
Influence of All Sexual Orientations and Gender Identity Upon Work Authenticity through Satisfaction with Supervisor

Paula S. Berbeco

Touro University Worldwide

Jerimy Blowers

Touro University Worldwide

Joseph A. Gioia

Touro University Worldwide

Michael Epstein

Touro University Worldwide

ABSTRACT

The ability for workers to be authentic in the workplace benefits individuals and organizations alike. However, empirical studies examining the influences of employees' satisfaction with a supervisor and authenticity are limited, especially for employees with identities such as LGBTQIA. Therefore, this exploratory study aimed to investigate state-based versus trait-based perceived work authenticity, satisfaction with a supervisor, and the influence of sexual orientation and gender identity within one Fortune 50 company in the United States. In addition, differences in perceived authenticity and satisfaction with a supervisor were assessed by dividing participants into two groups—one as LGBTQIA and the second as cisgender and heterosexual. Quantitative data was collected with a cross-sectional online survey assessing work authenticity, satisfaction with one's supervisor, and demographic questions. The analysis and empirical tests included descriptive statistics, Pearson correlation, independent t-tests, and general linear models. Findings from this research study indicated that authenticity correlates to satisfaction with one's supervisor, and workers who identify as LGBTQIA report lower levels of authenticity, especially in self-alienation. Recommendations are provided regarding future research and improved organizational and human resource management practices for an authentic workforce or diversity and inclusion.

Keywords: authenticity, work authenticity, well-being, Independent Authenticity Measure at Work, self-determination theory, Satisfaction with My Supervisor Scale, human resource practices, sexual orientation, gender identity, LGBTQIA, silent identity, workplace identity, diversity, inclusion

Influence of All Sexual Orientations and Gender Identity Upon Work Authenticity through Satisfaction with Supervisor

Authenticity is being oneself and is affiliated with well-being (Chen, 2019; Fletcher & Everly, 2021; Sutton, 2020). The outcomes and benefits of personal authenticity have been well-documented by much-quoted researchers over the last two decades (e.g., Emmerich & Rigotti, 2017). The culmination of empirical studies and scholarly literature has resulted in authenticity's widely noted benefits and outcomes (Emmerich & Rigotti, 2017; Gardner & Prasad, 2022). Benefits of authenticity in the workplace include an increase in workers' subjective well-being, positive affect, productivity, and organizational effectiveness; and less burnout, stress, negative affect, and symptoms of physical illness (Emmerich & Rigotti, 2017; Ménard & Brunet, 2011; Metin et al., 2016; Reis et al., 2017; Schmader & Sedikides, 2018; van den Bosch & Taris, 2014; Zhang et al., 2019). Beyond the benefits to the individual, the benefits of authenticity in the workplace for organizations may include attracting top talent, advancing competitive advantage, and enhancing sustainability in today's fast-paced global marketplace (Lambert, 2016; Longarino, 2019; Pichler et al., 2017).

For LGBTQIA workers, who often feel like they cannot be their authentic selves in the workplace (Gardner & Prasad, 2022), a supportive environment may parallel the benefits of authenticity for most workers who identify as heterosexual and cisgender. Individuals who are cisgender identify with their assigned sex at birth (Ng & Rumens, 2017). Benefits of a supportive authentic environment for LGBTQIA may include a decreased need to conceal one's sexual orientation or gender identity, which in turn may lead to lower stress, lower symptoms of depression, and greater well-being (Fletcher & Everly, 2021; Webster et al., 2018). Supportive workplace policies backed up by the United States (U.S.) anti-discrimination laws have been found to spur innovation (Hossain et al., 2020), increase job satisfaction, provide better career experiences, and increase support and treatment by heterosexual coworkers (Ng & Rumens, 2017). Supportive workplace policies may decrease litigation due to illegal

discrimination and communicate that the organization supports diversity and inclusion to its future employees, customers, and external stakeholders. (Burn, 2018; Valenti, 2021). Supportive workplace policies may signal increased safety, thereby improving the performance of LGBTQIA workers (Fletcher & Everly, 2021; Wright et al., 2006). Furthermore, a supportive climate has been shown to help an organization retain LGBTQIA employees (Webster et al., 2018). A 2018 survey poll found that one in four LGBTQIA employees stayed at an organization that was supportive of a minority group (Fidas & Cooper, 2018).

Research by Pichler et al. (2017) and Lambert (2016) found that diversity improved firms' financial performance and stock market reactions. A diverse workforce could meet the needs of a diverse customer base. Longarino (2019) reported from a 2019 Out Leadership's Out to Succeed study that 60% of LGBTQIA employees who disclosed their status increased their job abilities and engagement with customers. Given the many benefits of embracing LGBTQIA diversity and workplace talent, companies refusing to do so are "shooting themselves in the foot" (Longarino, 2019, p. 512).

Organizations directly influence workers' experiences through the workers' supervisors. A supervisor's influence on the worker's ability to be authentic or one's best self at work is supported by research on the general population (Ma et al., 2020) and LGBTQIA workers (Fidas & Cooper, 2018; Gacilo et al., 2018; Hossain et al., 2020; Pichler et al., 2017; Schneider et al., 2017). In addition, the supervisor's style is essential in predicting turnover, work quality, satisfaction, and job retention since "it is often said that people don't leave jobs, they leave their bosses" (Ryan & Deci, 2019, pp. 40-41).

Literature Review: Previous Studies and Need for Further Studies

Initial research on personal authenticity viewed authenticity as a dispositional, trait-based, and fixed characteristic (Gan et al., 2018). Then, researchers adopted a broader approach that an individual's behavior may change based on different influences, social roles, or situational contexts (van den Bosch & Taris, 2014). Knowledge of workplace authenticity was advanced when the Individual

Authenticity Measure at Work (IAM Work) was created (van den Bosch & Taris, 2014, 2018). Researchers have since expressed a need for more focused studies on authenticity antecedents (Gan et al., 2018) and external influences (Didonato & Krueger, 2010; Sedikides et al., 2019). Supervisor support was one external antecedent ubiquitous in organizations and was positively related to worker authenticity (Ma et al., 2020). Researchers also identified a need to investigate authenticity within the work environment and among different workers (Metin et al., 2016; Sedikides et al., 2019; Wood et al., 2008). Wood et al. (2008) specifically documented the need for further scholarly research on groups whose identity is not clear or known, "such as Jewish people, lesbian, gay, bisexual, and [transgender] people, and people with unseen disabilities, such as epilepsy" (p. 397).

LGBTQIA workers are one such group that represents a silent or unknown identity. The initialism LGBTQIA represents individuals identifying as lesbian, gay, genderqueer, bisexual, transgender, queer, intersexual, and asexual (Dawson, 2018). Gallup poll results of individuals in the United States in 2021 estimated the number of lesbian, gay, genderqueer, bisexual, transgender, and queer (LGBTQ) adults to be 7.1% (Jones, 2022).

Gallup reports that the number is likely underreported due to fear of threat or discrimination (Jones, 2021). Anti-discrimination laws and protections are neither available nor uniform nor amended in the U.S. Constitution (Valenti, 2021; Webster et al., 2018). LGBTQIA workers who publicly self-identify can face adverse outcomes, discrimination, hostility, and negative attitudes (Eliason et al., 2018; Gardner & Prasad, 2022; Hossain et al., 2020; Longarino, 2019). As a result, in 2018, 46% of LGBTQIA workers did not disclose their orientation at work (Fidas & Cooper, 2018). Bonaventura and Biondo (2016) discovered that discrimination and adverse attitudes negatively impact worker performance, such as higher absenteeism and lower productivity (Hossain et al., 2020).

Based on the literature and the need for further studies, the research questions and hypothesis formulated were:

RQ1: Is there a significant difference in work authenticity between workers who identify

as LGBTQIA or cisgender and heterosexual workers?

