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DO LGBT ALLIES MAKE ORGANISATIONS BETTER?

Identifying the drivers of LGBT allegiance and their impact on
Organizational Citizenship Behaviour

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Abstract

This thesis examines how allies of the LGBT community emerge and the role they play in the success of companies via increased performance in organizational citizenship behaviour. The experiment showed that personal connections to LGBT individuals increased organizational citizenship behaviour significantly and was mediated by their allegiance towards them. Based on these findings, managerial implications and areas for future research are discussed.

Keywords: *human resource management, organizational behaviour, LGBT allegiance, organizational citizenship behaviour, ally identity measure, personal connections*

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1. Introduction

In the past decades, various diversity dimensions have been identified as drivers for organizational excellence and competitive advantage. Among these dimensions are variables like age, gender, and ethnicity (Timmerman 2000; Kunze, Boehm, and Bruch 2011; Dwyer, Richard, and Chadwick 2003). Past research acknowledges that these performance indicators not only increased because of better work habits or other knowledge that the *out-group* (a social group with which an individual does not identify) brought with it but also because the in-group (a social group to which a person psychologically identifies as being a member) benefited from an increase in communication (Roberge and van Dick 2010), team learning behaviours (Van Der Vegt and Bunderson 2005) and identity confirmation (Milton and Westphal 2005).

With the emergence of a broader field for diversity research, the focus shifted from explicit dimensions like age and gender to implicit ones like sexual orientation (Kochan et al. 2003). This trend in academia was following a general pattern of more openness in the western world towards sexual minority people not only in everyday life but also in the workplace and in policymaking (Lloren and Parini 2017; Pichler et al. 2018). Consequently “corporate equality initiatives, and more specifically, employee equality initiatives were becoming an integral part of firms’ diversity management” (Hossain et al. 2020).

HR policies that are tailored to reduce employment discrimination had a significant effect on various companies in a diverse set of industries but discrimination in the workplace is far from being eradicated and therefore reduces the ability of the organization to tap their full potential, even after legislators added guardrails that should prevent such behaviour by employers and colleagues (Lindsey et al. 2013). While these policies have focused to prevent certain behaviour, they fall short in providing structured approaches to promote beneficial behaviours by non-stigmatized groups and to reward them (Sabat, Martinez, and Wessel

2013). In this context, Sabat et al. (2013) acknowledge the “increased inclusion of non-stigmatized “allies” in organizational diversity management efforts”.

Being vocal about and supporting stigmatized groups like the LGBT (lesbian, gay, bisexual, transgender) community in the workplace is not always an easy task for people who do not belong to the out-group. These employees make decisions about the benefit and cost to display their advocacy to their managers, colleagues, and clients. While being an *ally* (majority members who support and advocate for minority groups) can bring advantages like well-being, social connection, and purpose it can also be associated with negative effects in the workplace like missed career opportunities, alienation from other co-workers, and stigmatization itself (Rostosky et al. 2015; Martinez 2012; Russell 2011).

While the positive and negative aspect of being an ally either for the LGBT community or other out-groups has been studied extensively (Ji and Fujimoto 2013; Duhigg et al. 2010), much less is known about the benefits or the potential costs of not promoting LGBT allegiance related to organizations as well as the emergence of allies. It remains the question if companies should invest in structured approaches to boost ally behaviour and emergence to increase overall company performance like retention or productivity.

The purpose of this thesis is to explore the predictors of LGBT ally development in the workplace and the performance on organizational citizenship behaviours (OCBs) (Smith, Organ, and Near 1983). OCBs are voluntary commitments by workers within an organization or company that are not part of his or her contractual tasks (e.g. helping a co-worker with new tasks), and are theoretically and empirically related to organizational success (Fox et al. 2012).

In the past researchers have looked into a variety of factors that might increase and predict the performance of OCBs like personality factors (Organ 1997) and motives (Bolino

1999) as well as organizational justice perceptions and self-esteem. However, there is still more to learn about what influences the performance of OCBs (Kidder 2002).

2. Literature Review

Successful and innovative companies acknowledge that their workforce is a central factor for their achievements. A committed and engaged workforce has been identified to benefit the organization and to bring a competitive advantage (Podsakoff and MacKenzie 1997). It is very likely that a lot of employees not only work on their dedicated tasks; but instead fulfill much more than what is asked in their job description to create value for the firm as a whole. This behaviour is known as OCB. OCB can be defined as behaviours that are not directly related to an employee's main activities but benefit the organization in other ways (Borman 2004). Those behaviours include but are not limited to things like lending a colleague a compassionate ear, say good things about the employer in front of others, or helping co-workers to learn new skills.

2.1. Origin, Motives, and Predictors for OCB

The origins of OCB base on the concept that individuals need to share information in order to make the organization run smoothly (Barnard 1968). Katz (1964) pointed out that behaviours such as cooperation & help are key for organizations to operate. He classified three behaviours that are crucial for prosperous organizations. First, the motivation of a worker to stay with the company. Second, based on their job description, employees must understand the work that is expected from them. Third, members of the organization need to be eager to

do more than what is expected from them. OCB has various consequences for organizations and their performance parameters (Chahal 2010). Especially employee satisfaction, reduced absenteeism, locality, and reduced turnover have been highlighted by Chahal to be among the top parameters that improve in the presence of OCB.

The main motives for either organization-directed OCB (OCBO) or individual-directed OCB (OCBP) were identified to be organizational concern and prosocial behaviour such as altruism (Rioux and Penner 2001). Attitudes that can be derived from these motives such as job satisfaction and fairness were mentioned in this regard.

Important predictors of OCB can be found in diversity management and especially the climates that it produces (Kundu and Mor 2016). Bizri (2018) acknowledges in her research that while diversity measures do not have a direct effect on OCB there are strong indirect influences on OCB via their feelings for affective commitment and work engagement. In other words, diversity might improve citizenship behaviours because employees have the feeling that they “fit” into the organisation and that they can align themselves with the organisation’s goals. It is more likely that they will identify themselves with the company and sometimes even build an emotional attachment (Williams 2004). Lastly, Mousa et al. (2020) find that the effect of diversity management on OCB behaviour is closely linked to the gender of the participants with woman showing a stronger increase in OCB than men.

2.2. LGBT Allegiance and Organizational Diversity

Support for LGBT people has increased over the last two decades in the western world (Lloren and Parini 2017). While some countries were often late adopting LGBT-friendly laws, employers have been more progressive in adopting HR policies that are targeted towards LGBT employees and that are aimed to reduce discrimination and improve the employer brand

(Everly and Schwarz 2015). Lindsey et al. (2013) briefly mention the importance of the increased inclusion of no-stigmatized “allies” in organizational diversity management efforts. This is in line with other researchers who see the increased research focused on changing institutions that foster a positive work environment as a sign of the increased importance of the sexual orientation dimension in diversity management (Ng and Rumens 2017).

