Battilana & D'Aunno, 2009).

2.5.5 Interactions of enabling conditions

Individuals' characteristics, social position (including within the organization and in the organizational field), and field characteristics work together to influence the formation of institutional entrepreneurs and their engagement in the institutional change process (Battilana et al., 2009). For example, in a case study of the National Health Service in England regarding a common organizational change of mainstreaming specialist cancer genetics services, Lockett et al. (2014) showed that individuals' social capital, such as economic capital, cultural capital, and social capital, equipped them with unique contexts, influencing their sensemaking about the organizational change. Such sensemaking, in turn, influenced their engagement in the change process. This study demonstrates the interactions between individuals' social position and sensemaking in the change process.

In addition, individuals are likely to be influenced jointly by their social position within the organization and organizational field and the field's degree of heterogeneity and institutionalization (Battilana et al., 2009). Such interactional effect is exemplified in the study of Creed et al. (2010) who argued that gay and lesbian ministers became institutional entrepreneurs, and their engagement changed the institution of heterosexism. Their formation and engagement in being institutional entrepreneurs in the institutional change were influenced by the interactions of their social position in the field (that of a marginalized identity), their social position in the organization (church leader), and the degree of heterogeneity and institutionalization that manifests as the tension between taken-for-granted beliefs regarding inclusiveness and social justice, and the institutionalized marginalization of LGBT people and their exclusion from the ordained ministry.

Individuals' everyday work may result in a shift in field-level ideas or norms, further indicating the interactions between enabling conditions. For example, Smets et al. (2012) explored how lawyers in Europe leveraging improvisations at work can generate institutional change from a professional warden of the public weal to a purely profit-oriented service provider. Through three data sources – observations, interviews, and archival materials, the authors captured the mundane activities, their ascribed meanings, and changes within and beyond the organization. Specifically, the authors discovered that individuals leveraged their social positions, both in the organization and the organizational field, into their daily improvisations at work and created the change at the field level. These empirical studies suggest that enabling conditions need to be considered simultaneously when unpacking how such enabling conditions could shape individuals' engagement in the change process.

2.6 The Institution of Workplace Heterosexism

Heterosexism refers to “an ideological system that denies, denigrates, and stigmatizes any nonheterosexual form of behavior, identity, relationship, or community” (Herek, 1990: 316). Early studies of heterosexism in the workplace suffered from the absence of theory on heterosexism, and thus most studies relied on related theoretical perspectives, such as discrimination and diversity (Ragins et al., 2001) to explore the experiences of sexual minorities (LG employees) in the workplace. As one specific institution, heterosexism has only recently been introduced into the management literature from the institutional theory (Chuang et al., 2011; Creed et al., 2010). From the institutional perspective, the institution of workplace heterosexism refers to “taken-for-granted discriminatory behaviors and policies against sexual minorities (LG employees) in the workplace” (Chuang et al., 2011: 192). Since the institution carries through different levels, ranging from the

world system to the interpersonal level (Scott, 2011), the institution of workplace heterosexism is mainly manifested at the policy level and interpersonal level. In a given organizational setting, the presence or absence of organizational policies associated with LG employees represents the managerial attitudes towards LG employees. On the other hand, the institution of workplace heterosexism is disseminated as a way of interaction between colleagues, such as daily communication. Due to the institution's stable nature, the institution of workplace heterosexism may still be high at the interpersonal level, even in the presence of organizational policy that explicitly protects sexual minorities.

Chuang et al. (2011) explored the factors that influence organizational decisions to adopt policies supportive of lesbian and gay employees through the interactive influences of three institutional mechanisms: coercion, mimesis, and normativity (DiMaggio & Powell, 1983; Scott, 2011). In a sample of Fortune 500 corporations between 1990 and 2003, the authors used state legal environments that supported sexual minorities (via a number of state nondiscrimination laws), benefits adoption by similar others (using cumulative numbers of adoptions by others in the same industry and in the same state), and press coverage of benefits (examining the overall tenor in press coverage from the top five newspapers in the United States) to capture coercive, mimetic and normative mechanisms and the interactions between them respectively. The authors found that the positive relationship between the state laws and the corporations' decision to provide same-sex benefits was strengthened by the cumulative number of adoptions within the industry, and such cumulative number of adoptions in the state weakened the positive effects of both state laws and overall tenor of press coverage on such a decision. Consistent with the institutional theory, this study demonstrated that the institution of workplace heterosexism at the organization level is

influenced by the three mechanisms interactively, shedding light on both institutional theory and sexual minority studies in the workplace.

On the other hand, Creed et al. (2010) turned the focus to explore how gay and lesbian ministers became the change agents in changing the institution of workplace heterosexism. Through ten in-depth interviews with gay and lesbian ministers between 2001 and 2003 in the United States, the authors explored how professional identity was served as a key process that addressed those individuals' salient institutional contradictions between their role as church leaders and their marginalized gay and lesbian identities. Specifically, the process started with the internalization of institutional contradiction involving shame and self-hatred, compartmentalization and denial of identity, identity reconciliation work that included theologizing the personal, healing and accepting, authenticity and integrity, and ended with role claiming and use of it to underpin challenging orthodoxy from within, and be the change. Thus, this study illustrated the complex process of how marginalized individuals resolved their institutional contradiction through their professional identity and started to act as change agents to change the institution of workplace heterosexism, corresponding to the key term in the institutional theory – the paradox of embedded agency (Holm, 1995; Seo & Creed, 2002). Similarly, Buchter (2021) demonstrated that insider activists are influential in implementing policy change toward protecting sexual minorities. Specifically, insider activists used implementation resources, such as free and ready-to-use content and models, to ensure that diversity policies were increasingly relevant for sexual minorities in France. These studies shed light on the possibility that sexual minority employees (LG employees) can be change agents and are not always the victims of workplace heterosexism.

2.7 Conclusion

The literature review on institutional change reveals that individuals play an important role in the institutional change process. Individuals' engagement in institutional change is influenced by factors such as field characteristics, their social position in the organizational field and within the organization, and their own characteristics. Nevertheless, it is important to recognize that individuals are embedded in the institutional arrangements. Thus, to be consistent with the paradox of embedded agency (Holm, 1995; Seo & Creed, 2002), while individuals could engage in institutional change when experiencing institutional contradictions, they are influenced, shaped, and constrained by the institution they work in. In addition, the review of the institution of workplace heterosexism indicates that sexual minorities are not always victims of workplace heterosexism. Instead, institutional contradiction experienced by sexual minorities could possibly transform them to engage in institutional change. The next chapter will discuss in detail how lesbian and gay employees are impacted by workplace heterosexism, and their responses toward workplace heterosexism.

Chapter 3 THE IMPACT OF WORKPLACE HETEROSEXISM ON LESBIAN AND GAY (LG) EMPLOYEES AND THEIR RESPONSES

The literature review in this chapter follows the mainstream studies of sexual minority members that focus on lesbian and gay (LG) employees in the workplace. LG employees often face discrimination on the basis of their sexual orientation (Button, 2001, 2004; Ragins, 2001, 2004). As a result, the studies of LG employees in the workplace have proliferated in the past few decades (Byington et al., 2021), and a variety of empirical and review papers have provided great insight on how different factors, such as anti-discrimination legislation on the basis of sexual orientation, could reduce the discrimination against LG employees (Hebl et al., 2016), influencing the way LG employees manage (e.g. conceal or disclose) their sexual orientation (Jones & Kings, 2014) and career choices (McFadden, 2015).

Since the present study primarily concerns how LG employees in their workplaces engage in the behaviors that aim to change the institution of workplace heterosexism, the literature review thus focuses on the impact of workplace heterosexism on individuals' responses and outcomes. The articles included were primarily published in leading peer-reviewed management journals: *Journal of Vocational Behavior*, *Journal of Applied Psychology*, *Journal of Management*, *Journal of Business and Psychology*, *Academy of Management Journal*, *Administrative Science Quarterly*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, *Human Relations*, *Journal of Organizational Behavior*, *Organization Science*, *Group & Organization Management*, *Journal of Occupational Health Psychology*, *Journal of Occupational and Organizational Psychology*, and *Human Resource Management*. In addition, some highly influential articles have been included, such as those published in the *Journal of Counseling Psychology*.

The central themes around understanding LG employees' experiences in the workplace have been centered around LG employees' perception of workplace heterosexism, which impacts LG employees' work-related experiences (e.g., work attitudes or stress), and LG employees' responses toward workplace heterosexism (e.g., concealment or disclosure of sexual orientation). Figure 3.1 depicts the overall roadmap of the literature review. The literature review starts with understanding the workplace heterosexism manifested at both organizational and interpersonal levels. Next, LG employees' perceptions of workplace heterosexism that link to the impact of workplace heterosexism on LG employees and LG employees' responses towards workplace heterosexism are explained, respectively. Finally, the relationship between LG employees' responses and the impact of workplace heterosexism is reviewed.

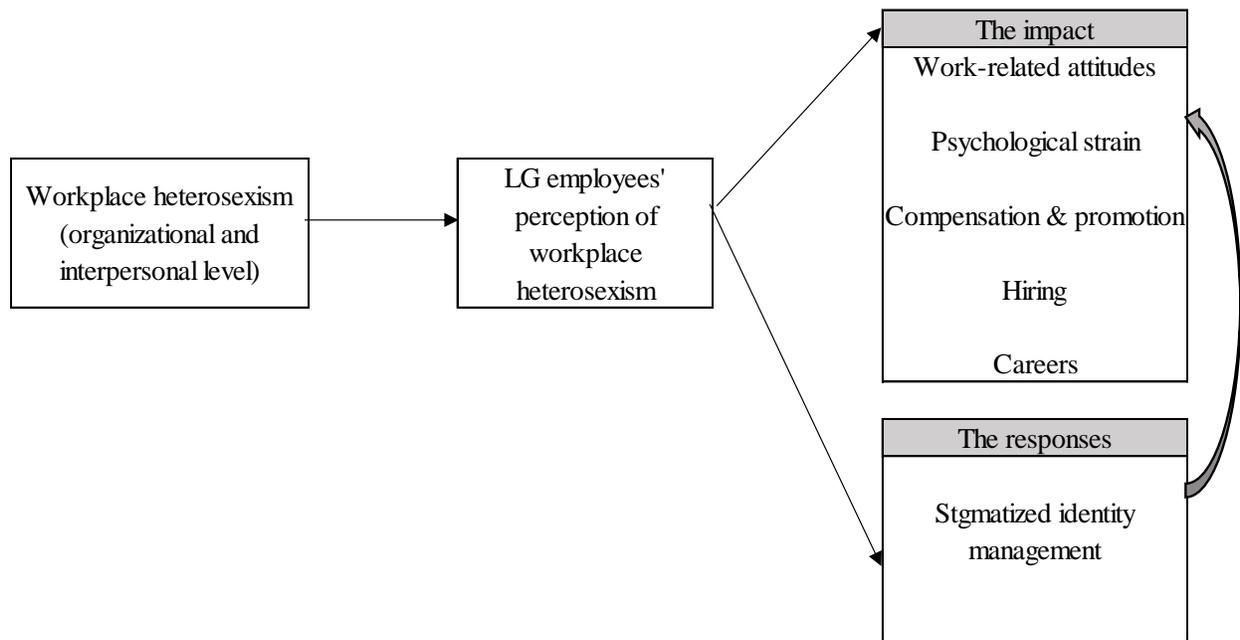


Figure 3.1 Literature Review Map – individual results.

3.1 Workplace Heterosexism

Heterosexism is defined as “an ideological system that denies, denigrates, and stigmatizes any nonheterosexual form of behavior, identity, relationship or community” (Herek, 1992: 89). Workplace heterosexism has been conceptualized as one type of institution, which refers to “taken-for-granted discriminatory behaviors and policies against LG employees in the workplace” (Chuang et al., 2011: 192). Since the essence of workplace heterosexism is the discrimination against LG employees, scholars have recognized that organizations need to provide support, such as formal non-discriminatory policies, and offer supportive interpersonal relationships to LG employees to combat workplace heterosexism and reduce discrimination (Webster et al., 2018), suggesting that the manifestations of workplace heterosexism lie at both organizational and interpersonal levels. However, the studies showed that while formal policies are necessary, they are not sufficient. Organizational formal policies that protect LG employees must be consistently implemented, enforced, and embedded in the organization’s climate (e.g., interpersonal relationships) (Webster et al., 2018). Further, studies also indicated that supportive work relationships have a more significant impact than formal policies in predicting positive work outcomes for LG employees (Triana et al., 2021). By recognizing this implication, the present study focuses on workplace heterosexism that lies in interpersonal relationships.

Since the workplace is independent from most employees’ social lives (e.g., family and friends), it is important to study the workplace as LG employees may behave differently in this context. Further, most LG employees need to interact with their coworkers in the workplace on a daily basis, and few of them have a choice about the attitudes and behaviors of their coworkers (Waldo, 1999). Therefore, understanding the experiences of LG employees in the workplace could

help us explore how workplace heterosexism impacts LG employees and how LG employees respond to workplace heterosexism.

3.1.1 LG employees' perception of workplace heterosexism

LG employees' perception of workplace heterosexism – in other words, perceived discrimination – is the key to understand how workplace heterosexism impacts LG employees. For example, Ragins & Cornwell (2001) proposed that LG employees' perceptions of workplace discrimination are influenced by the team composition, supportive policies and practices in the organization, and protective legislation. Specifically, the authors found that LG employees in a team composition where there were gay supervisors, or a greater proportion of gay coworkers, would perceive less workplace discrimination. Additionally, the supportive organizational policies and protective legislation would also lead to the perception of less workplace discrimination. Similarly, Button (2001) used the construct of treatment discrimination, which refers to the discriminatory treatment through, for example, fewer rewards, resources, or opportunities toward members of a group, to capture the perception of discrimination. Again, the author found that supportive organizational policies would reduce the treatment discrimination experienced by LG employees.

While individuals' perceptions toward workplace heterosexism are critical to understanding LG employees' experiences and responses, it is surprising that perceived discrimination was the least studied outcome (Webster et al., 2018). Two possible reasons may explain such a phenomenon: 1) the relationship between workplace heterosexism and perceived discrimination is straightforward and intuitive, and the negative relationship between supportive organizational policies and practices and perceived discrimination has been consistently empirically studied in the early studies of LG employees in the workplace (Button, 2001; Ragins & Cornwell, 2001). As a result, recent studies take it as an underlying assumption. 2) The

operationalization of the construct of perceived discrimination is not universally agreed upon in the literature. For example, Waldo (1999) used the WHEQ to capture perceived discrimination by asking respondents to indicate the frequency of incidents where LG employees were being discriminated against in the workplace, using questions such as “how often have you experienced that your coworkers or supervisors told offensive jokes about LG employees.” In addition, some studies adapted James et al., (1994) workplace prejudice/discrimination inventory to capture the perceived discrimination as a general feeling, such as “prejudice against gays and lesbians exists where I work” (Muñoz, 2005; Ragins et al., 2001). Other studies developed specific items for their own studies (Ragins et al., 2007; Tejda, 2006). Although different approaches of operationalizing the construct of perceived discrimination, the meta-analysis revealed an overall negative relationship between workplace contextual support (e.g., policy and interpersonal relationship) and perceived discrimination (Webster et al., 2018).

3.2 The Impact of Workplace Heterosexism on LG Employees

The impact of workplace heterosexism on LG employees is broadly categorized into work-related attitudes, psychological strain, compensation and promotion, hiring, and career choices. The theoretical foundation of understanding the negative impact of workplace heterosexism on LG employees has heavily relied on the stigma theory (Goffman, 1963) and minority stress associated with stigma (Meyer, 1995; 2003). A stigma is an attribute that is “tainted, discounted, and deeply discredited” (Goffman, 1963: 3). Stigma theory proposes that stigmatized individuals and groups are often viewed as inferior, flawed, or deviant because the attributes or characteristics they possess reflect a flawed social identity (Goffman, 1963). Consequently, individuals or groups with stigmatized identities (e.g., LG employees) are likely to experience prejudice and discrimination

from interacting with others (Blascovich et al., 2001) and tend to conceal their identity due to the fear of being discriminated against (Goffman, 1963). Accordingly, individuals with stigmatized identities are likely to experience additional stress because of discriminatory events, fear and expectations associated with such events, internalized heterosexism which involves the negative societal attitudes LG employees developed, and anxiety of concealing their stigmatized identity (Meyer, 1995, 2003).

Work-related attitudes include LG employees' job and career attitudes, job satisfaction, organizational commitment, and desire to withdraw from the immediate work environment (e.g., through absenteeism or tardiness), and intention to quit their jobs. For example, Ragins & Cornwell (2001) used a national sample of 768 gay and lesbian employees and found that perceived discrimination was negatively associated with LG employees' job and career attitudes. Similarly, in a sample of 537 gay and lesbian employees in the United States, Button (2001) found that treatment discrimination was negatively related to job satisfaction and organizational commitment because lower levels of treatment discrimination prevented individuals from accessing the rewards, resources, and opportunities that they legitimately deserved (Greenhaus et al., 1990).

Building on minority stress (Meyer, 1995), Waldo (1999) expanded job satisfaction to include psychological distress and other work-related attitudes when exploring LG employees' workplace experiences. Using the WHEQ that captures both direct heterosexism, such as malicious jokes against individuals due to their sexual orientation and indirect heterosexism, through questions such as "Why don't you have a girl/boyfriend?", the author found that perceived discrimination was positively associated with psychological distress, the desire to withdraw from work, and the intention to quit.

LG employees may also experience discriminatory treatment in their compensation and promotion opportunities due to their sexual orientation. Badgett (1995) was the first to use a pooled 1989 to 1991 dataset from the General Social Survey (GSS) to explore the wage differences between LG employees and their heterosexual counterparts. The author found that gay and bisexual male workers earned less than heterosexual male workers, but such a difference was not consistently significant between lesbian and bisexual women and heterosexual women. In a national random sample of 768 respondents, Ragins & Cornwell (2001) found that while perceived discrimination was negatively associated with opportunities for promotion and promotion rate, no relationship was found between perceived discrimination and compensation. Recent studies have shown that gay men earn less than heterosexual men (Carpenter 2007; Elmslie & Tebaldi, 2007; Klawitter 2011), whereas most studies found that lesbians earn significantly more than heterosexual women (Antecol et al., 2008; Black et al., 2003; Jepsen, 2007). Interestingly, using the British Workplace Employment Relations Study (WERS), Wang, Gunderson & Wicks (2017) found no difference in earnings between gay men and heterosexual men, while lesbians received significantly more than heterosexual women. The differences of these mixed results may be explained through the sample size, measurement of sexual orientation (e.g., self-report and experiment), work intensity, and diversity and equity management policies in different contexts (e.g., UK and USA) (Klawitter, 2015).

Hireability is another challenge LG employees may encounter when seeking employment. In contrast with perceived discrimination that focuses on how employees are treated after they are hired, access discrimination looks at the differential access that LG employees have to employment opportunities (Dwertmann et al., 2016). A series of studies have been conducted to explore LG employees' hireability. In an experimental design, Van Hoye & Lievens (2003) found that there

was no discrimination on the basis of sexual orientation among 135 selection professionals in terms of hireability ratings. On the other hand, in a field experiment, Hebl et al. (2002) found out that confederates who applied for retail jobs while wearing hats that read “Gay and Proud” were treated more negatively and received less interest from store employees. Such discrimination against LG employees’ hireability may be moderated by the gender of the hiring person, as females tend to favor gay and lesbian applicants over their male counterparts (Cohen et al., 2009). For example, through reviewing applicants’ resumes, Everly et al. (2016) found that men perceived gay and lesbian job applicants as less hireable, but women perceived gay and lesbian job applicants as more hireable than heterosexual job applicants. Further, stereotypes about sexual orientation would also influence the hiring process because of the role congruity between stereotypes and social categories of traits (Eagly & Karau, 2002). For example, Rule et al. (2016) found that gay and straight men were rated as more suited to professions consistent with stereotypes about their groups, such as nursing for gay men, and engineering for straight men. These empirical studies suggest that LG employees do experience discrimination in the hiring process. However, other factors, such as the gender of the hiring person or stereotypes of LG employees, may play a moderating role.

Other than the negative impact LG employees experience in the workplace, perceived discrimination and the fear of being discriminated against by others greatly impact LG employees’ career trajectories. For example, in a qualitative study with 10 lesbians aged between 30 and 45, Boatwright et al. (1996) found that the participants’ career trajectories have been influenced by their sexual orientation, resulting in 1) education delay, 2) career derailment, and 3) participants feeling that they are behind schedule. These impacts were mainly derived from the extensive energy devoted to reconciling their identity as LG employees and resolving the depression and

anxiety derived from the discrimination imposed on their lives and work. However, LG employees' career development may not always be negatively impacted, as LG employees' attitudes have become more positive (Everly et al., 2016). For example, Adams et al. (2005) found that the perception of being different due to their sexual orientation actually brought about a positive experience in Latino lesbian and gay youths' career development. The multiple identities (i.e. ethnicity, sexual orientation, etc.) allowed these LG youths to obtain greater self-efficacy at achieving occupationally, because they were inoculated from the potential failures or difficulties by seeing themselves as different from those surrounding them. Further, all participants believed strongly that their sexual orientation would not restrict their future career choice as they demonstrated resilience in the face of heterosexism.

LG employees' career choice may be influenced by their job characteristics, such as task independence, and the occupation's level of social perceptiveness. Task independence refers to the degree to which an occupation allows the workers to perform his or her tasks without substantially depending on coworkers or supervisors (Kinggundu, 1981, 1983; Klein, 1991). Examples of occupations with high task independence are taxi drivers or massage therapists. An occupation with high task independence reduces the interaction between LG employees and their coworkers, mitigating the fear of revealing sexual orientation, which, in turn, influences their career choices. In addition, LG employees may choose occupations requiring relatively high levels of social perceptiveness in dealing with customers and clients. Social perceptiveness refers to the capacity to anticipate and accurately perceive others' intentions and reactions (Simon, 1966; Gilbert and Kottke, 2009). Examples of occupations with a high level of social perceptiveness are psychologists and teachers. Past research has suggested that individuals can combat the negative stereotypes from their peers through heightened sensitivity and responsiveness to social cues about

behavior expectations (Flynn et al., 2001) by closely attending to social interactions and monitoring and identifying the opinions of others (Pachankis, 2007), which helps LG employees assess and navigate potentially hostile social environments (McDavitt et al., 2008). Tilcsik et al. (2015) used two nationally representative surveys in the United States for 2008–2010 to examine the effects of task independence and social perceptiveness on LG employees' career choices. They found that LG employees were likely to choose the occupation in which concealment or selective disclosure was easier, and where revealing their sexual orientation would have fewer negative repercussions. Thus, occupations with a higher degree of task independence and social perceptiveness are preferred choices for LG employees.

A lower level of task independence indicates a higher level of task interdependence, which may play different roles in influencing LG employees' job-seeking and workplace experiences. For example, hirers are less likely to perceive a fit between LG job applicants and a high-task-interdependent job, and they may feel threatened and expect their coworkers to feel the same way due to the LG applicant's stigmatized identity (Lim et al., 2018). However, LG employees are less likely to be excluded from their coworkers if there is high task interdependence because interpersonal contact between majority and minority group members effectively reduces prejudice between them (Allport, 1954). For example, in two different studies, Lim et al. (2018) found that gays and lesbians were discriminated against in the task-interdependent occupations by the hiring person; however, they were more likely to be invited to socialize outside of work by coworkers if they were in task-interdependent jobs.

3.3 Responses of Lesbian and Gay Employees Towards Workplace Heterosexism

LG employees are facing discrimination on the basis of their stigmatized identities. As the primary responses towards workplace heterosexism, LG employees tend to manage their sexual orientation carefully to avoid negative repercussions. However, since not all types of social stigma are equally visible (Goffman, 1963), sexual orientation is not readily visible compared to other types of stigmatized identity (e.g., disability or blindness). Thus, LG employees must decide whether to “display or not to display; to tell or not to tell; to let on or not let on; to lie or not to lie; and in each case, to whom, how, when, and where” (Goffman, 1963: 42). Accordingly, stigmatized identity management refers to a set of strategies utilized by individuals with a stigmatized identity (e.g., LG employees) to avoid negative personal consequences of stigmatization (Ramarajan & Reid, 2013). The strategies include the degree of disclosure of sexual orientation (e.g., to disclose to everyone, or to nobody) and the way LG employees disclose or conceal their stigmatized identity (e.g., through signaling). Since LG employees are able to manage their stigmatized identity, numerous studies have been devoted to exploring the antecedents, mechanisms, and consequences of stigmatized identity management of LG employees in the workplace.

