THE RELATIONSHIP BETWEEN A HETERONORMATIVE CULTURE AND THE AFFECTIVE REACTIONS OF HOMOSEXUAL EMPLOYEES

by

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DECLARATION

I, Elizma Els, hereby state that the mini-dissertation titled "The relationship between a heteronormative culture and the affective reactions of homosexual employees" submitted for the degree Magister Industrial Psychology (Human Resource Management) at the University of Pretoria, is my own original work.

I have made due acknowledgement and reference according to departmental requirements by means of a comprehensive referencing system where resources were used.

I declare that the content of this dissertation has never been used for any qualification at any tertiary institution.

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Elizma Els
28 August 2012

ABSTRACT

THE RELATIONSHIP BETWEEN A HETERONORMATIVE CULTURE AND THE AFFECTIVE REACTIONS OF HOMOSEXUAL EMPLOYEES

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SUPERVISOR	: Prof S. Nkomo
DEPARTMENT	: Human Resource Management
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Regardless of the changes in the Constitution of the Republic of South Africa No. 108. of 1996, in terms of the acceptance of individuals irrespective of their sexual orientation and the prohibiting of discrimination against anyone on the grounds of their sexual orientation, the concept of homosexuality in the workplace is still a relatively unexplored phenomenon in South Africa. Limited research studies focus on the perspectives of homosexual individuals regarding their perception and attitudes towards their working environments.

Culture can affect the way in which individuals act due to the dominance of certain behaviours, beliefs, and norms that are accepted as the 'standard' way of living. Within companies, the employees are on average expected to be productive and effective, and to present fruitful behaviour to benefit the organisation. Individuals can also at times be tacitly encouraged to portray images according to the general norm in the organisation, whether or not this image is true to the individuals themselves. This type of accepted standard norms and behaviours are therefore wordlessly conveyed to the employees as the cultural accepted standard in the organisation.

Heteronormative cultures are described as the instance when the accepted standard of male and female behaviour is viewed in terms of masculine men and feminine women. Individuals who do not fit these specific descriptions may experience either

explicit or implicit discrimination. The reactions that employees can have because of organisational culture are referred to as affective reactions and can have adverse costs for the organisation as employees may engage in less productive behaviour.

The purpose of this research was to assess the relationship between a heteronormative culture and the affective reactions of homosexual employees working in Johannesburg and Pretoria. Work engagement and job satisfaction of the individuals were assessed in relationship to heteronormativity. Research done for this study includes the various aspects of the academic topics related to the study.

Given the limited amount of empirical research on the topic, a mixed method study was conducted. Quantitative questionnaires instigated the research, designed to measure the following concepts:

- Organisational culture, in terms of heteronormativity.
- Two affective reactions of employees – work engagement and job satisfaction.

Explanatory qualitative interviews followed the questionnaires with the intention of understanding the results found during the quantitative phase.

A purposefully selected sample of one hundred and sixty four homosexual employees working in Johannesburg and Pretoria completed the quantitative questionnaire, and a sample of eight homosexual individuals were selected out of the original sample to participate in the qualitative interview stage. Previously developed instruments were used to measure heteronormativity, work engagement and job satisfaction.

The results indicated that homosexual employees within Gauteng do experience the culture of their respective organisations to support the perceptions of heteronormativity. Two hypotheses were tested which indicated a significant but small correlation between perceptions of heteronormativity and work engagement and job satisfaction. The qualitative results provided insight into how homosexual employees experienced heteronormative cultures in the workplace as well as how they react to the cultures encountered.

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CHAPTER 1
BACKGROUND AND GENERAL ORIENTATION

1.1 Introduction and context of research

"*The fish is the last one to discover the water.*" Chinese Proverb.

Heteronormativity is a new theoretical concept that refers to the privileging of heterosexuality and its associated behaviours and assumptions about males and females in society (Warner, 1993). It can be difficult to recognise heteronormativity, or be aware of it when one is so immersed in it. The binary sex / gender system shapes the world so absolutely that in most cases it goes unnoticed. When you adhere to a heterosexual norm, you get all of the privileges and benefits that come with it. You do not deviate from it and therefore are not subjected to the discrimination that comes with it. As a result, you are less likely to identify it.

Despite the words *"All human beings are born free and equal in dignity and rights"* (Universal Declaration of Human Rights, 1948)*,* there are still significantly large groups of people who have not yet been granted equal dignity and rights. According to the Universal Declaration of Human Rights, it is a fundamental human right to live, work and love in accordance with your true identity. Chapter 2 number 9. (3) of the Constitution of the Republic of South Africa No. 108. of 1996 clearly stipulates that *"the state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth"*. Nevertheless, with the constitutional guarantees of freedom, social justice, and equal human rights for all, in South Africa, research indicates that homophobic victimisation is an endemic part of the society (Nel & Judge, 2008, p. 19). The workplace has also become a site where those who do not fit the heterosexual norm experience discrimination. This discrimination is often not overt but covert as manifested in the culture of organisations.

The culture that manifests in an organisation through various factors regulates the behaviour and perspectives of the employees within the work environment. From as early as research conducted in 1961, it was clear that the culture of an organisation assists the individuals to cope with their environment and to make sense of how they should behave (Schein, 1961, p. 59). Schein continued to state that individuals in a group format tend to influence the behaviour, attitude, beliefs, values, and language of newcomers as well as any individual that might differ to the majority. Thereby, the dominant group influences the social environment of the minority to such an extent that change in behaviour might take place. According to the abovementioned literature, culture helps to shape the organisation and links to what is expected and accepted within the organisation. Culture can therefore influence the affective reactions of individuals within the organisation. According to Schein, (1961, p. 59) organisational cultures are shaped by the values and norms of the dominant group in the organisation. Schein (1961) describes this process of shaping an individual to "fit" the organisation, as a development process that managers use to enable them to force the employees to conform to the dominant behaviour and attitudes. To the extent, most organisations are dominated by heterosexuals, therefore heteronormativity could also manifest in the culture of organisations.

1.2 Heteronormative Cultures

In recent years, there has been a growing body of work on diversity in the workplace that focuses on the experiences of minority groups in organisations. Diversity studies rarely focus on sexual orientation although there is a small body of research emerging (Day & Schoenrade, 2000, p. 351). This is supported by the statistics presented by Ragins, Cornwell, and Miller (2003, p. 46) in the U.S that even though homosexual employees constitute between 4% and 17% of the workforce, which can be described as the largest represented minority group in an organisation, the least number empirical studies on diversity in the workplace has been done on sexual orientation. Further, there is very little on how the dominant heterosexual cultures of most organisations affect homosexuals' reactions in the workplace. Scholars in the field of psychology have introduced the concept of heteronormativity as a means of exploring how dominant taken-for-granted understandings of sexual orientation

privilege heterosexuals at the expense of homosexuals. Michael Warner devised the term heteronormativity in 1993 (Warner, 1993, p. xxi). Heteronormativity refers to "*the analysis of how heterosexual bodies, subjects, norms, and practices are expressed and naturalised in relation to non-normative genders and sexualities and queer 'ways of life'. It also refers to the privileging of heterosexuality and enforced compliance with culturally determined heterosexual roles and assumptions about heterosexuality as 'natural' or 'normal'*" (Fleming & Sturdy, 2009, p. 583). Heteronormative studies tend to focus on the patriarchal binary beliefs about gender and sex and the associated behaviours and expectations of women and men (Sweet, 2009; Weiss, 2001).

This study will contribute new information about homosexual individuals in the South African workplace and illuminate their perceptions and experiences of working in a heteronormative organisational culture. It will further provide insight into their affective responses to such environments. Evans (2008, p. 372), states *"virtually all research on academic climates points out that individuals are most effective and efficient when they are able to study and work in an organization where they feel appreciated and affirmed"*. On the contrary, homosexual employees may possibly feel vulnerable in their work place due to numerous reasons and these feelings inhibit their professional identification, lead to isolation, alienation, distrust, and fear (Evans, 2008; Weiss, 2001).

1.3 Rationale of the study

Previous diversity research either focused on the attitudes towards homosexuality, an aspect within the heteronormative framework, or on the experiences of homosexuals with reference to a certain industry and the behaviour that their heterosexual 'counterparts' expressed towards them. An extensive search of leading electronic journal databases, including Emerald, Google Scholar, ProQuest, EBSCOHost, Springerlink, JStor, and SAGE suggest that little or no academic research is available on the possible intrapersonal conflict homosexuals might experience within their organisational cultures and how this relates to their work engagement and job satisfaction.

1.4 Problem statement

After consulting various electronic journal databases, such as ProQuest, Emerald, JStor, Google Scholar, EBSCOHost, Springerlink, and SAGE it was found that literature in the preceding ten years on heteronormativity is limited.

Heteronormativity with regard to homosexual individuals within organisations is an understudied field in South Africa. International studies on homosexual individuals in corporate environments focus on how to deal with issues with regard to the presence of these individuals within organisations and how the attitudes of these individuals' co-workers are affected. Studies done on homosexual individuals focused on a specific group of individuals, functioning in one industry, for example lesbian teachers, or gay military men (Clark 2010; Kier, 1998). Hardly any research was found on how homosexual individuals perceive their organisation's culture with respect to heteronormativity and how these individuals react towards the perceived culture (Ragins et al. 2003).

The closest relevant research found was that of how homosexual individuals adapt to their organisational culture with the aim of 'blending in', thus reinforcing the heteronormative environment (Evans, 2008; Weiss, 2001). The invisibility of the group contributes to the little effort that companies spend on investigating how these individuals perceive the organisational culture and the difference in behaviour and attitude amongst different sexual orientation groups. Diversity issues linked to oppression mostly focus on race and gender and less on issues related to sexuality, such as heterosexism and homophobia (Day & Schoenrade, 2000).

The following question remains unanswered: What is the relationship between heteronormative organisational culture and the affective reactions (work engagement and job satisfaction) of homosexual employees in the South African workplace?

1.5 Purpose of the study

With reference to the above rationale and problem statement, the main purpose of this study was to investigate how homosexual individuals, across sex and age, perceive their organisational cultures with respect to the heteronormativity thereof and how their perceptions relate to work engagement and job satisfaction. Limited research has been conducted on homosexual South African employees regarding their experiences of heteronormative organisational cultures.

1.5.1 The Value of the Research

This study provides an initial understanding of the degree to which homosexual employees in South Africa perceive heteronormativity in the workplace and their reactions to such experiences. Their perceptions may help employers better understand how to ensure homosexual employees are fully engaged and satisfied in the workplace. This is in line with the value in diversity argument that demonstrates the value of inclusive organisation cultures (Shore, Randel, Chung, Dean, & Ehrhart, 2011, p. 1268). The results of this study also provide a foundation for future research on homosexual employees in the workplace.

This research is one of the first to examine the implicit cultural barriers perceived by homosexuals in the South African workplace. Its combination of quantitative and qualitative data elucidates the concept of heteronormativity and how it is experienced by homosexual individuals in South Africa.

1. 6 Research questions and hypotheses
1.6.1 Primary research question

Taking previous research on the subject matter into consideration and the lack of information identified, the following primary question guided this study: What is the relationship between heteronormative organisation cultures and the affective reactions of homosexual employees?

1.6.2   Hypotheses

- There will be a negative correlation between heteronormativity and job satisfaction among homosexuals.

- There will be a negative correlation between heteronormativity and work engagement among homosexuals.

1.6.3   Secondary research questions

As noted earlier the research design for the study was a mixed methods approach. After the questionnaire data were collected, interviews were conducted with a small subset of respondents to provide further insight into the perceptions of homosexual individuals in respect to heteronormativity. The interview questions focused on:

- What is the general attitude of your organisation towards different sexual orientations, specifically lesbian/gay individuals? How would you describe the culture of the organisation with respect to employees' sexual orientation? Are they accepting of individuals openly expressing their sexual orientations? How do you know this? What have you heard? Is there a policy? Do you feel you are free to be who you are in your organisation?

- If the question above was answered in the positive (organisation accepting openly expressive individuals): Have you ever worked in an organisation that did not accept openly gay/lesbian employees? How would you describe the culture, (the behaviour), of the employees with regard to assumptions about heterosexuality vs. homosexuality?

- When you have heard or experienced negative / biased reactions from individuals regarding your sexual orientation, how did it affect your job satisfaction and work engagement to your organisation? In what manner, please explain?

- Will you resign from your job if the culture is not welcoming towards homosexuals? Or do you know of anyone who has left their organisation due to cultural aspects in terms of homosexuality?

- What measures have your organisation taken to be more inviting/open to homosexual individuals?

1.7 Delimitations and assumptions

1.7.1 Delimitations

This study has several delimitations related to the context, constructs, target population, sampling units, unit of analysis, and theoretical perspectives.

The context is limited to organisations within South Africa in the Gauteng province, more specifically Pretoria and Johannesburg, in which self-identified homosexual individuals are employed. The study is predominantly concerned with (1) how homosexual individuals perceive their organisational culture, in terms of the heteronormativity, and (2) the homosexual individuals' affective reactions (work engagement and job satisfaction) within the organisations where they work. The relationship between the strength of the perceived heteronormative culture and correlation with individuals' affective reactions is investigated. The study therefore focused on the person-culture fit, also known as the person-organisation fit.

Conflict in the organisation on group level is excluded. The term sexual orientation in this study refers to lesbian and gay individuals, and therefore excludes transsexual, heterosexual, intersex, bisexual, transgender, and asexual individuals. Other factors such as gender and race are not focal factors in this study due to the level of difficulty to reach the diverse sample within the chosen demographical region.

The organisations where the participants work are not individually identified nor described. Individual questionnaires are used to measure heteronormative culture perceptions. The strength of the perceived heteronormativity in the various organisations based on the questionnaires is combined for the purpose of the research in order to determine whether heteronormativity has an effect on the affective reactions of homosexual employees.