2.3. LGBT Allies – Definition, Becoming, and Outcomes

As Washington and Evans (1991) state, the term ally comes from research on LGBT issues, referring to heterosexual individuals who strive to end oppression through support and advocacy on behalf of ‘oppressed’ nonheterosexual minorities.

Little quantitative research has been conducted in determining which factors drive to become an ally for LGBT individuals and how those allies behave in an organizational context (Fingerhut 2011). Based on the qualitative research that has been performed it is possible to derive the motives of becoming heterosexual allies for LGBT individuals:

The motivation to become an ally is complex and not rooted in a singular cause. Two main themes were identified in the study conducted by Russell (2011) where she interviewed 127 heterosexual allies. The first set of motives was based on fundamental principles like justice or civil rights. The second motivation is rooted in personal roles, relationships, or experiences within the family or professional roles. As studies in relationships have gained in popularity over the last years and have shown significant correlations between personal relationships and LGBT allegiance (Knepp 2020) this will be examined in this study as well.

The following paragraph focuses on this second set of motivators explored by Russell (2011) and examines the possible role of out-group attitudes and workers’ professional and personal relationships within the organizations as developing factors of ally behaviour.

Personal and work-related related relationships. Intergroup contact as a factor for increased ally behaviour is not surprising. Already in 1954 Allport (Allport, Clark, and Pettigrew 1954) argued that intergroup contact between in and out-groups resulted in positive effects for both parties. Pettigrew (1998) added to this theory highlighting that closer relationships would be more beneficial than superficial ones. Especially when they aligned in common goals and where there is a necessity to work together. Furthermore, people who share customs, behaviours, and political beliefs were most likely to express ally behaviour. Capitano and Herek (1996) describe how heterosexuals with interpersonal contact with members of the LGBT community had more favourable attitudes and less prejudice than their counterparts.

In an organizational context, Bowring (2017) highlights the importance of *trust* that is built between an LGBT worker and a heterosexual colleague. In her study, she was able to prove that due to this trust: both allies and in-group members had increased job satisfaction, performance, and OCB behaviour, therefore, highlighting once more the importance of personal connections and OCB. When talking about relationships at work it is important to highlight that organizations bear a special kind of relationship, especially due to the hierarchical structure of most if not all companies and that differ from the relationships found in other personal spaces (Campbell et al. 2008). Bowring acknowledges that there is a difference in OCB performance depending on the status of the LGBT person within the company based on their hierarchical position within the organization. Allies who mostly engage as supporters can build much closer relationships with their LGBT leaders while this not applies vice versa (Bowring 2017).

2.4. LGBT Allegiance and Organizational Behaviour

Scholars have linked various positive outcomes to LGBT allegiance like individual well-being and performance (Duhigg et al. 2010; Russell 2011; Wright and Cropanzano 2000) and thus to performance within the organization (Powers 1996). While organizational success and performance can be measured with various different metrics and methods this thesis utilizes discretionary work behaviours, namely OCB as it goes beyond the traditional task statements. Due to “increased autonomy, flattened hierarchies and competition from international economies, discretionary work behaviours are essential for effective organizational functioning”(Hoffman et al. 2007). OCB is an interesting perspective as it has been proven to show a strong relationship with organizational performance and is responsible for 18% to 36% of all organizational performance (Podsakoff et al. 2000).

While task performance varies strongly between jobs, citizenship behaviours are very similar across different professions. As Motowildo et al.(1997) pointed out task performance is primarily based on your cognitive abilities and mediated by your “task knowledge (knowledge of principles related to technical aspects of job performance), task skill (applying technical knowledge to perform tasks effectively) and task habits (characteristic responses to task situations that either facilitate or hinder the performance of tasks)” (Borman et al. 2001).

On the other hand, personality traits are described as the main drivers of citizenship performance. Organ and Ryan (1997) reported four personality variables (agreeableness, conscientiousness, and positive and negative affectivity) that showed a link towards organization citizenship performance. Most of these personality traits are associated to LGBT allies as well. Firstly Melton (Melton 2012) could show in her qualitative study that agreeableness was one of the personality traits in sport organizations that predicted LGBT allegiance. Secondly Horne et al. (2017) report how undergraduate students who displayed conscientiousness were more likely to display positive attitudes towards gay and lesbian

individuals and therefore qualifying as allies. As positive affectivity promotes open-minded attitudes, sociability and helpfulness these are closely linked to the behaviours displayed by allies as well (Ashby and Isen 1999).

Due to this substantial overlap between personality traits that promote organizational citizenship behaviour and the personality traits that can be found in LGBT allies I propose that the level of OCB engagement may be related to their level of LGBT community support.

Workers who are supportive of LGBT out-groups have the motivation, opportunity, and skill-set to engage in extra activities. They care, educate, and are role models for others. These behaviours are also assessed in the OCB scales that Podsakoff and MacKenzie (1997) propose.

OCB has many different dimensions which have been studied, but two dimensions are particularly important (Fox et al. 2012). Acts that benefit the organization (OCBO) and acts directed towards co-workers that help with work-related issues (OCBP).

3. Hypotheses

As outlined in the literature review there are obvious factors for companies to have a workforce that engages in OCBO and OCBP. The creation of allies and the factors that drive OCB have a clear overlap of competencies, skills, values, traits, and actions that the individual must display or possess (Bowring 2017; Duhigg et al. 2010; Hur 2020). Additionally, demographic factors like personal connections (Knepp 2020), gender (Fingerhut 2011), and work experience (Brooks and Edwards 2009; Russell 2011) have already been proven in some studies to be linked to either an increased allegiance towards LGBT members or increased

OCB. The hypothesis of this thesis tries to link these concepts together to evaluate how big of a role the factor LGBT allegiance actually plays in regard to the variables researched here.

The Hypotheses of this thesis can be defined as follows:

H₁: *When individuals have personal connections to members of the LGBT community their OCBP (H1a) and OCBO (H1b) behaviour increases.*

H₂: *Individuals personal connections to members of the LGBT community increases their allegiance towards them (H2a).*

H₃: *Individuals who display LGBT allegiance display increased OCBP (H3a) and OCBO (H3b) behaviour.*

An overview and the relationship if the hypotheses can be found in the chart below:

