

THESIS

WORK AND WELLBEING OUTCOMES FOR LGBT+ EMPLOYEES PERCEIVING A  
CALLING: THE ROLE OF DIVERSITY CLIMATE

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## ABSTRACT

### WORK AND WELLBEING OUTCOMES FOR LGBT+ EMPLOYEES PERCEIVING A CALLING: THE ROLE OF DIVERSITY CLIMATE

Work as Calling Theory (WCT; Duffy et al., 2018) discusses the benefits and consequences that perceiving a calling can provide. For working individuals, perceiving a calling is associated with better work- and wellbeing-related outcomes (Esteves & Lopes, 2016; Duffy & Dik, 2013). One population that has not been well researched in terms of vocational calling are gender and sexual minority employees, or those with a LGBT+ identity (Velez et al., 2021). A positive diversity climate at work is an important factor for LGBT+ employees' experience with work, as Signaling Theory (Spence, 1973) suggests organizations provide signals that convey their intentions or feelings regarding LGBT+ employees (Webster et al., 2018). These signals inform employee perceptions of the organization's diversity climate, and may further play a role in how perceiving a calling predicts outcomes for LGBT+ employees. This study explored the hypothesized role of diversity climate perceptions in supporting LGBT+ employees' work and wellbeing outcomes from perceiving their calling. This study used select variables from a broader, three timepoint data collection of 404 LGBT+-identifying participants recruited from Prolific. Results supported the notion that perceiving a calling in LGBT+ employees was associated with greater job satisfaction and satisfaction with life, and lowered turnover intentions and burnout. A stronger perceived diversity climate at work was also associated with an increased sense of job satisfaction and satisfaction with life, and lowered turnover intentions and

burnout. Results also supported that perceiving a calling more strongly negatively predicted turnover intentions for LGBT+ employees working in a stronger (versus weaker) diversity climate. This study contributes towards the understanding of how perceiving a calling relates to LGBT+ employee experiences under the WCT model, underscoring the benefits of perceived calling as impactful and worthy of encouragement. The results are also impactful for organizations in demonstrating that creating an inclusive diversity climate is a meaningful endeavor toward fostering better work and wellbeing experiences for LGBT+ employees.

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## **Work and Wellbeing Outcomes for LGBT+ Employees Perceiving a Calling: The Role of Diversity Climate**

Vocational calling refers to an internal or external pull towards work that provides a sense of meaning and purpose in life, often including a prosocial contribution (Duffy et al., 2018). Calling is an impactful construct for individuals in terms of their wellbeing. For example, calling positively relates to individuals' satisfaction with life (Hagmaier & Abele, 2015) and mental health (Jin et al., 2022), and negatively relates to stress (Treadgold, 1999). Vocational calling has also been related to work-relevant outcomes, such as increased job satisfaction (Duffy et al., 2012) and decreased turnover (Herman et al., 2024). Research on vocational calling has frequently demonstrated how impactful experiences of calling are for individuals and their work (Duffy & Dik, 2013).

There is a distinction between perceiving an occupational calling and living that calling (Duffy et al., 2018). As demonstrated by the Work as Calling Theory (Duffy et al., 2018), perceiving a calling is a necessary condition before one can then live out that calling. It is possible to perceive a calling and not live it, but one does not live a calling without perceiving it as their calling. One can know what their calling is, but for a variety of reasons may be unable to pursue that career (i.e., perceiving but not living one's calling; Gazica & Spector, 2015). Someone who does obtain work in what they perceive as their calling is then considered to be living a calling. Research on perceiving versus living a calling has demonstrated differential relationships to outcomes (Duffy & Dik, 2013), with living a calling shown more strongly related to outcomes as compared to perceptions alone (Duffy et al., 2018). This study places focus on perceived calling as the predictor, which still has impactful relationships with outcomes even if

less directly related (He et al., 2023). Thus, investigating perceiving a calling is an important avenue for understanding the impact calling may have on people and their experiences with work.

Though the benefits of perceiving a calling have been demonstrated in previous studies (Hagmaier & Abele, 2015; Treadgold, 1999; Lee et al., 2018), there is need to further explore relationships in diverse populations (Duffy & Dik, 2013). Typically, in calling research, participants are majority White (Treadgold, 1999; Dik & Duffy, 2013), though various groups are being increasingly investigated following this call for diverse populations (Jin et al., 2022; Esteves & Lopes, 2016). One such population that still warrants further exploration is workers with a sexual and/or gender minority orientation identity (i.e., lesbian, gay, transgender, bisexual, etc. [LGBT+]). Employees with LGBT+ identities are at a higher risk of experiencing adverse work and wellbeing related outcomes, specifically demonstrating poorer mental health in terms of increased depression and anxiety as compared to heterosexual and cisgender employees (Steele et al., 2017). Additionally, experiences of job satisfaction for sexual and/or gender minority employees as well as women are lower when compared to their majority-group counterparts (Cox & Blake, 1991). As sexual and/or gender minority individuals often experience homophobia and harassment in contexts unaccepting of their identity (Vaccaro, 2014), it is possible that workers with an LGBT+ identity may demonstrate unique relationships with their experience of perceiving a calling compared to majority-group counterparts, given their differing experiences navigating identity-safe and identity-threatening environments.

Despite the need for more diverse samples within calling research (Duffy & Dik, 2013), previous work looking into vocational calling relationships within the LGBT+ populations is scarce. In a content analysis on sexual minorities and vocational experiences, only one study was

identified focusing specifically on vocational calling (Velez et al., 2021). This single identified study by Allan and colleagues (2015) explored the relationship of living a calling leading to experienced meaning, which positively predicted life satisfaction for LGB employees. This evidence preliminarily establishes that the benefits of calling can be applied to this population, and sets the groundwork for further exploration of the intricacies of this relationship. Though Allan and colleagues' (2015) work is a worthwhile first step in furthering knowledge on calling for sexual minority employees, the work does have limitations. This study is cross-sectional, so additional research that includes more than one time point is helpful in more appropriately establishing causal relationships between living a calling and outcomes. This study's model also does not follow the proposed path from the Work as Calling Theory, which furthers the need to demonstrate these relationships as originally theorized. Accordingly, the current research represents a step in addressing the limitations from Allan and colleagues' (2015), toward more adequately examining the role of calling in work experiences for LGBT+ employees.

Workplace climate is an important contextual aspect relevant to the working experiences of LGBT+ employees (Webster et al., 2018). In general, a supportive LGBT+ climate reflects the broad sense of overall acceptance or hostility of the workplace towards individuals with a minority sexual or gender orientation identity (Holman et al., 2019). A concept that drives the understanding of LGBT+ supportive climates is diversity climate, which refers to "the degree to which the worker views the organizational environment as nondiscriminatory, welcoming, and inclusive" (Webster et al., 2018). An inclusive diversity climate towards LGBT+ employees is one that provides fair and inclusive policies and practices that makes the employees feel the organization values their individual differences (Hofhuis et al., 2016). As discussed in Signaling Theory (Spence, 1970), these inclusive policies and practices that an organization implements

serve as signals that the employee interprets as meaning they are welcome there (Waight & Madera, 2011). An inclusive diversity climate has been shown to positively impact job satisfaction for all employees (McCallaghan, 2022), work commitment of all employees (Mousa, 2017), and job performance for sexual or gender minorities (King et al., 2017). A supportive climate for LGBT+ employees is important in ensuring that such employees have the opportunity for positive experiences and attitudes at work, as well as improved performance (Fletcher & Beverly, 2021). Thus, perceptions of an inclusive diversity climate can be impactful and beneficial for sexual and/or gender minority employees.

The presence or absence of inclusive diversity climate perceptions at work may also be related to one's experience of perceiving a calling. Specifically, Work as Calling Theory posits that psychological climate, which represents individual perceptions of one's work environment based on the workplace, can potentially change the relationship between calling and experienced negative consequences (Duffy et al., 2018). As understood from Signaling Theory, an organization sends signals to employees about aspects not readily observable (Casper & Harris, 2008), which then influences employees' perceptions of their organizations and their understanding of how accepted and valued they are (Waight & Madera, 2011). Employees' perceptions of an inclusive diversity climate might be a protective factor against potential adverse consequences from work, such as stress (Madera et al., 2013). Additionally, as an inclusive diversity climate facilitates positive experiences for LGBT+ employees (Mousa, 2017), it is possible the benefits associated with perceiving a positive climate might additionally amplify the noted benefits experienced from perceiving a calling.

Though the vocational experiences of LGBT+ employees have garnered increased interest (Velez et al., 2021), notable gaps remain in understanding such employees' experiences

of vocational calling. Accordingly, the purpose of this study was to further understanding of LGBT+ individuals' perceived calling as related to various work and wellbeing outcomes. Additionally, this study investigated how psychological diversity climate moderates the experience of calling perceptions (Duffy et al., 2018) in predicting outcomes by examining perceptions of a strong or weak diversity climate. Specifically, I predicted that the benefits of perceiving a calling should be enhanced for LGBT+ employees perceiving an inclusive diversity climate, as compared to those perceiving a non-inclusive climate at work. By exploring vocational calling relationships in the LGBT+ employee population, this project furthers understanding of how the benefits of perceived calling may uniquely depend on climate perceptions for diverse populations.

## **Theory and Hypotheses**

### **Work as Calling Theory**

Work as Calling Theory (WCT; Duffy et al., 2018) serves as a theoretical framework characterizing the role of vocational calling in understanding various work experiences. The theory begins by focusing on calling perceptions, defined as perceptions of a career one feels pulled to that would provide meaning and contributions to the greater good (Duffy et al., 2018). One must perceive their calling prior to obtaining work relevant to their calling (i.e., living a calling), though to do so requires a series of steps and conditions. Among these conditions is access to opportunity, positioned as a direct predictor of living as well as perceiving a calling (Duffy et al., 2018). This access to opportunity considers the systems of oppression minorities are forced to navigate, making obtaining certain jobs perceived as reflecting their calling more difficult. Relevant to sexual minorities, Dispenza and colleagues (2016) found that minority stress in the form of discrimination or internalized heterosexism had lasting negative impacts on

career trajectories of these individuals. WCT states that having access to opportunity will increase the chances of being able to live out a calling. While not directly studied in this paper, it is important to acknowledge that sexual or gender minorities potentially have more of a challenge accessing work relevant to their calling, once that calling has been perceived.