The literature of this study includes: in depth descriptions of the various affective reactions that are investigated, an indication of what exactly is meant by the term sexuality with special focus on homosexual identities, the investigation of the term

heteronormative and its relationship to organisational culture, and organisation-person fit/person-culture fit. Related disciplines such as the Queer theory, homonormativity, gender identities, social norms, group identity, diversity studies, talent management, retention, and social desirability are only used to provide the required background.

1.7.2 Assumptions

Assumptions are valid, self-evident truths that without, this research study is insignificant (Leedy & Ormrod, 2010, p. 5) hence, an assumption is a realistic expectation that a researcher believe to be true, without adequate evidence to support this belief. Assumptions can therefore be seen as aspects that were not tested within a research study. The assumptions made within this study:

- Heteronormativity is evident in organisations in the Gauteng region, specifically Pretoria and Johannesburg;

- Self-identified homosexual employees are present in organisations within the Gauteng region – regardless whether the individuals are open about their sexuality;

- Individuals with a lesbian or gay sexual orientation are present in all sex and age groups;

- Homosexual employees can identify characteristics of a heteronormative culture within organisations and how it influences their daily functioning with regard to their affective reactions (work engagement and job satisfaction). The culture need not explicitly be stated, but can be assumed through the daily functioning of the organisation;

- Lesbian and gay individuals took part in this research study anonymously and provided truthful data. They were assured that their identity and responses were strictly confidential and anonymous.

1.8 Definition of key terms

This research study entails a number of key concepts, namely heteronormative culture, affective reactions, lesbian, gay, gender, and sex. Definitions that stem from the key concepts are also described, namely heterosexuality, homosexuality, organisation culture, intrapersonal conflict, sexual orientation, job satisfaction, work engagement, normative, social norms, and gender identity. The definitions for the purpose of this study:

Affective reactions: Affect refers to feelings and emotions relating to external or internal factors experienced by individuals. Affect is part of the process of an organism's interaction with stimuli, internal or external (APA, 2006, p. 26).

Employee engagement: Employee engagement, according to Scroggins, (2008, p. 58) is *"…the simultaneous employment and expression of a person's 'preferred self' in task behaviours that promote connections to work and to others, personal presence, and active full role performances"*.

Gay: It is the socially accepted term for a male homosexual individual. It refers to a man who is romantically and / or sexually and / or emotionally attracted towards other men. The term can also be used as an adjective, in that it can refer to homosexuality in general including both men and women (LeVay, 1996).

Gender: Gender refers to the culturally determined behavioural, social, and psychological traits that are typically associated with being male or female (APA, 2011).

Gender identity: The physiological identification of oneself as a boy/man (masculine) or as a girl/woman (feminine). It is an individual's personal sense of social identity as per the categories of male or female. It can match the natal sex but is not a requirement. Some individuals may identify as both male and female while others may identify as male in one setting and female in another. It includes dress, appearance, mannerism, speech, and social behaviour (APA, 2011).

Heteronormativity: Heteronormativity is a term used for a set of accepted norms in the society that adhere to the idea that individuals fall into distinct and complementary genders male and female each with natural roles to fill. Heterosexuality is seen as the natural, normal, and only sexual orientation in the

society (Concannon, 2007). It further describes the 'relationship possibilities' as only existing between a man and a woman. Based on the descriptions a "heteronormative" view is one that promotes alignment of biological sex, gender, gender roles, and gender identity.

Heterosexuality: The term refers to sexual, romantic, and emotional attraction between individuals of the opposite characteristic sex (LeVay, 1996).

Homosexuality: The term refers to sexual and emotional attraction between individuals of the same characteristic sex (LeVay, 1996).

Lesbianism: The socially accepted term for a female homosexual individual. It refers to woman who is romantically and/or sexually and/or emotionally attracted towards other women (LeVay, 1996).

Normative: Normative behaviour is the action of conforming to a standard or norm set by the society, a group or an organisation. It refers to the controlling, regulating, normalising, regularising statements/values, and the judgments passed based on the pre-described standard norm (Kandori, 1992, p. 64).

Organisational culture: The psychology, attitudes, experiences, beliefs, norms, and values (personal and cultural) within an organisation (McCarthy, 1998, p. 160). Organisational culture controls the way people and groups interact with each other and with stakeholders outside the organisation. Schein described it as, (1996, p. 235) "*the basic tacit assumptions about how the world is ought to be that a group of people share and determines their perceptions, thoughts, feelings, and, their overt behaviour*".

Job Satisfaction: Satisfaction in general refers to the comparison between what individuals expect and what they truly receive in terms of specific experiences. Satisfaction leads to individuals measuring the fulfilment of their individual needs and wants (Wharton, Rotolo & Bird, 2000).

Sexual orientation: Sexual orientation refers to the enduring emotional, romantic, sexual, or affectional attraction to another person. Orientation ranges from exclusive homosexuality to exclusive heterosexuality and includes various forms of bisexuality (APA, 2011).

Social norms: The rules that the society enforce upon the various individuals. Norms are different from values on the basis that norms affect the wider society, not

just the smaller groups such as a specific culture. Social norms are consensus driven and enforced through various social sanctions (Kandori, 1992, p. 63).

Sex: Sex refers to the classification of being either male or female and is usually determined by the external genitalia, internal reproductive organs, hormones, and chromosomes (APA, 2011).

Several recognised abbreviations are used within the study. See table 1 below.

Table 1:   Abbreviations used in this document

Abbreviation	Meaning
HABS	Heteronormativity Attitudes and Beliefs Scale
UWES	Utrecht Work Engagement Scale
OCB	Organisational Citizenship Behaviour
PCA	Principle Components Analysis
LGB	Lesbian, Gay, Bisexual

1.9 Layout of the study

CHAPTER 1: BACKGROUND AND GENERAL ORIENTATION

Chapter One provides a general introduction in which the purpose, rational, and value of the study is discussed. It further contains the research problem, research questions and hypotheses, definitions of concepts, as well as certain limitations and assumptions within the study.

CHAPTER 2: LITERATURE REVIEW

Chapter Two provides the theoretical overview of the concepts that frame the study. It starts with describing organisational culture, the purpose of culture, and the origin of a culture. The influences that culture can have on employees are described as well as person-organisation and person-environment fit. Stemming from the description of organisational culture it flows over into defining a heteronormative culture and the effects that these cultures can have on homosexual individuals. Two affective reactions are described: work engagement and job satisfaction.

CHAPTER 3: RESEARCH METHODOLOGY

Chapter Three discusses the research design and methodology - sequential explanatory strategy. The sampling method and target population are also identified and described, as well as a discussion of the validation and reliability of the research

method. Choice of the research methods are justified in terms of the overall purpose of the study and the relevant research questions and hypotheses.

CHAPTER 4: DATA ANALYSIS AND RESULTS

Chapter Four presents the raw data, a statistical analysis (descriptive, factor analysis, variance, reliability, inferential) of the quantitative results obtained from the questionnaires and the analysis of the results of the qualitative interviews.

CHAPTER 5: DISCUSSION OF RESULTS

Chapter Five contains the triangulation, summary and discussion of the results of the study.

CHAPTER 6: CONCLUSION, RECOMMENDATIONS, AND LIMITATIONS

Chapter Six provides a conclusion based on the results of both stages and concludes in the outcome of the study. Recommendations for future research are made and the limitations of this study are noted.

1.10 Summary

The Constitution of South Africa makes provision for fair and equal treatment of all individuals, irrespective of differences, either visible or invisible. A need has therefore arisen to provide information regarding an 'invisible' minority group and the possible discrimination they might experience within their work environment.

Chapter One provided an overview of the study by introducing the purpose, rationale, and the basic orientation of the research. In the subsequent chapter, the relevant literature will be explored to clarify the theoretical framework of the study. This will serve as background to the practical methods in the study presented in Chapter Three.

CHAPTER 2
LITERATURE REVIEW

2.1 Introduction

Chapter Two provides a theoretical background regarding the topic under discussion. The literature review begins with organisation culture as the broad theme and will progress into describing what the term "culture fit" means. This will give lead to exploring "Heteronormative Culture" in terms of a specific type of culture. The influence that culture can have on individuals will be described in relation to affective reactions, and focus will be on two reactions studied in this research project. These affective reactions are job and overall satisfaction, with the focus on job satisfaction, and work engagement. Subsequently, there is a review of heteronormative cultures and their impact on homosexual individuals in the workplace. In terms of the latter, the extant literature on homosexuals in the workplace is also discussed. The term sexual orientation within the South African context will also be explored which will serve as the foundation of the gap in research concerning this group of employees.

A graphic illustration is supplied in Figure 1 highlighting the various aspects within the literature review. The main categories will be evident together with their complementary sub categories. Each category contributes to enlightening the problem identified in Chapter One, resulting in the purpose of this study: to determine the possible relationships between a heteronormative culture and the affective reactions of homosexual employees within Gauteng.

Figure 1: Schematic outline of the academic framework that underlies this study.
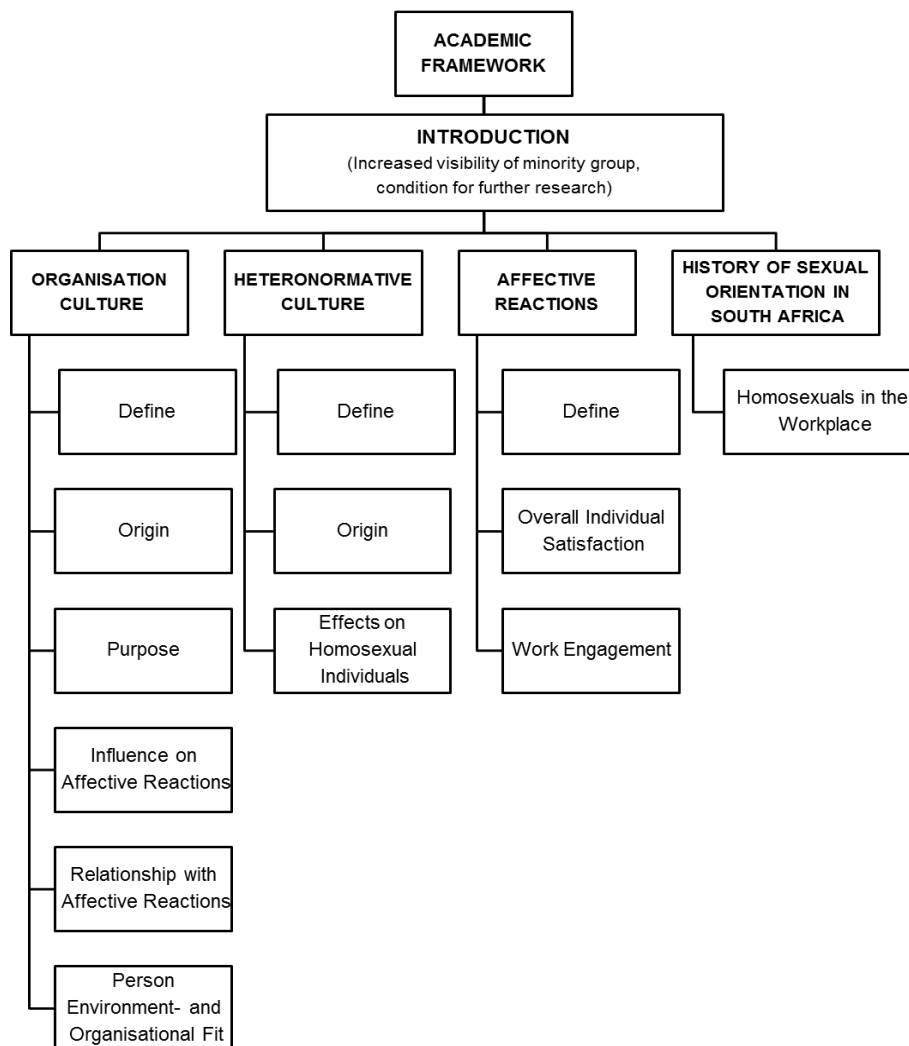
2.2 Organisational culture

2.2.1 Define organisational culture

The basis of this research study is organisational culture and the possible effects it can have on employees, more specific the effects of heteronormative cultures on homosexual employees. It is for this reason important to understand what is meant by organisational culture and how it relates to employees.

Numerous studies explored organisational culture with the intention to find a useable and well accepted definition (Bagali, 2002; Carroll & Ratner, 2001; Key, 1999;

McCarthy, 1998; Skevington, 2002; Willcoxson & Millett, 2000). Evident from research, are the differences as to what the concept means, the measurement of culture, and the possible supporting function that culture can have to assist an organisation to obtain its objectives (Bagali, 2002; Key, 1999; Pless & Maak, 2004; Skevington, 2002; Willcoxson & Millet, 2000). It should be noted that there is a difference between organisational culture and corporate culture, (McCarthy, 1998, p. 159) in that *corporate culture* is the total sum of the values, customs, traditions, and meanings that make a company unique. While *organisational culture* describes the psychology, attitudes, experiences, beliefs, and values (personal and cultural values) of an organisation (McCarthy, 1998, p. 160). For the purpose of this study focus will be placed on organisational culture referring to the values and norms shared by the individuals and groups within an organisation. Furthermore controlling the manner in which the individuals interact with others and groups within and outside the organisation. Corporate culture which describes the character of an "organisation" and reflecting the vision of the individuals within the company will not be discussed, and is therefore outside the scope of the literature review.

2.2.2   *Origin of organisation culture: how it came to be*

Schein, (1986, p. 15) described culture as *"a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems."* Modern description of organisational culture by Schein is, (1996, p. 235) "*the basic tacit assumptions about how the world is ought to be that a group of people share and determines their perceptions, thoughts, feelings, and, their overt behaviour*". The standards and principles that develop within organisations because of the organisational culture can therefore according to Schein's definition have ripples into various sections of the organisation, either explicitly or implicitly. When looking at the second definition, it can be concluded that according to Schein, the dominant group can decide and change how the rest of the group should behave, especially in the case of a new organisation. This statement links to the segment in

the literature that focuses on heteronormative culture, how it is defined, in what way it originates, what the implications are, and which individuals can be affected.