Ha1: LGBTQIA individuals will score lower on the IAM Work than cisgender and heterosexual workers.

H01: There will be no difference in scores on the IAM Work between people who identify as LGBTQIA and cisgender and heterosexual individuals.

RQ2: Is there a significant relationship between perceived work authenticity and satisfaction with a supervisor?

Ha2: Individuals who indicate high levels of satisfaction with a supervisor will also indicate high levels of work authenticity.

H02: There will be no relationship between levels of satisfaction with a supervisor and levels of work authenticity.

RQ3: Is there a significant interaction between satisfaction with a supervisor and the identification as LGBTQIA or heterosexual and cisgender on work authenticity?

Ha3: LGBTQIA individuals will have lower scores on the IAM Work and satisfaction with a supervisor than cisgender and heterosexual workers.

H03: There will be no difference in scores on the IAM Work and satisfaction with a supervisor between people who identify as LGBTQIA and cisgender and heterosexual individuals.

Research Method Design

The exploratory, quantitative, cross-sectional descriptive study aimed to investigate whether sexual orientation and gender identity influence state-based perceived work authenticity and satisfaction with a supervisor.

Authenticity, the dependent variable (DV), was defined and measured with three components: authentic living, self-alienation, and external influence using the twelve-question IAM Work created by van den Bosch and Taris (2014). Answers to the statements in the IAM Work (e.g., At work, I feel alienated) were captured on a 7-Point-Likert scale (1 does not describe me at all, 7 describes me very well). The first independent variable (IV), satisfaction with a supervisor, was measured with the Satisfaction with My Supervisor Scale (SWMSS). The SWMSS is an 18-question

instrument that Scarpello and Vandenberg (1987) developed to obtain subordinate satisfaction and job performance through technical, human relations, and administrative skills. An example statement is the way my supervisor helps me to get the job done. Answers were captured on a 5-Point-Likert scale with an anchor at each point (1 very dissatisfied, 2 dissatisfied, 3 neither satisfied or dissatisfied, 4 satisfied, and 5 very satisfied). The instructions guided participants to focus on their current work manager and imagine how the statements applied for the past four weeks. Both instruments collected interval data with Likert-type scales. The second IV was sexual orientation and gender identity (SO&GI). The SO&GI variable was captured in the demographical questions as nominal data. For the statistical analysis, the SO&GI variable responses were later binned into two groups, LGBTQIA or heterosexual and cisgender. The conceptual model was based upon the theoretical framework of self-determination theory (SDT). SDT, created by Ryan and Deci (2000, 2017, 2020), factors in both internal and external influences into an individual's "innate growth tendencies and basic psychological needs, and focuses on the degree to which individual behavior is autonomously motivated or controlled" (Slemp et al., 2018, p. 707). SDT is an inherent property of behaviors driven by self-determined motivation and authenticity (Ryan & Deci, 2000; van den Bosch & Taris, 2018). Multiple studies examining authenticity, leader influence, autonomy, and well-being are based on SDT. The concepts of SDT have also been found to support the known intrinsic and extrinsic elements influencing the antecedents and outcomes of LGBTQIA workers in supportive or hostile environments.

Questionnaire & Data Collection

The questionnaire included four qualifying closed-ended questions asking the participant about their age, whether they are a worker with a supervisor, and whether they live and work in the U.S. Work authenticity was measured through 12 closed-ended questions in the IAM Work, such as I behave in accordance with my values and beliefs in the workplace. Satisfaction with a supervisor was measured through 18 closed-ended questions in the

SWMSS, such as the way my supervisor is consistent in their behavior toward subordinates. Ten demographic closed-ended questions captured data such as age, ethnicity, sexual orientation, and gender identity.

The target population was employees at one large Fortune 50 organization with a national U.S. footprint. As the organization had international subsidiary locations, participants were limited to those who lived and worked predominately in the U.S. The workers represented roles across all organizational levels, regional locations, and diverse cultural backgrounds.

The host organization agreed to participant recruitment and supplied the secure Qualtrics platform for the online questionnaire. Participant recruitment occurred through the intranet site and the Employee Resource Groups (ERG; McNulty et al., 2018). One ERG was specific to LGBTQIA workers. Resource groups are created explicitly for minority members and allies to give a voice to workers (McNulty et al., 2018). In the case of LGBTQIA groups, members who join have publicly self-identified (McNulty et al., 2018). Therefore, ERG members at the host organization were asked to complete the survey and forward it to others. The recruitment represented the non-probability sampling technique of purposive (e.g., target all employees) and snowball (e.g., refer others to the survey; Naderifar et al., 2017; Wang & Cheng, 2020). Snowball sampling helps find participants who are not easily accessible, such as LGBTQIA workers not in the ERG, by asking participants within a target population to recruit others (Naderifar et al., 2017).

The anonymous subject responses were collected between November 17 to December 17, 2021. The desired sample size was 362. Out of the total responses (n = 485), the final data set included 413 fully consented, completed, and submitted surveys.

Results

The data was analyzed using IBM SPSS Statistics Standard version 27.0 software. The section concludes with a summary of the high-level results.

Descriptive Statistics: Demographic Data

The demographical data demonstrated that the majority of participants were employees without direct reports known as individual contributors (n = 342, 82.8%), between the ages of 35 to 64 years (n = 338, 81.9%), were white (82.1%, n = 339), and had a 4-year or professional degree (68%, n = 281). Participants

lived and worked across the U.S., with nearly half living (46.7%, n = 193) and working (52.3%, n = 216) in the Midwest. Approximately 23% (n = 93) of participants identified as LGBTQIA, and 77% (n = 320) as heterosexual and cisgender. See Table 1 for a summary of the demographic variables.

Table 1

Summary of Demographic Variables

		Count	Column N %
Role	Individual Contributor	342	82.8%
	Manager, Director, or above with direct reports	71	17.2%
Age	Under 18	0	0.0%
	18 - 24	5	1.2%
	25 - 34	50	12.1%
	35 - 44	93	22.5%
	45 - 54	120	29.1%
	55 - 64	125	30.3%
	65 - 74	20	4.8%
Ethnicity	White	339	82.1%
	Black or African American	49	11.9%
	American Indian or Alaska Native	5	1.2%
	Asian	9	2.2%
	Native Hawaiian or Pacific Islander	2	0.5%
	Other ethnicities	22	5.3%
Highest education	Less than high school	0	0.0%
	High school graduate	21	5.1%
	Some college	61	14.8%
	2-year degree	40	9.7%
	4-year degree	138	33.4%
	Professional Degree	143	34.6%
	Doctorate	10	2.4%
Live	New England	22	5.3%
	Mid Atlantic	81	19.6%
	MidWest	193	46.7%
	Southwest	16	3.9%
	West	47	11.4%
	South	57	13.8%
Work	New England	52	12.6%
	MidAtlantic	111	26.9%
	South	75	18.2%
	MidWest	216	52.3%
	Southwest	39	9.4%

Group	West	83	20.1%
	Outside the US	4	1.0%
	LGBTQIA	93	22.5%
	Heterosexual and Cisgender	320	77.5%

All respondents were asked to choose at least one response from each category but were allowed to choose all options that applied. A majority of the participants were identified as heterosexual females (n = 257), followed by heterosexual males (n = 58), gay males (n = 25), lesbian females (n = 24), and bisexual females (n = 23). For gender frequency, respondents

identified as male (n = 87), female (n = 314), non-binary or third gender (n = 8). From both the sexual orientation and gender identity demographic options, no subject just selected cisgender as a standalone gender characteristic; therefore, each subject (n=413) was attributable to the groups of LGBTQIA or heterosexual and cisgender. Additional detail about sexual orientation and gender are shown in Table 2.