3.3.1 Disclosure

Self-disclosure refers to the “act of making yourself manifest, showing yourself so others can perceive you” (Jourard, 1971: 19). While this early definition includes both verbal and nonverbal ways of disclosure, the current review focuses on verbally expressing a concealable stigmatized identity of sexual orientation. The literature has documented that LG employees’ decision of disclosure is highly contingent on factors, such as contextual factors (e.g., organizational policy, climate, interpersonal relationships, and team composition), individual

differences (e.g., self-acceptance), and affect. The underlying mechanism is commonly rooted in the stigma theory that discrimination and stigma effects due to their sexual orientation (Goffman, 1963).

For example, in a sample of 534 lesbian, gay and bisexual (LGB) employees, Ragin & Cornwell (2001) found that organizational policies and practices that protected LGB employees were negatively associated with perceived workplace discrimination, which, in turn, increased the number of disclosure decisions. Further, LG employees are more likely to disclose their sexual orientation when there are other LG employees in their workgroups (Ragins et al., 2007) because a social identity process is triggered, others with similar identities may offer group affirmation and support that alleviate fears associated with disclosure (Tajfel & Turner, 1986). In addition, King et al. (2008) found that the supportiveness of an organization's climate may be more critical than timing or method of disclosure for LG employees, suggesting that both situational and contextual characteristics influence the disclosure decision.

Individual differences may also influence LG employees' disclosure decisions in the workplace. For example, in a sample of 379 lesbian and gay employees, Griffith & Hebl (2002) found that self-acceptance, the centrality of one's identity, and the degree of disclosure to friends and family were associated with disclosure behavior at work. Specifically, the degree of self-acceptance refers to how much LG employees embrace their sexual orientation. Individuals with a higher degree of self-acceptance are more likely to disclose their identity than those with a lower degree of self-acceptance, and this is associated with better mental health and coping skills in dealing with prejudice (Bohan, 1996, Garnets et al., 1990). The centrality of sexual orientation concerns the extent to which an individual defines themselves as a gay man or a lesbian. In some cases, individuals with the higher centrality may not feel accepted or at ease with others until they

have disclosed (Bohan, 1996; Laurenceau et al., 1998), thus, individuals with a central identity are more likely to disclose their sexual orientation. LG employees who already disclosed their sexual orientation to their families and friends are likely to disclose their sexual orientation to other coworkers because being ‘out’ to their families and friends may buffer individuals’ fears and anxieties in the workplace (Lewis, 1984, Savin-Williams, 1989).

Other individual differences, such as race and gender, may also influence LG employees’ disclosure decisions. For example, Ragins et al. (2003) found that there is no difference between lesbians and gay men in disclosing their sexual orientation. However, gay employees of color were less likely than gay Caucasians to disclose their sexual orientation at work because of the intersectionality of sexual orientation and other stigmatized identities (e.g., race) that causes the combined effect of “double or triple jeopardy.” Like the team composition of similar individuals that would facilitate disclosure (Ragins et al., 2007), the authors found significant demography effects for similarities based on sexual orientation and the race of supervisors. The results suggest the necessity of considering multiple stigmatized identities when exploring the LG employees’ disclosure decisions.

While fear of stigmatization is a primary explanation for LG employees’ disclosure behavior in the workplace, the disclosure decision is driven not only by fear but also by the need to authenticate their identity (Griffin, 1992). For example, Ragins (2007) found that LG employees who had past experiences with discrimination would fear more negative consequences of disclosure than those who did not have such experiences, because past experiences of discrimination had increased their awareness of the potential for discrimination in the current position. However, LG employees with past experiences of discrimination were more likely to disclose their sexual orientation than those who did not have such experiences. This suggests that

fear cannot fully explain the disclosure decision, and other factors, such as authenticity, may help explain why some LG employees disclose their sexual orientation at work while others don't.

Affect may also play an important role in understanding LG employees' disclosure decisions and behavior. For example, while there was little support found for the claim that LGB employees' concealment or disclosure behavior is driven by affect, Mohr et al. (2019) found that LGB employees experienced increased positive affect after disclosure and increased negative affect was experienced after concealment. This is because LG employees who engaged in disclosure were likely to generate positive moods, such as self-assurance and vigor, which would help enhance interpersonal self-efficacy, encourage a view of effortful activities as rewarding and personally meaningful, decrease focus on potential risks, and increase awareness of opportunities (Chaudoir & Fisher, 2010; Pachankis, 2007). On the other hand, negative moods, such as anger, anxiety, or fatigue, are commonly accompanied by LG employees who engage in concealment behaviors, which is often fueled by fear and anxiety (Chaudoir & Fisher, 2010; Pachankis, 2007).

3.3.2 Stigmatized identity management

The way LG employees manage their stigmatized identity is way more complicated than deciding whether or not to engage in disclosure. simply disclosure. Individuals with concealable stigma (e.g., LG employees) need to decide how to reveal and pass in the face of dealing with their identity. A variety of strategies have been identified. When LG employees conceal their identity, they can choose to pass by assuming a false heterosexual identity or by avoiding the topic (Button, 2004; Clair, 2005). On the other hand, integrating, signaling, normalizing, and differentiating are strategies LG employees may use to reveal their identity (Button, 2004; Clair, 2005).

For example, in a sample of 423 lesbian and gay individuals, Button (2004) found that LG employees may counterfeit a false heterosexual identity and avoid talking about issues of sexuality

when they experience a higher level of treatment discrimination. On the other hand, an integrating strategy is more likely to be used when LG employees experience lower treatment discrimination. King et al. (2017) furthered this line of research by investigating when LG employees utilized different strategies in the workplace. In a sample of 61 LG employees over three weeks, the authors found that the employees managed their stigmatized identities strategically according to situational characteristics, including the interaction partner cues of acceptance or rejection, and the perception of organizational climate and policies. These findings suggest that LG employees use various strategies in different situations, and sometimes the strategies may be used in combination.

It is apparent that LG employees' strategies in managing their stigmatized identity are through interaction with other coworkers in the workplace. Thus, LG employees' use of identity management strategies is largely dependent on how other coworkers perceive, respond, and react toward the identity of sexual orientation. For example, in a qualitative study with 31 LG employees, Van Laer (2018) showed that the strategies LG employees utilized were shaped through the interactions with their coworkers in relation to attribution, evocation, and circulation, indicating that coworkers exert great influence on how LG employees use the identity management strategies. On the other hand, LG employees' identity management strategies may also influence how their coworkers respond toward those strategies. For example, Lyons et al. (2020) found that heterosexual employees were more threatened by LG employees' disclosure because disclosure strategies sometimes pose a threat to norms that favor the value of heterosexual identity (Ragins, 2004). Accordingly, when such an identity is being threatened, heterosexual employees may engage in strategies to defend their heterosexual identities, such as re-thinking their own identity or interpersonal strategies that minimize the source of the threat.

3.4 The Relationship Between the Response and the Impact of Workplace

Heterosexism

Stigmatized identity management is difficult, as LG employees need to carefully scan the environment and constantly decide when and how to disclose or conceal their sexual orientation, which would impact upon their workplace experiences. For example, in a study of 123 lesbian employees, Driscoll et al. (1996) found that the disclosure of their sexual orientation would influence occupational stress and coping, which in turn would affect general work satisfaction because the heightened stress associated with disclosure and dealing with professional-identity adjustment would reduce the work satisfaction (Dawis & Lofquist, 1984). However, disclosure may not always have an adverse impact. For example, in a survey of 744 LG employees, Day & Schoenrade (2000) found that disclosure of sexual orientation was significantly associated with affective commitment and conflict between work and home. When the organization supported LG employees, LG employees tended to disclose their sexual orientation, which in turn increased their psychological commitment to their current organization. Disclosure of sexual orientation in the workplace could also reduce role conflict between work and home as LG employees experience less stress from concealing their sexual orientation.

Concealing sexual orientation in the workplace is not effortless. Instead, it requires extensive efforts to deal with stress and anxiety (Levine & Leonard, 1984; Neely Martinez, 1993; Seal, 1991), resulting in dissatisfaction, feeling misunderstood, pressured, detached, and alienated (Day & Schoenrade, 1997). However, LG employees who have already disclosed their sexual orientation may not have the same experience. Such difference could be explained through the equity theory perspective (Walster et al., 1978), which posits that workers tend to adjust job performance accordingly when they perceive inequity, which would have implications on job

satisfaction and related workplace attitudes. Since LG employees who disclosed their sexual orientation have ‘tested the waters’ regarding fair treatment in their organization before revealing their sexual orientation, LG employees who disclosed their sexual orientation may experience fewer negative attitudes than those concealing their sexual orientation. For example, in a sample of 900 LG employees, Day & Schoenrade (1997) found that compared to LG employees who had disclosed their sexual orientation, LG employees who concealed their sexual orientation experienced less affective commitment, lower job satisfaction, higher role ambiguity, and role conflict between work and home.

3.5 Conclusion

The literature review on LG employees in the workplace shows that LG employees encounter considerable challenges that are primarily derived from workplace heterosexism. Workplace heterosexism adversely impacts LG employees’ work-related attitudes (e.g., job satisfaction), well-being (e.g., psychological strain), performance (e.g., promotion), and career. To avoid being discriminated against, LG employees need to manage their stigmatized identity carefully (i.e. to disclose or conceal), which would further impact their workplace experience.

Therefore, organizations need to take action to reduce workplace heterosexism. For example, organizational efforts, such as non-discriminatory policies and practices, could mitigate such adverse effects (Triana, 2021; Webster, 2018) and reduce the fears and anxiety felt by LG employees around disclosing sexual orientation at work (Jones & King, 2014). Madera et al. (2013) demonstrated that participants who developed sexual-orientation supportive goals reported more supportive behaviors and attitudes toward LG individuals than those who did not, suggesting that goal setting is important in diversity training initiatives. In addition, a diverse and inclusive workplace requires every employee’s participation, especially heterosexual employees. In two

experimental studies, Dahling et al. (2016) found that heterosexual employees who have a high level of LG identity (e.g., feeling a bond with members of the LG community) exhibit high resistance responses such as intention to exit, neglect, voice, and collective action, and a low level of loyalty to the organization when the organization presents an anti-equality position. This is because an organizational anti-equality position threatens the status and value of the group due to the social identification (Tajfel & Turner, 1986), and such group-directed threat is likely to yield strong, retaliatory reactions when a person strongly identifies with the threatened group (Ellemers et al., 2002). This suggests that it is imperative for organizations to foster a diverse and inclusive workplace environment, which would be beneficial for both LG employees and heterosexual employees.

Chapter 4 LG EMPLOYEES CHANGING THE WORKPLACE HETEROSEXISM

4.1 Literature Gap and Research Questions

The review of literature on LG employees in the workplace (Chapter 3) reveals that the studies of LG employees have dominantly focused on the challenges LG employees encounter in terms of workplace heterosexism, the impact workplace heterosexism exerts on LG employees, and LG employees' responses toward workplace heterosexism (i.e. stigmatized identity management). However, do LG employees engage in behaviors to change workplace heterosexism (i.e. disrupt workplace heterosexism or advocate equal treatment) as a response toward workplace heterosexism? In fact, the literature review on institutional change (Chapter 2) showed that LG employees do engage in actions aiming to change workplace heterosexism (e.g., Creed et al., 2010; Buchter, 2020). However, these studies focused on LG employees who were either entrepreneurs (e.g., Creed et al., 2010) or activists (e.g., Buchter, 2020), with resources, opportunities, and social skills that enabled them to engage in the change process. Apparently, not all LG employees are entrepreneurs or activists, and LG employees do not have access to the amount of resources, opportunities, and social skills that entrepreneurs or activists have. Therefore, the next question that needs to be asked is, "Do LG employees engage in behaviors to change workplace heterosexism?"

Literature on LG employees has suggested that LG employees would also participate in changing behaviors. Several conceptual papers posit that individuals with invisible stigmatized identities (e.g. LG employees) would engage in change-oriented behaviors by disclosing their sexual orientation (Chaudoir & Fisher, 2010; Clair, 2005; Raggins, 2008). Few empirical studies confirm such an argument. For example, Creed and Scully (2000) observed that individuals could

lay the groundwork for social changes by making one's identity visible. Button (2004) showed that one of the integrating identity management strategies LG employees use in the workplace (disclosure) is used to advocate equal treatment or educate others through interpersonal encounters. All of these suggest that LG employees do engage in behaviors in the workplace to change workplace heterosexism.

However, this line of research has an important limitation, as the behavior in relation to changing workplace heterosexism has been limited only to the disclosure of sexual orientation (Chaudoir & Fisher, 2010; Clair, 2005; Raggins, 2008). I argue that understanding LG employees' engagement in changing workplace heterosexism can go beyond such disclosure for three reasons. First, although one of the motives of disclosing sexual orientation would be to change workplace heterosexism, the change-oriented motive is often mixed with other motives for disclosure, such as bringing the individual a sense of relief and renewed energy (Clair et al., 2005; Woods, 1994), building a closer interpersonal relationship and increasing self-esteem and affirmation (Corrigan & Matthews, 2003), or being authentic to their own identity (Raggins, 2007). Thus, studying the LG employees' motive in the context of the disclosure may not be sufficient to distinguish the change-oriented motive from other motives, limiting our understanding of LG employees' daily work activities.

Second, disclosing sexual orientation in the workplace is not a typical daily event. Thus, it is unlikely that LG employees would engage in change-oriented behaviors by repeatedly disclosing their sexual orientation. While disclosure is one form of change-oriented behavior (Creed, 2003; Raggins, 2008), it is necessary to explore LG employees' other daily change-oriented behaviors due to disclosure characteristics. Third, the focus on disclosure as a change-oriented behavior of LG employees would lead us to overlook other behaviors that do not necessarily involve disclosure.

For example, employees may use signals, such as ambiguous language or nonverbal cues, without disclosing their sexual orientation, to reach the goal of changing others' opinions without explicitly disclosing their identity. All of these suggest that it is important to explore LG employees' daily activities that aim to change workplace heterosexism, and which go beyond disclosure of sexual orientation.

The present study aims to answer three questions to address the literature gap mentioned above. First, what factors would prompt LG employees to change workplace heterosexism? Second, what behaviors would LG employees display in the workplace to change workplace heterosexism? Third, what are the contingent factors that may impede or facilitate such a process? I integrate the ideas from institutional change and proactive behaviors literature to guide the study.

4.2 Theoretical Background

Institution refers to “taken-for-granted repetitive social behavior that is underpinned by normative systems and cognitive understandings that give meaning to social exchange and thus enable self-reproducing social order” (Greenwood et al., 2008). Drawing from the institutional perspective, the institution of workplace heterosexism has been conceptualized as “taken-for-granted discriminatory behaviors and policies against LG employees in the workplace” (Chuang et al., 2011: 192). While the manifestations of the institution of workplace heterosexism lie at different levels in organizations (i.e. in organizational policy and interpersonal relationships), recent meta-analysis studies have shown that interpersonal relationships play a much more important role than organizational policy in predicting positive work outcomes for LG employees (Triana et al., 2021; Webster, 2018). In recognizing this implication, the present study focuses on workplace heterosexism at the interpersonal level, that is, by examining discriminatory behavior and communications by co-workers toward LG employees.

Research has suggested that the interpersonal level of workplace heterosexism consists of two forms, direct heterosexism and indirect heterosexism (Waldo, 1999). Direct heterosexism involves explicit, malicious, antigay jokes or bashings, whereas indirect heterosexism tends to be implicit in nature, with the asking of questions such as “why don’t you have a girl/boyfriend?”, which carry the assumption of heterosexuality. While the literature has focused on LG employees’ stigmatized identity management (e.g., disclosure or concealment) as a major response toward workplace heterosexism, LG employees can be change agents. For example, disclosing the invisible identity could increase awareness and influence organizational culture (Chaudoir & Fisher, 2010; Ragins, 2008). Lyons et al. (2017) proposed that individuals could create social change by communicating about their stigmatized identity to influence its meanings. Creed et al. (2010) examined how church leaders become the change agents toward workplace heterosexism by addressing the contradiction between their dual competing identities of church leader and lesbian and gay individuals through identity work. Buchter (2021) explored that LGBT activists within the organizations enacted change by offering implementation resources, such as free and ready-to-use content and model programs.

While this stream of research is in its infancy, focusing on employees who are either leaders of organizations or activists, the inquiries provide some shreds of evidence that LG employees could be change agents. Nevertheless, few studies have examined LG employees and their motivations to change workplace heterosexism and change behaviors. As a result, why LG employees intend to change workplace heterosexism, and their change behaviors, are not well understood. In the present study, I leverage the literature from institutional change and propose that institutional contradiction experienced by LG employees is served as the trigger for their intention to change and subsequent display change-oriented behaviors in the workplace.

4.2.1 Experience of institutional contradiction

Institutional contradiction refers to “various inconsistencies and tensions within and between social systems” (Seo & Creed, 2002: 223). Institutional contradictions have been proposed as the endogenous factor that triggers institutional change (Smets, 2012). Thus, individuals who experience such institutional contradictions are likely to be change agents. A starting point of becoming change agents is derived from misaligned interests, which are a primary source of institutional contradiction (Seo & Creed, 2002). Institutional theorists have long proposed that existing and dominant institutions are likely to reflect the goals and interests of those participants with more power, who often defend, maintain, and reinforce these institutions (Benson, 1977). In other words, the existing institutions are unlikely to satisfy the divergent interests of all participants. The interests of individuals occupying the marginalized position of the institutional environment (e.g., LG employees) are unlikely to be fulfilled by ideas or norms underlined by the dominant institution. As a result, institutional change is likely to be initiated by individuals who are at the fringe of institutional arrangement because of the misalignment of interests (Leblebici et al., 1991; Seo & Creed, 2002).

In terms of workplace heterosexism, LG employees are embedded in the dominant institution that marginalizes and discriminates against them on the basis of their sexual orientation, positioning them at the fringe of institutional arrangement. Thereby, their interests, such as equal treatment, are unlikely to be satisfied, resulting in a misalignment of interests between themselves and the dominant institution of workplace heterosexism, which leads them to experience institutional contradiction accordingly. Since LG employees’ interests and needs are unlikely to be met by the institution of workplace heterosexism, the misalignment of interests would make

LG employees experience contradiction or tension, triggering their intention to change workplace heterosexism.

4.2.2 Intention to change workplace heterosexism

From the perspective of motive, the intention to change reflects individuals' tendency to engage in change-oriented behavior, such as voice, which is voluntary improvement-oriented communication (Morrison, 2014). The key to change-oriented behaviors is the intent to bring about improvement or change (Detert & Burris, 2007; Morrison, 2014; Tangirala & Ramanujam, 2008; Van Dyne & LePine, 1998). Thus, LG employees' intentions to change can correspond to their motives to engage in change-oriented behaviors. In addition, the key criterion for identifying change-oriented behavior is whether "...the employee anticipates, plans for, and attempts to create a future outcome that has an impact on the self or environment" (Grant & Ashford, 2008: 9), suggesting that individuals' change-oriented behaviors reflect two broad motivations: prosocial motive (Grant & Ashford, 2008) and self-oriented motive (Morrison, 2014).

The prosocial motive for LG employees can be explained from the social identity perspective: that individuals tend to see themselves as representatives of their in-group (Turner, 1984) and think and act in the interests of their social categorization through their social identity (Tajfel & Turner, 1979). Thus, LG employees develop a strong sense of obligation to help organizations change workplace heterosexism to reflect their prosocial motives. For example, Buchter (2020) showed that LG activists' change-oriented behavior of developing resources to ensure the implementation of diversity policies reflects such prosocial motives.

While prosociality is a primary source of the motive of change-oriented behavior (Grant & Ashford, 2008; Van Dyne et al., 2003), it does not mean that employees would fail to consider the benefits for themselves (Morrison, 2014), suggesting there is also a self-oriented motive. The self-

oriented motive may be particularly salient when explaining LG employees' intention to change. The self-oriented motive could be explained mainly from expectancy theory (Vroom, 1964) and equity theory (Adams, 1963, 1965). Expectancy theory focuses on individuals' beliefs and values that drive change-oriented behaviors. Accordingly, LG employees' personal beliefs and values determine their motivation to engage in behaviors consistent with these values. On the other hand, equity theory concerns individuals' perceptions of fairness, especially when individuals make comparative judgments to evaluate the fairness of rewards and compensations (Grant & Ashford, 2008). LG employees are unlikely to enjoy the same benefits or treatments as other heterosexual counterparts. Thus, LG employees are likely to intend to change workplace heterosexism when LG employees compare themselves with heterosexual counterparts because they want to obtain personal restitution. For example, Raeburn's (2004) study focused on the domestic-partner benefits that gay and lesbian activists engaged with at Fortune 1000 companies, indicating such personal motive.

Finally, individuals tend to behave in ways that are consistent with their identity. LG employees often choose to conceal their invisible identity due to the fear of being sanctioned by workplace heterosexism. However, the calling of their identity and desire to behave in a way that is consistent with it (Morrison, 2014) may override their fear, leading them to intend to change their work environment. For example, Creed et al. (2010) provided an excellent example: that the shift towards becoming change agents seen in LG employees of church leaders comes from the constant affirmation of their own identity of their sexual orientation and the reinforcement of what they value. Thus, the "be yourself" standpoint that reinforces their identity of sexual orientation provides another self-oriented motive for LG employees to intend to change workplace heterosexism.

4.2.3 Change-oriented behavior

Change-oriented behavior reflects individuals' proactivity at work in terms of engaging various proactive behaviors, such as voice, with the intent to improve the existing practices in the organization (Morrison, 2014). The intended target of impact refers to whom or what the proactive behavior aims to affect or change (Grant & Ashford, 2008). Depending on the intended target of impact, such as the internal organization environment, the organization's fit with the external environment, or the individual's fit with the organizational environment (Parker & Collins, 2010), individuals may engage in different types of proactive behavior, such as voice, strategic scanning, and feedback inquiry respectively (Parker & Collins, 2010). The intended target of impact in the present study concerns workplace heterosexism that does not differentiate the specific type of proactive behavior. Instead, to be consistent with the core of proactive behaviors, change-oriented behaviors referred to in the present study are underlined by LG employees' intention to change workplace heterosexism.

LG employees' change-oriented behaviors have been documented in the literature in a qualitative research approach, such as challenging orthodoxy (Creed et al., 2010) or mobilizing resources to ensure the implementation of diversity policies (Buchter, 2020). However, LG employees' change-oriented behaviors have not been systematically examined in the literature. Instead, the change-oriented behaviors have been vaguely implied via the theme of disclosure of stigmatized identity. For example, advocating or educating others are goals LG employees want to reach. Still, such behaviors are combined with LG employees' integrating strategy to disclose their sexual orientation (Button, 2004).

While, as mentioned above, LG employees' change-oriented behaviors should go beyond the disclosure of sexual orientation, the distinction between LG employees' change-oriented

behaviors and other employees' proactive behaviors is still considered a stigmatized identity. This means that proactive behaviors (e.g., voice) applied to other employees cannot be used to study LG employees' change-oriented behaviors because of the consideration of stigmatized identity. Thereby, LG employees' change-oriented behaviors need to be revisited to both consider the uniqueness of LG employees' stigmatized identity and to align it with the specific motive of intention to change workplace heterosexism.

4.3 Hypothesis Development and Proposed Model

4.3.1 Experiences of institutional contradiction and intention to change

The conceptualization of intention is derived from individuals' *desire* for an outcome and *beliefs* about an action that leads to that outcome (Malle & Knobe, 1997), which represent a cognitive collection of both the objective (or goal) one is striving for and the action plan one intends to use to reach that objective (Tubbs & Ekerberg, 1991). In the present study, the focus of the LG employees' intention to change includes disrupting workplace heterosexism and creating equal treatment among employees. The focus of the present study is that experiences of institutional contradiction are the primary triggers for shaping LG employees' intention to change workplace heterosexism.

The underlying mechanism of how experiences of institutional contradiction lead to individuals' intention to change workplace heterosexism is emphasized by the individuals' reflective shift in consciousness (Seo & Creed, 2002). The institutions of workplace heterosexism and equal treatment are competing institutions (Chuang et al., 2011). When LG employees are exposed to multiple incompatible institutions, such as workplace heterosexism and equal treatment among employees, such exposure may facilitate a change in LG employees' consciousness such

that the relative dominance of workplace heterosexism is no longer seen as inevitable. Oliver (1992) proposed that the pressure from workforce diversity would shape individuals' experiences of normative fragmentation – a loss of consensus on the meanings and interpretations they attach to their daily lives, which will in turn trigger a shift in their conscious recognition and skepticism. All of these suggest that the institutional contradictions LG employees experience could trigger their shift in consciousness, leading to their intention to change workplace heterosexism.