One's ability to perceive one's calling, through the mechanisms of person-environment fit, meaningful work, and living a calling, was proposed to lead to numerous work-relevant and personal outcomes (Duffy et al., 2018). Two potential positive work-relevant outcomes WCT propose from calling are job satisfaction and job performance. Job satisfaction is considered an attitude an employee has towards their job, characterized by pleasant and positive feelings towards their work (Zhu, 2013). Because perceiving a calling can foster one's sense of meaning and significance relevant to their job, employees may be more motivated to perform better when perceiving their calling (Lee et al., 2018). Indeed, vocational calling has been consistently used to predict improved job satisfaction (Duffy et al., 2011; Duffy et al., 2012) and job performance (Kim et al., 2018; Park et al., 2018). Accordingly, though the benefits of perceiving a calling have been demonstrated when considering multiple work-relevant outcomes, WCT also proposes the possibility for negative experiences due to perceiving one's calling through living a calling.

In addition to benefits to job performance and satisfaction, WCT theorizes that workaholism, burnout, and organizational exploitation may result from one's perceiving their calling through the mechanisms mentioned. First, workaholism is an experience where an individual is essentially "addicted to work," and this obsession with completing work can lead to various negative consequences, such as work-family conflict and job-related stress (Clark et al., 2016). When perceiving one's role as their calling, an individual may feel increased attachment to their job encouraging the sacrifice of non-work duties in favor of work. Dalla Rosa and

Vianello (2020) found that individuals who were perceiving a calling experienced increased workaholism through an obsessive passion with their work. Second, burnout can be conceptualized as a state of emotional exhaustion and fatigue that results from prolonged exposure to stressors (Demerouti et al., 2001). The experience of perceiving a calling could potentially lead to burnout as one's passion to pursue a career that gives back to others may expose certain people to prolonged stressors, such as nursing (Sherman, 2004). Finally, organizational exploitation refers to a sense that employees have been taken advantage of in some way by their organization (Huang et al., 2023), and perceiving a calling opens up employees to a specific vulnerability to being taken advantage of at work. As shown in a study with zookeepers, Bunderson and Thompson (2009) found that those reporting a vocational calling felt they were at risk of being taken advantage of since they were intrinsically motivated to do their work and may not need the external incentives that others would.

These conditions of the downsides of calling are less commonly researched than the positive outcomes (Duffy et al., 2018), and can come about for certain individuals in certain conditions. One factor that influences individuals at work is the organizational climate. Broadly, organizational climate can be understood as summary perceptions based on organizational policies and practices, along with what is observed as being the valued behaviors of the organization, that become meaningful and shared between the employees through their interactions with each other (Schneider et al., 2017). Research surrounding organizational climate tends to focus on climates focused on one thing specifically, such as justice climate or diversity climate (Schneider, 1975). These organizational climates can influence employee attitudes (Schulte et al., 2009) and behaviors (Hofmann et al., 2003), which ultimately impacts

performance (Moon & Christensen, 2020). As evidenced, an organizational climate surrounding a specific focus has a powerful influence on employees as a unit, but also on them individually.

WCT proposes that the relationships between vocational calling and negative consequences are thought to be more or less pronounced as dependent on one's psychological climate (Duffy et al., 2018). Psychological climate is defined as perceptions of the environment an individual has that then influences how they feel about it (James et al., 2008). This is different from organizational climate, as psychological climate is based on individual-level perceptions and does not necessarily reflect what everyone thinks collectively (James & Jones, 1974). In certain workplace environments, employees may perceive an inclination to factors that are conducive to harmful consequences, such as a norm of working late at night leading to burnout (Duffy et al., 2018). Keller and colleagues (2016) found that a competitive climate at work led to increased workaholism, especially for those with a high level of calling. Evidence for the moderating role of psychological climate on the negative outcomes of living a calling is still needed, and the potential for a positive effect of climate on the beneficial outcomes of calling is not directly proposed in WCT, but could provide additional nuanced insights.

Based on the WCT model and the discussed evidence, perceiving a calling should be associated with the outcomes of vocational calling relevant to worker experiences. Looking at work outcomes and calling, Duffy and colleagues (2012) found that both perceiving a calling and living a calling were both positively correlated with job satisfaction. Perceiving a calling has also been demonstrated to relate to decreased turnover intentions (Herman et al., 2024; Esteves & Lopes, 2016). Based on these relationships between perceiving a calling specifically to job satisfaction and turnover, I offer the following hypotheses (Figure 1):

**H1:** Perceiving a calling will positively predict job satisfaction for LGBT+ employees.

**H2:** Perceiving a calling will negatively predict turnover intentions for LGBT+ employees.

Perceiving a calling has been shown to predict numerous positive wellbeing and life outcomes for employees. Employees who report a vocational calling have been shown to report greater satisfaction with life (Duffy & Dik, 2013), both contemporaneously as well as in a sixteen-year follow-up (Hagmaier & Abele, 2015). As mental health can be considered relevant to the extent one is satisfied with life, there has been significant attention paid to these outcomes within calling research. Employees who experience mental health related problems experience high costs in medical bills, while organizations face the price of absenteeism (Greden, 2017). As shown in a study by Jin and colleagues (2022), perceiving a calling was able to lessen symptoms of depression and anxiety in participants. Although WCT posits that perceiving a calling could potentially lead to burnout (Duffy et al., 2018), it is worth noting that there has been evidence demonstrating the opposite: in one study looking at counselors perceiving a calling, those who were perceiving their calling reported lower burnout symptoms (He et al., 2023). In being consistent with research evidence, I predict that perceiving a calling will be negatively related to burnout. Following the evidence provided of perceiving a calling and its impacts on life satisfaction and burnout, I offer the following hypotheses (Figure 1):

**H3:** Perceiving a calling will positively predict satisfaction with life for LGBT+ employees.

**H4:** Perceiving a calling will negatively predict burnout for LGBT+ employees.

## **Signaling Theory**

Signaling Theory offers a framework for understanding the process of signals that are sent from the signaler (i.e., the organization) to the receiver (i.e., the employee), and feedback that can be understood from that reception (Spence, 1973). These signals that are sent to the receiver can take various forms that the receiver then will interpret once received (Connelly et al., 2011). These interpretations occur when the receiver of the signal tries to understand its meaning, and makes conclusions about what the signaler is implying (Peng et al., 2024). Based on the assumption made and what the receiver does next, the action taken will act as feedback to the signaler on how the message was received. Additionally, Signaling Theory acknowledges that not all the signals are received and interpreted the same way (Xu et al., 2019). The idea of receiver attention posits that individuals pay attention to the environment in different ways, causing some to be more sensitive to signals than others (Connelly et al., 2011).

These signals are important in characterizing the communication between an organization and its employees (Green et al., 2021), which Signaling Theory suggests is often unobservable (Spence, 1973). Thus, signals that are sent by an organization can aid employees' knowledge of that organization useful toward employees making decisions or forming opinions (Taj, 2016). In other words, the observable behaviors of an organization's leadership can serve as signals to employees of unobservable organizational features (Casper & Harris, 2008). For example, Murphy (2023) found that an organization's formal work-family policies serve as signals to employees of the norms and values the organization has around work-family balance. Hence, the signals that an organization may be sending even unintentionally (Ryan et al., 2000) are important to how employees feel about how valued they are in the organization.

Signaling Theory has been applied in a variety of ways to help explain the messages organizations are sending, how employees are interpreting them, and how such interpretations

make employees feel and act at work (Chang & Busser, 2020). Important to the present research, organizations send signals related to diversity, such as through diversity training (Waight & Madera, 2011). These signals in policies related to diversity, equity, and inclusion have important implications for how employees of various identities assume organizations care about and value them. In Waight and Madera (2011), the authors demonstrate that formal diversity training in companies can send signals to minority employees that the company is fair and does not tolerate discrimination, which may in turn foster perceived organizational support, as demonstrated by Murphy (2023) with work family policies. The signals sent through diversity policies or actions taken by an organization are important in determining how minority employees feel at work. Specifically, diversity policies that send positive signals for minority employees signal that the organization values and cares about them (Xu et al., 2019). Thus, the organizational climate around diversity can be part of the signaling that employees of stigmatized and marginalized identities use to infer their perceived value and worth within the organization.

### **Diversity Climate and LGBT+ Employees**

As described previously, diversity climate reflects employee perceptions regarding the workplace policies and context demonstrating appreciation and value for individual differences (Choi, 2013). These formal policies and actions enacted by the organization, informed by Signaling Theory, send signals to minority employees regarding their value within the organization (Webster et al., 2018). Such signals are demonstrated to be positively related to diversity climate (McKay & Avery, 2015), and for LGBT+ employees specifically, formal policies supportive of their identities send signals that they are appreciated and will not face discrimination at work. These understandings from the signals the organization is sending should

foster positive diversity climate perceptions from the perspective of sexual or gender minority employees (Pichler et al., 2017).

These formal policies and practices enacted by organizations regarding LGBT+ employees act as symbols. These symbols, as understood by Signaling Theory (Spence, 1973), are what lead employees to make judgements on how valued and accepted they are in that organization with their identity (Webster et al., 2018). The more inclusive and supportive policies and practices an organization has towards LGBT+ employees, the more such employees will interpret these signals as communicating acceptance within the organization (Liddle et al., 2004). The more acceptance and valued these employees feel by the organization due to these signals, the more pronounced and positively will the employees perceive the organization's diversity climate.