Table 2

Sexual Orientation and Gender Crosstabulation

		n	Gender							Total	
			Male	Female	Non-binary or Third Gender	Trans-gender	Gender-queer	Cis-gender	Other		Prefer not to say
Sexual Orientation	Heterosexual	n	58	257	0	0	0	26	0	0	341
		%	65.2%	77.9%	0.0%	0.0%	0.0%	55.3%	0.0%	0.0%	
	Lesbian	n	0	24	1	1	0	2	0	0	28
		%	0.0%	7.3%	6.3%	11.1%	0.0%	4.3%	0.0%	0.0%	
	Gay	n	25	1	2	1	0	6	0	0	35
		%	28.1%	0.3%	12.5%	11.1%	0.0%	12.8%	0.0%	0.0%	
	Bisexual	n	3	23	4	1	0	7	1	0	39
		%	3.4%	7.0%	25.0%	11.1%	0.0%	14.9%	20.0%	0.0%	
	Pansexual	n	2	8	4	2	1	1	2	0	20
		%	2.2%	2.4%	25.0%	22.2%	100.0%	2.1%	40.0%	0.0%	
	Queer	n	1	9	5	4	0	2	2	0	23
		%	1.1%	2.7%	31.3%	44.4%	0.0%	4.3%	40.0%	0.0%	
	Asexual	n	0	1	0	0	0	1	0	0	2
		%	0.0%	0.3%	0.0%	0.0%	0.0%	2.1%	0.0%	0.0%	
	Other	n	0	1	0	0	0	2	0	1	4
		%	0.0%	0.3%	0.0%	0.0%	0.0%	4.3%	0.0%	50.0%	
	Prefer not to answer	n	0	6	0	0	0	0	0	1	7
		%	0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	
Total		n	89	330	16	9	1	47	5	2	499

Percentages and totals are based on responses.

a. Group

In addition to sexual orientation and gender, participants answered questions about

disclosing LGBTQIA identity or being an LGBTQIA ally. For individuals who are

LGBTQIA, “disclosure of one’s nonexclusive heterosexuality to self and/or others” (Fenaughty & Harre, 2003, p. 3) is known as outness (Riggle et al., 2017), or to come out, or the process of coming out. At work, nearly half of the participants in the LGBTQIA group were fully open (48.4%, n = 45), and almost one-third were out to those they trusted (15.1%, n = 14) or were partially open (14%, n = 13). Conversely, 21.5% (n = 20) of participants in the LGBTQIA group had not disclosed their identity at all. Just over one-third of participants in the heterosexual and cisgender group identified as LGBTQIA allies (34.7%, n = 111).

Descriptive Statistics: Authenticity at Work

The IAM Work measurement scale results generated a Cronbach’s α coefficient of .86. The mean summative score on the authenticity at work variable was 5.29 (SD = .88, n = 413). The distribution of the authenticity at work scores had a slight negative skew (-.83), showing a left tail toward a small number of lower values representing does not describe me at all. A more significant number of responses were concentrated in the middle values of

describes me (M = 5.29), thereby capturing a near-normal distribution. Table 3 shows the descriptive statistics for work authenticity and satisfaction with a supervisor.

Descriptive Statistics: Satisfaction with Supervisor

An individual’s score was the average of their 5-Point-Likert scale responses for all 18 questions. The SWMSS study results generated a Cronbach’s α coefficient of .97. The mean summative score on satisfaction with a supervisor was 3.98 (SD = .84, n = 413). The mean summative score for LGBTQIA was 3.77 (SD = 1.00, n = 93), higher than the heterosexual and cisgender group’s 4.05 (SD = .77, n = 320). The participants had cumulatively selected the Likert-scale option of 5, affiliated with very satisfied, which resulted in a non-normal distribution. The satisfaction with a supervisor score distribution had a high negative skew (-.90), showing a left tail toward lower values indicating a low number of very dissatisfied. Figure 1 shows the number of participants, by group, with a particular score for the SWMSS. Table 3 shows the descriptive statistics for work authenticity and satisfaction with a supervisor.

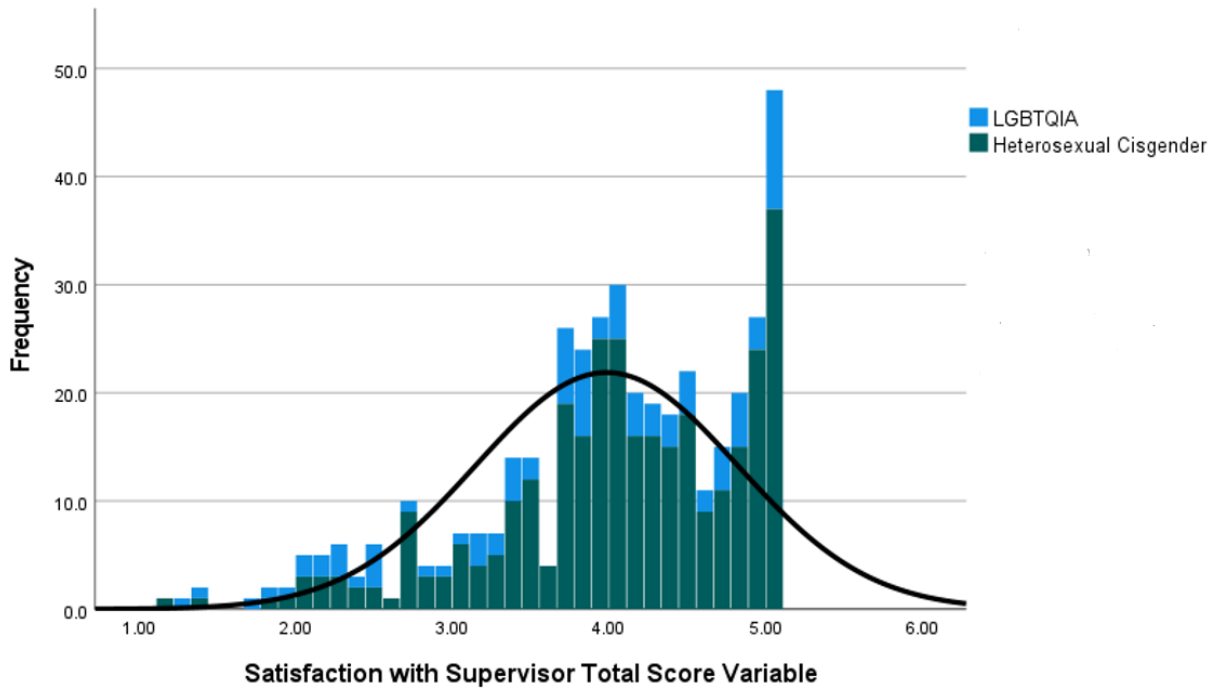
Table 3

Descriptive Statistics Using Measurement Scale Total Score

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Skewness	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Work Authenticity	413	1.58	7.00	2185.42	5.29	.88	-.83	.12
Satisfaction with Supervisor	413	1.17	5.00	1645.67	3.98	.84	-.90	.12
Valid N (listwise)	413							

Figure 1

Histogram of Satisfaction with Supervisor Total Score by Group



Note: The histogram captures data points for the two groups of *LGBTQIA* ($M = 3.77$, $SD = .10$, $n = 93$) and *Heterosexual and Cisgender* ($M = 4.05$, $SD = .77$, $n = 320$) participants.

Inferential Statistics

Findings for RQ1

An independent t-test was used to answer if there is a significant difference in work authenticity between workers who identify as LGBTQIA or those who identify as cisgender

and heterosexual. There was a statistically significant difference in work authenticity scores for LGBTQIA ($M = 5.01$, $SD = .96$) and heterosexual and cisgender ($M = 5.4$, $SD = .85$) participants; $t(136.55) = -3.31$, $p = .001$. Table 4 captures the results of the independent t-test results.