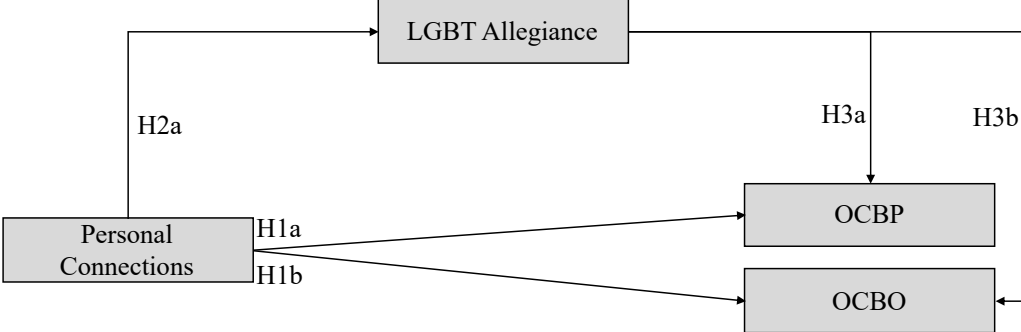


Figure 1: Overview of hypotheses and their relationships

4. Study

4.1. Methodology

Sample. The sample consisted of 237 responses (N=237) with various sexual orientations who completed a short survey on a voluntary basis. While research acknowledges that LGBT individuals can be allies for other people who identify as LGBT (Grzanka, Adler, and Blazer 2015) this study only concerns itself with responses filled out by participants who identify as heterosexual therefore shortening the sample by 23 responses (N_{cleaned}=214) (see appendix 1.3). Of the 214 responses, 39% indicated to be male and 61% to be female (see appendix 1.1). Around 16% stated that they have a close family member who identifies as LGBT (see appendix 1.4). In terms of other personal relationships, 73% reported that they have at least one close friend who identifies as LGBT (see appendix 1.5). 21.5% replied that they did not know any acquaintances who identify as LGBT (see appendix 1.6). Lastly, 84% of participants have at least one or more past and/or current co-workers who identify as LGBT (see appendix 1.7).

Design and Procedure. The study was split into 4 distinctive parts and was available in English. The questionnaire was distributed via Qualtrics and advertised via social media and company internal e-mail lists. The questionnaire started with a series of questions to assess the OCB behaviour participants displayed. The second part measured the degree of allegiance towards LGBT individuals. The first half was followed by questions to evaluate Allophilia for LGBT topics and demographics like gender, personal connections to LGBT persons, their sexual orientation, or their work experience.

LGBT Alliance. To measure the degree of allegiance, the 19 items from the Ally Identity Measure (K. Jones, Brewster, and Jones 2007) were used. It was designed to assess the skills to support lesbian, gay, bisexual, and transgender persons, knowledge of the LGBT

experience, awareness of LGBT oppression, and engagement in action among heterosexual allies to the LGBT community in its three subscales.

Behaviour that benefits the organization or is directed towards co-workers OCBs. The behaviour performed towards either the organization (OCBO) or as helping behaviour towards co-workers (OCBP) was reflected by two modified subscales of Fox et al. (2012) measure of OCB with a total of 12 questions. Each subscale contained half of the items. While (Smith, Organ, and Near 1983) original OCB measure was intended to be answered by one's manager or supervisor this study modified the questions accordingly to be self-reporting, a method that has been used by other studies of OCB, including the one from Fox et al. were the subscales were taken from. Participants were asked to rate how often they displayed one of the described behaviours in their current place of work, using a 5-point scale ranging from *never* (1) to *always* (5). A sample item from the OCBO subscale reads, "I offered suggestions for improving the work environment." A sample item from the OCBP subscale reads. "I lent a compassionate ear when someone had a work problem."

Control variables. Based on OCB literature one variable was added to control for in the analysis. The literature on OCB has identified gender to be related to OCBs. Kidder (2002) describes how the performance of citizenship behaviours depends on multiple gender identities. In the study female traits are associated with OCBs related to altruism whereas males are associated with civic virtue OCBs. Not only is gender related to OCB behaviour, but research has shown that out-group allegiance is strongly related to the demographic variable gender. In their meta-analysis of 112 studies of prejudice against gay men and lesbians, Kite and Whitley (1996) found significant differences between the genders: Heterosexual men held much higher negative attitudes towards homosexuals than did heterosexual women.

4.2. Results and Analyses

Preparation of data. For data analysis, SPSS was chosen. Cases, in which the survey was missing crucial data or was not completed, were deleted from the analysis. Using SPSS explore function an outlier analysis was performed with an IQR of 1.50. The Number of Close Friend/Acquaintances and Co-Workers showed outliers which can be observed in the boxplots (see appendix 3.1/3.2/3.3). However, the outliers were not deleted to preserve the sample size. Additionally, they did not change the results and also did not cause any violations of the assumptions for analyses. Recoding of variables was not necessary as all questions were phrased positively (Pallant 2011). Prior to the main analysis, a reliability analysis was performed to verify the scales internal consistency (see appendix 4). The Cronbach model was used which is based on the average inter-item correlation. All scales had sufficient reliability (Cronbach α roughly equal to .70 or above), except for the *organizational citizenship behavior towards co-workers* (Cronbach $\alpha = .63$). As DeVellis (2016) states, scales below ten items can produce insufficient Cronbach alpha scores, which is the case for the scale used to assess *organizational citizenship behavior towards co-workers*. On this basis, the inter-item correlation was used to verify reliability (DeVellis 2016). For organizational citizenship behavior towards co-workers, the inter-item correlation of the scale is .23 and is therefore acceptable as it lays in the range between .20 and .40 as discussed by Briggs and Cheek (1986).

Pearson Correlation. A Pearson product-moment correlation coefficient was computed to assess the relationship between OCBO, OCBP, LGBT Allegiance, Personal Connections to LGBT People, Work Experience and Gender (Cohen 1988).

	OCBP	OCBO	LGBT Allegiance	Personal Connections	Work Experience
OCBO	.59**				
LGBT Allegiance	.59**	.54**			
Personal Connections	.17*	.16*	.52**		
Work Experience	.17*	.15*	.26**	0,07	
Gender ^a	0,13	0,06	.23**	-0,03	0,09

Note: * $p < .05$, ** $p < .01$. ^a 0 = male, 1 = female

Table 1: Pearson correlation table of all variables

There was a strong positive correlation between OCBO behavior and OCBP behavior displayed $r = .59, p < .01$. The results also show a strong correlation between LGBT Allegiance and OCBP and OCBO behavior displayed $r = .59, r = .54, p < .01$. Personal Connections towards LGBT persons had a strong effect on LGBT allegiance and low correlations towards OCBP and OCBO behavior $r = .17, r = .16, r = .52, p < .05, p < .01$. Work experience appears to have no impact on the personal connections towards LGBT people but it has a low correlation towards OCBP and OCBO behavior as well as LGBT allegiance $r = .17, r = .15, r = .26, p < .05, p < .01$. Lastly gender appears to only affect LGBT Allegiance statistically significantly with a low correlation of $r = .23, p < .05$.

Mediation Analysis. A serial mediator analysis was conducted to examine whether the effect of the independent variable *personal connection* on the dependent variables *OCBO* and *OCBP* were mediated by the *LGBT Allegiance*. Process Model 4 of Hayes (2017) was applied to the potential mediator with a separate bootstrap analysis with 5.000 draws together with heteroscedasticity consistent standard errors (Davidson and MacKinnon 1993). As stated by Hayes (2017), the p-value and the coefficient are important values that indicate the significance and the size of the mediator's effect. An indirect effect is significant if zero lies outside of the confidence interval. In all cases, LGBT Allegiance was analyzed as the potential

single mediator to understand the impact of the indirect variables on OCBO and OCBP behavior.