LG employees' unmet interests and needs could be translated from a motive perspective as well. Such unmet interests and needs reflect LG employees' tendency to act as change agents of in-group identity. Further, fulfilling their own interests may be salient for LG employees as they have the urge to act consistently with their own values and be compensated, as some of their benefits (i.e. equal treatment) are being denied due to workplace heterosexism. In addition, LG employees' need and desire to behave consistently with their identity of sexual orientation may offer the impetus for change.

The experiences of institutional contradiction are commonly manifested as LG employees' dissatisfaction with an existing institution of workplace heterosexism (Greenwood & Hinings, 1996), resulting in various emotional responses (e.g., anxiety or discomfort). The feelings of dissatisfaction encompass both the cognitive shift in consciousness (i.e. belief) and the affective component (i.e. desire). Further, individuals constantly seek ways to mitigate the anxiety and discomfort associated with such contradiction and tension and maintain consistency with their commitment to their choices (Festinger, 1962). LG employees constantly experience direct heterosexism (e.g., malicious anti-gay jokes) and indirect heterosexism (e.g., repeated questions around marriage status), and such experiences keep conflicting with their interest in being treated equally, thus provoking their need for compensation and reinforcing their desire to behave

consistently with their own identity. Consequently, the experiences of institutional contradiction or tension would trigger LG employees' unpleasantness derived from cognitive dissonance (Festinger, 1962) and cause intense anger or frustration associated with dissatisfaction and discomfort of experiencing the contradiction, leading to their intention to change workplace heterosexism. Therefore, I hypothesize the following:

H1a: A LG employee's experience of institutional contradiction related to direct workplace heterosexism is positively associated with the employee's intention to change workplace heterosexism.

H1b: A LG employee's experience of institutional contradiction related to indirect workplace heterosexism is positively associated with the employee's intention to change workplace heterosexism.

4.3.2 Intention to change workplace heterosexism and change-oriented behaviors

The relationship between the intention to change and change-oriented behaviors could be viewed from the reasoned-action approach, that human social behavior follows reasonably and often spontaneously from people's information or beliefs about the behavior under consideration (Fishbein & Ajzen, 2011). The reasoned-action theory suggests that intention is the best single predictor of behavior (Fishbein & Ajzen, 2011). The intention to change the workplace heterosexism formed by LG employees reflects LG employees' *desire* for equal treatment and *belief* that action would lead to equal treatment (Malle & Knobe, 1997).

It is important to note that the intention to change formed by LG employees may not be rational or deliberate. Instead, the components of desire and beliefs of intention are consistent with

the reason action theory that intention encompasses both deliberative and spontaneous decision-making (Fishbein & Ajzen, 2010). The reasoned action theory proposes that the cognitive foundation is established once a set of beliefs is formed, and intentions and behavior are assumed to follow in a reasonable and consistent fashion (Fishbein & Ajzen, 2010). Building on the theoretical foundation of reasoned action theory of planned behavior, I propose the following:

H2: A LG employee's intention to change workplace heterosexism is positively associated with the employee's change-oriented behaviors.

4.3.3 Intention to change workplace heterosexism as a mediator

Although the present study does not explicitly explore the psychological mechanism of how the experience of the institutional contradiction could trigger LG employees' psychological reaction and subsequent change-oriented behaviors, the formation of intention to change that reflects LG employees' *beliefs and desire* toward changing workplace heterosexism generally captures the mechanism. Such a mechanism could be explained through the cognitive and affective aspects that echo LG employees' intention to change (desire and beliefs), respectively, which mediates the relationship between the experience of institutional contradiction and change-oriented behaviors.

Experience of institutional contradiction triggers LG employees' reflective shift in consciousness (Seo & Creed, 2002) in such a way that LG employees could develop a critical stance toward workplace heterosexism. Such a shift in consciousness could not only help LG employees revisit the taken-for-granted institution of workplace heterosexism that discriminates

against LG employees but also assist them in detaching from this dominant institution. Consequently, LG employees form the intention to change the workplace heterosexism that is caused by the experience of institutional contradiction, which in turn leads to their change-oriented behaviors.

The cognitive shift toward workplace heterosexism may reinforce LG employees' self-categorization and social identities, which increase their sense of felt responsibility for engaging in change-oriented behaviors. Felt responsibility reflects an individuals' belief that he or she is personally obligated to bring about constructive change (Morrison & Phelps, 1999). Social categorization theory proposes that people see themselves as self-stereotyping representatives of their in-group, such as LG employee groups (Turner, 1984). In combination with social categorization, social identity theory further emphasizes that people think and act to be consistent with their identities (Tajfel & Turner, 1979) and act in the interests of the social categorization group connected with their social identity, rather than their personal interests, because they derive value and meaning from their group membership (Dahling et al., 2016). Therefore, the cognitive shift may reinforce LG employees' social categorization of being members of the LG employee group and increase their felt responsibility to be consistent with their social identity, leading to their change-oriented behaviors.

The cognitive shift may also trigger LG employees' self-oriented motives as well. The institutional contradiction experienced by LG employees awakens their values and belief that workplace heterosexism is not correct and appropriate, thus LG employees' intention to change is activated as a way of defending their own beliefs and values, leading to change-oriented behaviors. Further, LG employees' perception of fairness may again be prompted when they experience the

institutional contradiction. Such perception would assist LG employees in forming their intention to gain personal compensation and subsequently display change-oriented behaviors.

In addition, the experience of institutional contradiction not only triggers LG employees' cognitive shift in consciousness but also influences their affective response. In general, the experience of institutional contradiction reflects LG employees' dissatisfaction with an existing institution of workplace heterosexism (Greenwood & Hinings, 1996), resulting in various negative affective reactions (e.g., discomfort). Such negative affective reactions could be viewed as dissonance (Festinger, 1957). Since individuals tend to mitigate such dissonance (Festinger, 1962), it is possible that LG employees form the intention to change and take actions to change the workplace heterosexism as the way to mitigate such dissonance. Building on these arguments, I propose the following hypotheses:

H3a: A LG employee's intention to change mediates the positive relationship between an LG employee's experience of institutional contradiction related to direct heterosexism and change-oriented behaviors.

H3b: A LG employee's intention to change mediates the positive relationship between an LG employee's experience of institutional contradiction related to indirect heterosexism and change-oriented behaviors.

4.3.4 Contingent Factors

At the heart of change-oriented behavior are proactive behaviors that generally reflect LG employees' prosocial and self-oriented motives. The literature has identified two judgments:

assessing the likelihood of success and assessing the likely consequences (Morrison, 1999) that form an important decision calculus when an employee contemplates whether or not to engage in change-oriented behaviors. These two judgments are also referred to as safety or risk, which concern employees' perception of negative consequences, and efficacy or instrumentality, which describes employees' perceptions of effectiveness in bringing about the desired results of engaging with such behaviors (Morrison, 2014). I consider these two judgments as important contingent factors that influence LG employees' engagement in change-oriented behaviors. Continuance commitment refers to an awareness of the costs associated with leaving the organization (Meyer & Allen, 1991), reflecting the first judgment of safety or risk. On the other hand, efficacy is operationalized as perceived changeability, which refers to the degree of individuals' perception of the possibility that the target could be changed, corresponding to the second judgment of efficacy or instrumentality.

4.3.4.1 Continuance commitment

One of the manifestations of experiencing the contradiction as dissatisfaction could be broadly intertwined into LG employees' job satisfaction, because job satisfaction refers to how employees feel about their job and its various aspects (Spector, 1997). Generally, employees have two choices in response to job dissatisfaction: exit, or stay in the organization (Farrell, 1983; Hirschman, 1970). Indeed, quitting their job is one option for LG employees when they experience the contradiction between workplace heterosexism and their own interests. However, exiting may not be a viable option for employees for whom leaving the organization carries higher costs, of which they are aware (Zhou & George, 2001). These costs include the challenge of finding another job, constraints of leaving a geographical area (e.g., if family ties are in one specific area), difficulty replicating job benefits elsewhere, and job insecurity (Zhou & George, 2011). Thus,

individuals who are dissatisfied with their job would still choose to stay in organizations because the perceived costs of leaving are too high. Such reasoning is mainly derived from necessity (Zhou & George, 2011), which is continuance commitment, referring to an awareness of the costs associated with leaving the organization (Meyer & Allen, 1991). In the scenario where workplace heterosexism is high, LG employees are unlikely to develop a high affective attachment with an organization as the workplace discriminates against them, and they would have lower organizational identification due to the misalignment of values and goals with their organizations. Thus, continuous commitment is a particularly salient reason to consider LG employees' intention to change workplace heterosexism and subsequent change-oriented behaviors.

The essence of continuance commitment is the considerations of the costs associated with leaving organizations. A higher level of continuance commitment reflects an LG employee's perception and awareness that the cost of leaving an organization is high, thus, s/he needs to stay. Given this consideration, an LG employee with a high continuance commitment would prioritize job security and reduce any risk that potentially threatens his/her continuance of employment in the organization. Changing the dominant institution of workplace heterosexism is a proactive behavior, and risky (Morrison, 2014) because challenging the norm of heterosexism that marginalizes and discriminates against LG employees may cause repercussions toward them. Thereby, the LG employee's intention to change workplace heterosexism, which is triggered by experiences of institutional contradictions, is likely to be weakened when LG employees have a high level of continuance commitment. Similarly, continuance commitment is expected to undermine the relationship between intention to change workplace heterosexism, and change-oriented behaviors, mainly because of the fear of losing their job as relatively high costs have been devoted. Based on these arguments, I propose three further hypotheses as follows:

H4a: The effect of an LG employee's experience of institutional contradictions related to direct workplace heterosexism on the employee's intention to change workplace heterosexism will be weaker when the employee's continuance commitment is high.

H4b: The effect of an LG employee's experience of institutional contradictions related to indirect workplace heterosexism on the employee's intention to change workplace heterosexism will be weaker when the employee's continuance commitment is high.

H4c: The effect of an LG employee's intention to change workplace heterosexism and change-oriented behaviors will be weaker when the employee's continuance commitment is high.

4.3.4.2 Perceived changeability

Perceived changeability refers to an individuals' degree of perception that a target could possibly be changed. Perceived changeability has been highlighted as efficacy or instrumentality, that is, employees' perceptions about whether their efforts to change could be effective in bringing about the desired result (Morrison, 2014), which is one of the judgments for individuals to make the decision of change. Perceived changeability can derive from an individual's apprehension of the target, such as institutional environments. Voronov & York (2015) proposed that individuals apprehend the institutional contradiction differently in the same institutional environment, and such differences in apprehension have been conceptualized as "experiencing one's institutional milieu as provisional and potentially changeable" (Voronov & Yorks, 2015: 563). This suggests that individuals are unlikely to form a universal consensus on the nature of the target of change. Accordingly, individuals have different levels of understanding of how the target could be changed.

In other words, perceived changeability indicates LG employees' perception of the effectiveness in bringing about desired results.

For LG employees, a higher degree of perception that workplace heterosexism could be changed would strengthen their intention to change workplace heterosexism because they believe that change would be possible. On the contrary, LG employees who perceive that workplace heterosexism cannot be easily changed, indicating a lower level of perceived changeability, would weaken their intention to change workplace heterosexism as they believe that change may be futile. Based on this argument, I propose that perceived changeability would moderate the effect of the experience of institutional contradiction on LG employees' intention to change workplace heterosexism so that the effect is stronger when LG employees have a higher level of perceived changeability toward workplace heterosexism. Building on these arguments, I propose the following hypotheses, and Figure 4.1 depicts the overall proposed model with these hypotheses.

H5a: The effect of an LG employee's experience of institutional contradictions related to direct workplace heterosexism on the employee's intention to change workplace heterosexism will be stronger when the employee's perceived changeability is high.

H5b: The effect of an LG employee's experience of institutional contradictions related to indirect workplace heterosexism on the employee's intention to change workplace heterosexism will be stronger when the employee's perceived changeability is high.

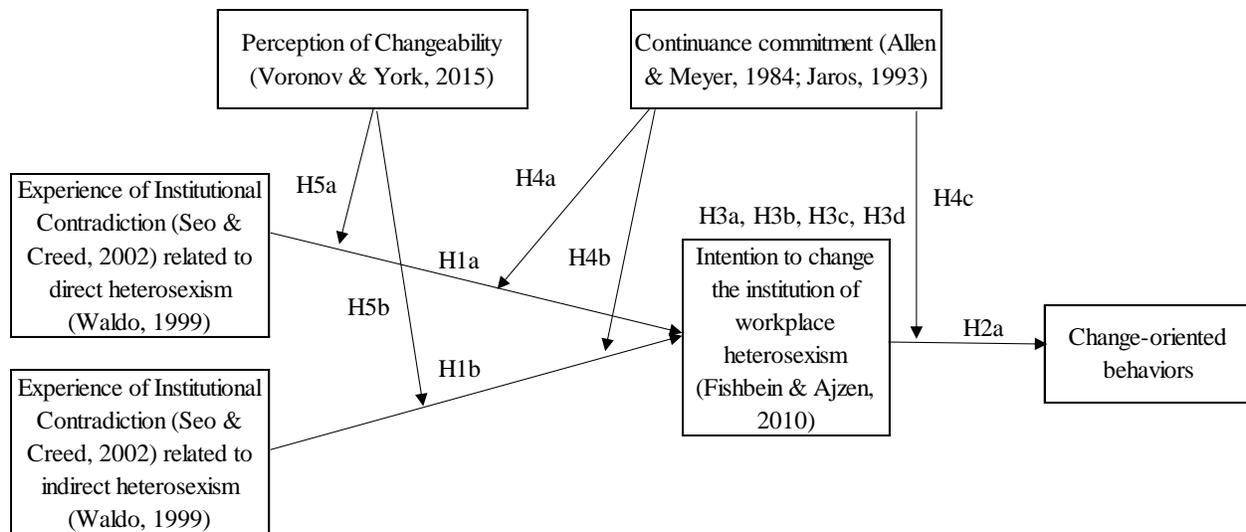


Figure 4.1 Proposed model of LGBT employees changing the institution of workplace heterosexism

Chapter 5 RESEARCH DESIGN AND STUDY 1

5.1 Overview of Studies

In my dissertation, I propose three research questions. First, what factors would trigger LG employees' intention to change workplace heterosexism and the subsequent change-oriented behaviors? Second, what behaviors would LG employees display in the workplace to change workplace heterosexism? Third, what are the contingent factors that may impede or facilitate such a process? I conducted three independent studies to answer these research questions.

5.1.1 Study 1

The first step to answer the proposed research questions concerns the context of the study. There has been a call to broaden the context of research on discrimination from its current focus on the United States to a more global context because discrimination is defined differently both legally and culturally across the globe (Colella et al., 2017). In response to the call, the present research explores factors influencing LG employees in China in their attempts to change workplace heterosexism. China is an ideal context to study changing workplace heterosexism because the non-discriminatory policies that specifically protect LG employees are absent at the national level; consequently, most organizations in China are unlikely to enact policies to protect LG employees. China has an estimated 70 million sexual and gender minorities (Suen et al., 2021). In a recent study of 10,066 LGBTI people with work experience in China, only 5.1% of respondents disclosed their sexual orientation at work, and more than one-fifth reported experiencing negative treatment in the workplace (Suen et al., 2021). While the workplace heterosexism remains as the dominant institution in China, the institution of equal treatment starts to emerge. For example, in December 2014, Nanshan District Board (one district in Shenzhen, south of China) heard a case regarding

sexual orientation discrimination lawsuit, representing the first lawsuit related to workplace discrimination based on sexual orientation.

I selected the Workplace Heterosexism Experience Questionnaire (WHEQ), developed by Waldo (1999), for the following reasons. First, the WHEQ focuses on the discrimination experienced by LG employees at the interpersonal level. This is consistent with the goal of the present research of interpersonal workplace heterosexism. Second, the WHEQ captures the discrimination experienced by LG employees by asking them to indicate the frequency of discriminatory events, using questions such as “how often have you experienced that your coworkers or supervisors told offensive jokes about LG employees?”. The event-based questionnaire is appropriate in the present research as it helps capture LG employees’ experience of institutional contradiction more precisely. Third, the WHEQ consists of questions that investigate both direct and indirect forms of discrimination, offering a relatively broad understanding of workplace discrimination experienced by LG employees. However, the WHEQ, a 22-item scale, is long. The lengthy WHEQ may cause participants fatigue from answering the questions. Thus, a shorter version is needed for testing the proposed model. Thus, study 1 aims to shorten the WHEQ for Chinese participants.

5.1.2 Study 2

One important research question is, what behaviors do LG employees engage with in the workplace to change workplace heterosexism? As such, LG employees’ change-oriented behaviors are dependent variables in the proposed model. Change-oriented behaviors have been well established in much literature, such as proactivity (Parker et al., 2010) and voice (Morrison, 2014). Those behaviors share a common theme, that employees engage in different forms of behavior with the intention to change the status quo or existing work environment. However, as mentioned

in Chapter 4, LG employees' change-oriented behaviors have not been systematically examined in the literature. Instead, LG employees' change-oriented behaviors have been implied in the domain of disclosure of identity, and through mainly conceptual arguments (Clair, 2005; Ragins, 2008). This is not surprising, as the main distinction between LG employees and other employees is the invisible stigmatized identity. For example, individuals with an invisible stigmatized identity (e.g. LG employees) may take disclosure as a way to influence their environment (Ragins, 2008), suggesting that disclosure of identity could be one form of change-oriented behavior. Creed (2003) proposed that disclosure is one form of voice that can increase awareness and influence organizational culture, further indicating the effectiveness of identity disclosure as one form of change-oriented behavior. While those conceptual arguments are well established, to my knowledge there are no empirical investigations on LG employees' change-oriented behaviors.

It is important to note that elements within existing change-oriented scale, such as voice, cannot be applied to the present research due to LG employees' invisible stigmatized identity. LG employee's change-oriented behavior would be very different because LG employees would consider the risks and benefits as other employees do when contemplating change behaviors and their identity. Therefore, it is necessary to have a separate study to capture LG employees' change-oriented behaviors.

Thereby, the goals of study 2 were a) develop a scale that captures LG employees' change-oriented behavior systematically and b) validate this newly developed scale to fit the present research. By doing so, I followed the inductive measurement development procedures proposed by Hinkin (1998) to generate potential survey items by conducting 65 interviews with LG employees in China. Inductive measurement is appropriate for the present study as the conceptual

basis for LG employees' change-oriented behaviors are not easily identifiable. After the initial items were generated, I used another independent sample (N=267) to refine the scale.

5.1.3 Study 3

Study 1 and Study 2 helped establish the validation of independent and dependent variables proposed in the research model. Study 3 employed the survey to test the overall hypothesized model.

5.2 Study 1

5.2.1 Sample

Due to workplace heterosexism, LG employees tend to conceal their sexual orientation in the workplace to avoid repercussions, especially in places where heterosexism is high (such as in China). Soliciting responses directly from LG employees, therefore, becomes a challenging task. However, LG employees tend to gather together in their social lives in groups such as non-profit LGBT organizations. I placed recruitment advertisements on those Chinese non-profit LGBT organizations' social media platforms (WeChat and Sina Blog). Responses were received from a total of 813 respondents, which included 200 women and 612 men; one respondent did not report gender.

5.2.2 Procedure

Survey links were created and sent to six LGBT non-profit organizations in China from February to March 2020. Survey links were created separately for each organization, and organizations placed the advertisements on their social networking platforms (WeChat and Sina

Blog). The survey was collected in a sequential manner. The survey link of one organization expired when another survey link became active. The surveys were completely anonymous. I utilized a function of the survey software and deployed unique identifiers, by which a survey can only be answered once in order to avoid duplicate answers.

5.2.3 Measures

The Workplace Heterosexism Experiences Questionnaire (WHEQ, 22 items) (Waldo, 1999) was used primarily for two reasons: (1) the WHEQ has two dimensions, direct heterosexism and indirect heterosexism, which provides a comprehensive and inclusive understanding of LG employees' experiences in the workplace, and (2) the questionnaire asks respondents to indicate the frequency of discriminatory behaviors they experienced from their coworkers and supervisors (on a five-point Likert-type scale from (1) *not at all* to (5) *all the time*). This is consistent with the focus of the present study on interpersonal discrimination against LG employees. The reliability of the WHEQ of 22 items is high ($\alpha = .959$), including both direct heterosexism (15 items) ($\alpha = .946$) and indirect heterosexism (seven items) ($\alpha = .919$).

All scales were translated from English to Mandarin and back by two independent bilingual individuals (Brislin, 1980). The accuracy of the translation was verified by a third individual. Meanwhile, the survey was developed and pretested on an opportunity sample of five bilingual individuals who checked the appropriateness of the wording, then a sample of 14 gay and lesbian respondents who were employees in LGBT organizations in China, who helped ensure clarity and refined the instruments. Specifically, these gay and lesbian respondents helped select appropriate slur used in China, such as “dyke” to “T po”, “faggot” to “niangniang qiang”. Table 5.1 provides a summary of the sample's demographic and employment characteristics.

Table 5.1 Summary of the sample's demographic and employment characteristics

	Men		Women		Not Disclosed	
Gender	75.28%	(n = 612)	24.60%	(n = 200)	0.12%	(n = 1)
Gay	75.28%	(n = 612)	Lesbian	24.72%	(n = 201)	

Age			Occupation	
Below 18		0.25%	Enterprise	77.00%
18-25		35.30%	Public Service	17.34%
26-30		36.78%	Worker	2.58%
31-40		24.72%	Entrepreneurs	3.08%
41-50		2.34%		
51-60		0.49%	Industry	
Over 60		0.12%	Agriculture	0.25%
Region			Mining	0.25%
East		41.21%	Manufacture	5.41%
West		12.55%	Production gas and water	2.71%
South		6.52%	Construction	4.55%
North		28.04%	Transportation, warehousing	3.32%
Central		11.69%	Computer services and software industry	14.02%
Organizational Type			Wholesale and retail	6.89%
National Owned		15.13%	Accommodation and catering	5.04%
Government		14.39%	Financial industry	7.13%
Foreign		18.20%	Real Estate	3.69%
Private Sector		48.71%	Rental and business services	2.46%
Self-employed		2.71%	Scientific research	1.48%
Others		0.86%	Environment and public facilities management	0.74%
Current Annual Income ^a			Resident services and other service industries	3.08%
Under ¥ 50 k		14.15%	Education	10.09%
¥ 50k - 100k		38.75%	Health care and social welfare facilities	5.66%
¥ 100k - 200k		31.12%	Culture, sports and entertainment	11.81%
¥ 200k - 300k		7.50%	Public Management	3.08%
Above ¥ 300k		8.49%	International organizations	0.25%
			Others	8.12%

Note. Based on $N = 813$.

^a K represents 1,000 RMB

5.2.4 Results

As the sample was collected in a sequential manner, I split the sample based on the time of collection. The first sample consisted of 406 responses. Waldo (1999) suggested that two factors, direct experience and indirect experience of workplace heterosexism, should reflect the overall workplace experience of workplace heterosexism. An exploratory factor analysis on the items suggested that after items with low ($<.6$) and double factor loadings had been dropped, a final set of eight items was loaded on two factors with eigenvalues greater than one. Together, these factors accounted for 77.01 percent of the variance.

The scale was cross-validated on another half of the sample, which consisted of 407 responses. Confirmatory factor analysis (CFA) in Mplus on the nine items showed that the two-factor structure—consisting of direct experience and indirect workplace heterosexism—exhibited poor model fit. After deleting two items with low factor loading, CFA on the remaining six items exhibited a good fit ($\chi^2_8 = 26.67$, CFI = .987, RMSEA = .076, SRMR = .029). Each factor exhibited high reliability ($\alpha = .887$, and .945) and acceptable aggregation statistic values (Bliese, 2000). Table 5.2 illustrates the factor loadings of items, with items bolded as final items remained. I chose six items (three items for direct heterosexism and three items for indirect heterosexism) with the highest factor loadings for the subsequent studies.