Table 4*Work Authenticity Independence Samples Test*

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Work Authenticity Total Score	Equal variances assumed	6.69	.010	-3.5 4	411	.000	-.36	.10	-.57	-.16
	Equal variances not assumed			-3.3 1	136.55	.001	-.36	.10	-.58	-.15

Findings for RQ2

To answer if there was a significant relationship between perceived work authenticity and satisfaction with a supervisor, the Pearson's-moment correlation (r) was used. The null hypothesis was rejected at the 95% confidence level. There was a statistically

significant positive relationship between satisfaction with a supervisor and work authenticity, $r(411) = .39, p = .000$. Satisfaction with a supervisor ($M = 3.98, SD = .84$) was lower than authenticity ($M = 5.29, SD = .88$). See Table 5, Table 6, and Figure 2 for more detail.

Table 5*Descriptive Statistics for Correlation*

	Mean	Std. Deviation	N
Work Authenticity	5.29	.88	413
Satisfaction with Supervisor	3.98	.84	413

Table 6

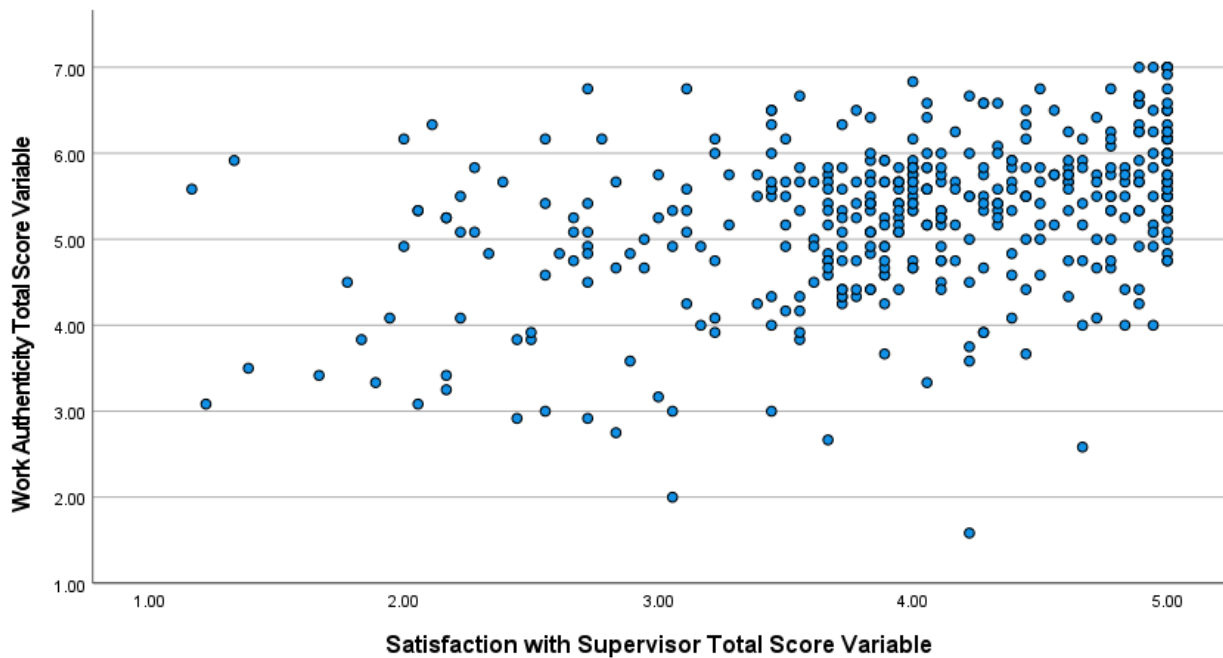
Correlation between Work Authenticity and Satisfaction with a Supervisor

		Work Authenticity Total Score Variable	Satisfaction with Supervisor Total Score Variable
Work Authenticity	Pearson Correlation	1	.39**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	321.76	118.50
	Covariance	.78	.29
	N	413	413
Satisfaction with Supervisor	Pearson Correlation	.39**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	118.50	288.38
	Covariance	.29	.70
	N	413	413

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 2

Scatter Plot of Work Authenticity and Satisfaction Variables



Findings for RQ3

Two general linear regressions were calculated to determine if there was a significant interaction between the three variables' effects. For the two general linear tests, a power calculation was run as a single test to correct all p-values accordingly and where one test was $\alpha = .05$. The power calculation reduced the risk of Type-I errors, which increased the case for Type-II errors, which is why sufficient power was ensured with a large sample size. Levene's Test of Equality of Error Variance confirmed a significant difference between the groups indicating that the homogeneity assumption was violated. In other words, the DV of work authenticity was not equal across groups with the intercept of satisfaction with a supervisor and the two groups. However, the two-way ANOVA tests were relatively standard in violating the homogeneity test and did not prevent a continuation of the analysis.

A general linear univariate two-factor ANOVA model was first completed to address the interaction effects between the three variables of interest. There was a statistically significant difference in scores between the effects of work authenticity, the demographic grouping variable of SO&GI ($F(1, 310) = 6.30, p = .013$), and satisfaction with a supervisor ($F(63, 310) = 3.25, p = .000$). The differences between the LGBTQIA and heterosexual and cisgender groups could contribute to 32.3% of the variance in work authenticity. Satisfaction with a supervisor could contribute 20% of the variance in work authenticity. However, the interaction or moderation between the two groups, satisfaction with a supervisor, and work authenticity were not statistically significant ($\alpha = .05; p = .317$; Table 7).

Table 7

Univariate Test of Between-Subjects Effects

Dependent Variable: Work Authenticity Total Score

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	131.21 ^a	10	1.29	2.09	.000	.41
Intercept	3879.88	1	3879.88	6312.17	.000	.95
LGBTQIA and HetCis	3.87	1	3.87	6.30	.013	.32
Satisfaction with Supervisor Total	90.83	63	1.44	2.35	.000	.02
LGBTQIA and HetCis * Satisfaction with Supervisor Total	25.79	38	.68	1.10	.317	.12
Error	190.55	310	.62			
Total	11886.04	413				
Corrected Total	321.76	412				

a. R Squared = .41 (Adjusted R Squared = .21)

As indicated by the first general linear model, the univariate analysis, there was not a statistically significant interaction as a mixed effect between the demographic grouping variable of SO&GI and satisfaction with a supervisor with work authenticity. However, there was statistical significance with each independent variable as it related to work authenticity. A second general linear Multivariate Test model was completed as a post hoc analysis to understand the results better.

The Multivariate test model analyzed the interactions of the two IVs (e.g., satisfaction with supervisor and SO&GI) with the work authenticity tool's three domains (e.g., external

influences, authentic living, and self-alienation). The demographic grouping of the SO&GI variable moderated the effect of satisfaction with a supervisor and was statistically significant for the four questions on self-alienation. The questions were At work, I feel alienated ($F(319, 38) = 1.68, p < .009$); I don't feel who I truly am ($F(319, 38) = 1.87, p < .002$); At work, I feel out of touch with the real me ($F(319, 38) = 2.11, p = .000$); and In my working environment, I feel cut off from who I really am ($F(319, 38) = 2.01, p < .001$). In other words, for self-alienation, there was a 35% to 49% chance that the variance was predicted by the interaction (Table 8).