Personal connections as independent variable and OCBP as the dependent variable.

A simple mediation was performed to analyze whether the direct path between personal connections and OCBP behavior would be mediated by the allegiance towards members of the LGBT community. Gender was added as a control variable to the model. An effect of personal connections on displayed OCBP behavior was observed, $B = .02, p < .05$. After entering the mediator into the model, personal connections predicted the mediator significantly, $B = .03, p < .01$, which in turn predicted the increased OCBP behavior significantly, $B = .51, p < .01$. The effect between personal connections and OCBP behavior is found to be fully mediated by the allegiance towards LGBT people, indirect effect $ab = .01, 95\% [.01, .1]$ (see appendix 5.1).

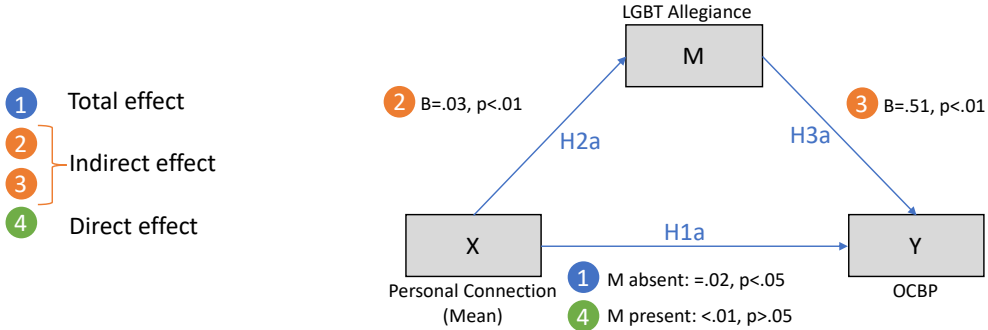


Figure 2: Statistical diagram - Mediation model 4 (Hayes 2013) with Personal Connections as independent variable

Personal connections as independent variable and OCBO as the dependent variable. A simple mediation was performed to analyze whether the direct path between personal connections and OCBO behavior would be mediated by the allegiance towards members of the LGBT community. Gender was added as a control variable to the model. An effect of personal connections on displayed OCBO behavior was observed, $B = .02, p < .05$. After entering the mediator into the model, personal connections predicted the mediator significantly, $B = .03, p$

< .01, which in turn predicted the increased OCBO behavior significantly, $B = .50, p < .01$. The effect between personal connections and OCBO behavior is found to be fully mediated by the allegiance towards LGBT people, indirect effect $ab = .01, 95\% [.01, .1]$ (see appendix 5.2).

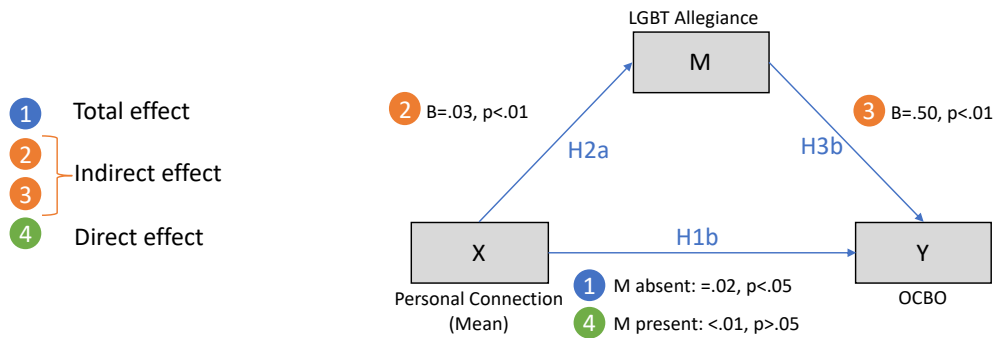


Figure 3: Statistical diagram - Mediation model 4 (Hayes 2013) with Personal Connections as independent variable

4.3. Exploratory analysis

Additional ANOVAs were conducted to investigate the influence of other variables on OCBO and OCBP.

One interesting finding was the relationship of work experience (tenure) in regard to the OCBP or OCBO performance. There seems to be a statistically significant relation between tenure and OCBO ($F(11, 202) = 1.91, p = .04$), while OCBP did not result in any significant relationships ($p > .05$) (see appendix 6.1).

Additionally, the impact of work experience on LGBT allegiance was examined and resulted in a statistically significant correlation between those two variables ($F(11,202) = 2.29, p = .01$) (see appendix 6.2).

The importance of gender as a predictor to LGBT ally behavior that previous studies had already identified (Montgomery and Stewart 2012; Case and Meier 2014) could once

again be observed ($F(1,212) = 11.99, p < .01$) as women were more likely to score a higher score on the AIM scale. Therefore, highlighting once more the necessity to include it as a covariant in the mediation analysis.

On the other hand, gender was not a predictor for OCBO or OCBP and showed no significance difference between the groups ($p > .05$)

5. Discussion

5.1. Summary of findings

The analysis has shown that personal connections to members of the LGBT community clearly increase the OCB performance of the individual. It seems that this effect is equally measurable to both, the behaviour towards the organization and the behaviour towards the individual. This effect remained significant when controlling for gender which is a clear predictor for LGBT allegiance (Fingerhut 2011) but not for OCB (Allen 2006). Even with the mediator absent, personal connections towards LGBT people showed to be a significant predictor of OCB performance (*H1a, H1b*). This might be explained with the set of values that people with diverse social groups display (K. N. Jones and Brewster 2017). Prosocial values like kindness and caring are strong predictors for OCBP behaviour (Rioux and Penner 2001) and play an important role in the emergence allegiance to out-groups. Similar effects can be deduced from OCBO behaviour. The organizational concern that Rioux described can not only be associated with companies but also with smaller “entities” like the family, cliques, or other social groups outside of the workplace. It is therefore likely that this increased contact to a

diverse set of friends, family, and acquaintances has an effect on these aforementioned variables.

It could be clearly shown that personal connections alone do play a role (H1a, H1b) but that they are strongly mediated by LGBT allegiance. As studies have shown in past research it is not surprising that personal connections increase allegiance in general (Knepp 2020; Fanucce and Taub 2010). Past researchers already found out that the closeness of relationship (family > friends > acquaintances and colleagues) is driving ally performance. Intuitively, the increased contact to an out-group, in turn, increases the knowledge and skills, the awareness of oppression, and the support for this group which in turn are the subscales of the AIM that was measured. This finding has been documented extensively by the developers of the scale (K. Jones, Brewster, and Jones 2007) (*H2a*).

The most significant relationship that the analysis could establish was the effect of LGBT allegiance on both OCBO and OCBP. The mediation analysis has shown that the effect of LGBT allegiance on OCBP is higher than the one on OCBO. As OCBPs main motivators are rooted in prosocial values this stronger effect can be clearly explained as they are much more closely linked to ally identifiers like justice, civil rights, and moral principles (Lazauskaite-Zabielske, Urbanaviciute, and Bagdziuniene 2015). As LGBT allegiance increases skills like community building and increases other factors like job satisfaction and psychological well-being, they create an environment in which OCB towards the organization can flourish (*H3a*).