An example of a formal policy that organizations can have that promotes an inclusive environment for sexual or gender minority employees is benefits for same-sex partners (Webster et al., 2018). Another example can be seen in Pichler and colleagues' (2017) demonstration of how formal anti-discrimination policies towards LGBT+ employees are impactful as supportive practices. These formal policies that support the inclusion of sexual or gender minorities in the workplace are also associated not only with benefits for the employees themselves, but the performance of the organization as well (Webster et al., 2018). Additionally, these LGBT+ supportive practices signal to the employees that the organization cares for their well-being (Eisenberger et al., 1986). Having formal policies and practices supportive of LGBT+ employees send signals to these employees that they are valued and accepted, which then fosters positive diversity climate perceptions.

Perceiving a positive organizational diversity climate is important to the work and wellbeing experiences of LGBT+ employees. As demonstrated by McKay and colleagues (2008), diversity climate perceptions impact not only the productivity of employees, but also the quality of the work conducted. Additionally, an inclusive diversity climate can lead to increased work commitment, including all three types of commitment: affective, continuance, and normative (Mousa, 2017). For racial/ethnic minorities, a positive diversity climate was shown by McCallaghan (2022) to lead to fewer racial microaggressions. A positive diversity climate also is associated with increased organizational citizenship behaviors (McCallaghan, 2022) and a fostered sense of acceptance (Mickson et al., 2021) in the workplace. Accordingly, it becomes clear that a positive diversity climate for LGBT+ employees is impactful in improving employee work experiences.

Integral to the experiences of sexual or gender minorities at work is the possibility for authenticity, defined as the degree to which one can behave in ways that are congruent with one's true self (Van den Bosch & Taris, 2014). Being authentic at work has been shown to positively relate to life satisfaction for all LGBT+ employees (Fletcher & Everly, 2021), well-being for bisexual employees (Brownfield & Brown, 2022), and lower levels of perceived stress for LGB employees (Riggle et al., 2017). Employees who have an identity in the LGBT+ community have what is considered an invisible marginalized identity, where they must decide whether to disclose, or let others know, about this identity (Williamson et al., 2017). The outcome of this disclosure decision for these employees can have implications on how authentic they feel at work, based on if they are behaving in a way that is congruent with their sexual or gender identity or not (Gardner & Prasad, 2022). Working to increase levels of experienced authenticity for LGBT+ employees is important to improve their experiences at work and overall well-being.

The concept of living one's calling at work can be thought of as living in a way that is true to oneself, which could enhance LGBT+ employees' sense of authenticity and lead to better outcomes. Positive diversity climates may also allow for an environment that encourages and provides a safe space for sexual or gender minority employees to disclose their identity and feel authentically themselves at work (Mickson et al., 2021). The benefits of perceiving a calling and positive diversity climate perceptions for LGBT+ employees are under researched (Velez et al., 2021), but investigating these variables should offer more understanding in how to improve vocational outcomes for this population.

WCT posits that a potential moderator in the relationship between a calling and adverse outcomes is psychological climate (Duffy et al., 2018), defined as the perceptions and evaluation an individual has regarding their workplace. Diversity climate perceptions can be considered an example of workplace psychological climate, as perceived diversity climate considers the perceptions an individual has regarding their work environment and their evaluation of how welcoming and inclusive it is (Webster et al., 2018). Since a positive diversity climate can be a notable benefit for LGBT+ employees at work (Mousa, 2017), it is possible that diversity climate perceptions could also moderate the relationship between a calling and the positive outcomes of WCT theory. Accordingly, this research positioned diversity climate perceptions as a moderator to the relationship between perceiving a calling and all potential outcomes for LGBT+ employees.

Directly, a positive diversity climate for LGBT+ employees has been demonstrated to lead to less turnover intentions (McCallaghan, 2022; McKay et al., 2008) and increased job satisfaction (McCallaghan, 2022). A study investigating students demonstrated that a positive diversity climate was associated with a greater sense of satisfaction with life (Schachner et al.,

2019). A positive diversity climate is also associated with improved mental health in employees, evidenced with less anxiety (Lacerenza et al., 2024) and depression (Leath et al., 2023).

Demerouti and colleagues (2014) found that a positive diversity climate led to a decreased level of burnout in employees.

Psychological diversity climate can potentially impact individual-level employee outcomes, including behavior (Sukoco et al., 2022). The perceived organizational climate influences employees' assumptions of what they should or should not do behaviorally, which means that different levels of climate perceptions might impact certain relationships between the individual and their workplace (Barnett & Vaicys, 2000). Specifically for perceived diversity climate, a positive diversity climate is one in which individuals feel accepted and valued by the organization (Webster et al., 2018) and thus are more likely to experience positive attitudes and feelings about their workplace and be less on guard against discrimination (Eisenberger et al., 2001). Randel and colleagues (2016) found that a positive diversity climate enhanced the helping behaviors of the employees towards the leader and the work group. Thus, a perceived inclusive diversity climate can act as a contextual factor potentially enhancing or negatively influencing the interactions employees have with work, including the potential to impact the consequences one might expect to be associated with one's perceived calling.

For this study, I expected that perceiving a positive diversity climate should influence the impact of a perceived calling with respect to work and life outcomes. For example, a perceived diversity climate that is accepting of the LGBT+ employees should lead to a stronger positive effect of perceived calling on job satisfaction. If the diversity climate is not perceived as positively, then the impact of perceiving one's calling on their job satisfaction should be less positive. For turnover intentions, a positively perceived diversity climate should strengthen the

negative relationship between perceiving a calling and turnover intentions, as perceiving a calling under less positive climates should demonstrate relatively weaker relationships between perceived calling and turnover. I expected that reporting higher perceived calling would report lower turnover intentions as compared to those reporting lower perceived calling. Further, a more positive diversity climate should further enhance the effect of high perceived calling, leading to even lower turnover intentions compared to those reporting more negative diversity climate perceptions.

For satisfaction with life, positive diversity climate perceptions should enhance the positive effect of perceiving a calling in predicting life satisfaction. Employees will experience more life satisfaction from perceiving their calling when feeling accepted by the organization. For burnout, in keeping with the idea that perceiving a calling can lead to less burnout (He et al., 2023), I expected that perceptions of a positive diversity climate may enhance the negative relationship between perceived calling and burnout, such that those perceiving positive climates may experience less burnout than those perceiving less positive diversity climates. For high perceived calling, the effect would show that a positive diversity climate would enhance the relationship between perceiving a calling and burnout, such that those with more positive diversity climate perceptions would experience less burnout than those reporting more negative diversity climate perceptions, when calling is high. Since the organization with a positively perceived diversity climate would be a place where LGBT+ employees feel accepted and valued, it could mean such employees may feel a buffer against the demands leading to burnout, so the benefits of already being drawn in to work from perceiving a calling may be enhanced. Based on these associations from positive diversity climate perceptions, this study proposed the following hypotheses:

**H5:** Diversity climate perceptions will moderate the relationship between perceiving a calling and job satisfaction, such that perceiving a calling will more strongly positively predict job satisfaction in circumstances of stronger (vs. weaker) diversity climate perceptions.

**H6:** Diversity climate perceptions will moderate the relationship between perceived a calling and turnover, such that perceiving a calling will more strongly negatively predict turnover intentions in circumstances of stronger (vs. weaker) diversity climate perceptions.

**H7:** Diversity climate perceptions will moderate the relationship between perceiving a calling and satisfaction with life, such that perceiving a calling will more strongly positively predict satisfaction with life in circumstances of stronger (vs. weaker) diversity climate perceptions.

**H8:** Diversity climate perceptions will moderate the relationship between perceiving a calling and burnout, such that perceiving a calling will more strongly negatively predict burnout in circumstances of stronger (vs. weaker) diversity climate perceptions.

### **Project Design and Methods**

This study is quantitative, and involves data from three Qualtrics self-report surveys administered via the platform Prolific at three different time points, separated by a month between survey administrations. The survey collection was completed over Summer 2024 and received 600 participant responses for T1, 454 participant responses for T2, and 404 participant responses for T3. Hence, the data for this project was considered archival in the sense that it did exist prior to the proposal of this study, and no data cleaning or analysis of the variables were

done before that proposal. Participants were compensated via Prolific above the minimum wage rate recommended for the platform. The major statistical analysis for this project was hierarchical regression analyses.

## **Participants**

A total of 600 participants completed the first time point survey. After screening for participants who failed an attention check (i.e., “Please select Disagree”) or who did not report an LGBTQ+ identity ( $N = 23$ ), 577 participants were invited to complete T2. A total of 454 participants returned to complete the T2 survey one month later (78.7% T1 retention). After another screening of failed attention checks ( $N = 7$ ), a total of 447 participants were invited to complete the T3 survey. A total of 404 participants returned to complete this final survey one month later (90.38% T2 retention). Given this sample size, I conducted a power analysis in the platform R to detect what effect size the sample would allow (Erdfelder et al., 1996). The power analysis based on the T3 sample size of 404 showed that this sample size allows detection with 80% probability of effects as small as .14, suggesting ability to detect small- to medium-sized effects based on Bosco and colleagues (2015) benchmarks for organizational psychology research effect sizes. Participants were required to be working full- or part-time, at least 18 years old, and endorse an LGBT+ identity.

A full breakdown of the participant demographics and work-related demographics are provided in Table 1. The final sample size after data cleaning was 393 participants. On average, participants were 34.20 years old ( $SD = 10.44$ ) and had a Bachelor’s degree (38.93%) as highest education level. The majority of the participants were cisgender women (56.48%), White or Caucasian (59.79%), and identified as Bisexual (52.16%). In regards to work, participants worked at their current organization for an average of 5.29 years ( $SD = 5.28$ ) and worked an

average of 35.53 hours a week ( $SD = 12.29$ ). Participants primarily worked in-person (43.25%), and held job titles such as Manager, Server, Accountant, and Teacher.

Acknowledging that there are participants who completed T1 but either were screened out or did not return to complete T2 and T3, I investigated whether there may be any demographic differences based on attrition. Looking at gender, the T1 sample included Cisgender Women at 50.84% of the sample, while the final sample increased to 56.48%. Cisgender Men represented 30.4% of T1, while the final sample dropped to representing 23.4%. Regarding sexual orientation, the T1 sample included Bisexual participants at 56.08% of the sample, while the final sample dropped to 52.16% of the sample. Heterosexual participants (who endorsed a gender minority identity) represented 3.8% of the T1 sample, while the final sample dropped to 1.01%. Looking at race, the T1 sample included White or Caucasian participants at 49.49% of the sample, while the final sample increased to 59.79%. The biggest difference that stands out is T1 including Black or African American participants at 27.53% of the sample and dropping to 15.01% of the final sample. None of the other specific demographic variables decreased from T1 to the final sample in noteworthy ways. Overall, there does not appear to be major demographic differences based on attrition.