Edgar Schein identified three levels of culture: artefacts, norms and espoused values, and underlying assumptions (Cummings & Worley, 2008, p. 521).

- Artefacts: visible symbols of the deeper levels (norms, values, assumptions) of culture and is the highest level of culture manifestation. It includes behaviour, clothing, organisational structures and systems, noise levels, space arrangements, and language.

- Norms: directs the behaviour of individuals in various situations. It is the "unwritten rules" and can be observed in how individuals behave and interact with one another.

- Values: are what is important in the organisation and what deserves attention – thus the things that ought to be in the organisation. Basic assumptions: tells individuals how to perceive, think, and feel about events. It is non-confrontable and non-debatable assumptions about relating to the environment, human nature, human activity, and human relationships.

Figure 2 indicates the model of how Schein (1986) interpreted organisational culture.

Figure 2: Levels of culture
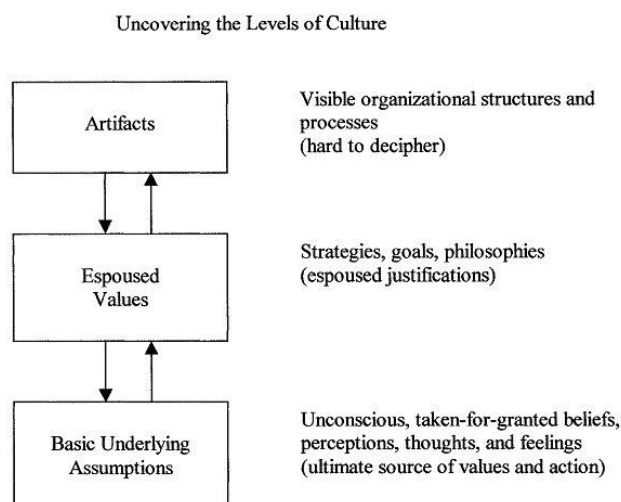
Adapted from Edgar Schein, 1986, p. 12.

McNamara, (2000) indicated that it is difficult to express the definition and purpose of organisational culture, although everybody knows what is meant by it. Willcoxson and Millet (2000, p. 93) contradicts this by stating that culture is difficult to assess, and additionally the question of whether culture can truly be described and understood within an organisation is asked. Moreover they emphasise that culture is not static but is exposed to changing circumstances and as a result should adapt to new and diverse settings. Taking into consideration the above mentioned, culture has been described as dynamic to the extent that changed circumstances lead to new patterns of behaviour or ideologies (McNamara, 2000; Schein, 1986; Willcoxson & Millet, 2000). The existing fundamental assumptions of culture are thus overlapping and culture can consequently be seen as a complex and ambiguous, paradoxical term. Culture plays an important part in organisations thus strategic planning should focus on culture as strategic values and norms to follow.

2.2.3   Organisational culture: purpose

Anthropology, the study of humanity, is the centre of organisational culture (Key, 1999, p. 218), and it represents the patterned ways of thinking, feeling and reacting, mainly transmitted and acquired through symbols. Central to culture is the values and ideas attached to certain perceptions and phenomena (Key, 1999, p. 218). Organisational culture, which is defined as the values and norms of the organisation, symbolises a wide range of social phenomena, which includes the dress code, language, assumptions and worldviews, status symbols, behavioural norms, pattern activities, beliefs, values and authority (McNamara, 2000). Based on the aforementioned characterisation, culture is the binding background of shared basic assumptions, which can be invented, discovered, or developed by the individuals within an organisation. In this manner it can be described as a method to cope with problems, or a technique for external adaption and internal integration.

2.2.4 Influence of organisational culture on employee affective responses

The above-mentioned cultural 'belief system' is communicated, expressively or subconsciously, to new employees as the acceptable way to respond and reason concerning the systems, processes, and structure of the organisation. It highlights the idea that culture goes beyond the mere statement of "the way things are done in an organisation" (Denison & Mishra, 1995, p. 212; Schein, 1996, p. 236). The collective thinking and perceptions obtained through social learning create values that direct and guide individual behaviour, within and outside organisations. It can similarly directly influence individual behaviour to support the objectives of the organisation (Drew & Murtagh, 2005, p. 267).

Individuals have their personal set of values, attitudes and beliefs, which they transfer to the organisation and therefore the level of commitment to the organisation is largely influenced by the culture of an organisation. Studies have found that when the personal value system of an employee indicates a connection with the accepted values that exist within an organisation, the commitment and job satisfaction of the individual increases (Pless & Maak, 2004, p. 137). Contractual and related performance of employees is influenced by the norms and values, explicitly or implicitly stated in the organisation (Bagali, 2002, p. 35). Previous research indicated that when individuals set their personal and professional goals, make decisions, or react to situations, that it will be aligned according to the organisational culture. The preceding opinion has a direct effect on the individuals' job performance, job satisfaction, and commitment and according to McCarthy (1998, p. 158) these aspects could be major determinants of organisational performance and effectiveness.

2.2.5 Relationship between organisational culture and affective reactions

Constructed upon the foregoing literature, it is clear that organisational culture has an influence on numerous inputs, functions, and outcomes of the human capital

within an organisation. It is for this reason that the managers and directors of businesses should focus on developing a culture that reflects honourable and ethical behaviour in the society of South Africa. Susan Key, (1999, p. 217) noted that to date on no account has research definitely confirmed that a distinguishable ethical culture exists or that it can be measured.

Schroeder-Saulnier (2009, p. 1) described a characteristic of culture that relates to the engagement of employees under the term 'engagement culture'. Engaged employees is seen as more productive than an unengaged labour force and consequently when the employees of an organisation are engaged, it is sure to succeed as opposed to deteriorate. A management study that comprised nearly 30 000 employees in 15 countries universally, suggested that a culture of engagement should be created, because the study found that culture can play a distinctive role in driving engagement (Schroeder-Saulnier, 2009, p. 4). An imperative statement emerged based on the preceding study regarding engaging employees, and the egalitarian importance for an engaged culture: *"everyone should be respected regardless of who they are"*.

Organisational righteousness can therefore be seen as an important aspect of organisational culture, where all human beings desire to be treated fairly and equal. Organisational citizenship behaviour is a term used for a comprehensive interpretation of organisational culture, materialised when the behaviour of employees that promote civility is included (Ali, 2006, p. 13). Some of the citizenship behaviours include: helping others, sportsmanship, conscientiousness, and civic virtue. Either these behaviours can contribute to a dynamic organisational culture or it can lead to higher absenteeism and turnover.

The next segment will describe the person-culture fit of employees with regard to their colleagues, workgroups, and the organisation itself. Behaviours of individuals who do not fit within the culture of an organisation are described, as well as reasons for the discrepancy.

2.2.6   Descriptions of person-environment fit within organisations and the effect on individuals should they not fit the culture

Sekiguchi, (2004, p. 179) defined person-environment fit as the degree of congruence or match between an individual and their environment. There are predominantly two recognised types of person-environment fit found in the literature; namely, person-organisation fit and person-job fit. Person-environment fit theories propose that when employees fit or match the environment of an organisation, positive responses occur (Goliath, Business Knowledge on Demand, 2005). Studies done by Dawis and Lofquist, (1975, p. 135) indicate that higher levels of satisfaction, adjustment, and mental and physical well-being can occur when there is a fit between the employee and their environment.

Both types of person-environment fit can have an influence on how the individual experience and perceive their organisational culture. As noted in Sekiguchi, (2004, p. 180) there are discussions regarding whether environments or personal physiognomies of individuals are accountable for human conduct. The interactionist theory of behaviour is the groundwork of person-environment fit. Studies in the year 1987 (Sekiguchi, 2004, p. 180) implied that according to the interactionist theory, both the situation and the personal characteristics have an influence on the behaviour and attitude variables in human behaviour. Some individuals claim that when people do not fit the organisation but they fit a specific job, the person-job fit needs to be reinforced and enriched by person-organisation fit (Mello, 2009, p. 365). For the purpose of this research, focus will be placed on person-organisation fit, also known as person-culture fit.

2.2.7   Person-organisation fit

Sekiguchi, (2004, p. 182) identify that person-organisation fit can be traced back to Scneider in 1987 with the Attraction-Selection-Attrition (ASA) framework. This framework disputes that individuals do not unsystematically assign to organisations, but they rather try to find organisations that are attractive to them. Person-organisation fit can therefore be defined as the compatibility between people and

organisational elements (Goliath, 2005; Handler, 2008; Sekiguchi, 2004). Furthermore Handler, (2008) described the correlation of an individual's beliefs and values, with the culture, norms, and values of an organisation as person-organisation fit. Sekiguchi, (2004, p. 182) identified four diverse operationalisations of person-organisation fit:

- Similarity between fundamental characteristics of individuals and organisations (most frequently used measure: values)
- Goal congruence with organisational leaders or peers
- Match between individual preferences or needs and organisational systems and structures, reflecting the needs-supplies fit perspective
- Match between the characteristics of individual personality and organisational climate

When a new employee at first enters an organisation, socialisation can encourage person-organisation fit. Empirical evidence as cited in Sekiguchi, (2004, p. 183) has revealed a number of positive results related to high person-organisation fit, for example: work attitudes – such as job satisfaction and organisational commitment; predictability of intention to quit and staff turnover; pro-social behaviours such as organisational citizenship behaviour, self-reported teamwork, and contextual performance.

2.2.8 Person-environment fit and the benefits to an organisation

When an employee is seen as a good fit within an organisation, it refers to the similarity between the beliefs of the individual and the organisation or group culture, as the product of a social control system within organisations, in terms of mutual values and norms that outline suitable attitudes and behaviours (Mello, 2009, p. 358). Research indicates that the higher the person-culture fit, evaluated in a combined approach of person-organisation and person-group fit, the happier, more satisfied, committed and engaged the employee will be (Sekiguchi, 2004, p. 189). Opposing this statement, Pless and Maak, (2004, p. 137) found from a business and social view that a diverse culture should rather be implemented as opposed to the well-researched person-culture fit.

The manner in which individuals experience and observe their organisational culture can have an important impact on their actions (Goliath, 2005). Individuals have a propensity for remaining in an organisation (have higher levels of attraction), where there is a good match between their individual goals, values and needs, and the qualities of the organisation, also known as the effects of similarity-attraction and social identity processes (Mello, 2009, p. 365). When the person-culture fit is being measured, the results elucidate the variance in affective reactions, for example tenure intentions, satisfaction and turnover (Sekiguchi, 2004, p. 181), which is more positive for the individual and leads to improved performance for the individual, group, or organisation (Pless & Maak, 2004, p. 136). Drew and Murtagh, (2005, p. 268) explained individual behaviour as a function of individual- and environmental characteristics, in that the well-being of an individual is proportional to their unmet psychological and environmental needs, and the level of cultural acceptance.

The following section will aim to highlight how organisational culture and person-environment fit contribute to the heteronormativity of an organisation. The effects on employees due to heteronormative environments will also be discussed. Research that relates to heteronormativity and the implications on personality, sexual orientation, and psychological wellbeing can support the investigation of how an organisation's culture influences homosexual employees' affective reactions.

2.3 Heteronormative culture

2.3.1 Heteronormative environments / cultures

As identified in the first section of the literature, Edgar Schein (1996) described organisation culture as the central beliefs, behaviour, and standards that are accepted within an organisation as set out by the dominant group. In the next section, the outcome of Schein's description, a dominant culture, will be explained using the term heteronormativity.

The norm of privileging heterosexuality, heterosexual relationships, and the assumptions about heterosexuality as 'natural and normal', falls under the term

heteronormativity (Fleming & Sturdy, 2009, p. 571). Specific gender associated roles are imposed on individuals in that men are perceived as masculine and women as feminine. Consequently individuals are indirectly obliged to comply with culturally determined heterosexual roles. Individuals who infringe these expectations of the heteronormative society are seen as the minority and certain stigmas are ascribed to these individuals. In the case of a strong heteronormative culture, the occurrence where the physical "sex" of an individual is incongruent with psychological "gender" will be marginalised. "Norm" as applied to heterosexuality assumes that a minority should fall outside the standard, thus the term normative principle should rather be used in this case, as the latter refer to a norm which creates a standard to be met.

Until recently the law of South Africa was used as a control mechanism to support the social custom of 'natural law' theory of gender, implying that individuals should not deviate from the standard, thereby supporting heteronormativity. Up until December 22, 2010, the United States of America was still enforcing the "Don't Ask, Don't Tell" system in the U.S. Military whereby homosexual individuals were not allowed to serve in the army. With the Don't Ask, Don't Tell Repeal Act of 2010 a baseline was set whereby the attitudes toward homosexuals in the U.S. military can change (Ender, Rohall, Brennan, Matthews, & Smith, 2011). Heteronormativity therefore assumes a set of lifestyle norms that hold where people can be classified and categorised into distinct and complementary genders (male and female) with natural roles in life (Weiss, 2001, p. 134).

As stated above, according to the normative theory individuals who identify highly with a group are more likely to be influenced by the norms within the group. Therefore the individuals will display behaviours corresponding to the normative criteria of the group, and the rejection of minorities is conditioned by a person's cultural beliefs, social representations, and social norms. Attitudes and behaviour of individuals, including prejudice, can be ascribed to social norms (Teney & Subramanian, 2010).

2.3.2 Origin of heteronormative cultures

Various aspects could contribute to heteronormativity. Ashford (2010, p. 341) identified that it may be the result of an absence of skills, knowledge, tools, and resources to positively manage unspoken discrimination against homosexual individuals. Research by Teney & Subramanian (2010) indicates that schools, educational institutes, and peer groups can have an impact on diffusing social norms, such as tolerance toward minorities. Even though the South African Constitution and laws prohibit discrimination based on sexual orientation, heteronormativity is still a form of hidden oppression in businesses across the country. The concept of heteronormativity may be more present in some cultures than others. For example, it is seen as un-African to be a lesbian woman or a gay man (Sweet, 2009, p. 129).