Table 5.2 Factor loadings of items

DURING THE PAST 12 MONTHS in your workplace, have you been in a situation where any of your supervisors or co-workers:		Mean	SD	EFA Loading		CFA Loading
				1	2	
Direct Heterosexism						
1	... told offensive jokes about lesbians, gay men (e.g., "fag" or "dyke" jokes, AIDS jokes)? b	1.95	1.85			
2	... made homophobic remarks in general (e.g., saying that gay people are sick or unfit to be parents) b	1.76	1.58			
3	... ignored you in the office or in a meeting because you are gay/lesbian? b	1.37	0.60			
4	... made crude or offensive sexual remarks about you either publicly (e.g., in the office) or to you privately?	1.27	0.49	0.83		0.80
5	... made homophobic remarks about you personally (e.g., saying you were sick or unfit to be a parent)	1.24	0.46	0.91		0.89
6	... called you a "dyke," "faggot," "fence-sitter" or some similar slur?	1.27	0.52	0.84		0.65
7	... avoided touching you (e.g., shaking your hand) because of your sexual orientation? b	1.30	0.57			
8	... denied you a promotion, raise or other career advancement because of your sexual orientation? b	1.23	0.44			
9	... made negative remarks based on your sexual orientation about you to other co-workers? A	1.19	0.41			
10	... tampered with your materials (e.g., computer files, telephone) because of your sexual orientation? b	1.28	0.56			
11	... physically hurt (e.g., punched, hit, kicked or beat) you because of your sexual orientation? a	1.22	0.48			
12	... set you up on a date with a member of the other sex when you did not want it? a	1.09	0.21			
13	... left you out of social events because of your sexual orientation? a	1.22	0.47			
14	... asked you questions about your personal life that made you uncomfortable (e.g., why you don't ever date anyone or come to office social events)? b	1.36	0.74			
15	... displayed or distributed homophobic literature or materials in your office (e.g., electronic mail, flyers, brochures)? c	1.40	0.73	0.77		
Indirect						
16	... made you afraid that you would be treated poorly if you discussed your sexual orientation? b	1.42	0.84			
17	... implied faster promotions or better treatment if you kept quiet about your sexual orientation? b	1.33	0.70			
18	... made it necessary for you to pretend to be heterosexual in social situations (e.g., bringing an other-sex date to a company social event, going to a heterosexual "strip" bar for business purposes)? c	1.47	1.09		0.88	
19	... made it necessary for you to lie about your personal life (e.g., saying that you went out on a date with a person of the other sex over the weekend or that you	1.52	1.15			0.95 0.76
20	... discouraged your supervisors from promoting you because of your sexual orientation? b	1.80	1.81			
21	... made it necessary for you to "act straight" (e.g., monitor your speech, dress, or mannerisms)?	1.55	1.39			0.89 0.93
22	... made you feel as though you had to alter discussions about your personal life (e.g., referring to your partner as a "roommate")?	1.50	1.14			0.92 0.91

Note. In the CFA results, standardized loadings are reported.
a Item was deleted due to low mean and standardized deviation.
b Item was deleted due to poor factor loading or cross loading.
c Item was deleted due to it being repetitive with other items.

Chapter 6 STUDY 2

6.1 Principle

Although change-oriented behaviors have been well documented in the literature, LG employees' change-oriented behaviors have not been systematically examined both conceptually and empirically. Thereby, the inductive approach of scale development through asking a sample of informants to provide descriptions of some aspect of behavior is appropriate (Hinkin, 1998). I followed the scale development procedure (Hinkin, 1998) by first generating the complete list of change-oriented behaviors from interviews with LG employees. Then I used two different and independent samples to conduct exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) to validate the newly developed scale.

6.2 Sample

Through snowball sampling, I interviewed a total of 70 informants between March and April 2021. I excluded five informants who identified as bisexual, leaving a total of 65 interviews used to capture the change-oriented behavior. Forty-five of them were gay (69.23%), and 20 were lesbian (30.77%). Table 6.1 below describes the demographic information of informants, who were from a variety of different backgrounds.

Table 6.1 Summary of sample's demographic and employment characteristics

	Men			Women	
Gender	69.23%	(n = 45)		30.77%	(n = 20)
Gay	69.23%	(n = 45)	Lesbian	30.77%	(n = 20)
Age			Occupation		
18-25		33.85%	Enterprise		76.92%
26-30		33.85%	Public Service		20.00%
31-40		30.77%	Worker		1.54%
41-50		1.54%	Entrepreneurs		1.54%
Region			Industry		
East		33.85%	Manufacture		3.08%
West		9.23%	Production gas and water		3.08%
South		4.62%	Construction		3.08%
North		26.15%	Transportation, warehousing		4.62%
Central		26.15%	Computer services and software industry		16.92%
Organizational Type			Wholesale and retail		3.08%
National Owned		13.85%	Accommodation and catering		1.54%
Government		18.46%	Financial industry		15.38%
Foreign		16.92%	Real Estate		3.08%
Private Sector		50.77%	Rental and business services		0.00%
Current Annual Income ^a			Scientific research		1.54%
Under ¥ 50 k		6.15%	Education		13.85%
¥ 50k - 100k		38.46%	Health care and social welfare facilities		6.15%
¥ 100k - 200k		35.38%	Culture, sports and entertainment		15.38%
¥ 200k - 300k		9.23%	Public Management		6.15%
Above ¥ 300k		10.77%	Others		3.08%

Note. Based on $N = 65$

^a K represents 1,000 RMB

6.3 Procedure

All interviews were conducted between March and April 2020. These semi-structured interviews were recorded and transcribed. The interviews started with obtaining participants' consent to participate, then, a series of demographic questions was asked (e.g., age). Next, I guided informants to share details of their overall workplace environment, such as non-discriminatory policies and practices that protect LG employees and interpersonal relationships, and their feelings about the work environment. This question aimed to understand the informants' work environment and lead informants to recall their activities related to workplace heterosexism. Then, I asked informants to share any behavior they had engaged in in the past in relation to their LG identity, any discrimination against LG employees they had witnessed, and any workplace heterosexism in general. Since the objective of the interviews was to solicit change-oriented behaviors, I immediately followed up with the question "why did you engage in such behavior?" to fully understand informants' intention behind engaging in such behaviors and determine whether such behaviors were change-oriented. In addition, I paid particular attention to two critical challenges in generating items to ensure validity: conceptual consistency and parsimony of items (Hinkin, 1998).

One challenge of using the inductive approach of generating items is conceptual consistency (Hinkin, 1998). That is, items provided by respondents need to be consistent with the conceptual definition of the construct. In the present research, change-oriented behaviors refer to any form of behavior with the intention to disrupt workplace heterosexism or advocate for equal treatment for LG employees. The fundamental concept is the intention to change workplace heterosexism. Thus, the intention of behaviors must be carefully captured, and motives that are different from intention to change should not be included. In the interviews, the intention of change

workplace heterosexism comes with various forms, which include “I want to ensure my organization has non-discriminatory policies that specifically protect LG employees”, “I want to correct my colleagues’ negative opinion toward LG employees or “the way other colleagues treat LG employees is wrong, and I want to correct it.” All of these motives share the common theme of intention to change workplace heterosexism. Thereby, behaviors shared with this intention are recorded as initial items.

However, other motives also emerged in the interviews. For example, one informant shared that “the reason I used the office meeting room for LGBT events is that I think it’s convenient and free”, indicating that the motive of such behavior was personal, not the intention to change workplace heterosexism. Since the motives of those behaviors do not fall under intention to change, they are excluded from the initial items.

Another challenge of item generation is the parsimony of the items to minimize response biases caused by boredom or fatigue (Schmitt & Stults, 1985; Schriesheim & Eisenbach, 1990). This suggests that it is necessary to carefully review the items that share the same meaning and avoid item redundancy. To overcome this challenge, I adopted a comparative and cumulative strategy to review the items from interviews. Comparative strategy means each item was compared with previous items to determine whether this new item shared the same meaning as previous ones. Cumulative strategy refers to a new item added to the list only when such item differs in terms of meanings and behavior patterns from previous ones. For example, one informant shared, “I sometimes shared LG-related songs in my social media where my colleagues can see it”; another informant shared, “I would post LG-related articles to my social media”. Those two behaviors are similar in the form of behavior (sharing something on social media). The only difference is the nature of the content. Thus, I converged them into one item of “Post/share/recommend LG-related

articles/songs to personal social media where other colleagues can see it”, since those two behaviors share a similar behavior pattern, to reflect such change-oriented behavior.

The appropriate time to stop interviewing is when the themes generated from interviews start to repeat and no new themes emerge. In the present study, from informant 15 onwards, no new theme emerged from the interviews, and subsequent respondents’ answers began to repeat the behaviors indicated by the first 14 respondents. To my knowledge, this is the first attempt at developing the scale of LG employees’ change-oriented behaviors. I continued to conduct the interviews as I wanted to ensure that change-oriented behaviors covered informants’ various demographic backgrounds (e.g. age or income). However, items were all generated from the first 14 informants, and there were no new themes found between informants 15 and 65.

I provide a few examples on how items are generated. For example, after a brief communication with informants on workplace heterosexism in general in their workplace, I asked informants to share with me, “what have you done in the past in your workplace related to LGBT identity?” Since this was an open-ended question, answers varied significantly. For example, informant 9 shared, “I sometimes mentioned LGBT-related news, such as [the fact that] same-sex marriage has been legalized in Taiwan, in the conversations with my colleagues”. Informant 11 said, “I sometimes post LGBT-related news or songs to my personal social media where I know my colleagues could see it”. I gathered that information as a first step to ensure that those behaviors were LGBT-related and potentially change-oriented. Then, I followed up with the question, “Why did you engage in such behaviors?” to ensure the intention to change workplace heterosexism. For example, informant 9 responded to this question with, “I sense that my colleagues hold negative opinion[s] toward LGBT individuals. I want to let them know that being LGBT is very normal and they should be educated”. Informant 11 replied to the question of why he engaged in such behavior

with, “I want to show to my colleagues that LGBT individuals are everywhere and treating LGBT individuals differently is not a right thing [to do]”. Those responses clearly indicate informants’ intention to change the workplace heterosexism. Thus, the following items are retained:

- Engage in conversation with colleagues about LGBT-related topics.
- Post/share/recommend LGBT-positive related information, like articles/songs to personal social media where other colleagues can see it.

It is important to note that not all behaviors were driven by the intention to change the workplace heterosexism. For example, informant 14 shared, “I sometimes used the office meeting room to host LGBT-related meetings over the weekend”. However, the informant responded that the reason he did that was “because I think it is free”. Such intention is not to change workplace heterosexism, thus, those items were excluded. In addition, items sharing similar behavior patterns were converged into one item. For example, post, share and recommend LGBT-positive related information to personal social media shares similar behavior, thus, those behaviors were converged into one item.

6.4 Initial Items Generalization

In total, there were 11 change-oriented behaviors that emerged from the interviews. Table 6.2 depicts the full list of items with explanations of the items and corresponding samples from informants. Table 6.3 indicates the frequency of each behavior mentioned by informants.

Table 6.2 Full list of LG employees' change-oriented behaviors

No.	Change-oriented Behavior	Description	Example
1	- I challenge my supervisor/co-workers to deal with problems of workplace discrimination toward LGBT employees (e.g., initiate policy change, complain to the management regarding discrimination)	LG employees would challenge/complain to the management team when they experience discrimination due to their sexual orientation	P10 - "Last year, I made a complain to HR manager because I believed my boss discriminated against me by not promoting me due to my sexual orientation. HR manager investigated this complaint and made an announcement that company should not discriminate anyone because of sexual orientation"
2	- I give my supervisor/co-workers suggestions about how to make LGBT friendly environment better, even if others disagree (e.g., ensure the implementation of LGBT friendly policy)	Through making constructive suggestions to supervisors, LG employees want to create a LGBT friendly work environment.	P23 - "My company was planning to prepare the name-tag for each employee. I suggested to my supervisor that we should put a sexual orientation option to them in order to reflect their true authenticity. For those employees who identified themselves as LGBT, we can put a rainbow on their name-tag"
3	- I speak up to my supervisor/co-workers with ideas to address LGBT employees' needs and concerns (e.g., correct others' negative opinion toward LGBT)	This is the behavior LG employees engaged quite often in the workplace when they encounter the situations where others talk about negative issues with LGBT	P29 - "One time, one of my colleagues told the other colleague that being LGBT is abnormal and disgusting. I immediately told her that we should respect sexual minorities and respect diversity"
4	- Display LGBT related symbols (e.g., rainbow image, photo) in the workplace	By displaying LGBT related symbols (e.g., rainbow or photo) to express their support to LGBT and expecting others to support LGBT as well	P1 - "I put a rainbow on my communication software (QQ)"
			P61 - "I put a photo of me with my partner at my desk"
5	- Post/share/recommend LGBT positive related information, like articles/ songs to personal social media where other colleagues can see it	Through such behaviors from personal social media, LG employees expect to selectively influence other colleagues by posting positive information regarding LGBT topics	P1 - "I sometimes post LGBT related articles to my social network, for example, Taiwan's legalization of same-sex marriage, Alibaba's advertisement which contains same-sex elements"
6	- Include LGBT related topic/activities (e.g., recruitment, marketing campaign and etc.) at work	LG employees would leverage the work opportunities to promote equal treatment by selecting LGBT topics	P23 - "Our company had one marketing campaign, called "48 hours dating". I added a same-sex category to this campaign"
7	- Participate in LGBT events (if there is any) at work	Showing their support to LGBT community and aiming to create a LGBT friendly work environment	P58 - "I participated every event related to LGBT topics organized by my company"
8	- Engage in conversation with colleagues of LGBT related topics	LG employees intend to influencing others by engaging LGBT related topics, expressing their support and expecting others to embrace LGBT communities	P34 - "I often join the conversation related to LGBT topics, and I occasionally initiate the conversation (e.g., one movie star is gay) with my co-workers."
9	- Support other LGBT employees in the workplace	LGBT employees experience some difficulties due to their sexual orientation. By helping each other privately, LG employees expect to build a healthy work environment	P5 - "I discovered one of my colleagues who is gay through an online App. I made conversation with him one time to solve his personal concerns of his sexual orientation and disclosure decision in the workplace"
10	- Pay attention to personal appearance, such as keeping clothes clean/neat or skin care	LG employees want to deliver a positive image to others in the workplace by paying attention to their appearance	P15 - "I always keep my dressing clean, neat and shiny and I want to deliver a positive message of pursuing life quality."
11	- Support other minorities (e.g., female or disabled and etc.) in the workplace	This is very subtle behavior LG employees engage in the workplace. Through supporting other minorities, LG employees expect other to respect minorities, including sexual orientation	P2 - "there is severe discrimination toward LGBT individuals in my organization, thus, I can not disclose my sexual orientation as I don't want to ruin my career. But, I would support other minorities (e.g., women) when others expressed discriminatory opinions"

Table 6.3 The frequency of each change-oriented behavior mentioned by the informants

Change-oriented Behavior	1	2	3	4	5	6	7	8	9	10	11
Item/participants	I challenge my supervisor/co-workers to deal with problems of workplace discrimination toward LGBT employees (e.g., initiate policy change, complain to the management regarding discrimination)	I give my supervisor/co-workers suggestions about how to make LGBT friendly environment better, even if others disagree (e.g., ensure the implementation of LGBT friendly policy)	I speak up to my supervisor/co-workers with ideas to address LGBT employees' needs and concerns (e.g., correct others' negative opinion toward LGBT)	Display LGBT related symbols (e.g., rainbow image, photo) in the workplace	Post/share/recommend LGBT positive related information, like articles/songs to personal social media where other colleagues can see it	Include LGBT related topic/activities (e.g., recruitment, marketing campaign and etc.) at work	Participate in LGBT events (if there is any) at work	Engage in conversation with colleagues of LGBT related topics	Support other LGBT employees in the workplace	Pay attention to personal appearance, such as keeping clothes clean/neat or skin care	Support other minorities (e.g., female or disabled and etc.) in the workplace
P1											
P2											
P3											
P4											
P5											
P6											
P7											
P8											
P9											
P10											
P11											
P12											
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P21											
P22											
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P24											
P25											
P26											
P27											
P28											
P29 (Les)											
P30											
P31											
P32											
P33											
P34 (Les)											
P35 (Les)											
P36											
P37											
P38											
P39											
P40											
P41											
P42											
P43											
P44											
P45											
P46											
P47											
P48 (Les)											
P49											
P50 (Les)											
P51 (Les)											
P52 (Les)											
P53 (Les)											
P54 (Les)											
P55 (Les)											
P56 (Les)											
P57 (Les)											
P58 (Les)											
P59 (Les)											
P60 (Les)											
P61 (Les)											
P62 (Les)											
P63 (Les)											
P64 (Les)											
P65 (Les)											
Total Frequency	2	6	13	7	29	11	3	33	11	11	12
Notes	Rarely - Below 5	Occasionally - Between 5 - 10	Sometimes - Between 11 - 20		Often Above 20						

6.5 Factor Analysis

6.5.1 Initial Item Reduction (EFA)

Since the newly developed scale is a behavior scale, I used a five-point Likert scale from ‘never’ to ‘all the time’ to capture the variance of each item. The five-point Likert scale is consistent with the WHEQ (Waldo, 1999). I followed the procedure recommended by Hinkin (1998) to conduct exploratory factor analysis (EFA) through an independent sample (N=267) to refine the new scales. The sample of 267 (11 items in total) is sufficient for validating the scale as the recommendation for the item-to-response ratio is 1:10 (Schwab, 1980).

I used the principal axis of a recommended common factoring method (Ford et al., 1986; Rummel, 1970) to conduct EFA. Based on the EFA results, I deleted two items with very low factor loadings (10_0.12; 11_0.35) as 0.4 is the mostly commonly used criterion level in judging factor loadings as meaningful (Ford et al., 1986). There are two factors identified in the EFA results (factor 1 has six items, and factor 2 has three items). Table 6.4 presents the factor loadings of two-factor results.

Table 6.4 Factor loadings for EFA results

Pattern Matrix		
Items	Factor	
	1	2
1	-.109	.702
2		.878
3	.101	.758
4	.738	
5	.765	
6	.751	
7	.702	
8	.698	
9	.709	

After reviewing the items carefully, I labelled factor 1 as implicit change-oriented behavior, and factor 2 as explicit change-oriented behavior to reflect the two factors. The 3+6 items structure explained the total variance of 56.19%.

6.5.2 Internal consistency reliability

I used Cronbach's alpha (Price & Mueller, 1986) to assess the internal consistency reliability. Two dimensions of change-oriented behaviors demonstrated good reliability, respectively (explicit change-oriented behavior, .793, and implicit change-oriented behavior, .866).

6.5.3 Confirmatory factor analysis (CFA)

I used another large sample (N=840) to conduct confirmatory factor analysis to further validate the newly developed scale. The two factors (explicit and implicit change-oriented behaviors) showed excellent model fit (CFI = .996, GFI = .992, RMSEA=.026), confirming a two-factor model of LG employees' change-oriented behaviors. The final scale, comprising three items of explicit change-oriented behaviors and six items of implicit change-oriented behaviours, was confirmed. Table 6.5 illustrates the newly developed LG employees' change-oriented behaviors scale.

Table 6.5 The final items for LG employees' change-oriented behavior

Below are some questions about your previous behaviors aiming to change the workplace heterosexism in your organization. During the PAST 12 months, have you engaged in the following behaviors with your supervisor or your co-workers?

	Never	Once or Twice	Sometimes	Often	All the time
1 I challenged my supervisor/co-workers to deal with problems of workplace discrimination toward sexual minorities (e.g., suggest the policy change, complain to the management regarding discrimination)	1	2	3	4	5
2 I gave my supervisor/co-workers suggestions about how to make environment more friendly to sexual minorities, even if others disagree (e.g., ensure the implementation of LGBT friendly policy)	1	2	3	4	5
3 I spoke up to my supervisor/co-workers with ideas to address LGBT employees' needs and concerns (e.g., correct others' negative opinion toward sexual minorities)	1	2	3	4	5

At your workplace, you might not have engaged in the behaviors mentioned above. But you might have engaged in various **other behaviors**. During the PAST 12 months, have you engaged in the **following behaviors** with your supervisor or your co-workers, trying to change the workplace heterosexism.

	Never	Once or Twice	Sometimes	Often	All the time
4 Displayed LGBT related symbols (e.g., rainbow image, photo) at the workplace	1	2	3	4	5
5 Posted/shared/recommended LGBT positive related information, such as articles/ songs to personal social media where other colleagues can see it	1	2	3	4	5
6 Included LGBT related topics/activities (e.g., recruitment, marketing campaign and etc.) at work	1	2	3	4	5
7 Participated in LGBT events at work	1	2	3	4	5
8 Engaged in conversation with colleagues about LGBT related topics	1	2	3	4	5
9 Supported (e.g., offered help, defended for) other LGBT employees at the workplace	1	2	3	4	5
10 Paid attention to personal appearance, such as keeping clothes clean/neat or maintaining a skincare routine	1	2	3	4	5
11 Supported (e.g., offered help, defended for) other minorities (e.g., disabled and etc.) at the workplace	1	2	3	4	5

6.6 Revised Model and Hypothesis

Since LG employees' change-oriented behaviors have been identified as having two dimensions – explicit change-oriented behavior and implicit change-oriented behavior – the proposed model and hypotheses need to be revised to reflect such changes. Figure 6.1 depicts the revised model and hypotheses.

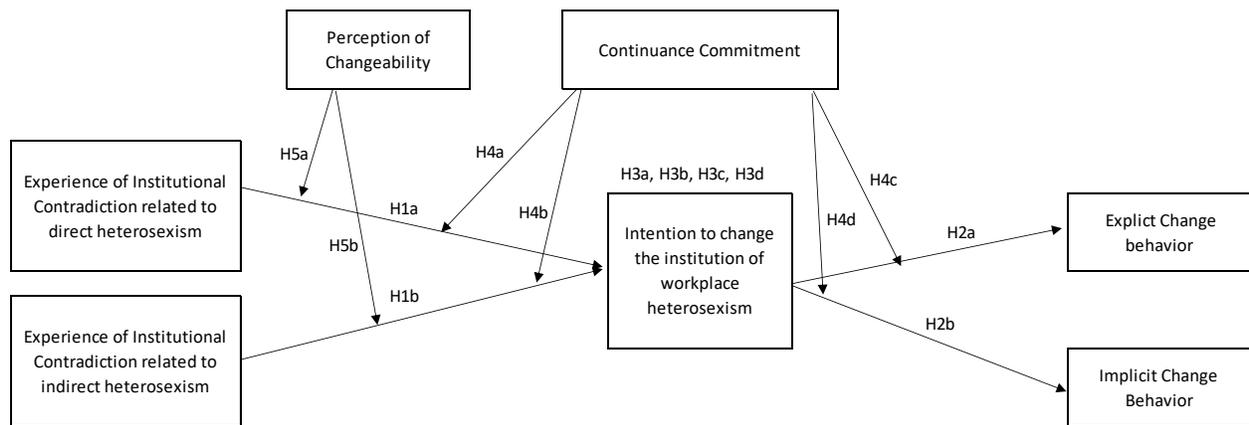


Figure 6.1 Revised model of LG employees changing the institution of workplace heterosexism

H1a: A LG employee's experience of institutional contradiction related to direct workplace heterosexism is positively associated with the employee's intention to change workplace heterosexism.

H1b: A LG employee's experience of institutional contradiction related to indirect workplace heterosexism is positively associated with the employee's intention to change workplace heterosexism.

H2a: A LG employee's intention to change workplace heterosexism is positively associated with the employee's explicit change behavior.

H2b: A LG employee's intention to change workplace heterosexism is positively associated with the employee's implicit change behavior.

H3a: A LG employee's intention to change workplace heterosexism mediates the positive relationship between an LG employee's experience of institutional contradiction related to direct heterosexism and explicit change behaviors.

H3b: A LG employee's intention to change workplace heterosexism mediates the positive relationship between an LG employee's experience of institutional contradiction related to indirect heterosexism and explicit change behaviors.

H3c: A LG employee's intention to change workplace heterosexism mediates the positive relationship between an LG employee's experience of institutional contradiction related to direct heterosexism and implicit change behaviors.

H3d: A LG employee's intention to change workplace heterosexism mediates the positive relationship between an LG employee's experience of institutional contradiction related to indirect heterosexism and implicit change behaviors.

H4a: The effect of an LG employee's experience of institutional contradictions related to direct workplace heterosexism on the employee's intention to change workplace heterosexism will be weaker when the employee's continuance commitment is high.

H4b: The effect of an LG employee's experience of institutional contradictions related to indirect workplace heterosexism on the employee's intention to change workplace heterosexism will be weaker when the employee's continuance commitment is high.

H4c: The effect of an LG employee's intention to change workplace heterosexism and explicit change behaviors will be weaker when the employee's continuance commitment is high.

H4d: The effect of an LG employee's intention to change workplace heterosexism and implicit change behaviors will be weaker when the employee's continuance commitment is high.

H5a: The effect of an LG employee's experience of institutional contradictions related to direct workplace heterosexism on the employee's intention to change workplace heterosexism will be stronger when the employee's perceived changeability is high.

H5b: The effect of an LG employee's experience of institutional contradictions related to indirect workplace heterosexism on the employee's intention to change workplace heterosexism will be stronger when the employee's perceived changeability is high.

Chapter 7 STUDY 3

7.1 Sample

Advertisements recruiting survey participants were placed on six non-profit organizations' social media in China that advocate for LGBT rights between July and August 2020. In total, 966 complete surveys were returned. After cleaning the data (e.g. excluding participants who were not employees, or not lesbian or gay), 840 samples were retained. Table 7.1 presents the demographic information of the sample.