### **Recruitment Strategy**

Participants were recruited via the survey platform Prolific, where members who fit the criteria for the study can participate and be compensated upon completion of the survey. Prolific respondents have been demonstrated to provide meaningful answers, pass attention checks, have valid IP addresses, and follow instructions more than those recruited on a different platform like Amazon Mechanical Turk (Douglas et al., 2023). Prolific provides guidelines for compensation based on the minimum wage and how long the survey takes to complete (Palan & Schitter,

2018). The first time point survey had compensation of \$1.60, which took participants roughly seven minutes to complete (roughly \$12.65/hour compensation wage). The second time point survey had compensation of \$1.60, which took participants roughly six minutes to complete (roughly \$16.55/hour compensation wage). The third time point survey had compensation of \$2, which took participants roughly six minutes to complete (roughly \$19.67/hour compensation wage). Participants who completed all three timepoints received total compensation of \$5.20 for work averaging 19 minutes across the three surveys (roughly \$16.45/hour compensation wage).

### **Data Collection**

I created three surveys in Qualtrics sent out on Prolific a month in between them. The incorporation of a three-time point design is an attempt to overcome the disadvantages associated with a one-time point, cross-sectional design. The advantage of using multiple time points separated by a month is that this study will be a step closer to establishing some causality and temporality with perceiving a calling and the outcomes proposed (Chirico, 2023). Specifically, perceiving a calling will be established as an antecedent to these outcomes, since they are measured first. This temporal separation helps protect against the problem of cross-sectional designs where the variables are merely associated with each other at one time (Taris et al., 2021). Another benefit of separating measures over time is the lessened chance of common method bias (Spector, 2019), as measures gathered at the same time point in the same method can potentially lead to effects demonstrated based only on the measurement technique. The use of multiple time points is a strategy to lessen the amount of variance based solely on similarity in measurement strategy (Maxwell & Cole, 2007). This proposed project is strengthened based on these advantages of separating measures over time.

The data for this project was a part of a larger study examining LGBTQ+ workplace experiences (see Table 2 for other measures assessed in broader data collection), so the measures discussed here only include what of focus for this project. The first survey (T1) included measures for demographic variables and diversity climate. The second survey (T2) included the vocational calling measure. The final survey (T3) included measures for job satisfaction, turnover intentions, satisfaction with life, and burnout. The surveys (see Appendix) were completed anonymously via the tracking of participant IDs through Prolific for follow-up survey linkage.

## **Measures**

*Diversity Climate.* To assess perceptions of diversity climate, I administered the four-item scale by McKay and colleagues (2008). Participants rated the extent they agree to the items on a five-point Likert-type scale (1= “Strongly Disagree” to 5= “Strongly Agree”). Sample items include “I trust my company to treat me fairly” and “My company respects the views of people like me”. McCallaghan and Heyns (2021) conducted a study to confirm reliability and validation of the scale and reported a reliability coefficient of  $\alpha = .91$ . Their confirmatory factor analysis showed adequate convergent and divergent validity, with fit statistics proving to be adequate based on the cut-offs (i.e., RMSEA= 0.05, CFI= 0.99, TLI= 0.98).

*Perceiving a Calling.* To measure levels of calling, the Calling & Vocation Questionnaire (CVQ) by Dik and colleagues (2012) was used. Duffy and colleagues (2015) found that the CVQ was one of the best measures at getting at the sense of calling one has, and the authors reported a reliability coefficient of  $\alpha = .91$ . Participants were instructed to rate the degree they feel the statements describe them, with their career as a whole in mind. Specifically, they rated the twenty-four items on a scale of 1 (“Not at all true of me”) to 4 (“Absolutely true of me”). Sample

items include “My work helps me live out my life’s purpose” and “My work contributes to the common good.” Dik and colleagues (2012) conducted both exploratory and confirmatory factor analyses to support the construct validity of this scale. Specifically, their first study supported the structural validity of the scale, and the second study used a multitrait–multimethod matrix design to support the convergent and divergent validity.

*Job Satisfaction.* Job satisfaction levels were captured via items from Cammann et al. (1983). Job satisfaction was assessed via an agreement scale of 1 = “Strongly Disagree” to 5 = “Strongly Agree”. Three items were used, an example of which includes, “All in all, I am satisfied with my job.” Bowling and Hammond (2008) conducted a meta-analysis and found a reliability of  $\alpha = .84$  for this scale. They also used the meta-analysis to test the validity of this scale, and did find evidence of the measure relating to other constructs expected for convergent validity.

*Turnover Intentions.* Turnover intentions were assessed using the five-item scale from Wayne and colleagues (1997). The participants are instructed to rate the level they agree with each item on a scale from 1 (“Strongly Disagree”) to 7 (“Strongly Agree”). Sample items include “I am seriously thinking about quitting my job” and “As soon as I can find a better job, I’ll leave my current organization”. A principal component analysis was conducted to ensure the validity of this scale’s factors and items. (Wayne et al., 1997). Gök and colleagues (2017) conducted factor analyses to ensure the reliability of this scale with a coefficient of  $\alpha = .87$ . A study by Wong and Wong (2017) demonstrated the convergent and divergent validity of this scale, specifically by exploring its relationship to perceived organizational support, affective commitment, and job security.

*Satisfaction with Life.* Satisfaction with life was measured using the Satisfaction with Life Scale by Diener and colleagues (1985). Participants rated five items on the extent of agreement on a scale of 1 (“Strongly Disagree”) to 7 (“Strongly Agree”). Sample items include “In most ways, my life is close to ideal” and “So far, I have gotten the important things I want in life”. Diener and colleagues (1985) conducted studies to confirm the consistency of the scale and found a coefficient of  $\alpha = .87$ . They found support for convergent validity, specifically in relation to personality traits and other measures of subjective well-being.

*Burnout.* Burnout was measured using a seven-item scale from Kristensen and colleagues (2005). Two different frequency scales are used for these items. The first four items were assessed via a scale of 1 = “Never/Almost Never” to 5 = “Always”, an example of which includes, “Do you feel worn out at the end of the working day?”. The last three items were assessed via a scale of 1 = “To a very low degree” to 5 = “To a very high degree”, an example of which includes, “Is your work emotionally exhausting?”. This scale was validated by Kristensen and colleagues (2005) and shown to have high internal reliability with  $\alpha = .87$ . Specifically, they demonstrated adequate predictive validity of the scale with outcomes such as sleep problems and sickness days. They also demonstrated criterion validity with a high correlation to a similar scale and a low correlation to general health scales.

### **Analytic Strategy**

To conduct the primary analyses for this project, I used hierarchical regression. Hierarchical regression involves adding variables to a model one at a time based on theory to account for how much variance is potentially explained by that variable’s addition (Cohen et al., 2024). I first examined the main effect of the predictor variable perceiving a calling on each of the outcome variables one at a time, before examining the main effect of the second predictor of

diversity climate perceptions on each outcome in addition. Moderation effects are tested when there is an assumption that the relationship between a predictor and outcome variable depends on a third variable (Memon et al., 2019). By depends on, this direct relationship between a predictor and outcome variable can be either enhanced or diminished with a third variable present (Fairchild & MacKinnon, 2009). Thus, a hierarchical regression was done to assess the hypotheses that diversity climate perceptions will change the relationship between perceiving a calling and the outcome variables.

One potential issue that could happen with hierarchical regression analysis is multicollinearity, which occurs when variables are highly correlated to one another, and ultimately impacts the standard error and widens confidence intervals of calculated effects (Paul, 2006). This is a concern for this present study, specifically given the inclusion of the moderator interaction term which is calculated by multiplying two predictor variables which are also included within the model. If model predictors are highly correlated with one another, this high correlation will impact the interpretability of the results of the regression analyses. To ensure that it is not an issue, I mean centered the perceiving a calling and diversity climate variables so that they are more stabilized prior to conducting the analyses with their main effects and the interaction term, thereby reducing the correlation between variables included within the model (Shrestha, 2020).

## **Results**

### **Data Cleaning**

First, I began data cleaning by merging data sets and making all the variables needed for this study numeric in nature. Based on the measures used, I reverse coded relevant items (i.e., the

eightth item from the calling scale, the second item from the job satisfaction scale, and the fifth item from the turnover intentions scale) prior to creating composite variables of diversity climate, perceived calling, job satisfaction, turnover intentions, satisfaction with life, and burnout measures. With these composite variables, I then created a subset of the data to include a data frame of only these measures from the larger dataset. Next, I calculated the reliabilities of the composite variables (Table 3), finding that all measures demonstrated adequate reliability over the conventional alpha of .80 (Cortina, 1993).

After calculating reliabilities, I then created a correlation table of examined variables in addition to calculating the variable descriptive statistics (Table 3). Looking at the means and standard deviations of the variables, diversity climate was on a scale out of five, and the average response ( $M = 3.46$ ,  $SD = 0.72$ ) indicates that overall, this sample reported a strong diversity climate consistently. For average perceived calling ( $M = 2.32$ ,  $SD = 0.82$ ), the response scale is out of four and can be interpreted as the participants overall reporting average levels of perceived calling in a consistent manner. For job satisfaction, the average response ( $M = 4.20$ ,  $SD = 1.09$ ) could be interpreted as this sample appearing to have been overall highly satisfied with their job, since the response scale is out of five. Turnover intentions had an average ( $M = 3.17$ ,  $SD = 1.19$ ) close to the midpoint of the seven-point scale, which shows that this sample overall reported average turnover intentions with some variability. The average satisfaction with life was at the lower end of the scale out of seven ( $M = 3.89$ ), but it does have a relatively high range around the average ( $SD = 1.55$ ) showing variability in responses. Burnout demonstrated an average ( $M = 2.99$ ,  $SD = 0.80$ ) near the midpoint of the five-point scale, which shows this sample reported an average level of burnout in a consistent manner.