By means of previous research, it can be argued that heteronormative cultures are unspoken of within organisations, due to the general perception that heterosexuality is the standard and normal custom. The socially constructed definitions of identity and behaviour form the basis of this domination and discrimination, and it is not taking into consideration the physical characteristics of the individuals (Offord, 2001, p. 162). Fleming and Sturdy, (2009, p. 569) commented on the neo-normative approach of organisations towards accepting individuals for who they are. According to this approach, employees are not just tolerated but are actively encouraged to be themselves within organisations. The previous comment is supported by Bains, (2007, p. 241) who stated that individuals who are more satisfied and have a freedom to express themselves, are more productive and give more of themselves to the organisation. These testimonials reflect the significance in the diversity perspective.

2.3.3 Effects of heteronormativity on homosexual individuals

When homosexual individuals choose to conceal their sexual orientation, they are imposing themselves to live a double life, which can have tremendous negative repercussions on the individual in terms of self-worth and identity (Schilt &

Westbrook, 2009, p. 451) and on the organisation as these employees may tend to spend a lot of time on developing and maintaining coping strategies. Non-disclosure can enhance privacy of individuals with the objective to avoid negative reactions, or it can drain an employee due to constantly having to maintain and manage a front (Evans, 2008, p. 371). The decision whether or not to disclose one's sexuality is one of the most important career decisions faced by a homosexual individual in the workplace (Day & Schoenrade, 2000, p. 357).

A high degree of heteronormativity in the culture of an organisation, with reference to values and accepted behaviour and beliefs, can be linked to increased conflict, lower levels of social integration and performance and a higher employee turnover (Concannon, 2007, p. 329). Individual expressiveness is the extent to which employees is encouraged to act and think alike, thus enforcing the heteronormative culture of the organisation.

Within organisations, stereotypical assumptions about "gay industries" influence the presumption of heterosexuality (Concannon, 2007, p. 329). According to Concannon, (2007, p. 328) certain occupations may be seen as either a masculine or a feminine position, such as positions in the military may be seen as more masculine than teaching positions. Gay men may for this reason be discriminated against in the military, as shown in Kier (1998, p. 25) based on their sexuality. Individuals are "judged" and placed into a specific description, without differentiation.

Homosexuals within an organisation can surmise the heteronormativity of their organisational cultures through the social norms that are adapted by their colleagues. Individuals may base their decision to disclose their sexual identity on these behaviours and accepted norms (Loftus, 2001, p. 765). Research indicates that positive outcomes can be recognised in the instance when homosexual individuals are open about their sexual orientation within their workplace. Some of the values: the employees are more likely to feel a psychological commitment towards their organisation, they might experience less conflict, feel less threatened and stressed, and engage more with their organisation and co-workers (Evans, 2008, p. 374). Homosexuals who feel that they have to live double lives because of

the incongruence between their homosexual identity and the accepted heterosexual identity within their organisations, experience increased stress because they spend a lot of their energy on coping strategies in order to manage and conceal their true sexual identity (Day & Schoenrade, 2000, p. 354).

From the preceding it is clear that the organisational culture (strength of the heteronormativity of the culture) and the person-environment fit (person-culture fit) are strongly related, which may lead to either positive or negative effects on either the individual or the organisation or both.

Within the next section, the various affective reactions will be described with the aim to identify whether affective reactions are influenced by organisational culture.

2.4 Affective reactions
2.4.1 Define affective reactions

Individuals are constantly exposed to stimuli and changing situations, whether it is in their work- or personal environment. Within organisations, employees from diverse backgrounds and various perspectives gather and strive to achieve the same organisational objectives, while abiding to the values, norms, and culture of the organisation. Employees differ in the manner in which they perceive these organisational circumstances, therefore affective reactions of individuals need to be studied. Most social and psychological phenomena occur as the result of repeated interactions between multiple individuals over time.

The APA Dictionary of Psychology defines the term 'affect' as the experience of feeling or emotion, and is a key part of the process of an organism's interaction with stimuli. The display of affect, for instance a facial, vocal, or gestural behaviour that serves as an indicator of affect, can also refer to affect.

Winkielman, Berridge and Wilbarger, (2005, p. 126) suggests that minimum processing, extensive perceptual and cognitive encoding, and subliminal stimuli are associated with affective reactions and added that affective reactions can be made

more rapidly and with superior confidence than cognitive judgements. This might initiate questions, such as, can affective reactions cooperate with other stimuli or situations and whether affective reactions can influence behaviour, either with conscious awareness or subconsciously. Andradel and Boven (2009, p. 707) indicated that individuals might experience affective reactions towards situations and stimuli that occur but also to situations and stimuli that do not arise. In this instance, the question will be how effectively individuals can predict and evaluate their affective reactions. When predicting affective reactions to events that do take place, individuals tend to overestimate the intensity (Buehler & McFarland, 2001, p. 1482) and duration (Gilbert, Pinel, Wilson, Blumberg, & Wheatley, 1998, p. 620) of their reactions (Gilbert & Wilson, 2007, p. 1353).

Some academics consider affect to be post-cognitive, thus affect occur only after a certain amount of cognitive processing of information has been accomplished, and is therefore based on prior cognitive processes. Other theorists disagree in that affect can be both pre- and post-cognitive, therefore thoughts are produced by initial emotional responses, and affect are produced by the thoughts (Andradel & Boven, 2009, p. 707).

As formerly noted, organisational culture refers to shared, socially maintained patterns of beliefs and values that support individuals to understand their organisational experiences (Harris & Mossholder, 1996, p. 529). The research study aims to explain how the strength of a heteronormative organisational culture influences the affective reactions of homosexual employees. Although it is anticipated that the culture of an organisation will have implications for homosexual individuals' affective reactions, research only recently begun to examine the implications of individual-culture resemblance for affective reactions such as work engagement, overall satisfaction, and organisational citizenship (Harris & Mossholder, 1996, p. 531). When investigating the possible influence that organisational culture can have on affective reactions, it is important to note whether the culture is stable or in the process of transformation, as this process might influence employees' affective reactions. Studies such as Odom, Box and Dunn (1990); Quinn and Spreitzer (1991); Cameron and Freeman (1991); Sheridan (1992)

and O'Reilly, Chatman & Caldwell, (1991) as described in (Harris & Mossholder, 1996) indicates that the culture of an organisation has an effect on the affective reactions of the individual employees. Some of the affective reactions that tested positive for influences from an organisational culture are job satisfaction, organisational commitment, intentions to stay, and lower intention to turnover.

Within the following two sections, the affective reactions that will be explored in the study, work engagement and job satisfaction, will be described. Each affective reaction will be defined and a short description of how the affective reaction relates to individual behaviour within an organisation will be provided.

2.4.2 Overall individual and job satisfaction in organisations

Satisfaction in general refers to the appraisal between what individuals expect and what they truly receive in terms of specific experiences. Satisfaction leads to individuals measuring the fulfilment of their individual needs and wants (Huang & Van de Vliert, 2003, p. 163). This is also true for job satisfaction according to Edwin A. Locke's Range of Affect Theory, (1976), cited in (Gilbert & Wilson, 2007) which describes the relationship between what employees want from their jobs and what they receive. It also reflects the total amount of value that an employee places on a specific aspect of their job, for example flexi time, that moderates the level of satisfaction/dissatisfaction the individual receives when the expectation is met/not met.

Job satisfaction is the term used to define how content employees are within their organisation with relation to their emotional state (emotion, beliefs, and behaviours) as a result of an evaluation of their career (Montoya-Weiss, Voss & Grewal, 2003, p. 449). Satisfaction is measured in terms of how favourable employees view and appraise their work (Rosete, 2006, p. 9). Satisfaction is considered to be a strong predictor of the overall well-being of individuals (work-life balance) and their productivity levels (Drew & Murtagh, 2005, p. 264), and individuals' decisions to leave the company (turnover) (Volkwein & Zhou, 2003, p. 149).

Two models of overall satisfaction will be defined and evaluated with the intention to highlight the different thinking styles regarding overall individual satisfaction. The different models serve as foundation to assess which primary factors contribute to overall satisfaction in individuals. A job satisfaction model will be identified once the description of the overall satisfaction models was concluded.

The first philosophy of overall individual satisfaction that will be described is Maslow's hierarchy of needs theory (a motivational theory) which was a great contributor to the job satisfaction theory. In 1943 Abraham Maslow wrote the paper '*A Theory of Human Motivation*' in which his theory explained that individuals seek to satisfy five basic needs in their life time. From the lowest level of the hierarchy: Physiological, Safety, Social, Self-esteem, and Self-actualisation. Maslow's theory received criticism on the grounds that the ranking in which he described the needs and the hierarchal displaying of the needs cannot be proved, because individual needs cannot be ranked on a hierarchy (Manfred Max-Neef, Wahba & Bridgewell) cited on (Abraham, H. Maslow: The official site). Their research indicates that the perspective of self-actualisation can be described as ethnocentric, and that a sample of 100 individuals cannot be generalised to the broader society with confidence.

A second viewpoint of overall individual satisfaction was described by Judge, Bono, Erez, and Lock (2005) who presented the Core Self-evaluation Model. This model determines an individual's disposition towards overall satisfaction in four segments: Self-esteem (value one places on oneself), General self-efficacy (belief in one's own competence), Locus of control (belief that one has control over own life, as opposed to external factors) and Neuroticism.

Hackman and Oldham's Job Characteristics Model (1975) investigates how particular job characteristics impact on individual job outcomes, such as job satisfaction. Five core job characteristics namely Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback impact on experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results. These three central psychological states in turn influence work outcomes such as job satisfaction and work motivation. The combined results of the five core job

characteristics give a score for a particular job, which indicates the likelihood that this job affects an employee's attitude and behaviour.

The manner in which overall satisfaction and job satisfaction are closely related can be experienced by means of the influence that job satisfaction has on the overall satisfaction of employees. Experiences within a business milieu can impact the quality of the working life of the employees with respect to general well-being, stress at work, control at work, home-work interface, and working conditions (Drew & Murtagh, 2005, p. 267). According to Wharton, et al. (2000, p. 68) job satisfaction is influenced by concepts such as management style, culture, employee involvement, empowerment, autonomy, and acceptance. In this study, superior-subordinate communication is an important aspect in determining the level of job satisfaction of homosexual employees as the behaviour of a supervisor can either positively or negatively affect the employee's job satisfaction (Hebl, Foster, Mannix & Dovidio, 2002, p. 816). The behaviour can be verbal or non-verbal and can also manifest in the culture that the manager enforces upon the employees.

Two models that can be identified of how emotion link to job satisfaction:
First, *Emotional Dissonance Model*: discrepancy between public displays of emotions and internal experiences of emotions (Volkwein & Zhou, 2003, p. 150). This is associated with high emotional exhaustion, low organisational commitment, and low job satisfaction (Volkwein & Zhou, 2003, p. 152). Second, *Social Interaction Model*: personal encounters with other employees affect job satisfaction (Volkwein & Zhou, 2003, p. 152).

According to the preceding two models, one can assume that how an employee feels about their job is indicated by their level of satisfaction, which in turn can be a predictor of work behaviours such as organisational citizenship and turnover or work engagement. When homosexual employees hide their identity in the workplace, they might experience inconsistency in terms of what they say, how they behave, and how they react to situations. The heteronormativity of the organisation might hinder them to honestly express themselves, which may result in lower job satisfaction levels. In the instance where homosexual employees are exposed to their co-

workers remarks or jokes about homosexual individuals, they might tend to be less satisfied with their working environment should they find the behaviours of their co-workers offensive. The two job satisfaction models can be combined: when homosexual individuals are exposed to remarks about homosexuals, and they experience that they cannot express their feelings towards the situation in fear of repercussions, the satisfaction of the individuals might diminish.

Taking the abovementioned justification into account, the following section aim to highlight how job satisfaction links to work engagement. A useable definition of the term work engagement will be provided and the contributors to the term 'engagement' will be identified. The factors relating to the level of work engagement will be made visible.

2.4.3 Work engagement

Reducing turnover, increase retention, deciding on training methodologies, and justifying cost, are all concepts that can be related to work engagement. Several definitions can be found for the concept of work engagement, originating from different scopes and focuses. Engagement can be used in conjunction and in comparison with different terms, such as organisational commitment, values, vision, job role, and expression of self in the role (Zigarmi, Nimon, Houson, Witt, & Diehl, 2009, p. 304). Their research also indicates that practitioners are interested in using the corporate strategy or imperatives to advance employee engagement, as a tool for generating enhanced efficiency and a competitive advantage.

The first definition to be found in the literature of engagement, describes how people use "varying degree of their selves, physically, cognitively, and emotionally in work role performances" (Zigarmi et al., 2009, p. 302). Three different types of engagement can be identified in the literature: *Trait Engagement (Cognitive):* orientation to experience the world from a particular point of view; *Psychological State Engagement (Emotional):* the interactive engagement, such as satisfaction, involvement, and commitment and *Behavioural Engagement:* the extra voluntary efforts of employees (Gill, 2010; Johansen, 2007).

Zigarmi et al. (2009, p. 308) is of the opinion that the definition of work engagement should incorporate the three components, cognition, affect, and behaviour. *Cognition* refers to the belief-state of psychological identification, where employees assess and make a judgement about the need-satisfying ability of the job or organisation. *Affect* refers to the positive state of mind, enthusiastic, satisfaction, absorption, and emotional components of engagement. It is where work engagement is equated to satisfaction. The *behavioural* aspect has often been associated with discretionary effort, satisfaction, profitability, organisational citizenship behaviour, retention, role expansion, proactive behaviour, and individual health or well-being. The model below is an indication of work engagement, or work passion model as Zigarmi et al. (2009, p. 310) referred to it.