An interesting finding is the relationship of tenure to the different types of OCB. It could be shown that work experience affects the OCBO behaviour significantly. This might be associated with the fact that individuals with more work experience value the benefits of a well-functioning organization. As Bakker et. al (2012) notice, work experience is not the

driver of performance at work. It was rather found that “the personality dimension of conscientiousness qualified for [...] work engagement-performance relationship” (OCBO).

5.2. Implications for practice

There are considerable implications for practitioners and managers to be deduced from these findings. From past research, we know that building an environment that promotes diversity and inclusion is beneficial for the company’s performance and therefore the shareholders and or stakeholders’ value. While past research has focused mostly on the effects of adding out-group members into an organization (people of colour into an organization with a majority of white people, LGBT employees into a workforce that is predominantly heterosexual) this study focused on the in-group (heterosexual allies) and could prove that their allegiance to minorities (in this study sexual orientation minorities) creates a space that increases organizational citizenship behaviour.

This need to build a bridge between in and out-group members can be seen in practice already today. Minority networks for members of the LGBT community can nowadays often be found in various companies in countries and industries. Predominantly professional service companies (like BCG, PwC, and Accenture) and technology companies (SAP, Google) have established those communities to strengthen their employer brand and to attract LGBT staff.

Now that these networks have been around for the past two decades and were able to open up their workforce to the idea of different “ways of life” this research suggests that companies should invest in structured approaches to increase their ally emergence or provide additional training to existing allies. As personal connections seem to play an important role in the development of ally behaviour it seems intuitive that hiring LGBT employees by itself would increase the number of allies within the company. Nonetheless investing in programs

to boost the knowledge, the support, or to raise awareness for the existing oppression that members of the LGBT community are under will lead to a better performance either way especially considering that not all LGBT employees disclose their belonging.

6. Limitations

This research has some limitations that require mentioning. First of all, the questionnaire was distributed mostly among university students and employees of professional service companies. Past research has shown that education and job affiliation in themselves are strong predictors of LGBT allegiance (Fingerhut 2011). The predictors are not controlled for in the mediation analysis. Secondly, this study uses self-reported scales only, which may create erroneous relations between variables (Podsakoff et al. 2000). To preserve privacy the sexual orientation, which was an indicator to include or exclude a participant from this study, was self-reported as well. As Brenner et al. (2010) suggest “future research could incorporate multilevel analyses that tap organizational-level variables while, at the same time, preserve the rights of lesbian, gay and bisexual employees”.

The sample should be taken with caution when generalizing the results. Many of the participants in this sample live in countries where discrimination based on sexual orientation in the workplace is prohibited nowadays and, therefore, may be an overestimate of allies in the work environment.

7. Areas for Future Research

Building on the results of this thesis further research is needed. This thesis suggests that personal connection to LGBT individuals indirectly influences OCB which is a crucial element of organizational functioning. It might be worth exploring if there is a recursive element to this personal connection-ally-OCB link: Do individuals who display OCB behaviour tend to be more open to develop relationships with LGBT people when coming into contact with them and are they better equipped to become allies?

Furthermore, this study focused on personal connections in general and from a broad range of environments (private, public). While the thesis was able to prove that there is a link it would be interesting for additional managerial implications to focus on the relationships within the company and their effect, namely the manager/manager relationship. Organizational leaders as allies might convey a much stronger motivator and message and therefore a replicator to build an environment for ally emergence. As Webster et al. (2018) describe in their dissertation, supportive workplace relationship and climate enabled by managers boost the job satisfaction and performance of LGBT employees. This might also have an impact on allies as well as they do not need to fear any retaliation from their co-worker as being out-spoken allies as Fingerhut (2011) predicts.

Additionally, Jones and Brewster, the researcher behind the Ally Identity Measure that was used in this thesis, highlight that allies come with a set of particular characteristics like empathy, civil rights, justice orientations, and most importantly leadership orientation. As these studies have all been conducted based on already existing allies (Munin and Speight 2010) the research could be broadened in such a way that tries to find new demographic, personality, behavioural, and attitudinal variables (beyond the ones that were discussed in this study).

Lastly, it is worth expanding on the premise that LGBT allegiance and OCB performance share a set of personality traits. Since Organ and Ryan (1997) have demonstrated a link between the four mentioned personality variables (conscientiousness, agreeableness and positive and negative affectivity) to OCB additional research has been conducted linking it to other characteristics like collectivism or personal initiative as well. As no research has done so yet it would be interesting to analyse how strongly the personality traits are linked between LGBT allegiance and OCB performance and review if there are additional traits that have not yet found attention. It would also be possible that instead of the traits to create a personality inventory targeted towards organizational citizenship behaviour and LGBT ally behaviour similar like Penner and his associates have done (Penner et al. 1995). In particular using the Prosocial Personality Battery (PSB) that the researchers developed and assessing the correlation of prosocial personality traits with LGBT allegiance and OCB.

8. Bibliography

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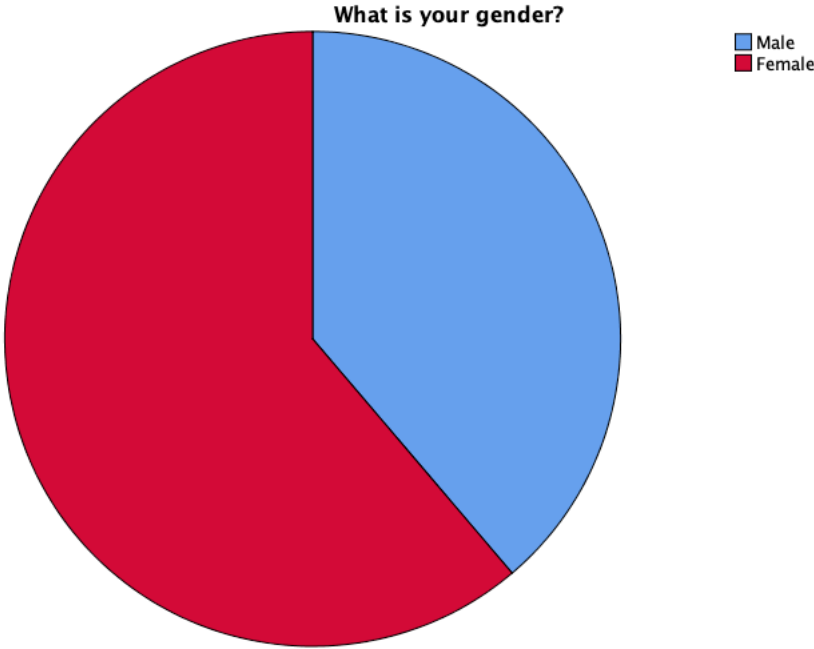
9. Appendix

Appendix 1: Sample

Appendix 1.1.: Gender distribution

What is your gender?