Looking at the variable intercorrelations, variables seem to relate to one another as expected. For example, turnover intentions were positively related to burnout ( $r = .57, p < .01$ ) which has been evidenced previously (Powell, 2024), as well as turnover intentions relating negatively to perceived calling ( $r = -.37, p < .01$ ; Afsar et al., 2019) which lines up with H2. While not hypothesized, diversity climate did relate to other variables as can be expected from past evidence (Schachner et al., 2019; Madera et al., 2013). For instance, satisfaction with life was significantly correlated with diversity climate ( $r = .32, p < .01$ ), as well as job satisfaction ( $r = .55, p < .01$ ). Diversity climate was also negatively related to turnover intentions ( $r = -.49, p < .01$ ) and burnout ( $r = -.41, p < .01$ ), which is consistent with past research (McCallaghan, 2022; Demerouti et al., 2014). Based on past research evidence (Dumulescu et al., 2015; Duffy et al., 2012), the positive association between perceived calling and satisfaction with life ( $r = .40, p < .01$ ) and job satisfaction ( $r = .49, p < .01$ ) is to be expected. Also not hypothesized but significant was the correlation between diversity climate and perceived calling ( $r = .41, p < .01$ ), which adds to the literature on the relationship between these two variables.

With this reduced subset of the data including only variables relevant to this study, I next checked the linear assumptions of the outcome variables. I first checked the job satisfaction variable, and there seemed to be some concern with the homogeneity of variance and residuals. As a remedy for this, bootstrapping techniques can be used to employ corrections (Sinha et al., 2012). Upon running bootstrapping for this variable, the confidence intervals did not include zero, indicating that the bootstrapping was a success for this correction. I then checked the linear assumptions for the turnover intentions, satisfaction with life, and burnout variables and saw the same concerns with homogeneity of variance and/or residuals; accordingly, I employed bootstrap techniques for these variables as well and they subsequently all ran correctly.

I next checked for missing data. The data pattern showed that 150 people only answered the T1 items, and 40 people only answered T1 and T2 items; these numbers accurately reflect how many participants dropped from each time point, either by not returning or being screened out. I employed the listwise deletion technique (Allison, 2009) to reduce the dataset to only include participants who completed all three of the surveys. Finally, I mean centered the diversity climate and perceived calling variables prior to creating the interaction term, calculated by subtracting the mean of the variable from each observed value of the variable (Shieh, 2011). For example, mean-centered perceived calling would be calculated by computing perceived calling minus the average of this variable.

### **Hierarchical Regressions**

The first model I ran was a linear regression of job satisfaction predicted by perceived calling, as Hypothesis 1 predicted that perceived calling would positively predict job satisfaction; this prediction was supported, as there was a significant and positive relationship between perceived calling and job satisfaction ( $b = .65, SE = .05, 95\% CI [.53, .76]$ ). The next model I ran added diversity climate as a predictor of job satisfaction in addition to the perceived calling predictor, finding both diversity climate ( $b = .63, SE = .06, 95\% CI [.49, .75]$ ) and perceived calling ( $b = .42, SE = .05, 95\% CI [.31, .53]$ ) showed positive and significant relationships to job satisfaction. To test the Hypothesis 5 prediction that diversity climate perceptions moderate the relationship between perceiving a calling and job satisfaction, I added the interaction term (perceiving a calling\*diversity climate) as a final predictor of job satisfaction, in addition to the main effects of perceived calling and diversity climate. The results demonstrated that the interaction term was not significant ( $b = -.05, SE = .08, 95\% CI [-.20, .11]$ ); thus, Hypothesis 5 received no support.

The next model I ran examined the relationship between perceiving a calling and turnover intentions. Hypothesis 2 predicted that perceiving a calling would negatively predict turnover intentions, which was supported. Specifically, there was a significant and negative relationship between perceiving a calling and turnover intentions ( $b = -.54$ ,  $SE = .07$ , 95% CI [-.67, -.40]). Within the next model, I added diversity climate as a predictor in addition to perceived calling, finding that diversity climate showed a significant, negative relationship to turnover intentions ( $b = -.66$ ,  $SE = .08$ , 95% CI [-.81, -.50]), with perceiving a calling still being significant and negative ( $b = -.30$ ,  $SE = .07$ , 95% CI [-.44, -.17]). To test the Hypothesis 6 prediction that diversity climate perceptions moderate the relationship between perceiving a calling and turnover intentions, I next ran a model adding the interaction term as a predictor, in addition to the two main effects of diversity climate and perceived calling. The results demonstrated the interaction term was significant and negative ( $b = -.20$ ,  $SE = .09$ , 95% CI [-.39, -0.1]), with the perceiving a calling ( $b = -.27$ ,  $SE = .07$ , 95% CI [-.41, -.13]) and diversity climate ( $b = -.71$ ,  $SE = .08$ , 95% CI [-.88, -.55]) also being significant and negative. Based on the significance of the interaction term, I created a simple slopes graph to further examine this relationship visually (Figure 2).

Looking at the simple slopes graph, the main effect of perceived calling negatively predicting turnover intentions is represented by the negative slope of lines, as turnover intentions decrease as perceived calling increases. The main effect of diversity climate negatively predicting turnover intentions is represented in the difference of the three lines representing the average diversity climate, one standard deviation above, and one standard deviation below the average. Specifically, the one standard deviation below the average diversity climate being positioned above the average represents that those in weaker diversity climates have greater

turnover intentions as compared to those reporting average diversity climate levels. The line representing those reporting diversity climate levels one standard deviation above the mean are positioned below the average line, representing that those in stronger diversity climates have weaker turnover intentions as compared to those reporting average diversity climate levels.

To understand the nature of the interaction, one can compare the respective slopes of the lines separated out across different levels of diversity climate; specifically looking at the line that is one standard deviation below the mean of diversity climate perceptions, those individuals experience a less steep slope of turnover intentions, as compared to those one standard deviation above the mean, who are demonstrating a stronger slope. In other words, the impact of perceived calling leading to lower turnover intentions is weaker for LGBT+ employees working in a diversity climate perceived as being weak. The slope that is one standard deviation above the mean of diversity climate perceptions has a steeper slope, where the impact of having a higher perceived calling seems to be more impactful in lowering turnover intentions for those individuals who perceive a strong diversity climate. To confirm that these lines represent meaningful differences, the output of the simple slopes displays the slope coefficients and their significance. The coefficient of one standard deviation below the mean is significant at  $p < .05$  with  $-.13$  and the one standard deviation above the mean is significant at  $p < .01$  at  $-.42$ .

In summary, it does appear from the simple slopes that there is a meaningful impact of working in a strongly perceived (versus weak) diversity climate on the relationship between perceived calling and turnover intentions. Specifically, for those working in a stronger perceived diversity climate, the impact of higher perceived calling lowering turnover intentions is greater than for those working in weaker perceived diversity climates. Based on the hierarchical regression output and the simple slopes, Hypothesis 6 that perceived calling will more strongly,

negatively predict turnover intentions when diversity climate perceptions are stronger is supported.

The next model I ran evaluated the linear regression of satisfaction with life as predicted by perceived calling. Hypothesis 3 predicted that perceived calling would positively predict satisfaction with life, which was supported. Specifically, there was a significant and positive relationship between perceived calling and satisfaction with life ( $b = .75$ ,  $SE = .08$ , 95% CI [.58, .93]). I next added diversity climate as a predictor in addition to perceived calling, finding that diversity climate showed a positive and significant relationship to satisfaction with life ( $b = .41$ ,  $SE = .11$ , 95% CI [.20, .62]), with perceiving a calling still being significant and positive ( $b = .60$ ,  $SE = .09$ , 95% CI [.42, .79]). To test the Hypothesis 7 prediction that diversity climate perceptions moderate the relationship between perceiving a calling and satisfaction with life, I added the interaction term as a predictor in addition to the two main effects, finding that the interaction term was not significant ( $b = -.10$ ,  $SE = .13$ , 95% CI [-.35, .15]); thus, Hypothesis 7 received no support.

The final model I ran evaluated the linear regression of burnout as predicted by perceived calling. Hypothesis 4 predicted that perceived calling would negatively predict burnout, which was supported. Specifically, there was a significant and negative relationship between perceived calling and burnout ( $b = -.27$ ,  $SE = .04$ , 95% CI [-.36, -.17]). The next model I ran added diversity climate as a predictor in addition to perceived calling, finding that diversity climate showed a negative and significant relationship to burnout ( $b = -.40$ ,  $SE = .05$ , 95% CI [-.50, -.28]), with perceiving a calling still being significant and negative ( $b = -.13$ ,  $SE = .05$ , 95% CI [-.21, -.03]). To test the Hypothesis 8 prediction that diversity climate perceptions moderate the relationship between perceiving a calling and burnout, I added the interaction term as a predictor

alongside the main effect predictor variables. The results demonstrated that the interaction term was not significant ( $b = -.04$ ,  $SE = .06$ , 95% CI  $[-.17, .09]$ ); thus, Hypothesis 8 received no support.

## Discussion

The purpose of this study was to investigate perceived calling among LGBT+ employees and the impact that their perceptions of the organization's diversity climate can have on this relationship. Using insights from WCT (Duffy et al., 2018), a three-time point study was conducted to examine whether perceiving a calling was a beneficial experience for LGBT+ employees. Additionally, based on Signaling Theory (Spence, 1970), diversity climate perceptions were investigated as a moderator to this experience of perceived calling and work and wellbeing outcomes for LGBT+ employees. The results supported hypotheses that perceiving a calling positively predicted job satisfaction (H1) and satisfaction with life (H3) and negatively predict turnover intentions (H2) and burnout (H4). The results also supported that diversity climate acted as a moderator for the relationship between perceiving a calling and turnover intentions (H6). The results did not support, however, diversity climate as a moderator for the relationship between perceiving a calling and job satisfaction (H5), satisfaction with life (H7), or burnout (H8). Despite only showing limited support for diversity climate as a moderator, results further showed that diversity climate significantly predicted each of the four outcomes directly. Overall, the results of this study pose important implications theoretically and practically.