Figure 3: Work Passion Model
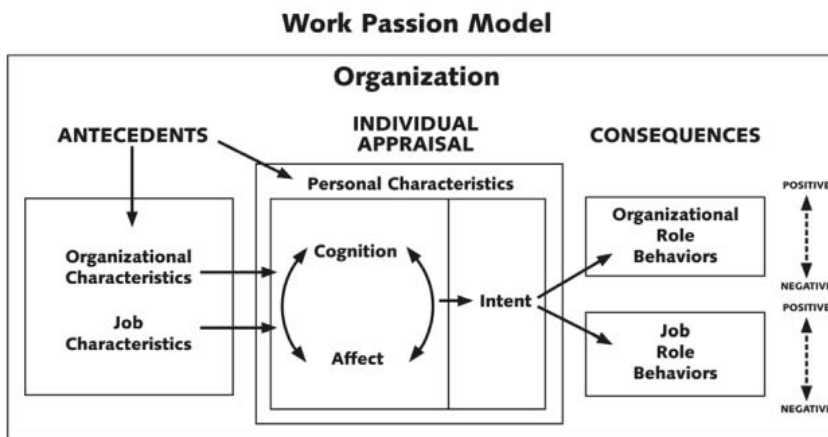
"Employee work passion is an individual's persistent, emotionally positive, meaning-based, and state of wellbeing stemming from reoccurring cognitive and affective appraisals of various job and organisational situations that result in consistent, constructive work intentions and behaviours"

Work engagement: "Individual's involvement and satisfaction as well as enthusiasm for work" in Zigarmi et al. (2009, p. 305). This definition of work engagement links job satisfaction to engagement as seen in the previous section, employees who experience their job as meaningful might have higher job satisfaction levels than employees that do not experience their working environment and relationships as meaningful. This statement is supported by Scroggings, (2008, p. 57) who implied that the combined approach of a person-job and person-culture fit, is an indicator of

what meaningful work is, and is related to important outcome variables valued by organisations, such as an increase in the performance of workers, and higher retention levels. It is for this reason that recruiters should be frugal and wise when making decisions regarding selection and recruitment, and the retaining of qualified and motivated employees.

Individuals spend a lot, if not most of their time in their working environment and recent research indicates that individuals started to revaluate their lives, work, and their organisation's culture to determine whether they feel satisfied (Scroggins, 2008, p. 57). According to the studies cited in Scroggins (2008) employees require that their jobs provide them with significance, in the form of internal satisfaction and meaning as well as external rewards. Maintaining this standpoint, a critical factor to employee engagement, performance, and turnover is meaningful work experiences. Furthermore, employees, "who are highly engaged in their work, are almost twice as likely to remain members of the organization and to engage in discretionary or organizational citizenship behaviours" (Scroggins, 2008, p. 58).

A clear link between the two affective reactions that are examined within this study is visible from the preceding statement as it incorporates the two affective reactions. Individuals, who are satisfied with their working environment, might experience meaningfulness that can lead to work engagement, and this might create organisational citizenship behaviour. Therefore, homosexual individuals who experience satisfaction within their working environment, previously described as person-environment fit, may be inclined to be more engaged with their job and organisations, leading to higher levels of organisational citizenship behaviour. Scroggins, (2008, p. 58) indicates that research consistently highlight that applicant-job and applicant-organisation fit, are related to numerous perceptions and attitudes in terms of employees' work experience, both in the pre- and post-entry stage of employment. The Hackman and Oldham Model presented in the previous section of job satisfaction, relates to the concept that employee satisfaction is linked to meaningfulness, and therefore to work engagement.

Work engagement can be associated with numerous requirements of organisations from their employees, such as higher productivity levels, more profitability, healthier employees, lower turnover, accountability, and eagerness to engage in voluntary efforts (Johansen, 2007; Zigarmi et al., 2009). Zigarmi et al. (2009, p. 301) pointed out that there is controversy in the definition and practicability of describing work engagement. They stated that adjustment and conceptual differences among individuals heighten the difference and that there is a wide gap between research and practice.

Work engagement can be seen as a persistent positive state of attachment or engagement characterised by high levels of activation and pleasure, which links to work passion, organisational commitment, and job involvement. Engagement seen from a well-being point of view is defined as a positive, fulfilling work-related state of mind that is categorised by vigour, dedication, and absorption (Zigarmi et al., 2009, p. 302). Individuals who express their preferred self within organisations, through executing their task behaviours that promote relationships with their co-workers can therefore be described as engaged employees.

The following conclusion is derived from the above-mentioned literature. Individuals who experience meaningfulness, (such as a return of investment of the self in role performance), safety (in that one reveal oneself without fear or negative consequences to self-image, status or career) and, availability (possessing physical, emotional and psychological resources necessary to complete tasks) are more likely to become engaged with their workplace than individuals who lack these attributes. This definition includes the three contributors to work engagement, and indicates that it might be beneficial to measure the culture of an organisation at the individual level, to assess the individual level of engagement.

According to literature hitherto, the authors identified engagement as part of individual well-being characterised by dedication. People who have a positive attitude and believe in what they do, and feel valued for their contributions, tend to remain with the organisation due to their commitment to an individual, a group, or values within the organisation. Engagement is a psychological decision on individual

level to adapt and engage with the organisation and it results in a set of behaviours. This term should not be confused with organisational citizenship behaviour, which manifest outside the primary area of individual responsibility. Engagement might lead to organisational citizenship behaviour, but the major differentiating factor is that the focus of work engagement is on the main responsibility of a job.

The terms organisational citizenship behaviour and engagement are commonly mistaken as similar ideas. Work Engagement deals with the individual level decisions that describes that employees engage cognitively, emotionally, and behaviourally with the organisation. Organisational citizenship behaviour explains behaviour that individuals pursue that is beneficial to their organisation. It includes individual behaviours or contributions, which cannot be explicitly or directly linked to the formal reward system of an organisation or the role requirements of the job agreement. Work teams and the organisation gain from these behaviours, as it contributes to the overall productivity, effectiveness, and efficiency of the team and/or organisation (Nielsen, Hrivnak & Shaw, 2009, p. 557).

Zigarmi et al. (2009, p. 306) warned that engagement overlaps with well-established constructs such as organisational commitment, job involvement, and job commitment and individuals should include these and possibly other concepts when defining or using the term work engagement – in order to hold greater empirical utility for predicting individual work behaviour. Within this study, the focus will only be on job involvement.

2.4.4 Linking affective reactions to Heteronormativity

Organisations play a vital role in sustaining social responsibility. Everyone has duties in the society and the influence of one entity on another can have tremendous consequences (Hahn, 2008, p. 319). In essence, organisations should adhere to two types of rights, positive and negative. Positive rights, also known as active rights, refer to the rights that are applicable to every human being. Negative or passive rights, refer to the rights that should prevent behaviour that may harm basic human rights. It is clear that the corporate responsibilities can now be presumed

from both an individual and an organisational level (Hahn, 2008, p. 319). Organisations do not only have the responsibility to prevent that harm is done to their employees; they should also promote and propagate their rights. Heteronormativity goes against the basic right of freedom of speech and behaviour for certain individuals, such as homosexual individuals. Organisations should for this reason, actively encourage fair and just treatments of all their employees, should they wish to comply with the unwritten social responsibility role that underlies corporate dealings.

Person-environment fit, especially person-organisation fit, is an significant indicator of positive outcomes, such as job satisfaction, work engagement, and organisational citizenship behaviour and negative outcomes, such as propensity to leave – high staff turnover. In the research of Chiang and Birtch, (2010, p. 634) the relationship between work attitudes and person-organisation fit is studied from an interactionist perspective. According to this perspective employees' work attitude and behaviour are elements of individual and environmental characteristics. This link to the culture of an organisation, in that interaction verifies and reinforces the beliefs and expressed behaviours of individuals within the organisation. Individuals can for this reason, either expresses their needs and receives the opportunity to fulfil their needs, or individuals can be prohibited from expressing and fulfilling their needs. This perspective shows that the culture of an organisation can influence individuals' behaviour, which refers to the actions and contributions of individuals in addition to their required role responsibilities. A question that emerges is whether individuals who experience their culture as inhibiting, such as heteronormative cultures, will engage in organisational citizenship behaviour therefore experiencing job satisfaction and work engagement?

A question that springs to mind is whether there is a connection between individuals' sexual orientation and organisational behaviour, be it work engagement or job satisfaction. A study done by Brenner, Lyons, and Fassinger (2010) found that homosexual individuals spend comparatively more time at work being self-focused than their heterosexual colleagues. Additionally, for example when a gay man (undisclosed) is in the company of a heterosexual group of men, he might also feel more anxious about his "self-worth", which can enhance the amount of self-focused

energy because he can consider himself to be an outsider due to environmental factors. When homosexual employees focus on hiding their identity in fear of repercussions, less time is spent on doing the actual work (Brenner et al., 2010, p. 13).

2.5 History of sexual orientation in South Africa

Literature captured various perspectives and assumptions from the diverse viewpoints of individuals who attempted to explain the phenomenon, homosexuality. A great deal of this literature was written by heterosexual individuals who tried to explain and comprehend the occurrence of this type of human behaviour. In earlier years, emphasis was placed on the view that homosexuality is 'unnatural' and 'wrong', that no individual is born as a homosexual and it was a chosen lifestyle. Concern regarding the amount and quality of input from the homosexual group is evident – as seen in later studies confirming that homosexuality is not a choice but a born identity. Only in later years did individuals from the homosexual group begin to transcribe their experiences and perspectives on the phenomenon of individuals' sexuality. It is important to consider whether this was a case of controlling the publication of certain writers and/or topics, or whether individuals who form part of this group did not strive to write about the phenomenon.

The trend identified in the literature about homosexuality was, and sometimes still is, negative towards these individuals. However, studies were identified in which some writers aimed to highlight the prejudice and discrimination, based on stereotypes connected to these individuals, with the aim of giving recognition to the homosexual group as individuals with equal status in society. Current literature on heteronormativity is limited; therefore references will also be made to literature older than 10 years.

According to research done by Sanders, (1997, p. 105) South Africa was the first country in the world with a constitution which explicitly outlawed discrimination on the basis of sexual orientation. The constitutional assembly regarding the matter was in May 1996, and came to force on 3 February 1997. The relevant section in the 1993

South African interim Constitution is section 8 – equity: "(2) *No person shall be unfairly discriminated against, directly or indirectly, and, without derogating from the generality of this provision, on one or more of the following grounds in particular: race, gender, sex, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture or language*". This section was adopted in the new Constitution in 1996, section 9. November 2006, the Parliament voted 230:41 for a bill allowing same-sex marriages. South Africa was the fifth country in the world to legalise same-sex marriages on 1 December 2006. The improvement of homosexual rights does not necessarily mean that the entire population has become more tolerant or more respectful towards homosexual individuals. Negative attitudes are can still be high among social groups (Teney & Subramanian, 2010).

Early research on homosexuality focused on the psychoanalysis of the individuals, descriptions of the term, and providing remedies to cure homosexual individuals (Davenport, 1972; Friedman & Downey, 1993; Remafedi, 1985; Woggon, 1981). A great deal of the research found, focused on HIV / AIDS and associates the medical condition with homosexuals. The description of homosexuals ranges from being adulterous to sinners and to the hosts of evil spirits. Homosexuality was seen as a crime, punishable by law, and specifically in South Africa, homosexual individuals, if identified, faced up to seven year jail time. During the 1960' to the late 1980's, the South African Defence Force forced the white homosexual, both gay men and lesbian women, to undergo various medical "cures" for their sexual orientation. One of these procedures was a sex change operation. In 2003, a film entitled, *Property of the State*, investigated and described the treatment of the homosexuals in the South African military.

2.5.1 Gays and lesbians in the workplace

Research, using various approaches, has examined the experiences of homosexuals in the workplace. An interesting approach was that of Ragins et al. (2003, p. 45) who examined the effects of gender and race on sexual orientation discrimination, and the resulting decision of disclosing one's sexual identity within the workplace. The results indicated that homosexual employees are equally inclined to

disclose their identity, but that gay men of colour are less expected to come out in their work environment. Furthermore they found that male supervisors are more inclined to support the idea of heteronormativity. They made reference to the rather high level of discrimination that homosexual employees experience within their organisations, with a staggering number of between 25% - 66%.

The study of Button, (2004, p. 471) indicates that most of the homosexual employees are not noticeably different from the mainstream population, and therefore they face the decision to be honest about their sexual orientation, or to hide it, or creating a false identity supporting a heterosexual identity, or only to reveal it to certain individuals who they deem appropriate. This continuous self-editing and half-truths may cause the homosexual employees to distance themselves from their colleagues in order to avoid the subject of their true sexual identity, which can make them appear rude or unwelcome. Croteau, Anderson, and Van der Wal (2008, p. 533) referred to the four strategies as mentioned by Button (2004) as Passing (acting to be heterosexual, creating false heterosexual relationship), Covering (conceal sexual orientation), Implicitly out (honest about personal life in such a manner that others suspect homosexuality, not explicitly assuming a homosexual identity, referring to one's partner without indicating that the individual is a relationship partner), and Explicitly out (embracing a lesbian or gay identity, it is clear to others). Ragins (2008, p. 196) identified that there are consequences that homosexual employees might face if they reveal their sexual identity and that they for this reason weigh the costs (social isolation, status loss, prejudice reactions, and discrimination) and benefits (feelings of authenticity, self-congruence, affirmative social and institutional support) of disclosing their invisible social identity in the workplace. She continued to state the "disclosure is seen as psychologically optimal unless the potential costs of stigmatization in the work environment are so great that self-protection through nondisclosure is needed". As can be seen from the abovementioned literature, in general, most of the research found on homosexual employees focused on the decision whether or not they want to disclose their sexual identity in their work environment and the resulting costs or benefits.