Table 8

Multivariate Test of Between-Subjects Effects with Work Authenticity

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	True most situations	205.82 ^a	102	2.02	2.12	.000
	I feel alienated	534.76 ⁱ	102	5.24	3.58	.000
	Do not feel who I truly am	443.83 ^j	102	4.35	2.88	.000
	Out of touch w real me	410.09 ^k	102	4.02	3.16	.000
	Cut off from who I really am	397.49 ^l	102	3.90	3.52	.000
LGBTQIA and HetCis * Satisfaction with Supervisor Total	True most situations	51.72	38	1.36	1.43	.054
	Stand by what believe	29.51	38	.78	.74	.866
	Behave w values and beliefs	28.59	38	.75	1.23	.176
	Easier w people when myself	58.80	38	1.55	1.09	.338
	Do what others expect	94.27	38	2.48	.92	.615
	Influenced by opinions of others	99.52	38	2.62	.94	.569
	Others influence me greatly	99.42	38	2.62	.98	.513
	Behave in manner expected	72.86	38	1.92	.69	.921
	I feel alienated	93.72	38	2.47	1.68	.009
	Do not feel who I truly am	107.30	38	2.82	1.87	.002
Out of touch w real me	102.25	38	2.69	2.11	.000	
Cut off from who I really am	84.59	38	2.23	2.01	.001	

a. R Squared = .41 (Adjusted R Squared = .22), i. R Squared = .54 (Adjusted R Squared = .39), j. R Squared = .49 (Adjusted R Squared = .32), k. R Squared = .51 (Adjusted R Squared = .35)

Results: Summary of Findings

In summary, for all three research questions, the results are:

1. LGBTQIA participants reported lower levels of authenticity in the workplace than the heterosexual and cisgender participants at a statistically significant level.
2. Work authenticity was positively correlated with satisfaction with one's supervisor.
3. A statistically significant interaction (e.g., cross effect) of work authenticity, satisfaction with a supervisor, and the variable of SO&GI was found for the dimension of self-alienation.

Implications

The research literature and theory support the results of this study. For RQ1, the scholarly literature may explain the lower authenticity scores for LGBTQIA workers. Lower authenticity scores could be explained by recorded evidence of stressors or discrimination faced by LGBTQIA individuals who disclose or conceal their identity at work (Eliason et al., 2018; Hossain et al., 2020; Longarino, 2019; Newheiser et al., 2017). The level of authenticity reported by the LGBTQIA individuals in the results may vary if the participants worked at a different organization. The decision to share or hide one's identity is governed by a complex set of factors (Fletcher & Everly, 2021). For example, a nationwide meta-analysis quantitative study of sexual orientation, well-being, and job satisfaction among Swedish workers by Aldén et al. (2020) revealed complex results - job satisfaction differed between gay men, lesbians, and heterosexual workers (Aldén et al., 2020). Another factor that could cause variance in the level of authenticity is whether workplace discrimination policies are in place (Gacilo et al., 2018; Webster et al., 2018). Because the LGBTQIA participants worked at a Fortune 50 organization with protective workplace policies, the level of authenticity

measured in this study could be higher than an organization without the same protections.

Pertaining to RQ2 and the influence of supervisors, the literature suggests that supervisors can strengthen workplace authenticity, benefits, and outcomes through increased support (Ma et al., 2020; Metin et al., 2016; Sedikides et al., 2019). Differences in satisfaction with a supervisor and authenticity could be linked to the conflict between the supervisor and a subordinate. For instance, Kernis and Goldman (2006) found that misunderstandings and conflict with others are linked to inauthenticity (Sedikides et al., 2019). Alternatively, work teammates can influence authenticity (Emmerich et al., 2020). For LGBTQIA individuals, available literature suggests that supervisors contribute to LGBTQIA and workplace security, fairness, and well-being when organizational workplace diversity policies and programs exist (Elias et al., 2018; Gacilo et al., 2018; Hossain et al., 2020). Conversely, Knoll et al.'s early research (2015) to create a worker authenticity instrument indicated that an individual's responsible behavior, optimal self-esteem, and moral courage might cause worker success to override destructive leader influence. Finally, SDT highlights the role of the supervisor's style in predicting turnover, work quality, satisfaction, and job retention since "it is often said that people don't leave jobs, they leave their bosses" (Ryan & Deci, 2019, pp. 40-41).

For RQ3, the statistically significant interaction between the authenticity characteristic of self-alienation and satisfaction with one's supervisor could be explained by the experience of discrimination against LGBTQIA. For individuals identifying as LGBTQIA, prevalent theories suggest that self-acceptance and disclosure of their orientation are key factors of identity, well-being, and authenticity (Camp et al., 2020; Cramer et al., 2017; Eliason et al., 2018; Everett et al., 2019; Fletcher & Everly, 2021; Li et al., 2019). Also pervasive in scholarly literature is that LGBTQIA identity disclosure may lead to authenticity and well-being and that this disclosure may lead to increased psychological distress and discrimination (Aldén

et al., 2020; Everett et al., 2019; Fletcher & Everly, 2021; Gardner & Prasad, 2022; Martinez et al., 2017; Webster et al., 2018).

Study Limitations

This methodology retains inherent limitations, such as potential selection bias, in that the recruitment of participants relied on the non-randomized and non-probability sampling technique of purposive and snowball. In addition, participant bias could have also occurred, as the informed consent stated the research goals, and participants were asked to self-report their perceived situational experiences. A standard limitation is whether participants may provide truthful responses, mainly if the survey asks for personal information (Roberts & Allen, 2015). For example, participants could hesitate to disclose their sexual orientation or gender identity or negative feedback about a supervisor in the study. However, this risk was minimized in this study because identifying information about the participant or their supervisor was not collected. Additionally, as one researcher in LGBTQIA studies, Sell (2017), wrote, “[w]e now have empirical evidence from hundreds of studies that people do not mind telling investigators or service providers their sexual orientation or gender identity” (p. 1213).

The survey data stemmed from Likert-type scales. Data from Likert Scales are technically categorical or ordinal levels of measurement, but researchers frequently group data as continuous or interval for statistical analysis in parametric tests (Chyung et al., 2017). Likert Scale data often creates bimodality because respondents will choose one end of the scale, such as strongly agree/agree or strongly disagree/disagree. The middle category of neither agree nor disagree is chosen less, causing a dip in a graph as bimodality (Knapp, 2007). Within the statistical analysis for this research, as seen with Likert Scales responses used as interval data, the SWMMS scores were not normally distributed. As a result, the homogeneity test was violated for the general linear model, although a failed homogeneity test is not uncommon for a univariate general linear model. Furthermore, the primary effect for the interaction of the two IVs of satisfaction with a supervisor and SO&GI with the dependent variable of work authenticity was not statistically

significant. Statistical significance was only found in the post hoc test for the work authenticity sub-set questions measuring self-alienation.

The results are limited to one large Fortune 50 organization in the U.S. with a reputation for having a culture of diversity and inclusion, so there are limited applications of these findings to other organizations or industries depending on size, regional presence, type, or discrimination law. In addition, the researcher was an ally and did not identify as LGBTQIA, limiting their understanding of lived experiences. Conversely, allying or advocating for a cause may also create a cognitive or social bias influencing the results evaluation, conduct, and communication (Ellsworth, 2021).

The study excluded confounding variables that likely influenced the results, including the unique characteristics of LGBTQIA. This research study binned individuals into groups, such as LGBTQIA or heterosexual and cisgender, which does not fully represent the unique nuances of each participant. Additionally, grouping participants as LGBTQIA does not capture the unique situational differences experienced in the workplace. Literature suggests that the individuals represented by the initialism have different experiences in the work environment (Camp et al., 2020; Everett et al., 2019; Fletcher & Everly, 2021; Ng & Rumens, 2017; Pichler et al., 2017). For instance, “bisexual individuals and lesbians are at increased risk of minority stressors related to their sexual orientation and other aspects of identity (e.g., gender conformity) compared with gay men” (Camp et al., 2020, p. 2366). Transgender employees may challenge heteronormative or cisnormative beliefs, embedded gender roles, and organizational protocols such as restroom usage (Eliason et al., 2018).