The consistent support for perceived calling predicting higher job satisfaction and satisfaction with life, as well as lower turnover intentions and burnout indicates that LGBT+ employees do benefit from vocational calling. These findings add to the literature on the positive

outcomes that perceiving a calling can have for diverse populations (Duffy & Dik, 2013), specifically for those of LGBT+ identities. This specific population was lacking in areas of research regarding their vocational calling (Velez et al., 2021), and this study further established that sexual and/or gender minority employees do benefit from perceived calling. The evidenced impacts of perceived calling on these outcomes also further support WCT (Duffy et al., 2018) and the notion that perceived calling can be predictive of outcomes (He et al., 2023) even if not proximally related in the model.

The specific finding of perceived calling relating negatively to burnout (H4) does go against the WCT model in posing burnout as a potential consequence of calling (Duffy et al., 2018). However, this finding is consistent with other research findings in this area that evidenced calling negatively relating to burnout (He et al., 2023; Xie et al., 2024). In WCT, the psychological climate proposition discusses environments that are specifically conducive to experiencing negative outcomes from calling. For the burnout outcome, it might be that experiencing burnout from calling must occur in an environment conducive to feeling burnt out, such as one that is filled with ambiguity and competitiveness (Sherman, 2004; Turnipseed, 1994, Lee et al., 2022). Working in an otherwise supportive organization might cultivate calling as negatively predictive of burnout (Xie et al., 2024). This study provided support for research findings suggesting that perceived calling is associated with lower burnout, though more work should investigate the mechanisms and boundary conditions of this relationship.

Though not directly hypothesized, the consistent significance of diversity climate predicting evaluated outcomes for LGBT+ individuals is in line with past research (Mousa, 2017; McCallaghan, 2022). Specifically, these findings confirm the notion that strong and positive diversity climate perceptions are important to the work and wellbeing experiences of LGBT+

employees (McKay et al., 2008). Consistent with Signaling Theory, LGBT+ employee perceptions of the organization's diversity practices or policies seemingly informed their perceptions of their workplace's diversity climate (Taj, 2016), which were directly impactful on workers' work and wellbeing experiences (Waight & Madera, 2011). These results of diversity climate perceptions predicting LGBT+ employees job attitudes support the notion that the context one works in is impactful (McKay et al., 2008) to both work and wellbeing-related experiences (Leath et al., 2023; McCallaghan, 2022). For LGBT+ employees, working in a diversity climate perceived as strong based on signals from the organization (Liddle et al., 2004) was evidenced here to lead to better experiences, perhaps because they felt more included and accepted at that workplace (Webster et al., 2018). With this population of sexual and/or gender minority employees, feelings of authenticity (Fletcher & Everly, 2021) and safety to disclose their identity if desired (Williamson et al., 2017) are important toward fostering wellbeing and positive experiences at work (Gardner & Prasad, 2022). Overall, these results underscore the significant role that organizational diversity climate plays as influential to the experiences of LGBT+ employees at work.

The lack of support for the moderation effect of diversity climate could be because these diversity climate perceptions may be so directly impactful on the experience of LGBT+ employees at work that they do not impact them as a boundary condition to other relationships, such as their perceiving a calling to outcomes, but rather impact attitudes and well-being more immediately. Working in an environment that is supportive of one's LGBT+ identity, which is perceived through organizational signals such as a positive diversity statement (Pichler et al., 2017), could be directly associated with increased job satisfaction rather than indirectly through perceiving the work as their calling more (McCallaghan, 2022). Past research has explored

diversity climate as an important context for marginalized employees and their work experiences acting as a boundary condition (Holmes et al., 2021; Moon & Christensen, 2020), yet others have also demonstrated that these contexts can still be directly impactful on attitudes (McKay et al., 2007).

Based on the psychological climate moderator in WCT (Duffy et al., 2018), these findings of the direct impact of diversity climate and not its boundary effect are not conducive to developing this potential moderator in WCT for this population. It is possible that the impact of this psychological climate is not relevant to the positive outcomes of calling, which would explain these null findings regarding a strong diversity climate largely not enhancing the experience of calling. The WCT proposes psychological climate as ones that are conducive specifically to enhancing the negative experiences with a workplace climate and potentially fostering exploitation (Duffy et al., 2018). Since a strong diversity climate has the opposite effect by fostering feelings of acceptance among sexual and/or gender minority employees (Randel et al., 2016), this climate might not be in line with the theory's proposition of a negative workplace climate enhancing negative experiences by opening these employees to exploitation (Huang et al., 2023).

Additionally, WCT places perceiving a calling at the beginning of the model with various mechanisms separating perceived calling and outcomes (Duffy et al., 2018). It is possible that the effects of perceiving a calling on these outcomes as impacted by a diversity climate moderator are too distally-related based on the model's ordering to be significant (Duffy et al., 2018). One could consider this notion with the WCT mechanism of meaningful work in mind; perhaps it is the case that diversity climate perceptions do not have any relevance to the meaning LGBT+ employees place on their work. For instance, past research has demonstrated that working in a

strong diversity climate can foster feelings of acceptance (Mickson et al., 2021), work commitment (Mousa, 2017), and perceptions of fairness (Kaplan et al., 2011). While these constructs might relate to or foster meaningful work (Byrd, 2022; Lips-Wiersma et al., 2020), they are not the same thing as considering one's work as meaningful. Hence, while a strong diversity climate has benefits for sexual and/or gender minorities work and wellbeing related experiences, it has yet to be shown to relate to meaningful work perceptions. This is one of the main mechanisms between perceived calling and outcomes (Duffy et al., 2018), and might explain why diversity climate perceptions did not impact this relationship.

The moderation support for diversity climate on the relationship between perceived calling and turnover intentions implies that diversity climate can be impactful on this relationship as a boundary condition. Working in a role where LGBT+ employees do perceive a supportive environment can potentially lead to a greater decrease in turnover intentions, as employees feel accepted at the organization and may reap particular benefits from perceiving their calling. Turnover intentions are thoughts about leaving one's current organization (Esteves & Lopes, 2016), which might be more likely to emerge in an environment where one does not feel accepted, and that feeling may impact other important work experiences. Turnover intentions typically influence an actual decision to leave the organization (Jha, 2009), which a lot of employees follow through on if they can not find a solution to their concerns fostering these intentions (Peltokorpi et al., 2023). For LGBT+ employees, it might be that the added benefits of being in a workplace in which they feel accepted on top of a strongly perceived calling is especially impactful in lowering those thoughts of leaving. Since the outcome of turnover intentions potentially involves a more drastic life change like having to be on the job market when compared to something like burnout (Peltokorpi et al., 2023), the benefits of being in a

strong diversity climate are especially impactful on that perceived calling and turnover intention relationship.

### **Contributions and Implications**

The present findings are supportive of the literature around the benefits of perceiving a calling on work and well-being related outcomes (Herman et al., 2024; Duffy et al., 2012). Specifically, this study adds to the literature by highlighting how impactful the benefits of perceiving a calling can be for LGBT+ employees. These benefits can demonstrate to LGBT+ individuals how impactful it can be to decipher their calling, and as it is the first component in the WCT model (Duffy et al., 2018), this is an important step in potentially living out their calling. For LGBT+ employees looking to identify their particular calling, career counseling efforts can be beneficial, as counseling efforts can help employees clarify their life purpose and strategize how to align those values with those relevant to work (Dik et al., 2009).

Additionally, since sexual and/or gender minority individuals often experience hardships that may impact their career trajectories (Dispenza et al., 2016), it can be a challenge to want to even view a work role as their calling. Through cognitive reframing efforts, LGBT+ employees can work on combating negative thoughts regarding careers and open themselves up to vocational calling perceptions (Galles & Lenz, 2013). Further, organizations can help foster calling for LGBT+ employees by providing opportunities for job crafting efforts to shape their role into one that provides a sense of meaning potentially in line with their calling (Dik et al., 2009; Wrzesniewski & Dutton, 2001; Leana et al., 2009). Organizations could also provide resources, such as referrals to clinics or funds, to individuals seeking career-related counseling to work on fostering that perceived calling.

The findings also support literature around the benefits of working in a workplace perceived as being supportive of one's LGBT+ identity (Lacerenza et al., 2024). Specifically, working in a strongly perceived diversity climate could help increase LGBT+ employees' job satisfaction and satisfaction with life, as well as lowering their intentions to leave the organization and experience burnout (McCallaghan, 2022; McKay et al., 2008; Schachner et al., 2019; Demerouti et al., 2014). Since there is notable benefit to working in a strong diversity climate, organizations can work to foster a strong and positive diversity climate for their employees. For example, as diversity climate embraces individual differences (Choi, 2013), organizations can cultivate fair practices and integrate employees together to form those social relationships with coworkers (Guchait et al., 2016). Another method to strengthen an organization's diversity climate is to provide space for employees to voice concerns, ideas, and their thoughts regarding policies and practices, as these opportunities are demonstrative of a fair and inclusive environment (Jiang et al., 2022).

Beyond the implementation of diversity training programs and practices (Webster et al., 2018), organizations need to ensure that they are effective in their implementation. One way to do so is to ensure that the managers are leading by example, and that they have similar values to the organization in support of inclusion (Herdman & McMillan-Capehart, 2010). Another way to ensure effectiveness is to "practice what they preach" (Pendry et al., 2007) with respect to demographic representation via representation of the diverse groups at different levels throughout the organization (Herdman & McMillan-Capehart, 2010). While some of these efforts, such as program implementation, might be costly and time consuming, the benefits of having a strong and positive diversity climate for these LGBT+ employees is worthwhile, as demonstrated by the results from this research.