The 'pink ceiling' or also know was the 'lavender ceiling' (Van Laer, 2011, p. 3) indicates that homosexual employees experience similar obstacles as other 'traditional diversity groups'. According to Van Laer (2011, p. 3) "Lesbian and gay employees might face termination of employment, verbal or physical harassment, as well as other forms of heterosexism or sexual prejudice". Once again reference was made to the invisibility of the homosexual minority group. The decision of homosexual employees to reveal their sexual identity are said to be strongly influenced by, "interactions with others, and the expectations, pressures and behaviour of their co-workers" (Van Lear, 2011, p. 3).

Referring to the earlier section on organisational culture, the link between the different cultures and therefore the ample levels of gender- and sexual equality can now be described. A culture of an organisation set the standard norms and values, as seen previously, and therefore each organisation will differ in the openness and acceptability of homosexual employees as equal members of the organisation. Various factors contribute to the development of organisational culture and for this reason it can be a tough subject to change or remove some aspects from the employees' minds. Culture develops over a time and the beliefs do not have the inclination to change overnight – thus some organisations are still vary of homosexuals functioning as 'normal' heterosexual employees. An article by Zigarelli, (2009) explicitly pointed out the discrimination that sometimes still happen in organisations against homosexual individuals, during the application phase, prior to any employee – employer relationship.

In contrast to the previous statement earlier research point out that some changes have been taking place in the "gay-friendly" environment of organisations. An article in the *Advocate by Quittner* dated October 29 2002, suggested ten companies where homosexual employees can go work without fear of discrimination, because the culture of these organisations are extremely open to all individuals, especially homosexual individuals.

A considerable amount of the literature in South Africa of homosexuals in the workplace either focuses on HIV or AIDS, or the discrimination against these

individuals (Anderson, 2007, p. 124; Nel & Judge, 2008, p. 19). Studies also focus on the perspective that it is un-African to be homosexual, with some controversies in this regard where some parties actively fight against this view to promote equal rights (Jara, 1998). Studies that focus on the positive impact an open culture can have on the organisational outcomes could not be found. Most of the research done on these topics and on heteronormative cultures is in the USA context and in Europe. Consequently empirical research on the topic of a heteronormative culture and the effects thereof on homosexual individuals are virtually non-existent in the South African context.

2.6 Summary

The literature offered the grounds for the research study as the overarching theme was described, namely culture within organisations. Descriptions of various fits within a culture were identified under the term person-environment fit and it was linked to the description of heteronormative cultures within organisations. The term affective reaction was described which lead the way into the two different reactions that the study aim to investigate – job satisfaction and work engagement. Sexuality/sexual orientation was described and the target population – homosexual individuals – was identified. The various sections were interlinked using descriptions of how one aspect might lead to the other.

In sum, the review suggests there is very little empirical research in South Africa on the influence of heteronormativity on the affective reactions of homosexuals. The literature does suggest, however, that homosexuals encounter discrimination in the workplace as well as challenges in fitting into heterosexual organisation cultures that dominate in most organisations. Further, research suggests heteronormativity can have a negative effect on the affective responses of homosexuals.

The subsequent chapter will illustrate the methodology used in the study.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Introduction

An academic framework of the themes within the study were described in the previous chapter and thus provided an overview of the background information. The literature obtained indicated that there is a need to explore heteronormative cultures and the possible influence it can have on the affective reactions of homosexual employees within a work environment. Literature written by homosexual individuals on their experience within their respective work environments are limited which contributes to the narrow perspectives found in the literature. Organisations can use the information of this study to identify the influence that an organisation culture can have on individuals, specifically homosexual employees.

The mixed methods research methodology implemented in the study is discussed in this chapter. The paradigmatic approach, the research design and process of the study, as well as the method used - Sequential Explanatory Strategy are described. The three questionnaires used will be discussed in detail as well as the method of establishing the qualitative interview questions.

3.2 Purpose of this study

The main purpose of this study was to assess whether a heteronormative culture exists and if so, if it has an influence on the affective reactions of homosexual employees working within the Gauteng Region, more specifically Johannesburg and Pretoria. The personal experiences of homosexual employees were investigated to verify the outcome of the main purpose. The secondary purpose of the research was to establish the content validity and reliability, and factor stability of the HABS and UWES questionnaires in a South African context.

3.3 Research design

To effectively report on the main purpose of the study as well as finding answers to the hypotheses stated, two methods were identified and combined. The quantitative and qualitative measures chosen for this study represent parallel but complimentary components of the research process. An advantage of mixed methods as stated by Saunders, Lewis, and Thornhill (2009, p. 153), is that different methods can be used for different purposes in a study. The reason for implementing a mixed method in the study is to gain further understanding of the relationship between perceptions of heteronormativity and the affective reactions of homosexual employees. This approach allowed for an exploration of a relatively understudied phenomenon in the South African workplace.

Two phases are therefore identified: firstly quantitative data gathering and analysis and secondly qualitative data gathering and analysis. The results produced by the first phase (general overview of the research problem) will highlight whether a relationship between a heteronormative culture and affective reactions, work engagement and job satisfaction, does exist. This is followed by the second phase (refine, explain, or extend the general picture) where the possible relationship found during the first phase will be explored and verified.

Additionally, the decision regarding the selection of participants is explained and choices are motivated. Limitations of the method used will be pointed out, subsequently reasons that justify the use of the method is provided. The ethical considerations regarding the method are discussed as a closing to the chapter.

Johnson, Onwuegbuzie & Turner, (2007, p. 120) described the mixed method design as *"…research that uses mixed data (numbers and text) and additional means (statistics and text analysis) to either discover threats for validity or gain a deep understanding of the phenomenon being studied".* A mixed research method makes use of both deductive (quantitative) and inductive (qualitative) scientific methods, has multiple forms of data collecting, and produces diverse and pragmatic reports. These definitions highlight the fact that by employing both the quantitative and

qualitative research methods, several possible applications of the mixed methods approach is possible.

3.4 Paradigmatic Perspective: Mixed Methods

The pragmatic research paradigm that underlies this study shows that a mixed methods approach, a sequential mixed method, is implemented during the data gathering and analysis stages. This strategy of inquiry triangulates the data sources by means of congregating and integrating the qualitative and quantitative methods (Creswell, 2009, p. 205). Creswell, (2009, p. 14) described the process as "elaborating on or expanding on the findings of one method with another method". Quantitative methods were used during the first phase to collect and analyse the data. This involved the distribution of a self-administered questionnaire to the sample population. A small group of individuals, who volunteered during the first phase to take part in the qualitative phase, was then interviewed in a semi-structured manner during the second stage of data collection and analysis. The expectation was that the responses of the participants gathered during the qualitative stage will enhance the understanding of the quantitative data.

3.5 Sequential Explanatory Strategy

This approach highlights the fact that the quantitative data can be enriched, interpreted, and explained by means of the qualitative data and the advantages of both approaches (quantitative and qualitative) were utilised. Denscombe, (2008, p. 280) said that this strategy is "…*especially helpful when unexpected results arise from a quantitative study*". This approach is relatively straightforward because the steps fall into clear, separate stages and the describing of the data is easy to report (Creswell, 2009, p. 209). A drawback of this strategy is the length of time involved in gathering and analysing the data of the two different phases.

For the purpose of this study, the Sequential Explanatory Design was the most appropriate of the six major mixed methods models, as the data had to be collected in stages (phases) in a consecutive manner. This decision was based on and

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supported by previous studies where mixed method approaches were used to study the chosen population (Carrico, Antoni, Weaver, Lechner & Schneiderman, 2005; Clark, 2010).

The secondary qualitative data will be used to support the core quantitative data, thus it will build on the results of the preliminary quantitative data (Creswell, 2009, p. 208). This procedure is known as *connecting* a secondary form of data within a study with a different form of data as another database. As a result this research study has two databases, which are separate but connected: in the first phase, a concept is tested, followed by a detailed exploration of a few individuals. The participants for the follow-up phase, qualitative data collection, are identified based on the results of the first quantitative phase (Creswell, 2009, p. 211). This study is presented by the following mixed method notation (Creswell, 2009, p. 209). Figure 4 provides a diagram of the Sequential Explanatory design:

Figure 4:   Sequential Explanatory Design

SOURCE: Adapted from Creswell (2009)
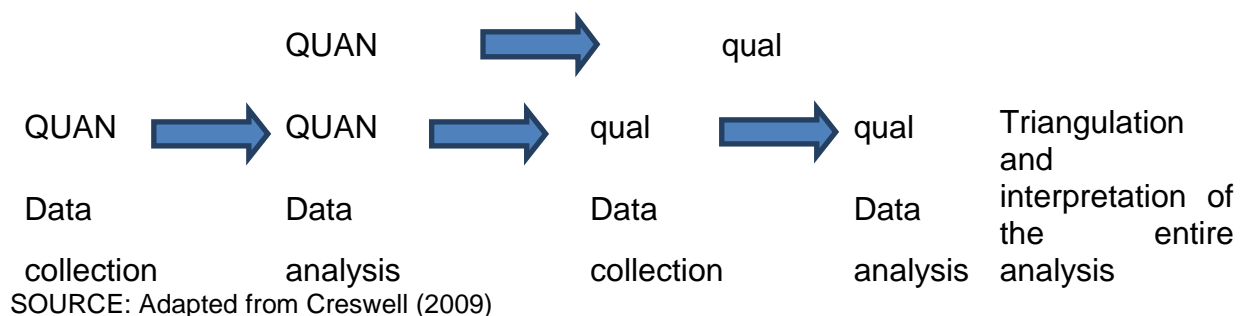
3.6 Benefits of Mixed Methods

Mixed methods research combines the strengths of both quantitative and qualitative research methods in order to answer more complex research questions and/or problems (Creswell, 2009, p. 205). This approach will therefore also balance the weaknesses of single methodologies. Weaknesses such as small sample sizes, inability to generalise to the broader society, and researcher bias due to own interpretation found in qualitative research, are overcome with the implementation of mixed methods. In quantitative research the environment is controlled and therefore no further investigation into the surroundings is possible – hence a mixed method

increases the strength of a study as exploration is possible within in qualitative research. Sale and Brazil, (2004, p. 352) described mixed methods as *"…a way to come up with creative alternatives to traditional or more monolithic ways to conceive and implement evaluation".*

3.7 Challenges of Mixed Methods

Despite the positive traits, several limitations and challenges are clear. These may include the need for extensive data collection procedures, novice researchers trying to pursuit from the stage of beginner to expert in methodological procedures, the length in time necessary for analysing two different datasets, both numeric and text, and the prerequisite that the researcher should be familiar and comfortable in using both research methods (Creswell, 2009, p. 216).

3.8 Methodology

Figure 5: Research Design

Research Design	
Sequential Explanatory Design	
PHASE 1	**PHASE 2**
Questionnaire	**Individual Interviews**
Design of Questionnaire	
Purposeful selected Pilot Study	
Purposeful snowball selected sample	
Implementation of Questionnaire	
Data analysis & interpretation	
Result discussion	
Purposeful Selection of interviewees	
	Design interview framework
	Interview candidates
	Data analysis & interpretation
	Result discussion
Connect results / triangulate findings	
Discussion of findings	
Conclusion	
Summary & Recommendations	

A pilot study of the questionnaire was implemented prior to the data gathering phase, to determine whether modifications were necessary before rolling it out to the

population. After the necessary changes were made, the questionnaire was published online as well as distributed in hard copy to the sample population. During this phase, bibliographical information was gathered. The outcome of the first phase functioned as the framework for the formulation of the questions of the second phase. The intention of the second phase was to draw attention to and enhance the results found in the first stage of the study.

3.9 Pilot Study

Ten individuals partook in the pilot study, five lesbian and five gay individuals. The suggested minimum number of respondents for a student questionnaire is 10 (Saunders et al., 2009, p. 394). Whilst completing the questionnaire, the respondents were monitored to establish whether they had any difficulty reading or understanding the questions. The individuals were asked to comment on the presentation of the questions and whether they experienced any uneasiness while answering the questionnaire. Supplementary questions were added to the questionnaire used in the pilot study, in order to gather additional data regarding the layout and wording of the questionnaire. Additional comments were also requested.

Below is a summary of the results of the pilot study.

1. *Time frame for completing the questionnaire*

   It took the respondents between 13 and 20 minutes to complete the questionnaire - therefore an average of 16 minutes.

2. *The clarity of the instructions*

   Only one of the respondents commented on the difficulty level of the language used in the instructions. It was later established that the respondent was completing the questionnaire in their 3rd language.

3. *Any unclear questions*

   Respondents read and answered the questions without any difficulty and no negative comments were made regarding the layout and wording of the questions. The general perception was that it was easy to complete the questionnaire due to the relatively short answers that were given as options, and they felt relaxed.

4. Major topic omission

No comments were received regarding omissions.

5. Layout: clear and striking

The layout was clear. Respondents commented that the Organisational Citizenship Behaviour (OCB) part of the questionnaire was extremely long. They lost concentration at times while completing the OCB scale. This part of the pilot questionnaire was removed from the research study.

6. Other comments

Some respondents commented on the exclusion of bisexual and transgender individuals.

The validity of the questions and the content and face validity was established as well as the likely reliability of the data that will be collected in the research study. Regarding the face validity, the respondents commented that the questionnaire is clear in what it intends to measure, as the different scales are clearly identifiable within the questionnaire. The questions under each heading were described as clear and to the point, and relate to the overhead topic. According to the respondents the subheadings' topics are well covered.

3.10 Research Instruments

3.10.1 Quantitative data collection: Questionnaire

The aim of the questionnaire as the primary data collection measure was to establish the current attitudes, beliefs, ideas, perceptions, and opinions of the sample population. Questionnaires are an economical way to collect quantitative and objective data from a potentially large number of respondents and it allows statistical analysis of the results. The environment in which the questionnaires are administered and completed cannot be controlled, consequently the validity and accuracy of data depends on the honesty of the participants. The design of the questionnaire supported confidentiality and the protection of the identity of the participants, which in turn could possibly enhance the honesty with which the participants complete the questionnaire. The privacy of the identity of the participants was of upmost importance throughout this study.