Recommendations for Research

For future research, evaluating antecedents to authenticity would be important, as the outcomes of authenticity have been extensively studied and documented (Gan et al., 2018). The workplace offers a robust situational context to study drivers of authenticity. Additionally, exploring results from other organizations, industries, or institutions with different cultures or inclusion policies could

expand scholarly knowledge of its impact on authenticity.

Many confounding variables could be studied. Confounding variables found in the literature review included organizational and societal culture (Jang & Chen, 2022; Jones, 2021; Jones, 2022; Valenti, 2021), peer or teammate influence (Camp et al., 2020; Elias et al., 2018; McNulty et al., 2018; Ng & Rumens, 2017; Schneider et al., 2017), intersectionality (Fassinger et al., 2010; Jones, 2016; McGuffey, 2018; Miller, 2018), neurodiversity (Doyle, 2020; Egner, 2019; Komarow & Hector, 2020; Richards et al., 2019), LGBTQIA unique characteristics (Almario et al., 2013; Camp et al., 2020; de Lira & de Morais, 2018; Everett et al., 2019; Fenaughty & Harre, 2003; Li et al., 2019; Pichler et al., 2017; Vaughan et al., 2014), regional differences (Rickard & Yancey, 2018; Swank et al., 2012), leader prejudice (Almario et al., 2013), and privilege (Fassinger et al., 2010; Jones, 2016; McGuffey, 2018; Miller, 2018).

Two confounding variables that deserve extra attention are the unique characteristics of workers identifying as LGBTQIA and intersectionality. Humans are complex, yet social research is confined to simplifying behavior or characteristics into categorizable demographic variables.

This research study binned individuals into groups, such as LGBTQIA or heterosexual and cisgender, which does not fully represent the unique nuances of each participant. Drawing out these nuances on how workplace inclusion is experienced (Ng & Rumens, 2017) or its impact on authenticity for the minority group of LGBTQIA workers would be valuable; however, one critical challenge would be obtaining an extensive sample to achieve statistical significance.

Recommendations for Practice

The findings of this research study offer organizations, leaders, and human resource departments insight into leveraging supervisors and enhancing policies to support authenticity for all sexual orientations and gender identities. Interventions or interactions could be helpful if fostering open communication around a holistic strategy meeting workers' intrinsic and extrinsic needs for well-being. Additional recommendations from the findings include supporting a diverse and inclusive environment

for LGBTQIA workers to be authentic in the workplace. The results of this study parallel scholarly literature that suggests supervisors can strengthen workplace authenticity, benefits, and outcomes through increased support (Ma et al., 2020; Metin et al., 2016; Sedikides et al., 2019).

Conclusion

This exploratory study aimed to investigate state-based perceived work authenticity, satisfaction with a supervisor, and the influence of sexual orientation and gender identity within one Fortune 50 company in the United States. In addition, differences in perceived authenticity and satisfaction with a supervisor were assessed by dividing participants into two groups—one as LGBTQIA and the second as cisgender and heterosexual. While not generalizable to all organizations or workers, these research study findings align with previous scholarly literature and are supported by the theoretical foundation of SDT. The results indicate that authenticity is correlated to satisfaction with a supervisor and that workers who identify as LGBTQIA report lower levels of authenticity, especially in self-alienation. The research study and findings suggest recommendations for future research and improved organizational and human resource management practices that could benefit both individuals and organizations.

References

- Aldén, L., Hammarstedt, M., & Swahnberg, H. (2020). Sexual orientation and job satisfaction: Survey-based evidence from Sweden. *Journal of Labor Research*, 41(1/2), 69–101. <https://doi.org/10.1007/s12122-019-09297-w>
- Almario, M., Riggle, E. D. B., Rostosky, S. S., & Alcalde, M. C. (2013). Positive themes in LGBT self-identities in Spanish-speaking countries. *International Perspectives in Psychology: Research, Practice, Consultation*, 2(1), 1–13. <https://doi.org/10.1037/a0031055>
- Bonaventura, L., & Biondo, A. E. (2016). Disclosure of sexual orientation in the USA and its consequences in the workplace. *International Journal of Social Economics*, 43(11), 1115–1123. <https://www.emerald.com/insight/content/doi/10.1108/IJSE-01-2015-0014/full/html>

- Burn, I. (2018). Not all laws are created equal: Legal differences in state nondiscrimination laws and the impact of LGBT employment protections. *Journal of Labor Research*, 39(4), 462-497. <https://doi.org/10.1007/s12122-018-9272-0>
- Camp, J., Silia, V., & Rimes, K. A. (2020). LGBTQ+ self-acceptance and its relationship with minority stressors and mental health: A systematic literature review. *Archives of Sexual Behavior*, 49(7), 2353-2373. <http://dx.doi.org/10.1007/s10508-020-01755-2>
- Chen, S. (2019). Authenticity in Context: Being True to Working Selves. *Review of General Psychology*, 23(1), 60–72. <https://doi.org/10.1037/gpr0000160>
- Chyung, S. Y., Roberts, K., Swanson, I., & Hankinson, A. (2017). Evidence-based survey design: The use of a midpoint on the Likert scale. *Performance Improvement*, 56(10), 15–23. <https://doi.org/10.1002/pfi.21727>
- Cramer, R. J., Burks, A. C., Golom, F. D., Stroud, C. H., & Graham, J. L. (2017). The Lesbian, Gay, and Bisexual Identity Scale: Factor analytic evidence and associations with health and well-being. *Measurement and Evaluation in Counseling and Development*, 50(1-2), 71-88. <http://dx.doi.org/10.1177/0748175616664014>
- Dawson, M. (2018). Treating LGBTQIA patients. *Contemporary OB/GYN*, 63(12), 45-46,48. <https://www.proquest.com/scholarly-journals/treating-lgbtqia-patients/docview/2168821080/se-2?accountid=14376>
- de Lira, A. N., & de Morais, N. A. (2018). Resilience in lesbian, gay, and bisexual (LGB) populations: An integrative literature review. *Sexuality Research and Social Policy*, 15(3), 272–282. <http://dx.doi.org/10.1007/s13178-017-0285-x>
- Didonato, T. E., & Krueger, J. I. (2010). Interpersonal affirmation and self-authenticity: A test of Rogers's self-growth hypothesis. *Self and Identity*, 9, 322–336. <http://dx.doi.org/10.1080/15298860903135008>
- Doyle, N. (2020). Neurodiversity at work: A biopsychosocial model and the impact on working adults. *British Medical Bulletin*, 135(1), 108–125. <https://doi.org/10.1093/bmb/ldaa021>
- Egner, J. E. (2019). “The disability rights community was never mine”: Neuroqueer disidentification. *Gender & Society*, 33(1), 123. <http://dx.doi.org/10.1177/0891243218803284>
- Elias, N. M., Johnson, R. L., Ovando, D., & Ramirez, J. (2018). Improving transgender policy for a more equitable workplace. *Journal of Public Management & Social Policy*, 24/25(2), 53–81. <https://digitalscholarship.tsu.edu/cgi/viewcontent.cgi?article=1077&context=jpmssp>
- Eliason, M. J., Streed, C., Jr., & Henne, M. (2018). Coping with stress as an LGBTQ+ health care professional. *Journal of Homosexuality*, 65(5), 561–578. <https://doi.org/10.1080/00918369.2017.1328224>
- Ellsworth, P. C. (2021). Truth and advocacy: Reducing bias in policy-related research. *Perspectives on Psychological Science*, 16(6), 1226–1241. <https://doi.org/10.1177/1745691620959832>
- Emmerich, A. I., Knoll, M., & Rigotti, T. (2020). The authenticity of the others: How teammates' authenticity relates to our well-being. *Small Group Research*, 51(2), 175–207. <https://doi.org/10.1177/1046496419874877>
- Emmerich, A. I., & Rigotti, T. (2017). Reciprocal relations between work-related authenticity and intrinsic motivation, work ability and depression: A two-wave study. *Frontiers in Psychology*, 8, 307. <https://www.frontiersin.org/articles/10.3389/fpsyg.2017.00307/full>
- Everett, B. G., Steele, S. M., Matthews, A. K., & Hughes, T. L. (2019). Gender, race, and minority stress among sexual minority women: An intersectional approach. *Archives of Sexual Behavior*, 48(5), 1505–1517. <http://dx.doi.org/10.1007/s10508-019-1421-x>
- Fassinger, R. E., Shullman, S. L., & Stevenson, M. R. (2010). Toward an affirmative lesbian, gay, bisexual, and transgender leadership paradigm. *The American Psychologist*, 65(3), 201. <https://www.proquest.com/scholarly-journals/toward-affirmative-lesbian-gay-bisexual/docview/748902128/se-2?accountid=14376>