Table 7.1 Summary of sample's demographic and employment characteristics

	Men		Women	
Gender	91.07%	(n = 765)	8.93%	(n = 75)
Gay	91.07%	(n = 765)	Lesbian	8.93% (n = 75)

Age			Occupation	
Below 18		0.60%	Enterprise	83.33%
18-25		29.17%	Public Service	4.52%
26-30		33.33%	Worker	4.64%
31-40		30.00%	Entrepreneurs	7.50%
41-50		6.43%		
51 and above		0.48%	Industry	
Region			Agriculture	1.67%
East		41.07%	Mining	0.60%
West		11.31%	Manufacture	8.21%
South		8.33%	Production gas and water	2.26%
North		27.62%	Construction	5.95%
Central		11.67%	Transportation, warehousing	2.14%
Organizational Type			Computer services and software industry	10.00%
National Owned		18.33%	Wholesale and retail	8.10%
Government		16.67%	Accommodation and catering	2.98%
Foreign		11.90%	Financial industry	6.67%
Private Sector		48.57%	Real Estate	2.14%
Self-employed		4.52%	Rental and business services	2.62%
Current Annual Income ^a			Scientific research	4.17%
Under ¥ 50 k		12.98%	Environment and public facilities management	0.95%
¥ 50k - 100k		33.93%	Resident services and other service industries	2.02%
¥ 100k - 200k		31.43%	Education	12.62%
¥ 200k - 300k		12.02%	Health care and social welfare facilities	5.60%
Above ¥ 300k		9.64%	Culture, sports and entertainment	8.45%
			Public Management	3.69%
			International organizations	0.12%
			Others	9.05%

Note. Based on $N = 840$.

^a K represents 1,000 RMB

7.2 Procedure

Following the translation procedure in Study 1, all remaining scales, except for the newly developed scale of change-oriented behaviors from Study 2 that was in Chinese, were translated from English to Mandarin and back by two independent bilingual individuals (Brislin, 1980); the accuracy of the translation was verified by a third individual. Meanwhile, the survey was developed and pretested on an opportunity sample of five bilingual individuals who checked the appropriateness of the wording, then on a sample of 21 gay and lesbian employees in Chinese organizations who helped ensure clarification and refinement of the instrument.

Survey links were created and sent to six LGBT non-profit organizations in China from July to August 2020. Survey links were created separately for each organization, and organizations placed the advertisements on their social networking platforms (Wechat and Sina Blog). The surveys were completely anonymous. I utilized a function of the survey software (unique identifiers) so that the survey could only be answered once in order to avoid duplicate answers.

7.3 Measures

7.3.1 Independent variables

Experience of institutional contradiction related to direct heterosexism was measured by three items immediately after participants answered the questions of the WHEQ's questions about direct heterosexism. The sample item is "To what degree has such an incident bothered you?" with responses ranging on a five-point Likert scale, from "to a small extent" to "to a large extent". The Cronbach's alpha was .78.

Experience of institutional contradiction related to indirect heterosexism was measured by three items immediately after participants answered the questions of the WHEQ's questions about indirect heterosexism. The sample item is "To what degree has such an incident bothered you?" with responses ranging on a five-point Likert scale from "to a small extent" to "to a large extent". The Cronbach's alpha was .81.

7.3.2 Dependent variables

Explicit change behaviors were measured by three items developed in Study 2. A sample item is "I challenged my supervisor/co-workers to deal with problems of workplace discrimination toward sexual minorities (e.g., suggest the policy change, complain to the management regarding discrimination), with responses ranging on a five-point Likert scale from "never" to "all the time". The Cronbach's alpha was .82.

Implicit change behaviors were measured by six items developed in Study 2. A sample item is "Displayed LGBT related symbols (e.g. rainbow image, photo) at the workplace", with responses ranging on a five-point Likert scale from "never" to "all the time". The Cronbach's alpha was .84.

Intention to Change workplace heterosexism. After respondents completed the WHEQ and questions on experiences of institutional contradiction, they were told, "Think back to how you felt and what you thought when these incidents happened", and were asked, "To what degree have you intended to change them?" to capture *intention to change*. They answered on a five-point Likert-type scale from (1) not at all to (5) very much intended.

Perceived Changeability. After respondents completed the WHEQ and questions on experience of institutional contradiction, they were told, "Think back to how you felt and what

you thought when these incidents happened”, and were asked, “Did you think it was likely that these incidents could be changed?” They answered on a five-point Likert-type scale from (1) not at all likely to (5) extremely likely to capture the perceived changeability.

Continuance Commitment. Three items were used to capture continuance commitment (Allen & Meyer, 1984; Jaros et al., 1993). A sample item is “It would be very hard for me to leave my organization right now, even if I wanted to”. These items were answered on a seven-point Likert-type scale from (1) *strongly disagree* to (7) *strongly agree*. The Cronbach’s alpha was .65.

7.3.3 Control variables

Some demographic variables were collected as control variables: age, organizational tenure, income, status (in hierarchy), gender, and organizational size. Organizational policies and practices were measured by six items adopted from Ragins (2001). A sample item is “Does your organization have a written non-discrimination policy that includes sexual orientation?” Participants answered the items with “yes”, “don’t know”, and “no”. The coefficient alpha for this variable was .715, and values ranged from 0 to 6, with higher values representing more supportive policies and practices. LG employees’ hierarchical status in the organization was measured by asking participants to indicate their formal status in the organization, ranging from general staff to senior management.

Other than these variables, several other specific LGBT-related variables had to be controlled for. *Internalized heterosexism (IH)* is defined as the internalization by LGBT individuals of negative attitudes and assumptions about homosexuality that are prevalent in society (Sophie, 1987). Huebner et al. (2002) noted that most theories on LGBT identity development hold that these identities are formed in a cultural context of extreme stigma toward same-sex romantic,

emotional, and sexual behavior. Thus, LGBT people are inevitably likely to have some level of internalized oppression relating to their status as members of a stigmatized group (Szymanski et al., 2008). Thus, internalized heterosexism needs to be considered. Three items related to internalized heterosexism were used (Ren & Hood, 2018)—“If possible, I would prefer to be a heterosexual”, “If I were a heterosexual, I would be happier”, and “Although there are some ways to change my sexual orientation, I am reluctant to try”—and respondents answered on a five-point Likert-type scale from (1) strongly disagree to (5) strongly agree ($\alpha = .78$).

The Degree of Disclosure of Sexual Orientation. The degree of disclosure of sexual orientation in the workplace is necessary for any reliable studies of sexual minorities because the degree of disclosure directly influences sexual minorities’ experiences of workplace heterosexism (Ragins, 2001). I used one item from previous studies— “At work, to whom have you disclosed your sexual orientation?”—using a four-point Likert-type scale ranging from “no one” to “everyone” to capture the degree of disclosure.

The Types of Chinese Organizations Where LG Employees Work. In general, there are three types of organizations in China: nationally owned (including public), privately owned, and multinational corporations (MNCs). Different types of organizations may have differing degrees of workplace heterosexism due to the nature of their business. Nationally owned organizations are primarily owned and controlled by the Chinese government; thus, workplace heterosexism is likely to be consistent with heterosexism levels in society. MNCs are subsidiaries of some multinational companies in China (the headoffice is outside of China); therefore, the level of workplace heterosexism may be influenced by the policy and culture set by a head office outside of China. Depending on the location of the head office, the Chinese subsidiary may have slightly different levels of workplace heterosexism. In fact, a recent study has already found that public and private

organizations can have different mindsets (Haq, 2012). Thus, the type of organization needs to be controlled for, as it may have a direct influence on the level of workplace heterosexism.

Negative Affectivity. Since the data were collected from the same source and at the same time, common method variance (CMV) may be a threat. I included negative affectivity as a marker variable to check the CMV. The negative affectivity check consisted of seven items. A sample item is “I often feel unhappy,” with respondents answering on a five-point Likert-type scale from (1) strongly disagree to (5) strongly agree ($\alpha = .91$). Table 7.2 presents the full list of variables in the present study.

[Insert Table 7.2 here]

7.4 Analysis Procedure

First, I considered the adequacy ($KMO = .830$, $p < .01$), convergent validity (pattern matrix, all the loadings were above 0.5), and discriminant validity (no strong cross-loadings) to evaluate the validity of all variables in the model by conducting an exploratory factor analysis (EFA). In the present study, IVs (institutional contradiction) and DVs (change behaviors) are reflective variables. The intention was measured by one item; thus, it is an informative variable and not included in the EFA. Thus, a four-factor model (two IVs and two DVs) should be expected. EFA results indicated a four-factor model with the factor loadings. Table 7.3 presents the factor loadings results.

Table 7.3 Factor loadings of EFA results

Pattern Matrix				
	Factor			
	1	2	3	4
EXP1		.709		
EXP2		.879		
EXP3		.724		
IMPIDIS	.649			
IMP2SHA	.704			
IMP3PAR	.713			
IMP4EVE	.694			
PMP5PAR	.693			
IMP6DEF	.690			
W1CD				.841
W2CD				.672
W3CD				.694
W4CD			.737	
W5CD			.768	
W6CD			.778	

Second, since the data were collected from the same source at the same time, CMV may be a threat. To minimize the CMV threat, I adopted several remedies in the procedural step (e.g. putting DV at the beginning of the survey). Further, I conducted statistical remedies to test whether CMV was a concern in the present study. I first used Harman's single factor by putting all the variables and forcing them into one factor. The results showed that only 22.34% variance was explained, which was much lower than the CMV threshold (50%). Next, I followed the current approach of addressing CMV (Archimi et al., 2018) by using both a common latent factor (CLF) and marker variable (negative affectivity) test and compared the standardized regression weights of all items for models with and without CLF/marker variable. The differences in these regression weights were found to be very small (<0.200), which confirmed the CMV was not a major issue in the present study (Gaski 2017). I still include the marker variable (negative affectivity) in my subsequent analysis.

Third, I adopted Anderson and Gerbing's (1988) comprehensive, two-step analytical strategy to test the hypothesized model. According to this strategy, the measurement model was first confirmed using confirmatory factor analysis (CFA). Then, I performed structural equation modeling (SEM) based on the structure model by taking the average of the items to each variable to estimate the fit of the hypothesized model to the data. Series of the index, such as CFI (Bentler, 1990) and RMSEA (Steiger, 1990), were used to gauge model fit. The results indicated a good model fit (CFI = .994, GFI = .989, SRMR = .0256, RMSEA = .031).

Finally, I used SEM with a path-analytic framework (Preacher & Selig, 2012), using AMOS 23 to test each hypothesis. The advantage of SEM is that it offers a simultaneous test of an entire system of variables in a hypothesized model and thus enables assessment of the extent to which the model is consistent with data (Byrne, 1994; Kline, 2015).

Baron and Kenny's (1986) causal-steps approach, widely recognized in the literature, requires that the direct effect between the independent variable and dependent variable be established before testing mediation effects. Nevertheless, recent development in the mediation literature discourages researchers from using this approach due to several limitations (Aguinis et al., 2016; Green et al., 2016; Guide & Ketokivi, 2015; Hayes, 2009; Rucker et al., 2011). Limitations include low statistical power, not directly testing the significance of a specific indirect effect, and neither quantifying the magnitude of the mediation effect nor accommodating models with inconsistent mediation (Hayes, 2009; MacKinnon, 2000; Rungtusanatham et al., 2014). Accordingly, recent studies argued that the direct relationship between the independent variable and dependent variable does not need to be considered (Aguinis et al., 2016: 12), and testing the significance of the independent variable and the dependant variable before or after examining mediation effect is outdated and unnecessarily restrictive (Memon et al., 2018).

Therefore, I used the segmentation approach proposed by Rungtusanatham et al. (2014) to test the mediation hypothesis. The segmentation approach considers both the indirect and mediation effects as the proposed model considers both the indirect relationship between independent variables to mediator, mediator to dependent variables, and mediation effect of intention to change workplace heterosexism.

7.5 Results

Table 7.4 provides descriptive statistics and correlations of the variables in the study. It can be seen that LG employees' disclosure is influenced by their status in the organization, organizational policy, and internalized heterosexism. Further, organizational policy influences LG employees' experience of workplace heterosexism.

[Insert Table 7.4 here]

Model fit: I first conducted the analysis to determine the outliers (Cook's distance), and I also checked the multicollinearity threat (VIF all much less than three, and tolerance levels higher than 0.1). Then, I put all the controlled variables (e.g., age, tenure) in the model to test the model fit. The 10 control variables were *age, gender, organizational size, tenure, income, hierarchy status in the organization, organizational policy, internalized heterosexism, and degree of disclosure of sexual orientation*. The structural model results indicated a good fit to the data ($\chi^2[29] = 81.46, p \leq .001$; CFI = .984, GFI = .986, SRMR = .137, RMSEA = .046). They provided evidence that further examination of the structural model was justified.

Indirect effects: I followed the path-analytic framework (Preacher & Selig, 2012) to test the indirect effect first. All paths were significant. Standardized regression weights were .122, .056, .056, and .146 respectively. H1b (contradiction related to indirect heterosexism

to intention to change workplace heterosexism) was at a significance level of 95% confidence, the rest were all at a 99% confidence level. Thus, H1a, H1b, H2a, and H2b were all supported. These results suggest that the experience of institutional contradiction related to direct and indirect heterosexism leads to LG employees' intention to change workplace heterosexism, which in turn leads to both explicit and implicit change-oriented behaviors.

Mediation effects: I followed Preacher & Hayes's (2004, 2008) approach and bootstrapped (2000 times with a 95 % confidence level) the sampling distribution to test the mediation effects. Further, I also checked the confidence intervals to determine the mediation effect. If the confidence interval for the indirect effect does not straddle a zero in between, this supports the mediation effects. The results showed that all the mediation effects are supported. Thus, H3a – H3d are all supported. The results suggest that intention to change workplace heterosexism mediates the relationship between experiences of institutional contradiction related to direct and indirect heterosexism and both explicit and implicit change-oriented behaviors. Table 7.5 below presents the results of mediation effects.

Table 7.5 Mediation effects

Hypothesis		Lower	Upper	p value
H3a	A LG employee's intention to change workplace heterosexism mediates the positive relationship between an LG employee's experience of institutional contradiction related to direct heterosexism and explicit change behaviors.	0.003	0.011	0.001
H3b	A LG employee's intention to change workplace heterosexism mediates the positive relationship between an LG employee's experience of institutional contradiction related to indirect heterosexism and explicit change behaviors.	0.008	0.028	0.001
H3c	A LG employee's intention to change workplace heterosexism mediates the positive relationship between an LG employee's experience of institutional contradiction related to direct heterosexism and implicit change behaviors.	0.001	0.007	0.011

H3d	A LG employee's intention to change workplace heterosexism mediates the positive relationship between an LG employee's experience of institutional contradiction related to indirect heterosexism and implicit change behaviors.	0.003	0.017	0.012
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Moderation: I further tested the moderation effect based on the pretested mediation framework (Preacher & Selig, 2012) by creating the interaction between proposed moderations and corresponding variables.

Organizational Continuous commitment. H4a proposed that continuous organizational commitment weakens the relationship between experienced institutional contradiction related to direct heterosexism and intention to change workplace heterosexism. The result did not support this view as the moderating coefficient was not significant ($\beta = .029, p = .51$).

H4b proposed that continuous organizational commitment weakens the relationship between experience of institutional contradiction related to indirect heterosexism and intention to change workplace heterosexism. From the above results, we observe that the relationship between experience of institutional contradiction related to indirect heterosexism and intention to change workplace heterosexism is positively significant ($\beta = .056, p < .05$). Figure 7.1 indicates the negative moderating effect on the relationship. Specifically, when the organizational continuance commitment is high, the relationship between experience of institutional contradiction related to indirect heterosexism and intention to change workplace heterosexism is weaker than when the organizational continuance commitment is low. The moderating coefficient is $-.071 (p < .1)$. H4b is supported.

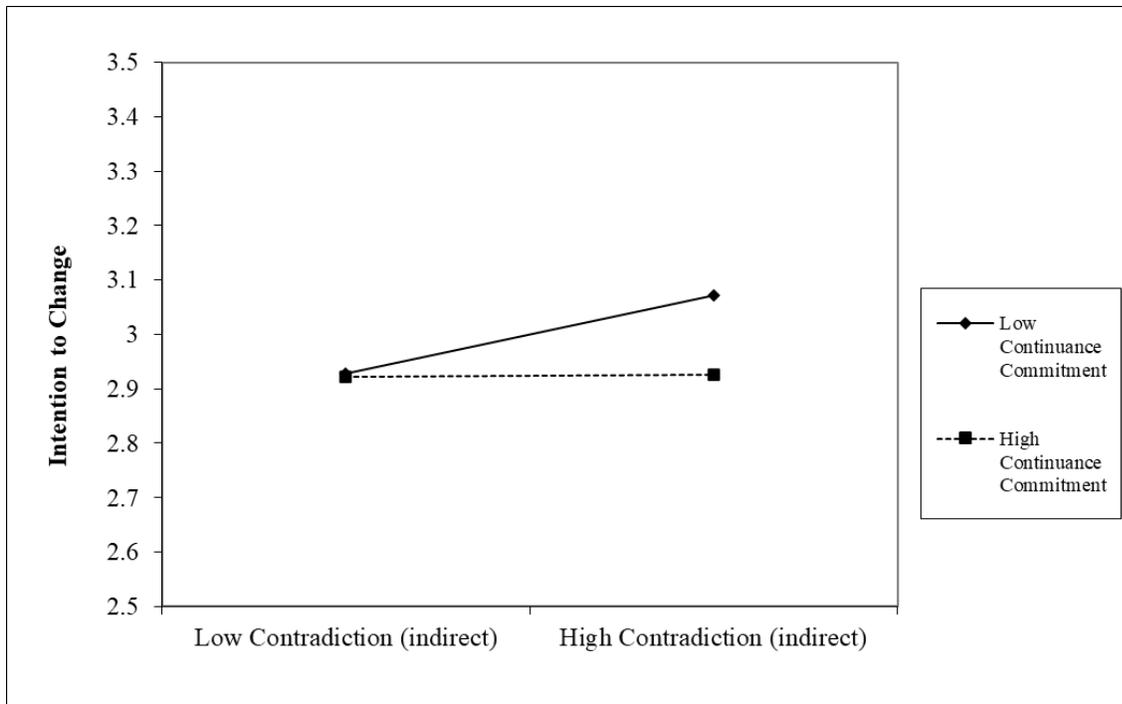


Figure 7.1 The moderating effect of continuance commitment on contradiction related to indirect heterosexism and intention to change workplace heterosexism

H4c proposed that organizational continuous commitment weakens the relationship between intention to change workplace heterosexism and explicit change-oriented behavior. It can be seen that the relationship between intention to change workplace heterosexism and explicit change-oriented behaviors is positively significant ($\beta = .056, p < .01$). However, contrary to the hypothesis, Figure 7.2 shows that such relationship is strengthened by the organizational continuance commitment. When organizational continuance commitment is high, the relationship becomes stronger as the slope is steeper. The moderating coefficient is $.03 (p < .05)$. Thus, H4c is not supported.

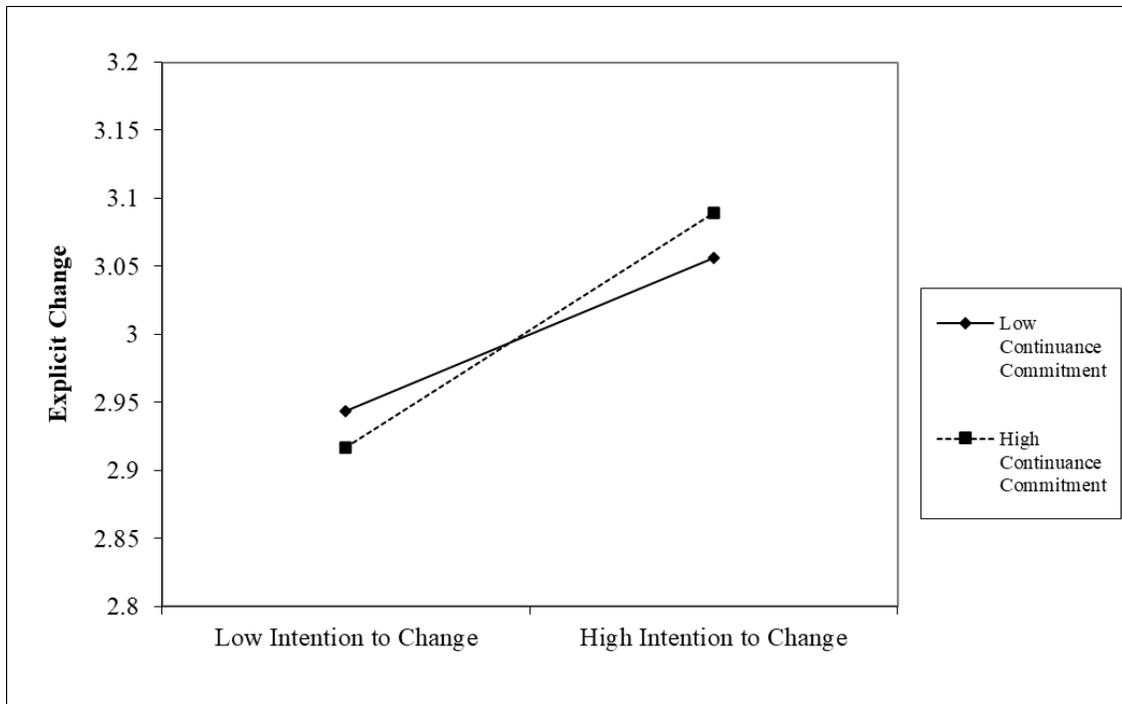


Figure 7.2 The moderating effect of continuance commitment on intention to change workplace heterosexism and explicit change-oriented behaviors

H4d proposed that that continuous organizational commitment weakens the relationship between intention to change workplace heterosexism and implicit change behavior. The result did not support this view as the moderating coefficient is not significant ($\beta = -.009, p = .625$).

Perceived changeability. H5a proposed that perceived changeability strengthens the relationship between experience of institutional-contradiction-related direct heterosexism and intention to change workplace heterosexism. As shown in Figure 7.3, the positive relationship between experience of institutional contradiction related to direct heterosexism and intention to change workplace heterosexism is significant ($\beta = .122, p < .01$). As expected, when perceived changeability is high, this relationship becomes stronger. The moderating coefficient is .062 ($p < .10$). Thus, H5a is supported.

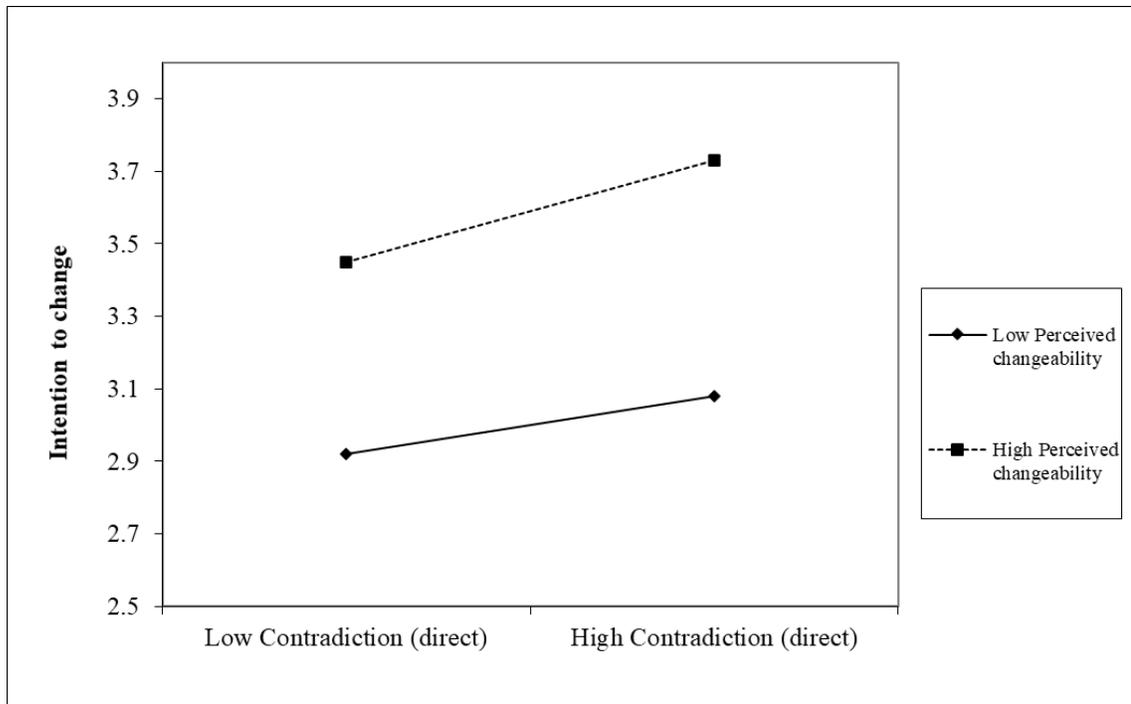


Figure 7.3 The moderating effect of perceived changeability on contradiction related to direct heterosexism and intention to change workplace heterosexism

H5b proposed that perceived changeability strengthens the relationship between experienced institutional contradiction related to indirect heterosexism and intention to change workplace heterosexism. On the contrary, the result showed that the relationship between experience of institutional contradiction related to indirect heterosexism and intention to change workplace heterosexism becomes weaker when perceived changeability is high. The moderating coefficient is -0.135 ($p < .01$). Thus, H5b is not supported. Figure 7.4 shows the moderating effect.