However, not all sexual and/or gender minority employees are able to work in organizations with inclusive and accepting climates. Based on a 2022 survey (Lacatena et al., 2024), 26% of LGBT+ employees reported their sexual and/or gender identity as disadvantaging them at the workplace. Additionally, about 1 in 5 of such employees reported experiencing a hostile work environment. For impacted employees, this means that they are often working in a context that can be categorized as heteronormative, where traditional gender and masculine views are perpetuated (Mennicke et al., 2018). These contexts are often not a supportive environment for LGBT+ employees, as they are associated with increased fear and psychological distress (Miner & Costa, 2018). In workplaces with such homophobic climates, it can sometimes be better not to engage in typically beneficial and authentic practices, such as disclosure (Velez et al., 2013), rather instead leveraging other supportive outlets to help cope with these negative workplace experiences (Meyer, 2003). Additionally, these organizations should want to improve the climate and workplace experiences for LGBT+ employees, as negative experiences cause loss of productivity and influence prior to employees following through on their turnover intentions (Webster et al., 2018).

With the focus of diversity climate perceptions being on broad inclusion, acceptance, and appreciation individuals feel at their workplace (Webster et al., 2018), these results showing the direct benefits of a strong diversity climate is likely applicable to other individuals with a minoritized identity. Past research has included various demographic groups in their studies to display the benefits associated with a strong diversity climate, such as race and sex (McKay et al., 2008; Choi, 2013). Specifically with the results of this study, other minoritized groups may see the benefits of a strong diversity climate on outcomes of job satisfaction, turnover intentions, satisfaction with life, and burnout. These same benefits of a strong diversity climate have also

been demonstrated for other minoritized identity groups (Moon & Christensen, 2020; McCallaghan, 2022), reinforcing the notion that organizations should foster a strong diversity climate towards improving the work and wellbeing experience of their employees with various minoritized identities.

### **Limitations and Future Directions**

While this study took strides toward furthering research on vocational calling for LGBT+ employees, there are some limitations to be noted. First, this study looked at the construct of perceiving a calling rather than examining living a calling, which has been shown to be more directly related to outcomes (Duffy et al., 2018). Perceiving a calling is the first component of the WCT model, and this study establishes that LGBT+ who do perceive work as their calling find impact on their work and wellbeing experiences. Future studies can look at living a calling specifically for LGBT+ employees and the construct's impacts on outcomes more directly. Future studies could also look at the aspects of the WCT model that precede living a calling and follow perceiving a calling for this population, such as the impact of access to opportunity for these employees (Dispenza et al., 2016).

Second, this study used diversity climate perceptions at the individual-level, though typically organizational climate is conceptualized as the shared perceptions among employees on the meaning behind certain organizational practices and behaviors (Schneider et al., 2013), and therefore is often conceptualized as a unit-level construct. This study used the individual perceptions of diversity climate, which are still representative of what the employee experiences of the diversity climate (Wolfson et al., 2011), but do not represent any collective perceptions of what the workplace diversity climate is among all the employees working in a given organization. As the present research placed focus on individual perceptions of one's diversity

climate, the measurement level is appropriate, though future studies interested in the broader perceptions of diversity climate can use multilevel techniques to obtain an organizational-level measure of diversity climate to help mitigate any potential bias that individual subjective evaluations of the workplace climate may pose (Reinwald et al., 2019).

Third, this study with three time-points is a step above a one-time point cross sectional study such as the Allan and colleagues (2015) living a calling and LGBT+ study in helping establish temporality. However, this study cannot make claims on which of the variables came first. Future studies can use longitudinal designs with repeated measures (Ployhart et al., 2025) to get closer to establishing causality of these relationships and their changes over time.

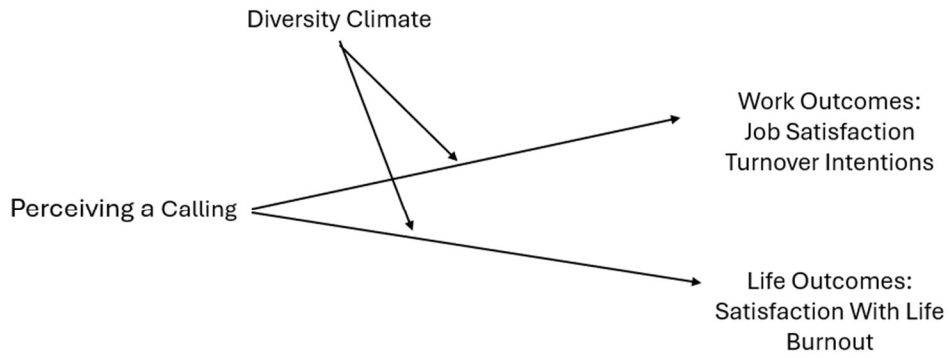
Lastly, this study used a moderator that broadly captured diversity attitudes at the workplace, though did not specifically capture LGBT+-related attitudes. Future studies could use measures such as LGBT supportive climate (Webster et al., 2018) and The Lesbian, Gay, Bisexual, and Transgender Climate Inventory (LGBTICI; Holman et al., 2019) to capture climates that are specifically aimed at the support and acceptance of LGBT+ individuals. These specific climates might add more nuance to the impacts of the organizational environment on the work and wellbeing experiences of these LGBT+ employees. Future studies could also be conducted that look at other diverse populations in this relation between vocational calling and outcomes with identity-specific climate moderators, as diversity climate broadly captures acceptance of individual differences.

## **Conclusion**

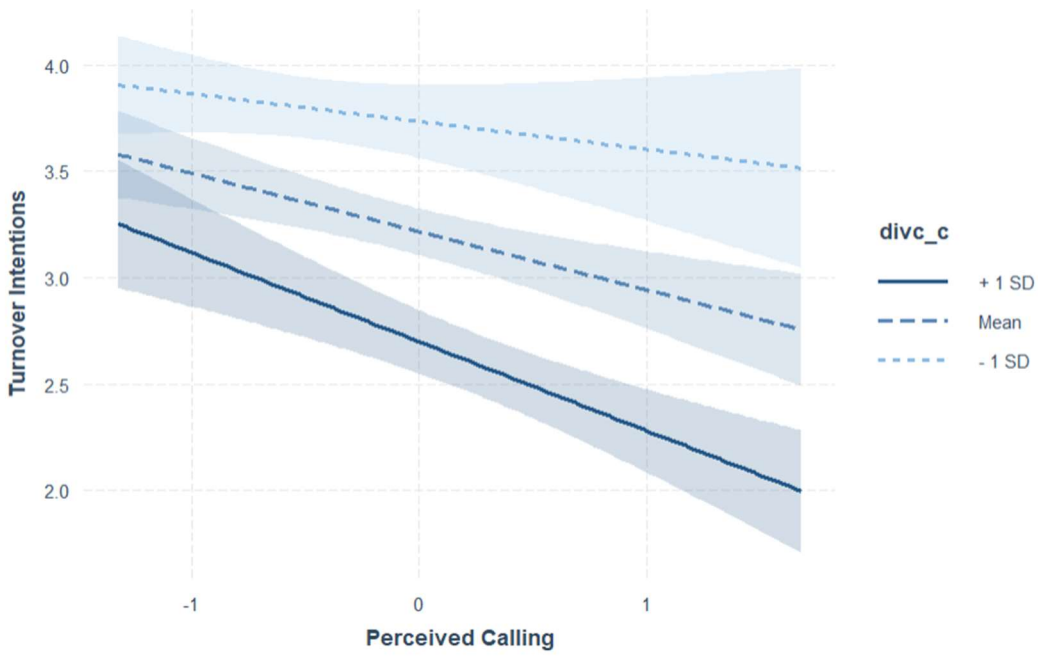
The purpose of this study was to investigate the relationship between perceiving a calling and various work and wellbeing outcomes for LGBT+ employees. Additionally, the role of

diversity climate perceptions was evaluated as being potentially impactful toward the effects of perceiving a calling for LGBT+ employee outcomes. The findings supported the relationship of perceiving a calling as predictive of work and wellbeing outcomes for LGBT+ employees, which advances knowledge in vocational calling for this population. The findings additionally demonstrated diversity climate as impactful for LGBT+ employee experiences directly, while also impacting the relationship between perceiving a calling and turnover intentions. The results of how perceiving a calling relates to the work and wellbeing outcomes of LGBT+ employees underscores the benefits of LGBT+ employees identifying their respective callings. The consistent and significant impact of perceived diversity climate on examined outcomes also highlights the importance of an inclusive work context for LGBT+ employees' experiences. Accordingly, organizations should consider creating an environment that fosters acceptance for LGBT+ employees and their wellbeing, while encouraging all employees to identify and live out their respective vocational callings.

**Figure 1.** Theoretical Model Linking Perceived Calling to Work and Life Outcomes, as Moderated by Diversity Climate Perceptions



**Figure 2.** Simple slopes of the interaction between perceiving a calling and diversity climate predicting turnover intentions.