Another advantage of using a questionnaire was that participants could complete the questionnaire in their own time, as it was available online and hard copies were distributed to various organisations which made it available to participants. A big disadvantage of this method was that control could not be exerted over the completion of questionnaires. Uploading the questionnaire online was an inexpensive, far reaching, quick, and environmentally friendly manner to distribute the survey. The downfall was that individuals could not be assisted when they had questions or issues regarding the survey. However, completing a survey without the researcher being present, can enhance the quality of the results as the respondents are not affected by the researcher's opinions/bias. Another negative factor was that this approach resulted in a low response rate, as individuals did not share the same urgency as the researcher to complete the survey.

The questionnaire is in the form of multiple-choice questions, scored on a closed Likert scale format. In this research study, three well established questionnaires was combined into one questionnaire in order to measure three different concepts – heteronormative culture, job satisfaction, and work engagement. The questionnaire is indicated in Appendix A.

The online questionnaires were distributed via email, uploaded on Lime Survey and posted on internet sites of associations for homosexual individuals, such as COLBIA and various Facebook groups. Hardcopy questionnaires were distributed at churches for homosexual individuals (Pretoria East, Bayetsha in Pretoria, and Die Kapel in Melville) and LGBT associations (OUT in Pretoria). The content and instructions for completing the questionnaire were explained verbally to the persons responsible for the distribution of the hard copy questionnaires at abovementioned places. Non-verbal reactions of respondents could therefore not be observed.

3.10.2   Quantitative measures for the study
3.10.2.1 Heteronormativity

The Heteronormativity Attitudes and Beliefs Scale (HABS), developed by Janice Mary Habarth in 2008 in Michigan, was used to determine the perceived level of

heteronormativity within the cultures of organisations. This instrument, consisting of 16 items, has two hypothesised factors: (1) essential and binary beliefs about gender and sex – adapted from Tee and Hegarty, 2006 and (2) normative behavioural expectations for men and women in romantic or sexual relationships (Habarth, 2008). The instrument measures individuals on two factors: (1) beliefs and assumptions that people are heterosexuals unless they indicate otherwise, and (2) beliefs and attitudes about the social and personal benefits of heterosexuality. The questionnaire therefore measures the perceived heteronormativity of the respondents' organisational culture, based on their responses in the questionnaire. The questionnaire consists of 16 descriptive statements each with a seven point rating scale: strongly disagree; disagree; slightly disagree; exactly neutral; slightly agree; agree; strongly agree. These statements reflect the respondents' views of how the individuals consider the heteronormativity in the organisations where they work. The strength of the heteronormative culture is assessed based on this questionnaire.

Validity and reliability

Habarth has calculated mean scores for every person who responded to at least six of the items in a given subscale. Eight items were pre-identified by the researcher for which a reverse-score must be applied before calculating the mean scores. A Varimax rotated factor analysis of the 38 items revealed the Eigenvalues of the items and the accountability of the items on the variance. Only items with factor loadings of at least 0.5 (absolute value) were included in the final scale. A 16-item measure of heteronormativity with a balanced negative/positive wording resulted. Two scales with eight items each was developed for the pilot study, labelled gender-as-binary (α = 0.92) and normative-sexual-behaviour (α = 0.78), and these scales reflected the two predicted components of heteronormativity. The internal reliability of the study was similarly high (α = 0.85, gender-as-binary; α = 0.86, normative-sexual-behaviour).

A factor analysis, to establish the acceptability in the Southern African context, was done of the HABS since it is the first time that the questionnaire was used in the South African context.

3.10.2.2 Affective reactions

The following is a description of the two questionnaires that measure the affective reactions of the participants.

Work engagement

The Utrecht Work Engagement Scale (UWES) developed by Schaufeli, Salanova, and Bakker in 2003 was applied to measure work engagement. The factor analysis of the UWES indicates that three aspects of work engagement are measured: vigour, dedication, and absorption. The instrument has 15 items measured on a seven point Likert scale: almost; never; rarely; sometimes; often; very often and always.

Validity and reliability

As indicated in the UWES manual, the designers conducted confirming factor-analytical cross-national studies to confirm the reliability and validity of the instruments. Cronbach alphas were calculated for the following aspects: vigour (6 items) = 0.80; dedication (5 items) = 0.91; absorption (6 items) = 0.75 with a mean value of 0.70. For the purpose of this study, a factor analysis was run to establish whether the factors found in this study correlates with factors of other South African studies, and also with the original factors established by the developers of the scale.

Job satisfaction

A general job satisfaction scale developed by Jackson, Schwab, and Schuler in 1986 was used to match the expectations and perceived reality of broad aspects of an individual's job as a whole. This questionnaire has a four-point response scale - very dissatisfied, dissatisfied, satisfied, and very satisfied.

Validity and reliability

The measure has demonstrated strong internal reliability in various studies with Cronbach's alpha of 0.88 and 0.90.

The overall purpose of the questionnaire was to establish whether organisational culture influences the affective reactions of employees, and to what extent. The

direction of the relationship will be recognised. The questions for the qualitative phase will be based on the outcome of the quantitative phase.

3.10.3   *Qualitative data collection: Semi-structured interview*

Semi-structured interviews allow open two-way communication in a conversational manner between the interviewer (researcher) and the interviewee (participant). This type of interview commences with general questions or topics related to the issues that the interviewer longs to discuss. An interview guide creates the framework for the interview, but the questions are not designed and phrased prior to the interview. Most of the questions are formulated during the interview, based on the flow of the conversation. This method creates a flexible environment for both parties to probe for details.

The main purpose for using the interviews in this study was to obtain specific qualitative (textual) information from the sample of the population. The focus of the interview was based on the results of the quantitative phase and aimed to gain insight and improve understanding of the results and the sample population. The data collected during the interviews thus intended to provide information regarding the relationship between the heteronormative culture of organisations and affective reactions of homosexual employees. The possible reasons for the relationships will also be discussed.

The interview guide was structured around the topics identified during the data analyses of the quantitative data. The framework provided the themes and basic questions which should be discussed in order to clarify and possibly explain the reason for the abovementioned relationship. A broad framework, see Appendix B, was developed indicating the main points to consider when creating the interview guide. Individual interviews were conducted with eight participants in the quantitative phase of the study, who have indicated on the questionnaire that they are willing to partake in a short interview. It was important that the researcher practiced two-way communication skills in order to gain quality data from the interviews.

Face-to-face interviews were conducted. The participants had the option to remain unidentified, thus agreeing to a telephonic interview. The identities of the participants that partook in the face-to-face meetings remained anonymous and the information provided by them was treated confidential throughout the process. Brief notes were taken during the interviews which were recorded. Afterwards the data was transcribed and analysed, and the results reported.

By conducting interviews, a great deal of extra information may surface which is not necessarily required to answer the research questions. The similarities between the various responses were identified and a database for managing this information was created. The focus of the interviews was on the issues and care was taken not to influence the participant. The study sample could have been sensitive about the issues under discussion; therefore, the researcher adapted and learned interview skills before conducting the interviews.

The main purpose of the qualitative interviews was to clarify the quantitative data gathered in the first phase. Furthermore, it was done to assess whether the possible relationships between heteronormativity and affective reactions that were identified in the first phase, can be ascribed to the participants' sexual orientation and whether the participants experience internal conflict due to this possible correlation. The adjustment levels of the individuals were considered when the data were analysed, in order to clarify whether the data is reliable in terms of the correlations that might manifest.

The validity of the qualitative data was determined based on the accuracy of the findings from the various interviews – established by asking all the individuals to comment on the same aspects. This was done to determine whether a statement was made by chance, or whether it was experienced by all the individuals. The interviews were transcribed verbatim to ensure that no mistakes are made in the interpretation of the information. This ensured the reliability of the interviews. The codes used when analysing the data was consistent and a code book was developed for this purpose. The data gained from the interviews was specific to this

study, and cannot easily be generalised – which can be a limitation to the method used.

3.11   Data

3.11.1   *The target population*

The target population is self-identified homosexuals in the Gauteng region, more specifically Pretoria and Johannesburg, working in organisations in the year 2011. Homosexual individuals have been selected as the target population because this group is an understudied group in relation to other diversity groups, for example race, gender, and age. The 'invisibility' of this group further emphasises the need of a study in order to create awareness of the needs of these individuals in the broad society, especially in organisations. Invisibility emphasises the lack of available information on what homosexual individuals experience as problematic within organisations, as well as how their identities are formed and influenced by the organisational culture. The total target population cannot be determined reliably as the percentage of individuals who are either lesbian or gay cannot be calculated statistically.

3.11.2   *Sample units / sources of data*

A sample was used to draw conclusions of the population, and it was for this reason important to ensure that the sample was chosen in such a manner that the data will be valid in order to generalise the results to the population. Since the population and research sample is described as 'invisible' and seemingly hard to identify, the sampling design used in this study was a combination of quantitative and qualitative sampling methods. In both methods it was ensured that the participants are indeed lesbian or gay individuals, working within an organisation in the Gauteng region, specifically in Pretoria and Johannesburg. The major limitation in gathering the required amount of individuals for the study was the concealment of one's sexual identity. It was difficult to find individuals who fit the profile of the research sample and who were willing to disclose personal information.

Quantitative sampling (probability sampling method)

The quantitative sampling design is a multistage or clustering procedure. The process as described in Creswell is, (2009, p. 148): firstly, identify a cluster; in this case a group of homosexual individuals, secondly, obtain the names of individuals within the group, and thirdly, identify other individuals through reference from the initial cluster. The sampling design thus required prior identification of social organisations/associations where this particular group of individuals freely socialises and were less resistance towards revealing their identities are evident. A sample of homosexual individuals was identified and data were gathered from them within the 'safe environments' (Denk, 2000; Habarth, 2008; van Zyl, de Gruchy, Lapinsky, Lewin, & Reid, 1999).

Qualitative sampling (non-probability sampling method)

The qualitative design requires purposefully selected individuals who fit the profile of either a lesbian or a gay individual, by using a snowballing technique. The latter refer to a technique in which one or a number of individuals who fit the profile are identified, and thereafter the participants introduce the researcher to individuals in their circle of acquaintances who also fit the required profile (Creswell, 2009, p. 178, Habarth, 2008). This process continued until the required amount of participants was reached.

The sample of eight individuals for the qualitative phase of the study was randomly selected, based on the responses of participants who indicated in the quantitative questionnaire that they were willing to partake in an interview.

Table 2: Different types of data used in this study

Question	Type
Lesbian or Gay (Yes / No):	Categorical (Nominal)
Age:	Ratio
Sex:	Discrete (Nominal)
Heteronormative:	Ordinal - Continuous
Engagement:	Ordinal - Continuous
Overall satisfaction:	Ordinal - Continuous
Consent for interview:	Discrete (Nominal)
Contact method:	Categorical (Nominal)

SOURCE: Adapted from Field 2005

The quantitative phase produced continuous data regarding the relationship between the perceived strength of a heteronormative organisational culture and the affective reactions of homosexual individuals. The descriptive data of the research sample was nominal and ratio data. Nominal data was gathered during the interviews to expand on and clarify the results of the quantitative phase.

3.12   Analysis

Data analysis in mixed methods is done in both quantitative (descriptive and inferential numeric analysis) and qualitative (description and thematic text or image analysis) approaches as well as in between the two approaches. The validity and accuracy of both the quantitative as well as the qualitative data needs to be considered when analysing the data for this study. The sequential explanatory method applied in this study, indicates that the data gathered during the two phases was individually analysed and interpreted, thereafter the two sets of data were connected in order to draw a conclusion. The outliers that were identified in the first phase were explored in the follow-up interviews with the intention to highlight the reason(s) why these cases diverged from the sample.

Described in this section is the statistical methods used to analyse the quantitative data gathered with the survey. The technique for analysing the qualitative data gathered with the interviews will also be discussed and the methods for connecting the data will be indicated. At the end of this section, a description will be provided as to how the qualitative findings assisted to elaborate on, or to extend, the quantitative results.

3.12.1   *Statistical analysis*

As a starting point to the quantitative analysis, a descriptive table presents all the independent as well as dependent variables within the study, in order to organise and summarise the data in a meaningful manner. The frequency distribution of the sample is described in terms of the response categories of variables. Factor analysis of the HABS and the UWES questionnaires were done to determine

whether the questionnaires are reliable and valid within a South African context. A scree plot was used to determine which items "belong together" in order to form a factor. Factor analysis is also used to determine whether the sample size is big enough to run the correlations – the Kaiser-Meyer-Olkin (KMO) measure define the sample adequacy. The orthogonal approach, Varimax, is used in factor rotation and interpretation to minimise the number of variables that have high factor loadings on each factor. The results of the factor analysis is compared to the results of other studies in which the HABS and UWES was used, to investigate whether the same factors and Cronbach alpha have been reached. This is done to measure the internal reliability of an instrument.

A test for normal distribution concludes whether parametric or non-parametric data analysis is followed during the correlation process to determine whether or not to reject the hypotheses stated. The hypotheses in this study are about the relationship between two variables, organisation culture and affective reactions. Null hypothesis: state no difference/no correlation. Alternative/experimental hypothesis: state what needs to be tested. Two forms of alternative hypothesis: Non-directional: not equal. Directional: greater than or less than. A Spearman rank order correlation coefficient was obtained and interpreted in this study, because the variables are measured on an ordinal scale. Unlike the Pearson correlation coefficient, it does not require the assumption of a linear relationship between the variables, nor does it require the variables to be measured on interval scales; it is typically used for variables measured at the ordinal level. Correlation establishes whether a linear relationship exist between two variables, and determines the strength as well as the direction of the relationship.