- Fenaughty, J., & Harre, N. (2003). Life on the seesaw: A qualitative study of suicide resiliency factors for young gay men. *Journal of Homosexuality*, 45(1), 1–22. https://www.tandfonline.com/doi/abs/10.1300/J082v45n01_01
- Fidas, D., & Cooper, L. (2018). *A workplace divided: Understanding the climate for LGBTQ workers nationwide*. Human Rights Campaign Foundation. <https://hrc-prod-requests.s3-us-west-2.amazonaws.com/files/assets/resources/AWorkplaceDivided-2018.pdf>
- Fletcher, L., & Everly, B. A. (2021). Perceived lesbian, gay, bisexual, and transgender (LGBT) supportive practices and the life satisfaction of LGBT employees: The roles of disclosure, authenticity at work, and identity centrality. *Journal of Occupational & Organizational Psychology*, 94(3), 485–508. <https://doi.org/10.1111/joop.12336>
- Gacilo, J., Steinheider, B., Stone, T. H., Hoffmeister, V., Jawahar, I. M., & Garrett, T. (2018). The double-edged sword of having a unique perspective. *Equality, Diversity and Inclusion: An International Journal*, 37(3), 298–312. <https://doi.org/10.1108/EDI-03-2017-0060>
- Gan, M., Heller, D., & Chen, S. (2018). The power in being yourself: Feeling authentic enhances the sense of power. *Personality and Social Psychology Bulletin*, 44(10), 1460–1472. <https://doi.org/10.1177/0146167218771000>
- Gardner, D. M., & Prasad, J. J. (2022). The consequences of being myself: Understanding authenticity and psychological safety for LGB employees. *Journal of Occupational and Organizational Psychology*, 00, 1–10. <https://doi.org/10.1111/joop.12399>
- Hossain, M., Muhammad, A., Ahammad, A., & Lokman, M. (2020). Do LGBT workplace diversity policies create value for firms? *Journal of Business Ethics*, 167(4), 775–791. <http://dx.doi.org/10.1007/s10551-019-04158-z>
- Jang, E., & Chen, X. (2022). How can we make a sustainable workplace? Workplace ostracism, employees' well-being via need satisfaction and moderated mediation role of authentic leadership. *Sustainability*, 14(5), 2869. <https://hrc-prod-requests.s3-us-west-2.amazonaws.com/files/assets/resources/AWorkplaceDivided-2018.pdf>
- Jones, J. (2022, February 17). *LGBT Identification in U.S. Ticks Up to 7.1%*. Gallup. <https://news.gallup.com/poll/389792/lgbt-identification-ticks-up.aspx>
- Jones, J. M. (2021, February 24). *LGBT identification rises to 5.6% in latest U.S. estimate*. Gallop. <https://news.gallup.com/poll/329708/lgbt-identification-rises-latest-estimate.aspx>
- Jones, S. R. (2016). Authenticity in leadership: Intersectionality of identities: Authenticity in leadership. *New Directions for Student Leadership*, 152, 23–34. <https://doi.org/10.1002/yl.20206>
- Kernis, M. H., & Goldman, B. M. (2006). A multicomponent conceptualization of authenticity: theory and research. *Advances in experimental social psychology*, 38, 283–357. <https://www.sciencedirect.com/science/article/abs/pii/S0065260106380069>
- Knapp, T. R. (2007). Bimodality revisited. *Journal of Modern Applied Statistical Methods*, 6(1), 8–20. <https://digitalcommons.wayne.edu/jmasm/vol6/iss1/3/>
- Meyer, B., Kroemer, N. B., & Schröder-Abé, M. (2015). It takes two to be yourself: An integrated model of authenticity, its measurement, and its relationship to work-related variables. *Journal of Individual Differences*, 36(1), 38–53. <https://psycnet.apa.org/record/2015-05934-005>
- Komarow, A., & Hector, B. L. (2020). Incorporating neurodivergent individuals into diversity and inclusion initiatives. *Journal of Financial Planning*, 33(11), 36–38. <https://www.proquest.com/openview/018e8840226c3e3317ffeb9a1eaf4d9c/1?pq-origsite=gscholar&cbl=4849>
- Lambert, J. (2016). Cultural diversity as a mechanism for innovation: Workplace diversity and the absorptive capacity framework. *Academy of Educational Leadership Journal*, 20(1), 68–77. <https://hdl.handle.net/11274/12976>
- Li, M. J., DiStefano, A. S., Thing, J. P., Black, D. S., Simpson, K., Unger, J. B., Milam, J.,

- Contreras, R., & Bluthenthal, R. N. (2019). Seeking refuge in the present moment: A qualitatively refined model of dispositional mindfulness, minority stress, and psychosocial health among Latino/a sexual minorities and their families. *Psychology of Sexual Orientation and Gender Diversity*, 6(4), 408-419. <https://psycnet.apa.org/record/2019-20828-001>
- Longarino, D. (2019). Uncovering: The economic benefits of LGBT workplace inclusion. *Frontiers of Law in China*, 14(4), 500-532. <https://doi.org/10.3868/s050-008-019-0024-5>
- Ma, J. Y., Sachdev, A. R., & Gu, X. (2020). Being oneself and doing great: The effect of authenticity on job performance and the role of supportive leadership. *Journal of Personnel Psychology*, 19(2), 75-85. <https://doi.org/10.1027/1866-5888/a000246>
- Martinez, L. R., Sawyer, K. B., Thoroughgood, C. N., & Ruggs, E. N. (2017). The importance of being “me”: The relation between authentic identity expression and transgender employees’ work-related attitudes and experiences. *Journal of Applied Psychology*, 102(2), 215-226. <https://psycnet.apa.org/doiLanding?doi=10.1037/%2Fap10000168>
- McCarthy, J. (2019, June 6). *Gallup first polled on gay issues in '77. What has changed?* Gallup. <https://news.gallup.com/poll/258065/gallup-first-poll-ed-gay-issues-changed.aspx>
- McGuffey, C. S. (2018). Intersectionality, cognition, disclosure and Black LGBT views on civil rights and marriage equality: Is gay the new Black? *Du Bois Review: Social Science Research on Race*, 15(2), 441-465. <https://doi.org/10.1017/S1742058X18000218>
- McNulty, Y., McPhail, R., Inversi, C., Dundon, T., & Nechanska, E. (2018). Employee voice mechanisms for lesbian, gay, bisexual and transgender expatriation: the role of employee-resource groups (ERGs) and allies. *International Journal of Human Resource Management*, 29(5), 829-856. <https://doi.org/10.1080/09585192.2017.1376221>
- Ménard, J., & Brunet, L. (2011). Authenticity and well-being in the workplace: A mediation model. *Journal of Managerial Psychology*, 26(4), 331-346. <http://dx.doi.org/10.1108/02683941111124854>
- Metin, U. B., Taris, T. W., Peeters, M. C. W., Van Beek, I., & van den Bosch, R. (2016). Authenticity at work – a job-demands resources perspective. *Journal of Managerial Psychology*, 31(2), 483-499. <https://doi.org/10.1108/JMP-03-2014-0087>
- Miller, R. A. (2018). Toward intersectional identity perspectives on disability and LGBTQ identities in higher education. *Journal of College Student Development*, 59(3), 327-346. <http://dx.doi.org/10.1353/csd.2018.0030>
- Naderifar, M., Goli, H., & Ghaljaie, F. (2017). Snowball sampling: A purposeful method of sampling in qualitative research. *Strides in Development of Medical Education*, 14(3), 0-0. <https://dx.doi.org/10.5812/sdme.67670>
- Newheiser, A. K., Barreto, M., & Tiemersma, J. (2017). People like me don't belong here: Identity concealment is associated with negative workplace experiences. *Journal of Social Issues*, 73(2), 341-358. <https://doi.org/10.1111/josi.12220>
- Ng, E. S., & Rumens, N. (2017). Diversity and inclusion for LGBT workers: Current issues and new horizons for research. *Canadian Journal of Administrative Sciences*, 34(2), 109-120. <https://doi.org/10.1002/cjas.1443>
- Pichler, S., Ruggs, E., & Trau, R. (2017). Worker outcomes of LGBT-supportive policies: A cross-level model. *Equality, Diversity and Inclusion: An International Journal*, 36(1), 17-32. <http://dx.doi.org/10.1108/EDI-07-2016-0058>
- Reis, G. G., Braga, B. M., & Trullen, J. (2017). Workplace authenticity as an attribute of employer attractiveness. *Personnel Review*, 46(8), 1962-1976. <https://doi.org/10.1108/PR-07-2016-0156>
- Richards, J., Sang, K., Marks, A., & Gill, S. (2019). “I’ve found it extremely draining”: Emotional labour and the lived experience of line managing neurodiversity. *Personnel Review*, 48(7), 1903-1923. <http://dx.doi.org/10.1108/PR-08-2018-0289>
- Rickard, A., & Yancey, C. T. (2018). Rural/non-rural differences in psychosocial risk factors among sexual minorities. *Journal of Gay*