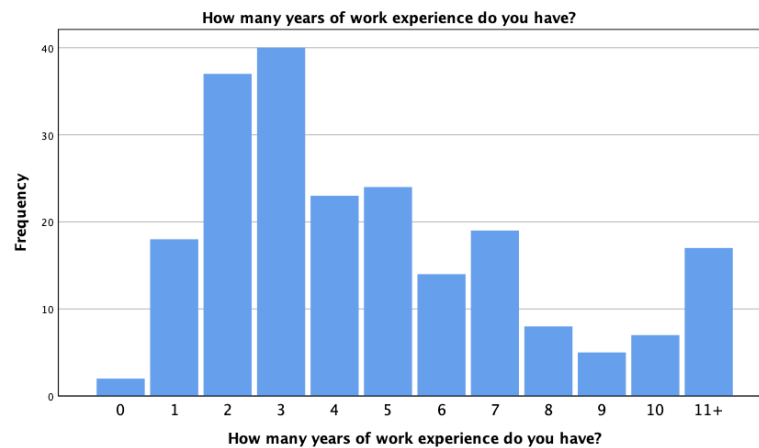
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	83	38.8	38.8	38.8
	Female	131	61.2	61.2	100.0
	Total	214	100.0	100.0	



Appendix 1.2.: Work Experience

How many years of work experience do you have?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	.9	.9	.9
	1	18	8.4	8.4	9.3
	2	37	17.3	17.3	26.6
	3	40	18.7	18.7	45.3
	4	23	10.7	10.7	56.1
	5	24	11.2	11.2	67.3
	6	14	6.5	6.5	73.8
	7	19	8.9	8.9	82.7
	8	8	3.7	3.7	86.4
	9	5	2.3	2.3	88.8
	10	7	3.3	3.3	92.1
	11+	17	7.9	7.9	100.0
	Total	214	100.0	100.0	



Appendix 1.3.: Sexual Orientation (after cleansing of the data set to remove all other responses)

What is your sexual orientation? – Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Heterosexual	214	100.0	100.0	100.0

Appendix 1.4.: Close Family Members who are part of the LGBT Community

**I have a family member who identifies as LGBT
(Lesbian, Gay, Bisexual, Transgender)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	179	83.6	83.6	83.6
	Yes	35	16.4	16.4	100.0
	Total	214	100.0	100.0	

Appendix 1.5.: Close Friends who are part of the LGBT Community

**Number of close friends who identify as LGBT
(Lesbian, Gay, Bisexual, Transgender)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	57	26.6	26.6	26.6
	1.00	54	25.2	25.2	51.9
	2.00	45	21.0	21.0	72.9
	3.00	18	8.4	8.4	81.3
	4.00	14	6.5	6.5	87.9
	5.00	13	6.1	6.1	93.9
	6.00	3	1.4	1.4	95.3
	7.00	4	1.9	1.9	97.2
	8.00	1	.5	.5	97.7
	10.00	3	1.4	1.4	99.1
	12.00	1	.5	.5	99.5
	25.00	1	.5	.5	100.0
	Total	214	100.0	100.0	

Appendix 1.6.: Acquaintances who are part of the LGBT Community

**Number of acquaintances who identify as LGBT
(Lesbian, Gay, Bisexual, Transgender)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	46	21.5	21.5	21.5
	1.00	39	18.2	18.2	39.7
	2.00	40	18.7	18.7	58.4
	3.00	17	7.9	7.9	66.4
	4.00	14	6.5	6.5	72.9
	5.00	22	10.3	10.3	83.2
	6.00	4	1.9	1.9	85.0
	7.00	5	2.3	2.3	87.4
	8.00	2	.9	.9	88.3
	9.00	1	.5	.5	88.8
	10.00	9	4.2	4.2	93.0
	12.00	3	1.4	1.4	94.4
	14.00	1	.5	.5	94.9
	15.00	5	2.3	2.3	97.2
	16.00	1	.5	.5	97.7
	20.00	2	.9	.9	98.6
	40.00	1	.5	.5	99.1
	100.00	1	.5	.5	99.5
	300.00	1	.5	.5	100.0
	Total	214	100.0	100.0	

Appendix 1.7.: Past/Current co-workers who are part of the LGBT Community

Number of past/current coworkers who identify as LGBT (Lesbian, Gay, Bisexual, Transgender)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	34	15.9	15.9
	1.00	45	21.0	36.9
	2.00	47	22.0	58.9
	3.00	27	12.6	71.5
	4.00	17	7.9	79.4
	5.00	23	10.7	90.2
	6.00	3	1.4	91.6
	7.00	1	.5	92.1
	8.00	1	.5	92.5
	9.00	1	.5	93.0
	10.00	10	4.7	97.7
	15.00	3	1.4	99.1
	20.00	1	.5	99.5
	25.00	1	.5	100.0
Total	214	100.0	100.0	

Appendix 2. Survey

Appendix 2.1.: Introduction



Informed Consent

Duration: This study will take approximately 5 minutes.

Voluntary participation: The participation in this survey is completely voluntary, and you may withdraw your participation at any point.

Anonymity: Your answers are completely anonymous and it is not possible to make any conclusions to specific participants.

Risks and benefits: I do not foresee any risk or benefit from participating.

Contact: In case you have any questions or comments on this study feel free to contact me.

Lenhard Lonnemann
E-mail: 40587@novasbe.pt

Appendix 2.2.: OCB Checklist



Please indicate how often you have displayed one of the following behaviours!

	Never	Sometimes	About half the time	Most of the time	Always
I lent a compassionate ear when someone had a work problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I lent a compassionate ear when someone had a personal problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I changed my vacation schedule, work days, or shifts to accommodate a co-worker's needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I helped a less capable co-worker lift a heavy box or other object.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I went out of the way to give a co-worker encouragement or express appreciation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I helped new employees get oriented to the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I offered suggestions to improve how work is done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I offered suggestions for improving the work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I volunteered for extra work assignments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I said good things about my employer in front of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I gave up meal and other breaks to complete work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 2.3.: The AIM (Ally Identity Measure)

Appendix 2.3.1.: AIM – Knowledge and Skills Subscale



Please indicate how far you either agree or disagree with the following statements!

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Knowledge and Skills					
I keep myself informed through reading books and other media about various issues faced by sexual minorities groups (includes people who identify as lesbian, gay, bisexual or transgender), in order to increase my awareness of their experiences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know about resources (for example: books, websites, support groups, etc.) for sexual minority people in my area.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know of organizations that advocate for sexual minority issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of policies in my workplace and/or community that affect sexual minority groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If requested, I know where to find religious or spiritual resources for sexual minority people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of the various theories of sexual minority identity development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know about resources for families of sexual minority people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have developed the skills necessary to provide support if a sexual minority person needs my help.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 2.3.2.: AIM – Openness and Support Subscale



Please indicate how far you either agree or disagree with the following statements!