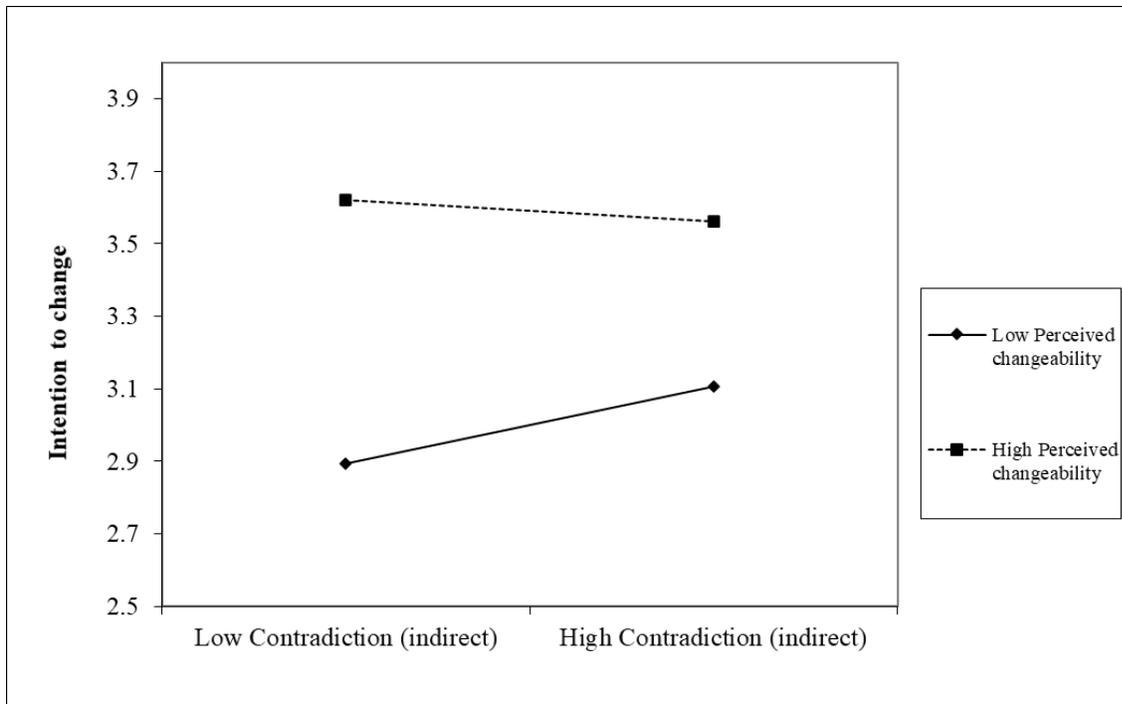


Figure 7.4 The moderating effect of perceived changeability on contradiction related to indirect heterosexism and intention to change workplace heterosexism

Integrated model (SEM) results. I put all the variables (mediation, moderation) into the model to check the overall model fit and proposed hypothesis. The results showed a good model fit ($\chi^2[104] = 255.03, p \leq .001$; CFI: .966, RMR = .161, RMSEA = .042). The overall results are shown in Figure 7.5.

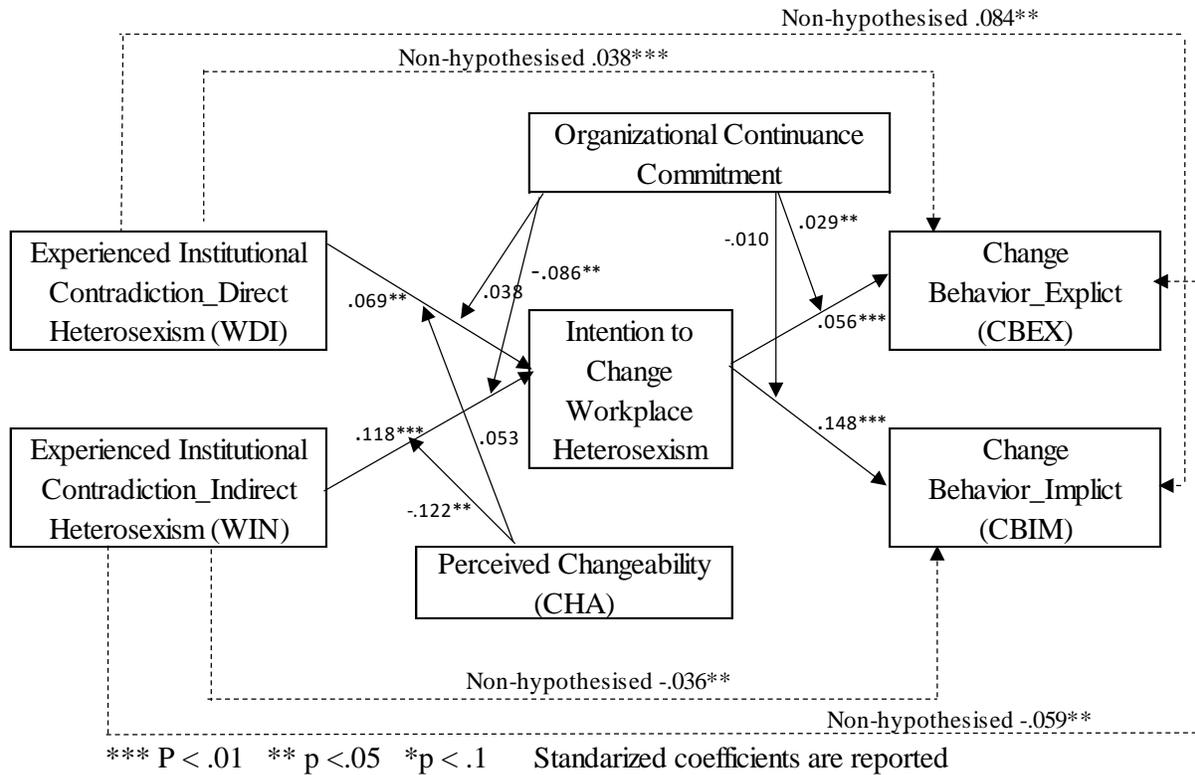


Figure 7.5 Overall model

Summary of results. In total, 14 hypotheses were proposed and tested. Four hypotheses (H1a, H1b, H2a and H2b) conceptualized that the experience of institutional contradiction would lead to LG employees' intention to change workplace heterosexism, which in turn leads to their change-oriented behaviors. All these four hypotheses were supported in both the individual and integrated models. Four hypotheses (H3a – d) proposed that intention to change workplace heterosexism mediates the relationship between experience of institutional contradiction and change-oriented behaviors. Those hypotheses were supported, suggesting that intention to change workplace heterosexism plays an important role. The remaining six hypotheses (H4a – d, H5a and H5b) concern the moderating effect of organizational continuance commitment and perceived changeability. Organizational continuance commitment weakens the relationship between experience of institutional contradiction related to indirect heterosexism and intention to change

workplace heterosexism. However, organizational continuance commitment strengthens the relationship between intention to change workplace heterosexism and explicit change-oriented behaviors. While perceived changeability strengthens the relationship between experience of institutional contradiction related to direct heterosexism and intention to change workplace heterosexism, this effect is not significant in the integrated model.

Table 7.6 summarizes the results of all hypotheses that were individually tested, and the results in the integrated model. I also compared the results in two tests. It can be seen that except for H5a, where the result changed from significant ($p < .1$) to not significant, the rest of the results did not change in the integrated model.

Table 7.6 Summary of results

Hypothesis		Support (Y/N) – Moderators individually tested	Support (Y/N) – Moderators integrated tested (integrated model)	Did results change ? (Y/N)
H1a	Contradiction direct to intention.	Y	Y	N
H1b	Contradiction indirect to intention.	Y	Y	N
H2a	Intention to explicit change behavior.	Y	Y	N
H2b	Intention to implicit change behavior.	Y	Y	N
H3a	Intention mediates contradiction direct to explicit change behavior.	Y	Y	N
H3b	Intention mediates contradiction direct to implicit change behavior.	Y	Y	N
H3c	Intention mediates contradiction indirect to explicit change behavior.	Y	Y	N
H3d	Intention mediates contradiction indirect to implicit change behavior.	Y	Y	N

H4a	Continuance commitment weakens the relationship between contradiction related to direct heterosexism and intention to change workplace heterosexism.	N	N	N
H4b	Continuance commitment weakens the relationship between contradiction related to indirect heterosexism and intention to change workplace heterosexism.	Y	Y	N
H4c	Continuance commitment weakens the relationship between intention to change workplace heterosexism and explicit change behavior.	N (reversed result)	N (reversed result)	N
H4d	Continuance commitment weakens the relationship between intention to change workplace heterosexism and implicit change behavior.	N	N	N
H5a	Perceived changeability strengthens the relationship between contradiction related to direct heterosexism and intention to change workplace heterosexism.	Y ($p < .1$)	N	Y
H5b	Perceived changeability strengthens the relationship between contradiction related to indirect heterosexism and intention to change workplace heterosexism.	N (reversed result)	N (reversed result)	N

Chapter 8 DISCUSSION AND CONCLUSION

I began this dissertation by asking what was the factor that triggers lesbian and gay (LG) employees to disrupt the workplace heterosexism that discriminates against them. While past research on LG employees has mainly focused on the challenges LG employees encounter in the face of workplace heterosexism and negative consequences LG employees experience as the result of workplace heterosexism (e.g. Ragins & Cornwell, 2001; Waldo, 1999), few studies have attempted to examine how LG employees could be the change agents to change the workplace heterosexism. Such a focus on the challenges and negative consequences LG employees experience undermines the role of change agent LG employees may play in understanding LG employees' daily behavior. To address this limitation, I brought the institutional change literature (Seo & Creed, 2002), reason action theory (Fishbein & Ajzen, 2010), and proactivity literature (Morrison, 2011) together to theorize and model the experience the institutional contradiction as the trigger for LG employees' intention to change workplace heterosexism and subsequent change-oriented behaviors. This is an early investigation into the role of change agents in LG employees' literature; nevertheless, there is much to take from this dissertation.

8.1 Experience of Institutional Contradiction to Change-oriented Behavior

My study shows that the experience of institutional contradiction derived from LG employees' interests for equal treatment and workplace heterosexism triggers LG employees' intention to change and their subsequent change-oriented behaviors (see Table 7.6 for the summary of results). The findings are broadly consistent with past research on effects of institutional contradiction on institutional change. Past research has shown that the institutional contradiction between their occupational identity (e.g. church leader) and marginalized identity (e.g. lesbian or gay) would

transform LG employees to become change agents (Creed., 2010). Nevertheless, the institutional contradiction studied in the past has been limited to the conflict of identities, which may not apply to employees because most LG employees are not leaders in their organization. The study shifted the focus from LG leaders to employees by examining the institutional contradiction between LG employees' personal interests and workplace heterosexism.

It is important to note that my study did not address how LG employees' change behavior could generate the actual change, either significantly or incrementally. In fact, the cross-sectional research design limits the capacity to capture the outcome of change behavior and actual change. Instead, my study provides early exploration on what could possibly transform LG employees to be potential change agents.

8.1.1 Contradiction to intention to change workplace heterosexism and change-oriented behaviors

The results show that the experience of institutional contradiction both related to direct and indirect heterosexism exerted strong influence on LG employees' intention to change workplace heterosexism workplace heterosexism, after controlling for the effects of demographic characteristic of LG employees (i.e. age, tenure) and characteristics of organizations LG employees work for (i.e. size). Specifically, LG employees' intention to change the workplace heterosexism increased as the experience of institutional contradiction increased (support for H1a and H1b). When LG employees experience the contradiction derived from their misalignment of interests in equal treatment with both direct and indirect workplace heterosexism, they are likely to form the intention to change the workplace heterosexism. These findings are consistent with past research on institutional change and effects of institutional contradiction on institutional change in that individuals are potential change agents who become conscious of the institutional

conditions that leave their needs unmet and take action to change the present order (Seo & Creed, 2002). Specifically, my study showed that LG employees who are living in the dominant institutional environment (i.e., workplace heterosexism) would experience contradiction between their own interests and workplace heterosexism, which will form LG employees' intention to change and subsequent change-oriented behaviors. However, my study did not capture the outcomes of these change behaviors. Nevertheless, my study complements the institutional change literature by demonstrating the role of institutional contradiction (i.e., workplace heterosexism) experienced by employees in shaping their intention to change and change behavior.

My results also revealed that LG employees are likely to engage different change-oriented behaviors (i.e. explicit and implicit change behaviors) when intention to change workplace heterosexism is formed (support for H2a and H2b). These findings are consistent with the reasoned action approach that human social behavior follows reasonably and often spontaneously from the information or beliefs people possess about the behavior under consideration (Fishbein & Ajzen, 2010). Specifically, the likelihood of LG employees' both explicit and implicit change-oriented behaviors increased when their intention to change workplace heterosexism increased.

The analysis here provides additional insights into LG employees' change-oriented behavior by considering the different types of changing behaviors. While change-oriented behaviors are inherently risky (Morrison, 2016), unlike other employees who do not have stigmatized identity, LG employees concern additional risks associated with their stigmatized identity. Consequently, LG employees are likely to engage some subtle change-oriented behavior to mitigate the additional risks. My findings suggest that LG employees do engage in both explicit and implicit change-oriented behaviors when intention to change workplace heterosexism has been formed.

8.1.2 Intention to change as a mediator

Past research on institutional change has suggested that a key step that transforms potential change agents to individuals' action of changing the current institution is the reflective shift in consciousness (Seo & Creed., 2002). This suggests that the formation of intention to change workplace heterosexism plays a critical role between the experience of institutional contradiction and change-oriented behaviors. My findings are consistent with this argument that intention to change workplace heterosexism does mediate the relationship between the experience of contradiction derived from misalignment between LG employees' interests of equal treatment and workplace heterosexism, and LG employees' both explicit and implicit change-oriented behaviors (support of H3a to H3d).

Although past research has shown that LG employees could be change agents by addressing their experience of institutional contradiction (Creed et al., 2010), implying that intention to change workplace heterosexism is an important step, few studies have specifically looked into the role of intention to change workplace heterosexism as a mediator between the experience of institutional contradiction and change-oriented behaviors. My study complements the institutional change literature and my results have shown that intention to change workplace heterosexism plays an important role that mediates the relationship between the contradiction and change-oriented behaviors.

8.1.3 Continuance commitment

Change-oriented behaviors are inherently risky (Morrison, 2014), since offering even a seemingly constructive suggestion implies a challenge to the status quo (Liu et al., 2010). Past research has shown that employees sometimes remain silent at work because of the anticipated risks associated with change-oriented behavior (Detert & Admondson, 2011). Such anticipated

risks are more salient for LG employees than heterosexual counterparts as LG employees face additional risks of negative consequences related to their stigmatized identity. Therefore, it's important to consider factors that may facilitate or impede the process of forming intention and subsequent change-oriented behaviors.

I hypothesized that continuance commitment would both weaken the relationship between the experience of institutional contradiction and intention to change workplace heterosexism, and the relationship between intention to change workplace heterosexism and change-oriented behaviors. This argument is primarily built on the premise that LG employees would prioritize job security and reduce any risk that potentially threatens their continuance of employment in the organization. However, my findings revealed mixed results. In the stage of forming the intention to change workplace heterosexism, continuance commitment weakens the relationship between the experience of institutional contradiction related to indirect heterosexism and intention to change (support of H4b). Such effect, however, was not found between the experience of institutional contradiction related to direct heterosexism and intention to change (not supporting H4a). Direct heterosexism, such as malicious jokes, indicates a relatively high level of workplace heterosexism towards LG employees. In such an environment, LG employees' continuance commitment may not play a significant role in weakening the relationship between institutional contradiction and intention to change because the intention to change the workplace heterosexism outweighs the effect of risks to continuance of employment.

Interestingly, contrary to my hypothesis, my findings showed that continuance commitment strengthens the relationship between intention to change workplace heterosexism and explicit change behaviors (contrary to H4c). Such opposite results may be explained through the lens of how employees respond to job dissatisfaction in the context of continuance commitment.

In general, there are three ways employees would respond to job dissatisfaction when they stay in an organization because of continuance commitment: loyalty, neglect and voice (Zhou & George, 2001). The intention to change the workplace heterosexism reflects LG employees' job dissatisfaction with their current organization. Past research suggested that employees who are dissatisfied but who perceive quitting costs as too high are most likely to engage in change-oriented behavior (i.e. voice) when they perceive such actions are potentially effective – that is, as meaningful and influential (Brockner et al., 1998; Hirschman, 1970; Withey & Cooper, 1989). Thus, it is likely that continuance commitment may strengthen the relationship between intention to change workplace heterosexism and explicit change behaviors because LG employees with a high level of continuance commitment would perceive that such explicit change behaviors could really bring some changes regarding reducing the workplace heterosexism.

My results showed that continuance commitment did not have an effect on the relationship between intention to change workplace heterosexism and implicit change behaviors (not supporting H4d). This is not surprising as the nature of implicit change behavior is less effective than explicit change behavior in terms of generating the actual change. Thus, continuance commitment may not have an effect on the relationship between intention to change workplace heterosexism and implicit change behaviors.

Taken altogether, my theoretical analysis and empirical findings on the effect of continuance commitment on the relationship between the experience of institutional contradiction and change-oriented behaviors show mixed results. In the stage of forming the intention to change workplace heterosexism, continuance commitment weakens the relationship between contradiction related to indirect heterosexism and intention to change. However, in the stage of

taking actions, continuance commitment strengthens the relationship between intention to change workplace heterosexism and explicit change behaviors.

8.1.4 Perceived changeability

The primary reason I hypothesized that perceived changeability strengthens the relationship between the experience of institutional contradiction and intention to change workplace heterosexism is the argument that people have different capacity to apprehend institutional contradiction (Voronov & Yorks, 2015). Depending on the different mindset stage (i.e. socialized, self-authoring, and self-transforming), some individuals are more likely than others to break through the blinders (i.e. higher level of perceived changeability) imposed on them by extant institutional arrangements (Voronov & Yorks, 2015). Thus, I hypothesized that perceived changeability, which refers to the degree of individuals' perception of the possibilities that the target could be changed, would strengthen the relationship in the stage of forming LG employees' intention to change workplace heterosexism.

My findings show that the relationship between the experience of institutional contradiction and intention to change workplace heterosexism is very sensitive to perceived changeability. Consistent with my hypothesis (H5a), perceived changeability strengthens the relationship between the experience of institutional contradiction related to direct heterosexism and intention to change workplace heterosexism. However, contrary to the hypothesis, perceived changeability weakens the relationship between the experience of institutional contradiction related to indirect heterosexism and intention to change workplace heterosexism (not supporting H5b). Two reasons may explain why perceived changeability exerts different effects. The first is construct validity. I used one item to capture the perceived changeability, "Did you think it was likely that these incidents could be changed?", asking respondents to recall those events of

heterosexism they experienced. However, this one item may not fully capture LG employees' differing capacities to apprehend the institution contradiction. Since there are several items associated with workplace heterosexism (six items in total), the one item may limit, constrain, or even confuse participants' understanding of the changeability of those events. As a result, the perceived changeability may not accurately capture LG employees' perception of changeability of workplace heterosexism. The second reason is the interactive effect with other variables. It is possible that perceived changeability may interact with other variables (i.e. continuance commitment) to influence the relationship between the experience of institutional contradiction and intention to change. This means that perceived changeability does not directly influence the proposed relationship. Instead, a three-way interaction between perceived changeability and other variables may together have an effect on the proposed relationship.

8.2 Contributions and Implications

My theoretical accounts and empirical analyses of LG employees in China highlight the 'bright' side of LG employees' work lives in terms of changing the workplace heterosexism, instead of traditional view of LG employees as the victim of workplace heterosexism. The perspective of institutional contradiction as the trigger for LG employees' intention to change, change-oriented behavior, and contingent factors contributes not only to research on LG employees but also to the micro-process of institutional change theory and proactive behavior literature.

8.2.1 Research on LG employees

The central question of understanding LG employees' workplace experiences and behavior has centered on workplace discrimination toward LG employees. Accordingly, past research has been primarily focused on the negative workplace outcomes associated with workplace

discrimination LG employees experience, such as job satisfaction (i.e. Ragins & Cornwell, 2001), well-being (i.e. Waldo, 1999), and the behavior LG employees display in the workplace, and has centered around the concealment or disclosure of their sexual orientation (i.e. King et al., 2017; Ragins & Cornwell, 2001), or identity management strategies broadly (i.e. Button, 2004; Jones & King, 2014). While recent studies have started to recognize that LG employees could be the change agents (i.e. Buchter, 2020; Creed et al., 2010), most of the studies emphasize LG employees who are either leaders in the organizations (e.g. church leaders) or activists. While the focus on LG employees' social status (i.e. leaders or activists) has significance in its own right, it overlooks that LG employees could also be change agents and the trigger for LG employees' intention to change workplace heterosexism and change-oriented behavior may differ for those who have social status. My results provide the first systematic evidence that the experience of institutional contradiction between LG employees' personal interests and workplace heterosexism is the trigger for their intention to change workplace heterosexism and their subsequent change-oriented behavior. Such research shifts the focus from the conventional view of LG employees as passive victims to proactively responding to workplace heterosexism. Further, the focus on LG employees' experiences in terms of changing workplace heterosexism complements the existing literature that LG employees are also participating in the change process.

As mentioned before, the primary focus of LG employees' workplace behavior has been centered around their identity management (concealment or disclosure). Few studies have looked at LG employees' change-oriented behavior (see for exception Buchter, 2020; Creed et al., 2010). My research provides the first attempt to systematically examine LG employees' behavior connected with the intention to change workplace heterosexism. Specifically, my results revealed that LG employees are engaging two types of behavior: explicit and implicit change behavior.

Such research completes the existing LG employee literature by offering a relatively full picture on understanding LG employees' change-oriented behavior.

Lastly, my study of LG employees was conducted in the Chinese context, where the legal and cultural environments are different to Western countries (i.e. United States). As Colella et al. (2017) called that more studies of discrimination outside of the United States were needed, my study provides a different perspective on LG employees' experience and behaviors. My studies show that LG employees are also participating in change process in the Chinese workplace, where workplace heterosexism is high.

8.2.2 Research on institutional theory

Generally, my theoretical and empirical analysis affirms the theory that the experience of institutional contradiction transforms individuals into change agents (Seo & Creed, 2002). While past research on institutional change has shown that the experience of institutional contradiction is the reason for transforming LG employees who are leaders in the organization into change agents (Creed et al., 2010), little is known about the trigger for LG employees to become change agents.

My findings suggest that the experience of institutional contradiction between ordinary LG employees' interest of equal treatment and workplace heterosexism is positively associated with ordinarily LG employees' intention to change workplace heterosexism and subsequent change-oriented behaviors. Such research also corresponds to the call within institutional theory, that individuals need to be brought back into institutional theory with a focus on their everyday work life in response to institutional arrangements (Lawrence et al., 2011; Willmott, 2011). Further, the focus on LG employees who are marginalized by workplace heterosexism corresponds with the calling that institutional analysis needs to place more attention on those individuals who are less powerful members of organizations, as opposed to only leaders or champions (Powell & Colyvas,

2008), providing an alternative picture on the engagement of LG employees in the institutional change process.

With regard to the research method, my research complements the existing literature of institutional change, where qualitative is the main method with a quantitative approach. Past research on institutional change has primarily used the qualitative method (i.e. interviews) to demonstrate the process of how individuals become change agents (i.e. Butcher, 2020; Creed et al., 2010). While qualitative research has advantages on providing a detailed and rich understanding of the means and ways of how the institutional change process has evolved, and such method is perfectly appropriate for a nascent stage of theoretical development to investigate unfamiliar phenomena (Edmondson & McManus, 2007), the quantitative approach could also help establish the internal validity that explains the causality, and external validity to generalize the study across people, organizations, and context in a larger sample (McGrath, 1964). My study serves as one of the early investigations with the quantitative method to examine individuals' engagement in the institutional change process.