- & *Lesbian Social Services*, 30(2), 154-171.
<https://doi.org/10.1080/10538720.2018.1444525>
- Riggle, E. D. B., Rostosky, S. S., Black, W. W., & Rosenkrantz, D. E. (2017). Outness, concealment, and authenticity: Associations with LGB individuals' psychological distress and well-being. *Psychology of Sexual Orientation and Gender Diversity*, 4(1), 54-62.
<https://doi.org/10.1037/sgd0000202>
- Roberts, D., & Allen, P. J. (2015). Exploring ethical issues associated with using online surveys in educational research. *Educational Research and Evaluation*, 21(2), 95-108.
<http://dx.doi.org/10.1080/13803611.2015.1024421>
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78.
<https://doi.org/10.1037/0003-066X.55.1.68>
- Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Publications.
- Ryan, R. M., & Deci, E. L. (2019). Brick by brick: The origins, development, and future of self-determination theory. *Advances in Motivation Science*, 6, 111-156. Elsevier.
<https://doi.org/10.1016/bs.adms.2019.01.001>
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, 61, N.PAG.
<https://doi.org/10.1016/j.cedpsych.2020.101860>
- Scarpello, V., & Vandenberg, R. (1987). The Satisfaction with My Supervisor Scale: Its utility for research and practical applications. *Journal of Management*, 13, 447-466.
<https://doi.org/10.1177/014920638701300302>
- Schmader, T., & Sedikides, C. (2018). State authenticity as fit to environment: The implications of social identity for fit, authenticity, and self-segregation. *Personality and Social Psychology Review*, 22, 228-259.
<https://doi.org/10.1177/1088868317734080>
- Schneider, K. T., Wesselmann, E. D., & DeSouza, E. R. (2017). Confronting subtle workplace mistreatment: The importance of leaders as allies. *Frontiers in Psychology*, 8, 1051. <https://doi.org/10.3389/fpsyg.2017.01051>
- Sedikides, C., Lenton, A. P., Slabu, L., & Thomaes, S. (2019). Sketching the contours of state authenticity. *Review of General Psychology*, 23(1), 73-88.
<https://doi.org/10.1037/gpr0000156>
- Sell, R. L. (2017). Challenges and solutions to collecting sexual orientation and gender identity data. *American Journal of Public Health*, 107(8), 1212-1214.
<https://doi.org/10.2105/AJPH.2017.303917>
- Slemp, G. R., Kern, M. L., Patrick, K. J., & Ryan, R. M. (2018). Leader autonomy support in the workplace: A meta-analytic review. *Motivation and Emotion*, 42(5), 706-724.
<http://dx.doi.org/10.1007/s11031-018-9698-y>
- Sutton, A. (2020). Living the good life: A meta-analysis of authenticity, well-being and engagement. *Personality and Individual Differences*, 153, 109645.
<https://doi.org/10.1016/j.paid.2019.109645>
- Swank, E., Frost, D. M., & Fahs, B. (2012). Rural location and exposure to minority stress among sexual minorities in the United States. *Psychology & Sexuality*, 3(3), 226-243.
<https://doi.org/10.1080/19419899.2012.700026>
- Valenti, A. (2021). LGBT employment rights in an evolving legal landscape: The impact of the supreme court's decision in *Bostock v. Clayton County, Georgia*. *Employee Responsibilities and Rights Journal*, 33(1), 3-23.
<https://doi.org/10.1007/s10672-020-09359-7>
- van den Bosch, R., & Taris, T. W. (2014). Authenticity at work: Development and validation of an Individual Authenticity Measure at Work. *Journal of Happiness Studies*, 15(1), 1-18.
<https://doi.org/10.1007/s10902-013-9413-3>
- van den Bosch, R., & Taris, T. W. (2018). Authenticity at work: Its relations with worker motivation and well-being. *Frontiers in Communication*, 3(21), 1-11.
<https://doi.org/10.3389/fcomm.2018.00021>
- Vaughan, M. D., Miles, J., Parent, M. C., Lee, H. S., Tilghman, J. D., & Prokhorets, S. (2014). A

content analysis of LGBT-themed positive psychology articles. *Psychology of Sexual Orientation and Gender Diversity*, 1(4), 313. <https://psycnet.apa.org/record/2014-52523-006>

Wang, X., & Cheng, Z. (2020). Cross-sectional studies: strengths, weaknesses, and recommendations. *CHEST*, 158(1), S65-S71. <https://doi.org/10.1016/j.chest.2020.03.012>

Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2018). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management*, 57(1), 193–210. <https://doi.org/10.1002/hrm.21873>

Wood, A. M., Linley, P. A., Maltby, J., Baliousis, M., & Joseph, S. (2008). The authentic personality: A theoretical and empirical

conceptualization and the development of the Authenticity Scale. *Journal of Counseling Psychology*, 55(3), 385–399. <https://psycnet.apa.org/doiLanding?doi=10.1037%2F0022-0167.55.3.385>

Wright, T., Colgan, F., Creegany, C., & McKearney, A. (2006). Lesbian, gay and bisexual workers: Equality, diversity and inclusion in the workplace. *Equal Opportunities International*, 25(6), 465–470. <https://www.emerald.com/insight/content/doi/10.1108/02610150610713782/full/html>

Zhang, H., Chen, K., Schlegel, R., Hicks, J., & Chen, C. (2019). The Authentic Moral Self: Dynamic Interplay between Perceived Authenticity and Moral Behaviors in the Workplace. *Collabra: Psychology*, 5(1). <https://doi.org/10.1525/collabra.260>