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Openness and Support					
If I see discrimination against a sexual minority person or group occur, I actively work to confront it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have taken a public stand on important issues facing sexual minority people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly engage in conversations with sexual minority people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try to increase my knowledge about sexual minority groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am open to learning about the experiences of sexual minority people from someone who identifies as an LGBT person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have engaged in efforts to promote more widespread acceptance of sexual minority people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am comfortable with knowing that, in being an ally to sexual minority individuals, people may assume I am a sexual minority person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 2.3.3.: AIM – Oppression Awareness



Please indicate how far you either agree or disagree with the following statements!

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Oppression Awareness					
Sexual minority adolescents experience more bullying than heterosexual adolescents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sexual minority adolescents experience more depression and suicidal thoughts than heterosexual adolescents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think the sexual minority groups are oppressed by society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think sexual minority individuals face barriers in the workplace that are not faced by heterosexuals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 2.4.: Allophilia Scale (amended)



Please indicate how far you either agree or disagree with the following statements!

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
In general, I have positive attitudes about members of the LGBT (Lesbian, Gay, Bisexual or Transgender) community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel positively toward members of the LGBT community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find it easy to talk to members of the LGBT community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is no awkwardness for me when I hang out with members of the LGBT community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am truly interested in understanding the points of view of members of the LGBT community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am motivated to get to know members of the LGBT community better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am impressed by members of the LGBT community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel inspired by members of the LGBT community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am enthusiastic about members of the LGBT community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 2.5.: LGBT Relationships



I have a family member who identifies as LGBT (Lesbian, Gay, Bisexual, Transgender)

Yes

No

Number of **close friends** who identify as LGBT (Lesbian, Gay, Bisexual, Transgender)

Number of **acquaintances** who identify as LGBT (Lesbian, Gay, Bisexual, Transgender)

Number of past/current **coworkers** who identify as LGBT (Lesbian, Gay, Bisexual, Transgender)

Appendix 2.6.: Demographics



What is your gender?

Male	<input type="radio"/>
Female	<input type="radio"/>
Divers	<input type="radio"/>
I don't want to answer this question	<input type="radio"/>

What is your sexual orientation?

Heterosexual	<input type="radio"/>
Homosexual	<input type="radio"/>
Bisexual	<input type="radio"/>
Other (please specify)	<input type="radio"/>
<input type="text"/>	
I don't want to answer this question	<input type="radio"/>

How many years of work experience do you have?

Appendix 2.7.: End of Survey



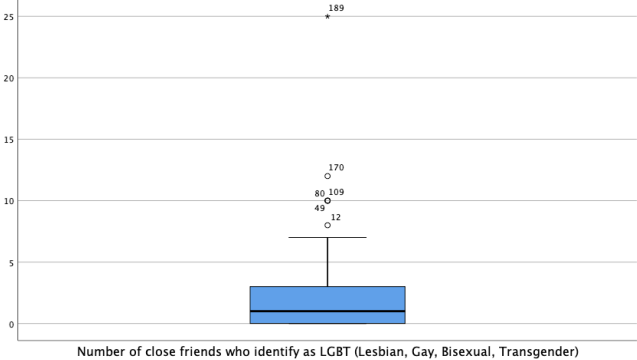
Thank you for participating in this survey. We will share the results once the data is analyzed.

Purpose of the study: This research will help us understand how behaviour towards minority groups like the LGBT community in the work-context correlates to general work behaviour known as "Organizational Citizenship Behaviour" which considered behavior that benefits others, but is not a part of the employee's job description.

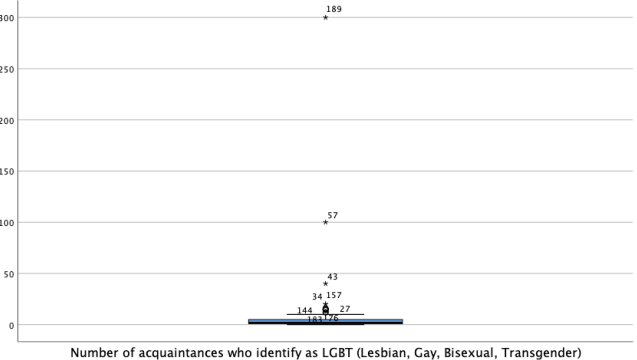
For more information please contact me via mail:
40587@novasbe.pt

Appendix 3: Outliers

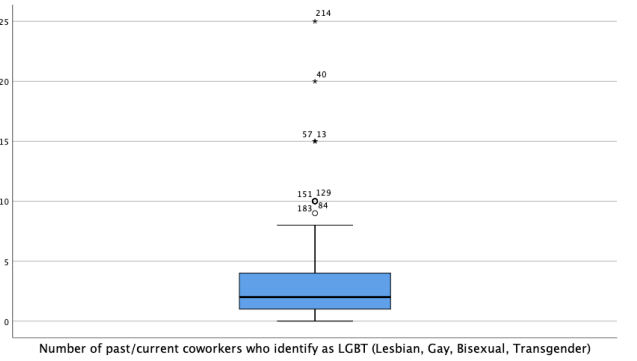
Appendix 3.1.: Close friends



Appendix 3.2.: Acquaintances



Appendix 3.3.: Past/current Co-workers



Appendix 4: Reliability Analysis

Appendix 4.1.: OCBP Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.633	.638	6

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.227	.075	.483	.408	6.436	.012	6

Appendix 4.2.: OCBO Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.692	.692	6

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.272	.116	.371	.255	3.191	.005	6

Appendix 4.3.: AIM Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.912	.912	19

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.353	.022	.584	.562	26.064	.016	19

Appendix 4.4.: Allophilia Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.929	.929	9

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.593	.457	.722	.265	1.579	.005	9

Appendix 5: Serial Mediation Model (Model 4; Hayes 2013) Statistical Output

Appendix 5.1.: Mediation analysis with OCBP as dependent variable and LGBT allegiance as mediator

```

*****
OUTCOME VARIABLE:
  MeanAIM

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .3228    .1042    .4318    12.2687    2.0000    211.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    3.2085    .0751    42.7157    .0000    3.0604    3.3565
Personal    .0255    .0074    3.4535    .0007    .0110    .0401
Gender     .3365    .0922    3.6489    .0003    .1547    .5183

*****
OUTCOME VARIABLE:
  MeanOCBP

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .5924    .3510    .2366    37.8530    3.0000    210.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    1.9835    .1727    11.4860    .0000    1.6431    2.3239
Personal    .0040    .0056    .7047    .4818    -.0071    .0151
MeanAIM    .5059    .0510    9.9282    .0000    .4055    .6064
Gender     -.0046    .0704    -.0649    .9483    -.1433    .1342

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y
  Effect      se      t      p      LLCI      ULCI
  .0169    .0066    2.5509    .0115    .0038    .0299

Direct effect of X on Y
  Effect      se      t      p      LLCI      ULCI
  .0040    .0056    .7047    .4818    -.0071    .0151

Indirect effect(s) of X on Y:
  Effect      BootSE      BootLLCI      BootULCI
  MeanAIM    .0129    .0250    .0074    .0946
  