**Table 1. Participant Demographics**

Participant Demographics					
Sample Characteristics		N	%	M	SD
<b>Gender</b>					
	Agender	8	0.20%		
	Cisgender Man	92	23.40%		
	Cisgender Woman	222	56.48%		
	Gender Queer/Fluid/Non-Binary/Non-Conforming	41	10.43%		
	Trans/Transgender Man	11	2.79%		
	Trans/Transgender Woman	4	1.01%		
	Prefer not to answer	4	1.01%		
	Other	9	2.29%		
<b>Sexual Orientation</b>					
	Asexual	25	6.36%		
	Bisexual	205	52.16%		
	Demisexual	7	1.78%		
	Gay	41	10.43%		
	Heterosexual or Straight	4	1.01%		
	Lesbian	39	9.92%		
	Pansexual	41	10.43%		
	Queer	22	5.59%		
	Prefer not to answer	5	1.27%		
	Not listed above	3	0.76%		
<b>Race/Ethnicity</b>					
	White or Caucasian	263	59.79%		
	Hispanic, Latino, or Spanish Origin	43	7.37%		
	Black or African American	63	15.01%		
	Asian	41	8.39%		
	American Indian or Alaska Native	4	0.51%		
	Native Hawaiian or Other Pacific Islander	3	0.51%		
	Prefer not to answer	1	0.25%		
	Not listed above	5	0.50%		
<b>Education Level</b>					
	Highschool	40	10.17%		
	Some College	85	21.62%		
	Associate Degree	35	8.90%		
	Bachelor's Degree	153	38.93%		
	Master's Degree	66	16.79%		
	Doctoral Degree	13	3.30%		
	Not listed above	1	0.00%		
<b>Work Setting</b>					
	In Person	170	43.25%		
	Hybrid	132	33.58%		
	Remotely	89	22.64%		
<b>Age</b>				34.2	10.44
<b>Number of Years worked at Organization</b>				5.29	5.28
<b>Number of Hours Worked Weekly</b>				35.53	12.29

Note. N = 393

**Table 2. Other Collected Variables in Broader Data Collection**

Table 2	Measure	Source
Time 1	Sexual Orientation Identity Centrality	Adapted from Mohr & Kendra, 2011
	Risk Taking Propensity	Zhang et al., 2019
	Self-Monitoring	Snyder & Gangestad, 1986
	Psychological Safety	Edmonson, 1999
Time 2	Disclosure Levels	Adapted from Ragins et al., 2007
	Authenticity at Work	Van den Bosch & Taris, 2014
	Meaningful Work	Steger, Dik & Duffy, 2012
Time 3	Withdrawal	Hanisch & Hulin, 1990
	Organizational Commitment	Allen & Meyer, 1990
	Physical Symptoms Inventory	Spector, P. E., & Jex, S. M., 1998
	Depression	Kroenke et al., 2001
	Anxiety	Spitzer et al., 2006
	AUDIT	Saunders et al., 1993

**Table 3.***Means, standard deviations, reliabilities, and correlations with confidence intervals*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. Diversity Climate	3.46	0.72	(.85)					
2. Perceived Calling	2.32	0.82	.41** [.32, .49]	(.93)				
3. Job Satisfaction	4.20	1.09	.55** [.47, .61]	.49** [.41, .56]	(.91)			
4. Turnover Intentions	3.17	1.19	-.49** [-.56, -.41]	-.37** [-.46, -.29]	-.73** [-.77, -.67]	(.90)		
5. Satisfaction with Life	3.89	1.55	.32** [.23, .41]	.40** [.31, .48]	.52** [.45, .59]	-.45** [-.52, -.36]	(.93)	
6. Burnout	2.99	0.80	-.41** [-.49, -.32]	-.27** [-.36, -.18]	-.62** [-.68, -.55]	.57** [.50, .63]	-.37** [-.45, -.28]	(.81)

*Note.* *M* and *SD* are used to represent mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for each correlation. The confidence interval is a plausible range of population correlations that could have caused the sample correlation (Cumming, 2014). \* indicates  $p < .05$ . \*\* indicates  $p < .01$ . Reliabilities are reported on the diagonal.

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**Appendix**  
**Survey Time 1**

**Demographics**

*Instructions: Please respond to the following items with your personal demographic information.*

1. Are you currently employed in the United States?
  - Yes
  - No – skip to end
  
2. Do you work at least 20 hours per week at your current position?
  - Yes
  - No – skip to end
  
3. What is your age?  
*(sliding scale from 18 to 100; if under 17, skip to end)*
  
4. Which category best describes your gender identity?
  - Agender
  - Cisgender Man
  - Cisgender Woman
  - Gender Queer/Fluid/Non-Binary/Non-Conforming
  - Trans/Transgender Man
  - Trans/Transgender Woman
  - Prefer not to answer
  - Not listed above [please specify]
  
5. Which category best describe your sexual orientation?
  - Asexual
  - Bisexual
  - Demisexual
  - Gay
  - Heterosexual or straight
  - Lesbian
  - Pansexual
  - Queer
  - Prefer not to answer
  - Not listed above [please specify]
  
6. Which categories best describe your race/ethnicity? (check all that apply)
  - White or Caucasian
  - Hispanic, Latino, or Spanish Origin
  - Black or African American

- Asian
- American Indian or Alaska Native
- Native Hawaiian or Other Pacific Islander
- Prefer not to answer
- Not listed above [please specify]

7. What is the highest level of education that you have completed?

- Highschool
- Some college
- Associate Degree
- Bachelor's Degree
- Master's Degree
- Doctoral Degree (e.g., PhD, MD, JD, PsyD)
- Prefer not to answer
- Not listed above [please specify]

### **Professional Demographics**

1. What is your current job title? (*report in words*)
2. How many years have you worked at your current organization? (*report numerically*)
3. How many hours a week do you work, on average? (*report numerically*)
4. Which of the following best represents your current work arrangements with respect to your primary job?
  - I work exclusively at a physical location associated with my organization.
  - I work in a hybrid capacity, completing some work at a physical location associated with my organization and some work remotely.
  - I work exclusively remotely.
5. What is your current annual salary (if compensated hourly, please provide your closest estimate of your overall compensation from your primary position)? Please report your salary in numbers only (i.e., no commas or dollar signs). For example, we ask that an annual salary of \$70,000 be reported as “70000” within the box below. (*Write-in response*)

### **Contextual Variables**

*Diversity Climate (McKay et al., 2008)*

INSTRUCTIONS: Please rate the extent to which you agree with each of the following statements.

Items are rated on a 1-5 scale. 1 (*strongly disagree*), 2 (*disagree*), 3 (*neutral*), 4 (*agree*), 5 (*strongly agree*).

1. I trust my company to treat me fairly.
2. My company maintains a diversity-friendly work environment.
3. My company respects the views of people like me.
4. Top leaders in my company demonstrate a visible commitment to diversity.

### **Survey Time 2**

*Calling & Vocation Questionnaire (Dik, Eldrige, Steger & Duffy, 2012)*

INSTRUCTIONS: Please indicate the degree to which you believe the following statements describe you, using the following scale. Please respond with your career as a whole in mind. For example, if you are currently working part time in a job that you don't consider part of your career, focus on your career as a whole and not your current job. Try not to respond merely as you think you "should" respond; rather, try to be as accurate and as objective as possible in evaluating yourself. If any of the questions simply do not seem relevant to you, "1" may be the most appropriate answer.

1 = "Not at all true of me;" 2 = "Somewhat true of me;" 3 = "Mostly true of me;" 4 = "Absolutely true of me"

1. I believe that I have been called to my current line of work.
2. I'm searching for my calling in my career.
3. My work helps me live out my life's purpose.
4. I am looking for work that will help me live out my life's purpose.
5. I am trying to find a career that ultimately makes the world a better place.
6. I intend to construct a career that will give my life meaning.
7. I want to find a job that meets some of society's needs.
8. I do not believe that a force beyond myself has helped guide me to my career.
9. The most important aspect of my career is its role in helping to meet the needs of others.
10. I am trying to build a career that benefits society.
11. I was drawn by something beyond myself to pursue my current line of work.
12. Making a difference for others is the primary motivation in my career.
13. I yearn for a sense of calling in my career.
14. Eventually, I hope my career will align with my purpose in life.
15. I see my career as a path to purpose in life.
16. I am looking for a job where my career clearly benefits others.
17. My work contributes to the common good.
18. I am trying to figure out what my calling is in the context of my career.
19. I'm trying to identify the area of work I was meant to pursue.
20. My career is an important part of my life's meaning.
21. I want to pursue a career that is a good fit with the reason for my existence.
22. I am always trying to evaluate how beneficial my work is to others.
23. I am pursuing my current line of work because I believe I have been called to do so.
24. I try to live out my life purpose when I am at work.

### **Survey Time 3**

## **Work Outcomes**

*Job Satisfaction (Cammann, Fichman, Jenkins & Klesh, 1983)*

INSTRUCTIONS: Please rate the extent to which you agree with each of the following statements using the provided scale.

1 = "Strongly Disagree," 2 = "Disagree," 3 = "Slightly Disagree," 4 = "Neither Agree nor Disagree," 5 = "Slightly Agree," 6 = "Agree," 7 = "Strongly Agree"

1. All in all, I am satisfied with my job.
2. In general, I don't like my job.
3. In general, I like working at my job.

*Turnover Intentions (Wayne, Shore & Liden, 1997)*

INSTRUCTIONS: Please indicate the extent to which you agree with each of the following statements.

*Scale:* 1 = Strongly Disagree; 2 = Disagree; 3 = Slightly Disagree; 4 = Neither Agree nor Disagree; 5 = Slightly Agree; 6 = Agree; 7 = Strongly Agree

1. I am actively looking for a job outside my current organization.
2. As soon as I can find a better job, I'll leave my current organization.
3. I am seriously thinking about quitting my job.
4. I often think about quitting my job at my current organization.
5. I think I will be working at my current organization five years from now.

## **Wellbeing Outcomes**

*Satisfaction with Life Scale (Deiner, Emmons, Larsen & Griffin, 1985)*

INSTRUCTIONS: Please rate the extent to which you agree with each of the following statements using the provided scale.

1 = "Strongly Disagree," 2 = "Disagree," 3 = "Slightly Disagree," 4 = "Neither Agree nor Disagree," 5 = "Slightly Agree," 6 = "Agree," 7 = "Strongly Agree"

1. In most ways, my life is close to my ideal.
2. The conditions of my life are excellent.
3. I am satisfied with my life.
4. So far, I have gotten the important things I want in life.
5. If I could live my life over, I would change almost nothing.

*Burnout (Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B., 2005)*

INSTRUCTIONS: Please response to each of the following questions using the scales provided.

First four items' response format:

1 = "Never/Almost never;" 2 = "Seldom;" 3 = "Sometimes;" 4 = "Often;" 5 = "Always"

Last three items' response format:

1 = "To a very low degree;" 2 = "To a low degree;" 3 = "Somewhat;" 4 = "To a high degree;" 5 = "To a very high degree"

1. Do you feel worn out at the end of the working day?
2. Are you exhausted in the morning at the thought of another day at work?
3. Do you feel that every working hour is tiring for you?
4. Do you have enough energy for family and friends during leisure time?
5. Is your work emotionally exhausting?
6. Does your work frustrate you?
7. Do you feel burnt out because of your work?