8.2.3 Research on proactivity literature

LG employees' change-oriented behaviors share similar concepts with other proactive behaviors (i.e. voice) aimed at changing the situation. Thus, contingent factors that impede or facilitate employees' change initiatives need to be considered. My study used continuance commitment as the moderator to explain this process.

My findings suggest that continuance commitment plays different roles in the stage of formation of intention to change workplace heterosexism and the action stage. In the stage of forming the intention to change, continuance commitment weakens the relationship between the experience of institutional contradiction and intention to change, mainly because LG employees

are concerned with the risks of discontinuing their employment with the organization. However, once LG employees decide to stay in the organization, continuance commitment may facilitate the change-oriented behavior, because LG employees want to make the workplace better. This research complements and enhances the proactive literature by adding that continuance commitment may exert different influences, and sometime the opposite effect, on employees' change initiatives.

8.2.4 Practical implications

My study also brings several practical implications for human resource (HR) professionals, or for management in general, on the issues of LG employees and diversity management. First, the importance of creating a diverse and inclusive work environment. My research shows that LG employees are sensitive toward workplace heterosexism. Workplace heterosexism does not only have a detrimental effect on LG employees work attitudes, such as job satisfaction and well-being, but also triggers LG employees' intention to change workplace heterosexism and change-oriented behaviors. LG employees' daily work behavior, both explicit and implicit, sometimes reflects their dissatisfaction toward workplace heterosexism. Thus, it is important for HR professionals to constantly monitor organizational policies, practices and culture that potentially discriminate against LG employees or other minority groups, and take action to create a diverse and inclusive work environment.

In addition, my study shows that LG employees do not remain silent, and they use a variety of ways to change workplace heterosexism. Specifically, LG employees use implicit change behaviors (such as displaying a rainbow symbol) much more often than explicit change behaviors. Such implication informs us that HR professionals should go deeper to understand LG employees' behavior. LG employees use these implicit change behaviors to express their dissatisfaction of

workplace heterosexism, and to influence and educate the people around them. It is important for HR professionals to recognize the implications beneath those behaviors and take actions to reduce discriminatory environment toward LG employees and other minority groups.

8.3 Limitations

My dissertation is not without limitations. First, the research method was vulnerable to common method variance (CMV), as the data were collected from the same source of self-reports. While I have adopted several remedies recommended in literature, such as procedural remedies (i.e. design of the questionnaire) and statistical remedies (i.e. marker variable of negative affectivity), to reduce the CMV threat, the relationship of variables may be inflated due to CMV (Podsakoff et al., 2015). It is important to note that research of LG employees faces huge challenges in data collection, as a majority of LG employees do not or are unwilling to disclose their sexual orientation. Thus, the CMV threat is hard to be remedy through data collection from third parties (i.e. supervisor). However, data collection at different times may be a good way to reduce CMV.

Second, there is a possibility that the results found in my dissertation cannot be generalized to other invisible stigmatized groups, such as bisexual or transgender individuals. While much of the existing literature on invisible stigma shares the assumption that groups with invisible stigma hold common characteristics, scholars have argued that each specific stigma interacts with the social context, which may have unique work experiences (Huffman et al., 2008). Specifically, literature has suggested that some groups of individuals with invisible stigma, such as bisexuality, should be studied separately because bisexual employees face complicated issues surrounding acceptance and the experience and attitudes held by bisexuals may differ dramatically from lesbian

and gay employees. Thus, a comparative study that compares various invisible stigmatized groups would be ideal to reach a more generalized conclusion.

Third, the context of my dissertation is in China. While this setting provides an early investigation on the experiences of LG employees in the workplace where workplace heterosexism is relatively high, the generalizability of relationships between variables to other contexts needs to be reviewed cautiously. The legislative regulations and practices toward protecting LG employees may be dramatically different in other countries. Therefore, a comparative study that accounts for those differences would be appropriate to interpret the results.

Fourth, construct validity. My dissertation developed a new scale of change-oriented behaviors for LG employees, which consists of two dimensions, explicit and implicit change behaviors. While a series of factor analysis has been conducted (i.e. EFA and CFA), this scale has not been validated by comparing it with other constructs (i.e. voice). Further investigation needs to be conducted to examine how the newly developed scale has different impact on LG employees' work-related outcomes (i.e. job engagement).

8.4 Future Research

While my dissertation reveals some new research dimension of the experience of LG employees in responding to workplace heterosexism, much work remains to be done. My findings suggest a number of directions for future research.

The findings reported show that the experience of institutional contradiction between LG employees' interests and workplace heterosexism is the main factor that triggers LG employees' intention to change and subsequent change-oriented behaviors. These findings are consistent with past literature that experience of contradiction does play an important role in transforming

individuals who are marginalized by the dominant institutional arrangement to change agent. However, my dissertation did not explore the psychological mechanisms on why LG employees become proactive in terms of changing the workplace heterosexism. What factors would influence LG employees' psychological reactions toward workplace heterosexism? What factors would impede or facilitate such psychological process?

Second, my dissertation did not capture the effect of LG employees' change-oriented behaviors. That is "will LG employees' change-oriented behaviors have real impacts on institutional change? How is such change unfolded? How other people (i.e., heterosexual counterparts) react to LG employees' change behaviors? It is apparent that institutional change takes a long time to be realized. Some changes are relatively easy to be identified (i.e., policy change), while some changes are subtle and incremental (i.e., perception change). Recent studies have shown that disclosure of sexual orientation did influence heterosexual employees' identity commitment (Lyons et al., 2020). Future study could explore such areas to see the effectiveness of the LG employees' change-oriented behaviors.

Third, my dissertation primarily captured the affective aspect of the experience of institutional contradiction (i.e., how much bothered...). In the institutional theory literature, individual-level cognition has been emphasized to explain individuals' reaction to institutions (e.g., George et al., 2006; Kostova & Roth, 2002). Cognitive dimension could include the questions, such as why the workplace heterosexism is wrong and inappropriate? Why the change of workplace heterosexism is necessary? Thus, future research could be devoted to exploring how both cognitive and affective aspect shape individuals' institutional contradiction.

Finally, future study may further explore the importance of intention to change in the institutional change. To my understanding, the literature on institutional change has thus far been

relative silence on the intention to change in the change process. The present study considers intention to change as one important mediator between LG employees' experience of institutional contradiction and change behaviors. Future research into exploring if change behaviors could be driven by institutional contradiction without forming intention to change shall advance our understanding of institutional change and institutionalization.

8.5 Conclusion

LG employees are the important part of organization's diverse groups. Thus, understanding LG employees' workplace experiences are necessary so that a diverse and inclusive workplace environment could be created. Although past research has documented that workplace heterosexism has detrimental effect on LG employees' work-related outcomes, such as job satisfaction or wellbeing, we know little about the "bright" side that LG employees could change the workplace heterosexism. My theoretical account and empirical analysis highlight that the experience of institutional contradiction triggers LG employees' intention to change and subsequent change-oriented behaviors.

My study not only reveals that the experience of institutional contradiction is the main reason for LG employees' change-oriented actions, but also provides some of first systematic evidence that continuance organizational commitment and perceived changeability play an important role in this process. Specifically, my theoretical arguments and empirical analysis reveal that continuance commitment impedes LG employees' intention to change. However, continuance commitment becomes a facilitator for their change-oriented behaviors when LG employees already made their mind to change workplace heterosexism. While perceived changeability strengthens the relationship between the experience of institutional contradiction related to direct heterosexism

and intention to change, such effect was not found in the relationship between contradiction related to indirect heterosexism and intention to change. My dissertation serves as one of the early investigations on examining LG employees' proactivity in Chinese context. I see many ways to advance our understanding of workplace diversity and LG employees in particular.

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Table 2.1 Selected empirical studies related to individuals' engagement in institutional change

Reference	Key Related Concepts	Key Related Arguments	Method and Sample	Key conditions	Key Related Variables	Key Related Findings	Key Related Contribution
Kraatz & Moore (2002)	Institutional change / leaders.	How the immigration of leaders possessing different skills, understandings, assumptions, and values can promote change	Qualitative	Background (previous experiences) / skills / power.	Professional program adoption / executive migration / other pressures for institutional change / interaction of migration with other contextual pressures / interaction with executive power.	American liberal arts colleges were more likely to adopt controversial professional programs during the 1970s and 1980s when led by presidents who had recently migrated either from colleges that had professional programs or from lower-status colleges.	Individuals' background matters in the institutional change process.
Zilber (2002)	Institutionalization / institutional change.	Institutionalization as an interplay between three interrelated yet separate components—actors, actions, and meanings.	Qualitative/Rape crisis center.	Professionals / political resources / power.	Actors / actions (practices and structures) / meanings.	Institutionalization should be analyzed as a nonautomatic interplay between three interrelated yet separate components.	Meanings connect actors with actions and institutional meanings as political resources.
Maguire et al., 2004	Institutional entrepreneurship.	How the emerging field of HIV / AIDS treatment advocacy in Canada engaged in the change process.	Qualitative.	Social position in the field / skills / resources / power.	Subject positions / theorization.	Institutional entrepreneurship involved three sets of critical activities: (1) the occupation of "subject positions" that have wide legitimacy and bridge diverse	Institutional entrepreneurship in the emerging field.

						stakeholders, (2) the theorization of new practices through discursive and political means, and (3) the institutionalization of these new practices by connecting them to stakeholders' routines and values.	
Boxenbaum & Battilana (2005)	Transposition	Transposition can be a source of innovation in the receiving field where it introduces a new practice, but it may also be a source of innovation in an absolute sense; a number of enabling conditions.	Qualitative / Three individuals.	Three initiators (Danish women in mid-career); All three pursued careers in gender equality and have since collaborated occasionally on research; all work in human resources, engage in women's social movement and their experiences as managers, and have ability to transpose (writing the book).	Institutional logics and field frames; Multiple embeddedness and transposition; Exposition to diversity management and facilitation of their internalization of foreign practice (formal engagement in women's movement); Motivation (Solving the socially constructed problem of immigrants' integration into the	Transposition is possible across fields (Western to Denmark); facilitating conditions (field-level - the presence of a major problem in the field; function of both ability and motivation; organizational characteristics); multiple embeddedness is an enabling condition (awareness).	The first step in the elaboration of transposition as a source of innovation; Individuals are assumed to be autonomous from social structures.

					Danish workforce; The external event (2001, EU announced new funding to promote equality and diversity in the workplace).		
Reay et al. (2006)	Institutional change.	How actors legitimize new practices by accomplishing three interdependent, recursive, situated “micro-processes.”	Qualitative / NP role in Alberta, Canada.	Social position in the field (nursing) / skills / resource.	Legitimization.	(1) cultivating opportunities for change, (2) fitting a new role into prevailing systems, and (3) proving the value of the new role. These micro-processes are demarcated by an accumulating series of small wins that consolidate gains while facilitating continuing change efforts.	How embeddedness can provide the foundation and opportunity for change.
Mutch (2007)	Institutional entrepreneur / autonomous reflexivity / paradox of embedded agency.	Autonomous reflexivity provides a helpful approach to the issue of agency that has bedevilled the new institutionalist project.	Qualitative.	Background.	Autonomous reflexivity.	Walker used taken-for-granted practice, transferred from elsewhere, to develop his managerial systems. The importance of aspects of Walker’s Scottish background, such	Account of agency supplied by Archer is seen to be a conception of agency that can inform the debate over the nature of institutional entrepreneurship

						as education and church governance, is stressed.	
Chung et al. (2008)	Institutional change / institutional contradictions.	How individuals, including those who are structurally highly embedded, can become change agents when confronted with amplified institutional contradictions.	Quantitative / longitudinal analysis of the top 100 business groups in Taiwan between 1977 and 1998.	Social position (in the organization) / resources / skills / powers / opportunity.	Characteristics of the key leader / market transition / industry diversification.	Despite the structural constraints on second-generation key leaders, these leaders are more likely to actualize their motivation to reduce family presence in the contexts of market-oriented transition and highly diversified business groups, and that key leaders with a management education from the United States are more likely to deviate from this institutionalized practice than non-US-educated key leaders because they can transport ideas from different business models.	Antecedents to institutional change with an explicit focus on the interplay between agency and context, and to business-group research by examining the change of one foundational feature of the group form.
Kellogg et al. (2009)	Relational spaces where reformers and subordinate employees can develop a cross-position collective for change is	Institutional change may require subordinate employees to challenge middle managers with opposing interests.	Qualitative / two hospitals.	Resources.	Relational spaces and inclusion.	Relational spaces are critical for the change process.	Social movement / the interaction between reformers and subordinates to create the relational spaces to conquer the power differences for institutional change.

	critical to the change process,						
Creed et al. (2010)	Institutional contradiction / institutional change.	Institutional contradictions derived from individuals' role as church leaders and their LGBT identities contribute to the development of institutional entrepreneurs.	Qualitative / Nine church leaders	Social position in the organization / cultural resources / power	Contradiction / internalization of institutional contradiction / identity work	Marginalized actors who are committed to the institution in which they are embedded can begin to think and act as agents of institutional change.	Maneuvering one's professional identity to resolve the experience of institutional contradiction and marginalization.
Lok et al. (2010)	Identity construction in institutionalization processes / identity work	How management and institutional investors in the United Kingdom reworked their identity and practices in response to efforts by influential change agents to shape and control these based on the logic of shareholder value.	Qualitative / rise of the logic of shareholder value in the United Kingdom, 1984 – 2004.	Resources.	Identity work.	Three ways in which actors, through everyday identity work, can paradoxically accommodate and resist the practice and identity implications of new institutional logics at the same time.	Introduce the targets of institutional change projects.
Rojas (2010)	Power	Actors may seek power by creating, supporting, or modifying institutions.	Qualitative / Case study / student activists and college administrators.	Actors can leverage symbolic resources into coercive resources, which may require making concessions to multiple logics and stakeholders.	Institutional work; normative resources; institutional combination.	A process model of institutional logics and power.	Research often frames organizational change as the assertion of exogenously defined power or as determined by an organization's environment. This study indicates that these positions are the extremes of a continuum. Possessing substantial discretion means that the

							coalition governing an organization has already granted actors great leeway.
Van Dijk et al. (2011)	Legitimacy / embedded agency / micro-institutional.	How radical innovations might succeed; Why and how embedded agency may overcome legitimacy crises within established systems.	Qualitative / two European companies (PhemCo / Omega) / key stakeholders (R&D, marketing / business development / senior manager.	Key stakeholders – individuals’ position in the organization / social skills	Micro-institutional affordances (multiplicity; heterogeneity; ambiguity) / strategic responses (seeking tolerance; selection; transformation) / innovation characteristics (scope; resource impact / radicalness)	Institutional forces that render radical innovation as illegitimate, at the same time offer affordances that can be exploited to advance actions not initially countenanced as legitimate.	Micro-institutional affordances explain why and how a variety of strategic responses to overcome legitimacy crises can arise within a single micro- institutional system.
Smets et al. (2012)	Practice-driven institutional change / active entrepreneurship.	How improvisations at work can generate institutional change.	Qualitative / lawyers	Individuals’ position in the organizational field (lawyer-professionals) / normative network reorientation / unobtrusive embedding.	Institutional logics / practices / precipitating dynamics / novel institutional complexity / urgency / consequence / enabling dynamics.	Specific mechanisms by which change emerges from everyday work becomes justified and diffuses within an organization and field, as well as precipitating and enabling dynamics that trigger and	How improvisations originate (various mechanisms) in everyday work can result in a shift in field-level logic, leading to institutional change.

						condition these mechanisms.	
Battilana & Casciaro (2012)	Structural closure (i.e. structural holes) in a network.	Change agents' positions in social networks affect their success in initiating and implementing organizational change.	Mixed method / 68 clinical managers.	Social position in the network (informal) / skills (cultivating skills) / power.	Social position in the organization (e.g., tenure in a management role, hierarchical level, etc., professional status (doctor) / ego network constraint.	Structural holes in change agents' networks increase the likelihood that these actors will initiate organizational changes. The effects of structural holes on a change agents' ability to persuade organizational constituencies to adopt a change are strictly contingent on the change's degree of divergence from the institutional status quo. Structural holes hinder the adoption of less divergent changes.	Bridge the organizational change literature and institutional change literature; shift the focus on agents' informal social position, network position, and social influence / boundary conditions (contextual boundaries of brokerage and closure in organizations).
Sharma & Good (2013)	Perceived contradiction / institutional logic / institutional work / sensemaking – sense giving / corporate social initiatives.	Middle managers are crucial actors in performing and maintaining the hybridity of logics.	Qualitative / middle managers / social and profit logics.	Social position / skills / opportunity.	Sensemaking and Sense giving for Creating Positive Social Change.	Sensemaking and sense giving.	Sensemaking and sense giving to (re)configure the practices of corporate social initiatives and navigating the perceived tension.
Dorado (2013)	Inhabited institutions / institutional entrepreneurship.	Institutional entrepreneurship is not an individual-bounded endeavor but a group-	Qualitative / case study / 70 interviews in Bolivia / the emergence of	Field position / resources and support / opportunity.	Motivating engagement / inspiring opportunity identificatio	Institutional entrepreneurs do not need to be heroes. They need only to inhabit a	Why individuals are willing to engage in institutional entrepreneurship /

		bounded one. Why are individuals willing to engage in institutional entrepreneurship? Three conditions: 1) their identifying an opportunity for involvement 2) their perceived risks and costs involved as worthy 3) their accessing the resources / support required	commercial microfinance in Bolivia.		n / enabling access to resources and support.	group stage that simultaneously motivates, inspires, and enables engagement in institutional entrepreneurship.	shift from micro to the meso level.
Ruebottom (2013)	Legitimacy / rhetorical strategy / microstructures.	The rhetorical strategy that could overcome the challenge of building legitimacy may pose a challenge that compromises social entrepreneurs' ability to create sustainable institutional change.	Qualitative / 10 enterprises / interview leaders.	Social position in the organization / persuasive power / cultural and institutional resources.	Vocabularies , rhetorical devices, and persuasive power.	Microstructures of rhetorical strategy (rhetorical devices, vocabulary sets, positive / negative meta-narratives, rhetorical strategy, organizational legitimacy.	Understanding how social entrepreneurs leverage cultural and institutional resources and manage issues of resistance to change. Shifting the focus to those who don't have too much power.
Empson et al. (2013)	Micro-dynamics of institutional work / professionals.	How two different types of professionals working together serve as a key mechanism of institutional work.	Qualitative.	Social positions (formal authority / social capital) / social skills (specialist expertise) and ability (social capital).	Organizational / individual level enabling conditions / forms of institutional work.	The current study has identified the significance of the dyadic relationship that develops between two different types of professionals, the managing partner, and the management professional, and has demonstrated	How exactly individual actors contribute to institutional change by examining micro-level institutional work processes in an empirical context.

						how this can become a key mechanism for institutional work.	
Battilana & Casciaro (2013)	Strengthening of ties / resistance to change.	Strong ties with the potentially influential organization members who are ambivalent about a change (fence-sitters) provide the change agent with an effective basis to coopt them.	Quantitative / longitudinal data / National Health Service (NHS) / Same data from Battilana et al. (2012), AMJ.	Formal / informal power.	Change agent's initiative as the degree to which the organization had adopted.	Strong ties to potentially influential fence-sitters increase the likelihood that an organizational change will be adopted, irrespective of how divergent the change is / effects of strong ties to potentially influential resisters on change adoption are contingent upon the extent to which the change diverges from the institutional status quo.	Social networks and organizational change.
Van Wijk et al. (2013)	Resistance to change / incumbents and challenger movements.	Collaboration between incumbents and challenger movements may emerge when a movement's cultural and relational fabric becomes moderately structured, creating threats and market opportunities but remaining	Case study / qualitative and quantitative / events and actors with sustainable tourism in the Netherlands / 22 semi-interviews.	Power / resources.	Corporation / opportunity / network.	Movement permeability to induce incumbents into collaborative work / collaborative work and the risk of movement cooptation / ongoing incremental field change.	Movement permeability / mechanism of movement cooptation / interplay of agency, culture, and networks over time.

		permeable to external influence.					
Bjerregaard & Jonasson (2014)	Institutional work / "becoming" institution / contradiction / institutional logics.	Accompanying dynamics of work / active work of managing novel contradictions.	Ethnographic field study / single South Korean credit card company in the aftermath of Asian economic crisis in 1997 / 42 interviews.	Power / social position / resources.	Disruption / creation / maintaining work.	The process of managing contradictory logics and logic reconfigurations.	A balance between particular elements of the contradictions may be an institution's potentially unstable foundation and may be something that some institutional inhabitants want to maintain / everyday effort.
Lockett et al. (2014)	Sensemaking / social positions / actors' capital endowments and dispositions.	Actors' unique contexts, as encapsulated by their social positions, provide the important "raw materials" for their sensemaking about organizational change.	Qualitative / NHS England / 21 stakeholders,	Social position / power / resources / opportunity,	Social position / economic / cultural capital, disposition (social capital, profession - centricism, allocentricism, schema of change (opportunity construction, opportunity problematizing, vision of change)	Influence of social position on sensemaking about organizational change.	Recursive relationship between an actor's context and sensemaking, with disposition a key mechanism operating in both a structured and structuring manner.

Mair & Hehenberger (2014)	Conflict / coexistence of dissimilar institutional models / relational spaces.	How convening-bringing together dissimilar actors - creates relational spaces for negotiation over institutional models, their practices, and their underlying assumptions.	Qualitative (observations, interviews, newsletters, and archival materials) / European Venture Philanthropy Association (EVPA).	Resources.	Opposition / mutualistic coexistence.	Opposition in the field of organizational philanthropy (initial conditions) / contestation over the VP model) / making models accessible front stage / deconstructing models backstage / the interplay between front stage and backstage / toward mutualistic coexistence.	How events matter for the structuring of fields (interplay between front stage and backstage) / organizational philanthropy.
Lee & Hung (2014)	Institutional entrepreneurship / framing, aggregating, and bridging.	How informal Chinese entrepreneurs pursued change and the transition to a formal economy.	Qualitative (31 interviews)	Resources / power / opportunity	Framing / aggregating / bridging	Strategies used by the Chinese shanzhai mobile phones to legitimate	Institutional conflicts and ambiguities as a source of concern for strategic responses to institutional pressures / three distinct phases of actions.
Vaccaro & Palazzo (2015)	Values / institutional change / crime / institutional stability.	How a group of young activists used values to successfully challenge the key institutions of Sicilian society: Pizzo.	Qualitative (84 interviews).	Power / social position.	Moralizing (hooking, anchoring, and activating) / integrating (securing and uniting).	Process / mechanisms.	The strategic use of values work / the success of change initiatives.

Fan et al. (2017)	Emotion / institutional change.	How and why actors embedded in disparate logics across multiple fields can overcome the constraints of their home logics to construct a new, shared governance logic together.	Qualitative / Okanagan Basin Water Board (OBWB) / British Columbia (BC), Canada.	Social position / opportunity.	Social emotions, moral emotions, and emotional energy / logic-construction cycles (agreeing on values, shared learning, and enacting shared values).	Emotional facilitators work through three agentic mechanisms: enabling actors to become open and reflexive about their home logics and simultaneously increase their commitment to and engagement in constructing a shared governance logic.	The role of emotions in new logic construction and the role of micro-level interactions in the formation of macro-level structures.
Jarvis et al. (2019)	Emotion / contradiction (reactive-affective conflict) / institutional work / disruption.	Suppression of emotion plays a critical role in the disruptive work of US animal rights organizations (AROs).	Qualitative (29 interviews and other data) / AROs / activists.	Resources / skill.	Emotions.	The triggers of reactive-affective conflict and the emotive tactics adopted in response.	Emotions in the institutional work / reactive-affective conflict.