```

Appendix 5.2.: Mediation analysis with OCBO as dependent variable and LGBT allegiance as mediator

```

*****
OUTCOME VARIABLE:
MeanAIM

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .3228    .1042    .4318    12.2687    2.0000    211.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    3.2085    .0751    42.7157    .0000    3.0604    3.3565
Personal    .0255    .0074    3.4535    .0007    .0110    .0401
Gender     .3365    .0922    3.6489    .0003    .1547    .5183
*****
OUTCOME VARIABLE:
MeanOCBO

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .5400    .2916    .2914    28.8208    3.0000    210.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    1.9752    .1917    10.3056    .0000    1.5973    2.3530
Personal    .0042    .0062    .6762    .4997    -.0081    .0165
MeanAIM    .4978    .0566    8.8027    .0000    .3863    .6093
Gender     -.0784    .0781    -1.0034    .3168    -.2324    .0756
***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

```

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.0169	.0071	2.3883	.0178	.0030	.0309	

Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.0042	.0062	.6762	.4997	-.0081	.0165	

Indirect effect(s) of X on Y:						
Effect	BootSE	BootLLCI	BootULCI			
MeanAIM	.0127	.0247	.0071	.0926		

Appendix 6: ANOVA

Appendix 6.1.: ANOVA Work experience on OCBO and OCBP performance

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
MeanOCBP	0	2	3.9167	1.29636	.91667	-7.7307	15.5640	3.00	4.83
	1	18	3.6296	.43744	.10311	3.4121	3.8472	2.83	4.67
	2	37	3.6757	.64063	.10532	3.4621	3.8893	2.17	5.00
	3	40	3.7292	.61520	.09727	3.5324	3.9259	2.00	4.67
	4	23	3.6014	.53357	.11126	3.3707	3.8322	2.50	4.50
	5	24	3.9236	.64452	.13156	3.6515	4.1958	2.33	5.00
	6	14	3.7500	.55374	.14799	3.4303	4.0697	2.50	4.50
	7	19	3.5789	.56483	.12958	3.3067	3.8512	2.50	4.67
	8	8	3.7292	.76083	.26900	3.0931	4.3652	3.00	5.00
	9	5	3.8333	.65617	.29345	3.0186	4.6481	3.17	4.83
	10	7	3.8095	.66269	.25047	3.1966	4.4224	2.83	4.67
	11+	17	4.2059	.37048	.08985	4.0154	4.3964	3.33	4.67
Total	214	3.7523	.59945	.04098	3.6716	3.8331	2.00	5.00	
MeanOCBO	0	2	4.0000	.47140	.33333	-.2354	8.2354	3.67	4.33
	1	18	3.3611	.59478	.14019	3.0653	3.6569	2.33	4.67
	2	37	3.6441	.56542	.09295	3.4556	3.8327	2.50	5.00
	3	40	3.7417	.62126	.09823	3.5430	3.9404	2.00	5.00
	4	23	3.6594	.61439	.12811	3.3937	3.9251	2.67	4.67
	5	24	3.7639	.82374	.16814	3.4161	4.1117	2.00	5.00
	6	14	3.2976	.95671	.25569	2.7452	3.8500	1.50	4.50
	7	19	3.5175	.32818	.07529	3.3594	3.6757	2.83	4.00
	8	8	3.6667	.77664	.27458	3.0174	4.3160	2.50	4.50
	9	5	3.7667	.32489	.14530	3.3633	4.1701	3.33	4.17
	10	7	4.0238	.37796	.14286	3.6743	4.3734	3.33	4.50
	11+	17	4.0490	.37158	.09012	3.8580	4.2401	3.50	4.67
Total	214	3.6713	.63684	.04353	3.5855	3.7572	1.50	5.00	

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
MeanOCBP	Between Groups	5.920	11	.538	1.539	.120
	Within Groups	70.621	202	.350		
	Total	76.540	213			
MeanOCBO	Between Groups	8.127	11	.739	1.907	.040
	Within Groups	78.257	202	.387		
	Total	86.384	213			

Appendix 6.2.: ANOVA Work experience on LGBT Allegiance

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
MeanAIM	0	2	3.7895	.29773	.21053	1.1145	6.4645	3.58	4.00
	1	18	3.1082	.55509	.13084	2.8321	3.3842	1.89	4.16
	2	37	3.4026	.67381	.11077	3.1779	3.6272	2.00	4.37
	3	40	3.4342	.75416	.11924	3.1930	3.6754	2.00	4.84
	4	23	3.4073	.88030	.18355	3.0267	3.7880	1.95	4.53
	5	24	3.5197	.70737	.14439	3.2210	3.8184	2.11	4.58
	6	14	3.4323	.47623	.12728	3.1574	3.7073	2.58	4.00
	7	19	3.5125	.59800	.13719	3.2242	3.8007	2.11	4.42
	8	8	3.2500	.77748	.27488	2.6000	3.9000	2.21	4.21
	9	5	3.6316	.68320	.30554	2.7833	4.4799	2.84	4.26
	10	7	3.7669	.40752	.15403	3.3900	4.1438	3.05	4.42
	11+	17	4.1207	.30789	.07467	3.9624	4.2790	3.63	4.58
Total	214	3.4813	.69098	.04723	3.3882	3.5744	1.89	4.84	

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11.290	11	1.026	2.293	.012
Within Groups	90.406	202	.448		
Total	101.697	213			

Appendix 6.3.: ANOVA Gender on LGBT Allegiance

Descriptives

MeanAIM		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Male		83	3.2809	.70432	.07731	3.1271	3.4347	1.89	4.47
Female		131	3.6083	.65383	.05713	3.4953	3.7213	1.95	4.84
Total		214	3.4813	.69098	.04723	3.3882	3.5744	1.89	4.84

ANOVA

MeanAIM		Sum of Squares	df	Mean Square	F	Sig.
Between Groups						
Within Groups		96.252	212	.454		
Total		101.697	213			

Appendix 6.4.: ANOVA Gender on OCBO and OCBP performance

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
MeanOCBP	Male	83	3.6546	.63052	.06921	3.5169	3.7923	2.00	4.83
	Female	131	3.8142	.57276	.05004	3.7152	3.9133	2.17	5.00
	Total	214	3.7523	.59945	.04098	3.6716	3.8331	2.00	5.00
MeanOCBO	Male	83	3.6205	.65504	.07190	3.4775	3.7635	2.00	5.00
	Female	131	3.7036	.62542	.05464	3.5955	3.8117	1.50	5.00
	Total	214	3.6713	.63684	.04353	3.5855	3.7572	1.50	5.00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
MeanOCBP	Between Groups					
	Within Groups	75.246	212	.355		
	Total	76.540	213			
MeanOCBO	Between Groups	.351	1	.351	.864	.354
	Within Groups	86.034	212	.406		
	Total	86.384	213			