<p>Buchter (2020)</p>	<p>LGBT rights activists increased their influence on French organizations by developing implementation resources that corporations could readily use to flesh out their diversity commitments and implement diversity programs to promote the inclusion of LGBT employees.</p>	<p>Mobilization of resources.</p>	<p>Qualitative (longitudinal)</p>	<p>Demonstrate how insider activists used these implementation resources to denounce organizations' superficial commitments or employees' homophobic practices, thereby compelling organizations to change.</p>	<p>Mobilization of resources / change / insider activists.</p>	<p>Insider activists are influential in implementing change.</p>	<p>Individuals in the organization implement change and resource mobilization.</p>
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Table 3.1 Selected Empirical Studies Related to LG Employees' Experiences in The Workplace

Reference	Key Related Concepts / Arguments	Method and Sample	Key Related Variables	Key Related Findings	Key Related Contribution
Boatwright et al. (1996)	Career trajectory.	Qualitative / 10 lesbian women ranging from 30–45 years old	Timing and quality of their coming-out process; whether their lesbian identity development helped or hindered their career development process; the effects of external and internalized homophobia on their careers; whether their associations with a lesbian community helped or hindered their career development.	Lesbian women do recycle through a 'second adolescence' in the process of coming out and coming to terms with a lesbian identity; lesbian women consolidate a lesbian identity is personally demanding and does delay, disrupt, and in some cases seriously derail the career development process; participants reported some job or career benefits gained from their association with other lesbian women.	Early evidence showed a cyclical, later-in-life, process-oriented understanding of lesbian identity and its relationship to career development / Discrimination exists as well.
Driscoll et al. (1996)	Disclosure of sexual orientation / workplace climate would influence occupational stress and coping, which would, in turn, affect general work satisfaction.	Quantitative / 123 lesbian employees.	Disclosure / climate / stress / coping / satisfaction.	Disclosure; climate influence satisfaction through the mechanism of stress and coping.	Early evidence showed the outcomes of both stress and satisfaction.
Day & Schoenrade (1997)	"Closeted" individuals experience more negative attitudes than either "openly" or heterosexual workers.	Quantitative / 900 lesbian, gay or heterosexual workers.	Disclosure; affective organizational commitment; job satisfaction; belief in support of top management; role ambiguity; role conflict;	Work attitude levels of gay and lesbian workers are predicted in part by the amount of communication about their sexual orientation in which these workers engage; closeted workers showed higher levels of continuance commitment.	Connections between disclosure and workplace outcomes were introduced.

			conflict between work and home issues.		
Button (2001)	Organizational policy / experiencing treatment discrimination / job satisfaction and commitment / identity management strategies.	Quantitative / 537 lesbian and gay employees	Organizational policy; treatment discrimination; job satisfaction; organizational commitment; counterfeiting; integrating avoiding strategies	Organizational policy negatively associated with treatment discrimination; treatment discrimination negatively associated with job satisfaction and organizational commitment; treatment discrimination associated with different identity strategies.	Treatment discrimination would be related to gay and lesbians individuals' attitudes and identity management strategies.
Ragins & Cornwell (2001)	Antecedents (organizational policies, workgroup composition) / perceived discrimination / job and career attitudes and organizational outcomes (compensation and promotion).	Quantitative / 534 gay and lesbian employees	Organizational policies and practices; workgroup composition; perceived discrimination; job and career attitudes; organizational outcomes; disclosure.	The negative relationship between policies / coworkers' orientation; supervisors' orientation and perceived workplace discrimination; perceived discrimination negatively associated with various workplace outcomes; perceived discrimination negatively associated with disclosure of sexual orientation.	Factors associated with sexual minorities reported experiences of discrimination in the workplace and its related workplace outcomes.
Griffith & Hebl (2002)	Factors that influence employees' disclosure decision.	Quantitative / 220 gay men and 159 lesbians.	Self-acceptance; centrality of one's identity; "out" to friends and family members; employer policies and perceived employer gay-supportiveness; disclosure decision; job satisfaction; job anxiety.	Perceived employer gay-supportiveness strongly related to "out"; Policy NOT; Centrality NOT; self-acceptance strongly related; disclosure to heterosexual friends is strongly associated with workplace disclosure behavior; family members partially supported; disclosure relates to job satisfaction; coworkers' reactions fully mediated the relationship between disclosure behaviors and job satisfaction; coworkers' reactions fully mediated the relationship between disclosure behaviors and job anxiety.	Individual difference (e.g., acceptance, degree of being "out") and perceived organizational supportiveness relate significantly to disclosure behaviors.

Ragins et al., 2003	Race and gender on sexual orientation discrimination and the decision to disclose a gay identity.	Quantitative / 542 gay employees.	Race; gender; discrimination; disclosure.	Lesbians were as likely to disclose as gay men, but gay employees of color were less likely to disclose at work. Relational demography predictions were supported for race and sexual orientation but not for gender, suggesting that gender similarity predictions may not apply to gay employees. More heterosexism was reported with male supervisors or work teams, and these effects were stronger for lesbians than for gay men. Irrespective of race, employees in racially balanced teams reported less heterosexism than those in primarily White or non-White teams.	Demographic information is introduced.
Van Van Hoye & Lievens, 2003	Personal selection.	Quantitative / 13 selection professionals.	Candidate profile; job requirement; hireability	Sexual orientation did not have a significant main effect on hireability ratings; candidate quality did significantly influence hirability ratings.	Hireability is introduced to sexual minorities.
Button (2004)	Identity management	Quantitative / 423 lesbian and gay individuals.	Counterfeit / avoid / integrate identity strategy	Different strategies were utilized by sexual minorities to manage their sexual identity; these strategies may be used in combination.	Identity management is specifically discussed.
Adams et al. (2005)	Career development process / multiple identities intersect with each other	Qualitative / 8 interviews	Identity; within-group prejudice; career choice; intersecting developmental tasks; resilience in the face of heterosexism; contradictory identity management at the workplace.	Lack of awareness; confrontation strategies.	Multiple identities.

Ragins et al. (2007)	Fears underlying the disclosure of sexual orientation at work.	Quantitative / 534 gay and lesbian employees.	Perceived supportiveness; perceptions of past experience; fears; job attitudes; psychological strain; work environment; career outcomes.	Perceived supportiveness negatively relates to disclosure; past experience relates to increased fears but to greater disclosure.	Antecedents and consequences of fear and the disclosure of a gay identity at work.
Fleming (2007)	Expression of sexuality represents an opportunity for employees' resistance or increased management control.	Qualitative.	Culture management; control; justice; power; resistance.	Sexuality is simultaneously a facet of control, a site of empowerment, and an object of resistance.	A multileveled conceptualization of power and resistance is required in order to untangle the complex political implications of sexuality and re-eroticization at work.
King et al. (2008)	Factors that may facilitate positive or exacerbate negative disclosure experiences.	Qualitative.	Supportiveness of the climate / timing or method of disclosure	The supportiveness of the climate of an organization may be more critical than timing or method of disclosure for gay and lesbian individuals. Reports from heterosexual individuals, however, suggest that timing of disclosure is meaningful over and above their own attitudes toward homosexuality and the organization's climate.	Both situational and contextual characteristics influence disclosure encounters, and that disclosers and recipients' experiences may differ in the extent to which they are influenced by each of these factors.
Creed et al., (2010)	Institutional contradiction (role between church leaders and sexual identity) facilitates individuals to	Qualitative.	Contradiction; identity work	A series of identity work that leads individuals to be the change agents.	Portray sexual minorities as potential change agents.

	be the change agents.				
Ozturk (2011)	Discrimination diffusion.	Qualitative / 20 employees in Turkey.	Identity; job attitudes; work environment.	The pervasive presence of a significant level of blatant discriminatory activities ranging from sustained harassment through to repeated unwanted jokes and innuendos, to actual job termination, to threats of violence.	Developing countries.
Willis (2012)	Young workers' experiences of witnessing the exchange of homophobic expressions, commentary, and humour at work.	Qualitative / Australia.	Employee voice / work environment.	Young workers' location as periphery witnesses to homophobic exchanges, discussions, and humour; the constraints experienced by young LGBQ workers in having to 'manage' their sexuality at work; young workers' attempts to refute and reject homophobic discourse in work relationships.	Witnessing the exchange of homophobic commentary can constrain how young workers express their sexuality at work while also mobilizing young workers to question homophobic discourse.
Madera et al., (2013)	Training effects / goal-setting.	Quantitative (experimental).	Goal-setting; behavior; attitude	Time was the key for participants to meet the goals that were set during the diversity training. Both behaviors and attitudes were influenced by the goal-setting at eight months, but not after three months.	One of the first studies to integrate goal-setting theory into the area of diversity training.
Tilcsik et al., (2015)	Career choice / occupational segregation.	Quantitative (national survey) / American Community survey	Concealable stigma; occupational segregation; task independence; social perceptiveness.	Gay men are more likely to be in female-majority occupations than heterosexual men, and lesbians are more represented in male-majority occupations than are heterosexual women, but even after accounting for this tendency, common to both gay men and lesbians is a propensity to concentrate in occupations that provide task independence or require social perceptiveness or both.	Occupational segregation on the basis of minority sexual orientation and holds implications for the literature on stigma, occupations, and labor markets.

Rule et al., (2016)	Subtle perceptions influence occupational opportunities / congruence with stereotypes.	Quantitative / study 1, study 2, study 3.	Actual sexual orientation; perceived masculinity; perceived affect; perceived sexual orientation; job preference.	Subtle perceptions of sexual orientation based on men's faces may influence the opportunities they have to obtain jobs and succeed in particular professions.	Impression management / prejudice.
Dahling et al., (2016)	Heterosexual employees' responses to policies that deny marriage equality to LGB peers.	Quantitative / experiment.	Organizational position on LGB marriage equality; identification with LGB group; identification with organization; moral outrage; behavioral intentions.	Identification with the LGB community was a critical moderator of the relationship between the organizational equality position and behavioral intentions; organizational identification further qualifies this interaction, and the relationships between the organizational equality position and the behavioral intentions were fully mediated by the experience of moral outrage.	Understanding reactions to diversity in the workplace and for predicting when advantaged group members will take action on behalf of disadvantaged groups.
Everyly et al., (2016)	Men and women differentially prefer hiring gay and lesbian job applicants relative to equally qualified heterosexual job applicants.	Quantitative / experiment.	Perceived hireability / competence.	Men perceived gay and lesbian job applicants as less hireable, while women perceived gay and lesbian job applicants as more hireable than heterosexual job applicants.	Positive bias in favor of gay and lesbian job applicants.
King et al., (2017)	Identity strategies / workplace interactions.	Quantitative / 61 LGB adults.	Perceptions of LGB-supportive policies; climate/identity management strategies; characteristics of interaction partners	LGB workers manage their stigmatized identity strategically according to situational characteristics. Indeed, much of the variance in the use of revealing and concealing strategies was due to differences within people from situation to situation.	Introduced the context factors (interactions).

Van Laer (2018)	Identity / the role of coworkers in the production of gay and lesbian employees' sexuality / "juridical view" of power.	Qualitative / 31 employees / Belgium.	Attribution; evocation; circulation; truthfulness; inclusion; sexual differences; managing one's self; honesty; workplace relationships; homophobia	The production of sexuality is shaped by relations of attribution, evocation, and circulation, which involve sexualizing practices through which coworkers directly contribute to ensuring that employees become sexually intelligible. By shaping the way sexual identities can be managed, these practices can turn the production of sexuality into a process that is not only unmanageable but also even unmanaged by gay and lesbian employees themselves. Second, this article shows how an important element in sexual identity management is negotiating relations of truthfulness and inclusion and constructing the occupied sexual subject position as positive or necessary. Third, it shows the connections between these different relations, which can occur and work together to ensure that all individuals come to be linked to a clear sexual identity.	Sexuality and power.
Lim et al., (2018)	Demand-side explanation of task-interdependence for LG occupational choices	Quantitative (2 studies, 113 and 220).	Task interdependence.	LG are discriminated against for task-interdependent occupations by hiring personnel, but notable are more likely to be invited to socialize outside of work by coworkers if they are in task-interdependent jobs	Demand-side explanations of task-interdependence
Mohr et al., (2019)	Affect as it relates to the identity management (IM) experiences of lesbian, gay, and bisexual (LGB) workers.	Quantitative / 61 LGB adults.	Mood (morning & next-day morning mood); outness; concealment motivation; conceal/reveal	Little support for the notion that LGB workers' IM behaviors are driven by affect. However, there do appear to be affective consequences of IM behaviors. After concealment, participants experienced diminished positive affect and increased negative affect; in contrast, revealing was associated with increased positive affect and diminished negative affect. Additionally, these immediate affective consequences of identity management continued into the following day for some facets of affect.	Building new insights to the identity management and affect literature.

Lyons et al. (2020)	How heterosexual employees respond to different gay and lesbian disclosure tactics aimed at de-stigmatizing the gay or lesbian identity.	Quantitative / 4 studies.	Disclosure tactic (oppositional / resonant); heterosexual identity commitment; heterosexual identity threat; derogation; embracing.	Oppositional disclosure, rather than resonant disclosure, is related to heterosexual identity threat; results suggest that de-stigmatizing disclosure tactics relate to majority recipients' social identity threat when the disclosure tactics frame the stigmatized identity as comparatively more valued than the majority identity, rather than valued in addition to the majority social identity (expansive oppositional disclosure) or valued similarly to the majority social identity (resonant disclosure).	The conditions under which individual efforts to reduce stigmatization will be met with backlash or resistance.
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Table 7.2 Study 3 questionnaire list

A. Demographic Information
 Please answer following basic demographic information. All information will be solely used for the statistical analysis; thus, no individual information will be analyzed. Please remember that your answers are COMPLETELY CONFIDENTIAL.

1. Gender Male Female Transgender Male Transgender Female Other Not Disclosing

2. Age (Input the number)

3. Sexual Orientation Homosexual Heterosexual Bisexual Other Not Disclosing

4. Region of work (31 Options)

5. Employment Status Unemployed Part-time Employee Full-time Employee Self-employed Retired

6. Industry (21 Options)

7. Organizational Type State-owned Enterprise
 Government-affiliated Institution
 Private Enterprise
 Foreigned -owned (or Joint venture) enterprise Others

8. Annual Income (RMB) Below 50,000 50,001- 100,000 100,001 - 200,000
 200,001 - 300,000 Above 300,000

9. Size of organization (Number of employees)
 Below 10 10 - 100 101 - 300 301-2000 Above 2000

10. Employment tenure in the current organization (input the number - years)

11. Position in the current organization
 General Staff (Non-management) Junior management Middle management Senior Management

12. At work, have you disclosed your sexual orientation to
 No one Some people Most people Everyone

B. The objective of following questions is to understand your organization's LGBT policies and practices and your feeling about it. Please select the most appropriate answer to those questions.

Does your organization:

	Yes	No	Don't know
Have a written nondiscrimination policy that includes sexual orientation?	1	2	3

If answer "No" continue to 1a, otherwise continue to 2

1a What degree has the absence of this policy bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

	Yes	No	Don't know
Include sexual orientation in its definition of diversity?	1	2	3

If answer "No" continue to 2a, otherwise continue to 3

2a What degree has the absence of this practice bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

	Yes	No	Don't know
Include awareness of gay-lesbian-bisexual issues in its diversity training?	1	2	3

If answer "No" continue to 3a, otherwise continue to 4

3a What degree has the absence of this practice bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

	Yes	No	Don't know
Offer same-sex domestic partners benefits?	1	2	3

If answer "No" continue to 4a, otherwise continue to 5

4a What degree has the absence of this benefit bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

	Yes	No	Don't know
Offer gay-lesbian-bisexual resources or support groups?	1	2	3

If answer "No" continue to 5a, otherwise continue to 6

5a What degree has the absence of this practice bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

	Yes	No	Don't know
Welcome same-sex partners at company social events?	1	2	3

If answer "No" continue to 6a, otherwise continue to 7

6a What degree has the absence of this practice bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

In general, what degree has the absence of these policies or practices mentioned above bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

Think back to how you felt and what you thought about these policies and practices.

Did you think it was likely that these policies and practices could be changed?
 Not at all likely Not very likely Somewhat likely Very likely Extremely likely

To what degree have you intended to change them?
 Not at all Not intended Neutral Somewhat intended Very much intended

B. The objective of following questions is to understand your organization's LGBT policies and practices and your feeling about it. Please select the most appropriate answer to those questions.

Does your organization:

	Yes	No	Don't know
Have a written nondiscrimination policy that includes sexual orientation?	1	2	3

If answer "No" continue to 1a, otherwise continue to 2

1a What degree has the absence of this policy bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

	Yes	No	Don't know
Include sexual orientation in its definition of diversity?	1	2	3

If answer "No" continue to 2a, otherwise continue to 3

2a What degree has the absence of this practice bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

	Yes	No	Don't know
Include awareness of gay-lesbian-bisexual issues in its diversity training?	1	2	3

If answer "No" continue to 3a, otherwise continue to 4

3a What degree has the absence of this practice bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

	Yes	No	Don't know
Offer same-sex domestic partners benefits?	1	2	3

If answer "No" continue to 4a, otherwise continue to 5

4a What degree has the absence of this benefit bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

	Yes	No	Don't know
Offer gay-lesbian-bisexual resources or support groups?	1	2	3

If answer "No" continue to 5a, otherwise continue to 6

5a What degree has the absence of this practice bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

	Yes	No	Don't know
Welcome same-sex partners at company social events?	1	2	3

If answer "No" continue to 6a, otherwise continue to 7

6a What degree has the absence of this practice bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

In general, what degree has the absence of these policies or practices mentioned above bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

Think back to how you felt and what you thought about these policies and practices.

Did you think it was likely that these policies and practices could be changed?
 Not at all likely Not very likely Somewhat likely Very likely Extremely likely

To what degree have you intended to change them?
 Not at all Not intended Neutral Somewhat intended Very much intended

C. Below are some questions about your experiences and your feelings at your workplace. Please try to respond to each item even if you have never told any of your co-workers of your sexual orientation.

During the PAST 12 MONTHS in your workplace, have you been experienced in a situation where any of your supervisors or co-workers:

... made crude or offensive sexual remarks about you either publicly (e.g., in the office) or to you privately?
 Never 1 Once or Twice 2 Sometimes 3 Often 4 All the time 5
If answer "Never" continue to 2, otherwise continue to 1a
 1a What degree has such an incident bothered you? Not at all To a small extent To some extent To a moderate extent To a large extent

... made homophobic remarks about you personally (e.g., saying you were sick or unfit to be a parent)?
 Never 1 Once or Twice 2 Sometimes 3 Often 4 All the time 5
If answer "Never" continue to 3, otherwise continue to 2a
 2a What degree has such an incident bothered you? Not at all To a small extent To some extent To a moderate extent To a large extent

... called you a "dyke," "faggot," "fence-sitter" or some similar slur?
 Never 1 Once or Twice 2 Sometimes 3 Often 4 All the time 5
If answer "Never" continue to 4, otherwise continue to 3a
 3a What degree has such an incident bothered you? Not at all To a small extent To some extent To a moderate extent To a large extent

... made it necessary for you to lie about your personal life (e.g., saying that you went out on a date with a person of the other sex over the weekend or that you were engaged to be married)?
 Never 1 Once or Twice 2 Sometimes 3 Often 4 All the time 5
If answer "Never" continue to 5, otherwise continue to 4a
 4a What degree has such an incident bothered you? Not at all To a small extent To some extent To a moderate extent To a large extent

... made it necessary for you to "act straight" (e.g., monitor your speech, dress, or mannerisms)?
 Never 1 Once or Twice 2 Sometimes 3 Often 4 All the time 5
If answer "Never" continue to 6, otherwise continue to 5a
 5a What degree has such an incident bothered you? Not at all To a small extent To some extent To a moderate extent To a large extent

... made you feel as though you had to alter discussions about your personal life (e.g., referring to your partner as a "roommate")?
 Never 1 Once or Twice 2 Sometimes 3 Often 4 All the time 5
If answer "Never" continue to 7, otherwise continue to 6a
 6a What degree has such an incident bothered you? Not at all To a small extent To some extent To a moderate extent To a large extent

In general, what degree have those incidents mentioned above bothered you?
 Not at all To a small extent To some extent To a moderate extent To a large extent

Think back to how you felt and what you thought when these incidents happened.

Did you think it was likely that these incidents could be changed?
 Not at all likely Not very likely Somewhat likely Very likely Extremely likely

To what degree have you intended to change them?
 Not at all Not intended Neutral Somewhat intended Very much intended

D. Below are some questions about your previous behaviors aiming to change the workplace heterosexism in your organization. During the PAST 12 months, have you engaged in the following behaviors with your supervisor or your co-workers?

	Never	Once or Twice	Sometimes	Often	All the time
I challenged my supervisor/co-workers to deal with problems of workplace discrimination toward sexual minorities (e.g., suggest the policy change, complain to the management regarding discrimination)	1	2	3	4	5
I gave my supervisor/co-workers suggestions about how to make environment more friendly to sexual minorities, even if others disagree (e.g., ensure the	1	2	3	4	5
I spoke up to my supervisor/co-workers with ideas to address LGBT employees' needs and concerns (e.g., correct others' negative opinion toward sexual	1	2	3	4	5

E. At your workplace, you might not have engaged in the behaviors mentioned above. But you might have engaged in various **other behaviors**

During the PAST 12 months, have you engaged in the **following behaviors** with your supervisor or your co-workers, trying to change the workplace heterosexism.

	Never	Once or Twice	Sometimes	Often	All the time
Displayed LGBT related symbols (e.g., rainbow image, photo) at the workplace	1	2	3	4	5
Posted/shared/recommended LGBT positive related information, such as articles/ songs to personal social media where other colleagues can see it	1	2	3	4	5
Included LGBT related topics/activities (e.g., recruitment, marketing campaign and etc.) at work	1	2	3	4	5
Participated in LGBT events at work	1	2	3	4	5
Engaged in conversation with colleagues about LGBT related topics	1	2	3	4	5
Supported (e.g., offered help, defended for) other LGBT employees at the workplace	1	2	3	4	5
Paid attention to personal appearance, such as keeping clothes clean/neat or maintaining a skincare routine	1	2	3	4	5
Supported (e.g., offered help, defended for) other minorities (e.g., disabled and etc.) at the workplace	1	2	3	4	5

F. Below are some questions about your preferences in various hypothetical situations and some questions about your personal attributes. Please select the most appropriate answer that fits you.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I often feel unhappy	1	2	3	4	5
I take a gloomy view of things	1	2	3	4	5
I am often down in the dumps	1	2	3	4	5
I often make a fuss about unimportant things	1	2	3	4	5
I often find myself worrying about something	1	2	3	4	5
Please mark "Agree" for this item (IRIs)	1	2	3	4	5
I am often irritated	1	2	3	4	5
I am often in a bad mood	1	2	3	4	5
If possible, I would prefer to be a heterosexual	1	2	3	4	5
If I were a heterosexual, I would be happier	1	2	3	4	5
Although there are some ways to change my sexual orientation, I am reluctant to	1	2	3	4	5

G. Below are questions regarding your feeling with the organization you are working. Please select the most appropriate answer that fits you.

	Strongly disagree	Strongly agree
It would be very hard for me to leave my organization right now, even if I wanted to	1	7
I have too much invested in this organization to leave it	1	7
It would not be too costly for me to leave my organization in the near future (R)	1	7

In your honest opinion, are your responses reliable and accurate?

Yes No

Table 7.4 Descriptive Statistics and Correlations

	Variables	Min	Max	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
1	Gender	1	2	1.09	0.29																	
2	Age	16	58	29.81	6.62	.146**																
3	Organizational Size	1	5	3.13	1.34	-.007	.038															
4	Tenure	0	30	4.25	4.83	.130**	.660**	.121**														
5	Income	1	5	2.71	1.13	-.050	.324**	.248**	.180**													
6	Status (hierarchy)	1	4	1.71	0.94	-.055	.327**	.162**	.195**	.394**												
7	Degree of disclosure	1	5	1.64	0.97	.098**	-.078*	.111**	-.072*	.045	.114**											
8	Organizational Policy	0	6	0.87	1.33	.020	.081*	.032	.101**	-.029	-.076*	.097**										
9	Experienced institutional contradiction related to direct heterosexism	1	5	0.74	1.16	-.001	-.010	-.075*	.055	-.055	-.037	-.003	.294**									
10	Experienced institutional contradiction related to indirect heterosexism	1	5	1.91	1.48	-.078*	.041	.042	.070*	.008	-.084*	.287**	.389**	.382**								
11	Intention to change	1	5	2.41	1.14	.024	.140**	-.062	.121**	-.018	.030	.216**	.086*	.152**	.120**							
12	Internalized Heterosexism	1	5	2.71	1.09	.139**	.069*	.010	.083*	.063	.047	.235**	.034	.102**	.225**	.145**						
13	Change behavior_Explicit	1	5	2.70	0.92	.010	-.029	.099**	.018	-.001	.111**	.275**	-.052	.126**	-.077*	.200**	.068*					
14	Change behavior_Implicit	1	5	1.13	0.44	.059	.129**	-.082*	.104**	.002	.130**	.576**	.090**	.068*	.247**	.349**	.223**	.445**				
15	Continuous Organizational Commitment	1	7	4.19	1.50	-.038	.134**	.163**	.218**	.099**	.015	-.021	.117**	.069*	.170**	-.078*	.104**	-.006	-.022			
16	Perceived Changability	1	5	2.70	0.92	.038	-.055	.098**	-.087*	.044	.110**	.246**	-.030	.038	.099**	.522**	.192**	.135**	.329**	.128**		
17	Negative Affectivity	1	5	3.03	0.90	-.001	.160**	-.066	-.016	.189**	.125**	-.079*	.136**	.217**	.243**	-.009	.208**	-.027	-.074*	.171**	.111**	

a n = 840.

** P < .01 * p < .05