3.12.2 Qualitative data analysis

Eight open-ended interviews were held with homosexual individuals. The interviews were recorded and notes were taken. Directly after the interviews took place, the recordings were transcribed in order to use the exact words, as well as the manner in which it was said. Each interview was stored in a separate folder and labelled - interview 1M28 (male, 28 years), interview 2F25 (female, 25), etc. to ensure the

privacy of the respondents. A benefit of transcribing the data personally was that it helped to become familiar with the contents of the interviews, noticing the pauses and manner in which something was said, and being able to identify a trend in the information – thus linking the various interviews (relationships) to one another.

An inductive approach was followed during the qualitative analysis as the data was collected and thereafter explored in order to identify possible themes or issues. As soon as an interview was conducted it was analysed with the aim of identifying the themes that emerge. Content analysis was used to identify, form groups of similar themes, and summarise the information received. Themes and subthemes were created.

3.12.3   Connecting data: Explaining the quantitative findings by means of the qualitative results

The data from the two separate databases was connected by using the qualitative data to clarify the quantitative results. The general idea that was formed by the statistical analysis, was explained, reformed, and expanded by using the content analysis of the interviews. The major limitation of this method is the time constraint caused by gathering and analysing two separate data sets.

3.13 Limitations

During the quantitative data gathering stage, issues were raised with relation to the Organisational Citizenship Behaviour Scale (OCB) in the questionnaire. Respondents commented that the specific part of the survey was too long and that resulted in them not completing the questionnaire. Based on the tracking of completed surveys on the online database, similar trends were identified. A decision was made to remove the OCB part of the questionnaire in order to achieve the required sample size.

Various limitations regarding the method chosen were described within the different sections of this chapter. The major limitations were the time it took to gather and

analyse two data sets, and the level of expertise needed by the researcher to competently use two methods. By using a different strategy, for example only a quantitative research design, the process would have been simpler to implement which could have eliminated the time constraint. However, as indicated, using a mixed method was applicable and preferred in the context of this study, as it yield more comprehensive results for an understudied population.

3.14 Ethical considerations

Throughout the research study, various ethical issues had to be kept in mind. Various institutions were approached to get permission and gain access to distribute the questionnaires. When the purpose of the questionnaire and the interview was communicated to the participants, the researcher had to be honest that there was not a hidden personal agenda behind the data collection which was not shared with the participants. During the data collection processes the participants had to feel safe from harm, and not be placed in a vulnerable position. Before each data collection method the individuals had to sign a consent form indicating that they partake in the research of their own free will, and that they understand the purpose stated. See Appendices C and D respectively. The participants were informed that their identity will not be revealed nor will it be possible to identify them based on their answers. Once the data was analysed, the researcher had to ensure that the results were an accurate account of the information gathered and that her own opinion was not included.

3.15 Conclusion

Chapter 3 provided a description of the research design and process with reference to the structure and the plan for conducting the research. The methodological choice as well as the relevant data collection and analysis techniques for both the quantitative and qualitative phases were mentioned and explained. In the subsequent chapter the results obtained by applying the methods described in this chapter, will be presented. The findings are related to the research hypotheses stated in Chapter One.

CHAPTER 4
DATA ANALYSIS AND RESULTS

4.1 Introduction

This study used a mixed methods research design because of the relative newness of the concept of heteronormativity and the use of scale developed outside of South Africa. Chapter 4 contains both the quantitative and qualitative analyses and the results of the perceived heteronormativity of organisation culture and the possible correlation with the affective reactions of homosexual individuals. The results of the quantitative phase are presented relative to the hypotheses formulated in Chapter 1. A separate analysis is done of the interviews conducted with a small group of homosexual respondents. The chapter concludes with a summary of the findings. Chapter 5 integrates the mixed methods and discusses the overall findings relative to the extant literature on heteronormativity and the workplace experience of homosexual employees.

The primary question explored in this research study was:

Is there a relationship between a heteronormative organisational culture and the affection reactions (i.e. work engagement and job satisfaction) of homosexual employees? Specifically, the following hypotheses were tested:

- There will be a negative correlation between heteronormativity and job satisfaction.
- There will be a negative correlation between heteronormativity and work engagement.

The following sequence will be followed during the presentation of the results:
- Descriptive statistics of the quantitative sample (n=164 participants).
- Reliability Testing: Cronbach Alpha Coefficient of all three scales to determine the internal consistency of the items.
- Means and standard deviations of all variables.

- Validity Testing: Factor analysis of the Heteronormativity Attitudes and Beliefs Scale (HABS) and the Utrecht Work Engagement Scale (UWES).
- Spearman rank order correlation coefficient tests of the hypotheses.
- Analysis of the interview data

4.2 Results of the quantitative component of the study

During the quantitative phase of the research, 164 questionnaires were collected from homosexual employed individuals within the Johannesburg and Pretoria areas. The data were analysed and interpreted with the assistance of statisticians using SPSS version 19. The data are presented below under two headings: first, the descriptive data (biographic data of the sample, mean, standard deviation, and variance for all variables); and second, the inferential statistics (Factor analysis of HABS and UWES questionnaires, reliability testing, and Spearman Rank Order Correlation).

4.3 Descriptive statistics

4.3.1 Biographical data

Biographical data was collected at the end of the questionnaire in order to describe the characteristics of the sample. A purposeful selected sample of one hundred and seventy seven (n=177) self-identified homosexual individuals, across age-, race-, and sex groups, employed in organisations within Gauteng – Pretoria and Johannesburg, during the year of 2011 partook in the quantitative research phase. As a result of data clean-up in terms of individuals who indicated that they are not homosexual, had no or less than one year of work experience in their current organisation, and were employed in an organisation size smaller than three individuals, reduced the sample size to one hundred and sixty four (n=164) self-identified homosexual individuals.

Key biographical areas identified for the purpose of the study are presented below: the respondents' sex; sexual orientation; age; years employed in current organisation; total years of working experience; approximate number of employees

in current organisation; the industry they are employed in; highest academic qualification; and whether they have revealed their sexual orientation to their co-workers.

Table 3: Demographic profile of respondents

Demographic profile of respondents (N = 164)	
Variable/Indicators	**Frequency (%)**
Academic qualification	
Doctorate	3 (1.8%)
Master Degree	19 (11.6%)
Honours Degree	27 (16.5%)
Degree	27 (16.5%)
Diploma	32 (19.5%)
Post Matric Certificate	16 (9.8%)
Matric	35 (21.3%)
Under Matric	5 (3.0%)
Age (years)	
18 - 35	105 (61.6%)
36 - 53	55 (34.7%)
54 - 71	6 (3.7%)
Years in the organisation	
1 - 13	-142 (86.6%)
14 - 27	18 (11.0%)
28 - 41	4 (2.4%)
Total Work experience (years)	
1 - 13	-107 (65.2%)
16 - 31	49 (29.9%)
32 - 47	8 (4.9%)
Size of organisation (number of employees)	
1 - 20	45 (27.4%)
21 - 200	63 (38.5%)
201 +	56 (34.1%)
Industry or sector	
Building & manufacturing	16 (9.8%)
Professional services	22 (13.4%)
Public sector services	19 (11.6%)
ICT, media & entertainment	43 (26.2%)
Retail sector services	12 (7.3%)
Financial services	14 (8.5%)
Other	38 (23.2%)
Sexual orientation	
Gay	93 (56.7%)
Lesbian	71 (43.3%)

The sample was more or less equally divided between male homosexuals [93, (56.7%)] and female homosexuals [71, (43.3%)]. Three age groups were identified and one group was in the majority with 61.6% (Age: 18 - 35), followed by 34.7% (Age: 69 - 53) of the sample, and lastly a group pertaining 3.7% (Age: 54 - 71) of the study sample. This distribution can be attributed to the online social network that was used to upload the link of the online questionnaire. Most of the questionnaires

were completed online. The majority of individuals in the study have been working in their current organisation for between 1 – 13 years (86.6%), a smaller amount of individuals (11%) have been working within their organisation for between 14 – 27 years, and only 2.4% haves been working for a period of between 28 – 41 years in their current organisation. When comparing the numbers, one can see that 65.2% of the individuals have 1 – 15 years of total work experience, 29.9% has between 16 – 31 years of total work experience, and only 4.9% has between 32 – 47 years of total work experience.

The number of employees within the organisations where the participants work ranged from 1 – 190 000. For the purpose of the study, three categories were identified, between 1 – 20 employees (27.4%), between 21 – 200 employees (38.5%), and 201+ employees (34.1%). Seven categories of different industries were utilised for this study: the industry most represented is the ICT, Media, and Entertainment industry with 26.2%, followed by the group labelled "other" with 23.2%. The least represented industry is Retail Services with 7.3%, four other categories are that of Financial Services (8.5%), Building and Manufacturing (9.8%), the Public Sector Services (11.6%), and the Professional Services (13.4%). The education level of the majority of the sample ranges between: Matric (21.3%), Diploma (19.5%), Degree and Honours Degree (16.5%). Fewer individuals had a Master Degree (11.6%) and a Post Matric Certificate (9.8%). Only 3% of the sample did not complete matric and a mere 1.8% completed a Doctorate Degree.

4.3.2 Reliability for the variables

Within this study the Cronbach Alpha coefficient was used to determine the reliability, specifically the internal consistency of the various scales used. The term indicates that all the different items measure the same fundamental construct. Pallant (2005, p. 90) indicates that a Cronbach Alpha coefficient of a scale should be above 0.7 to be considered consistent.

4.3.2.1 Reliability of the HABS questionnaire

Reverse coding was necessary before the reliability of the HABS questionnaire could be determined as the questionnaire contained a mixture of "positively keyed" and "negatively keyed" items. Based on table 4 the HABS questionnaire has satisfactory internal consistency, with a Cronbach Alpha coefficient of 0.892.

Table 4: Reliability statistics HABS questionnaire

Construct	Cronbach's Alpha	N of Items
HABS Scale	.892	16

4.3.2.2 Reliability of the job satisfaction scale

In order to determine whether the job satisfaction scale is reliable in this study, the Cronbach Alpha Coefficient was determined and it resulted in a 0.92 Alpha. This indicated sufficient reliability as it far exceeds the required 0.7 as proposed by Pallant (2005, p. 90).

Table 5: Reliability statistics of the Job satisfaction scale

Cronbach's Alpha	N of Items
.916	5

4.3.2.3 Reliability of the UWES questionnaire

The Cronbach Alpha Coefficient determining the reliability of the scale indicates a strong internal consistency of 0.94 as indicated in table 6, based on Pallant's criteria of a required 0.7 (2005, p. 90).

Table 6: Reliability of the UWES Scale

Construct	Cronbach's Alpha	N of Items
UWES Scale	.940	17

4.3.3 Mean, Standard deviation, and variance for variables

This section contains the descriptive statistics for all the variables assessed by the questionnaire. The results are presented per variable showing the following: the overall mean, standard deviation, and the variance for the three questionnaires that were used in the study; for all the questions in the HABS and the UWES questionnaires the mean and standard deviation; and the respective factors found in the aforementioned questionnaires described by means of the mean, standard deviation, and the variance.

4.3.3.1 HABS Questionnaire

This scale focused on determining the extent to which the respondents perceive their colleagues to support the concept of a heteronormative organisation culture. The questions that were negatively worded were reversed before determining the results.

Table 7: Descriptive statistics: individual items in the HABS questionnaire.

Item	Mean	Std. Deviation	Analysis N
het1: Femininity and masculinity are determined by biological factors, such as genes and hormones, before birth.	5.07	1.700	164
het2: There are only two sexes: male and female.	4.91	2.110	164
het3: All people are either male or female.	4.49	2.149	164
het4: In intimate relationships, women and men take on roles according to gender for a reason; it's really the best way to have a successful relationship.	3.52	2.149	164
het5: Things go better in intimate relationships if people act according to what is traditionally expected of their gender.	3.30	2.194	164
het6: Gender is the same thing as sex.	3.30	2.325	164
het7rev: It's perfectly okay for people to have intimate relationships with people of the same sex.	2.78	2.131	164
het8: The best way to raise a child is to have a mother and a father raise the child together.	4.02	2.266	164
het9rev: In healthy intimate relationships, women may sometimes take on stereotypical 'male' roles, and men may sometimes take on stereotypical 'female' roles.	3.49	1.767	164
het10rev: Sex is complex; in fact, there might even be more than 2 sexes.	4.25	2.053	164
het11rev: Gender is a complicated issue, and it doesn't always match up with biological sex.	3.46	1.989	164
het12rev: Women and men need not fall into stereotypical gender roles when in an intimate relationship.	3.14	2.122	164

het13rev: People should partner with whomever they choose, regardless of sex or gender.	2.56	2.031	164
het14: There are particular ways that men should act and particular ways that women should act in relationships.	3.41	2.162	164
het15rev: People who say that there are only two legitimate genders are mistaken.	3.79	1.992	164
het16: Gender is something we learn from society.	4.35	1.952	164

Table 8: Scale statistics for the HABS questionnaire

Construct	Mean	Variance	Std. Deviation	N of Items
HABS Scale	59.85	421.034	20.519	16

Table 8 indicates that the overall mean for the HABS questionnaire is $\dot{x} = 59.85$ with a standard deviation of $s = 20.519$ and a variance of $s^2 = 421.034$. This indicates that in general the perceived level of heteronormativity in South African organisational cultures is that of moderate level.

4.3.3.2 Job satisfaction questionnaire

Table 9: Scale statistics for the job satisfaction questionnaire

Mean	Variance	Std. Deviation	N of Items
14.13	15.405	3.925	5

The overall mean for the 5 item job satisfaction scale is $\dot{x} = 14.13$ with $s = 3.925$ and a variation of $s^2 = 15.405$. A moderate level of job satisfaction can be detected amongst homosexual employees.

4.3.3.3 UWES questionnaire

Table 10: Descriptive statistics: Individual items in the UWES scale

	Mean	Std. Deviation	Analysis N
eng1: At my work, I feel bursting with energy	3.83	1.413	164
eng2: I find the work that I do full of meaning and purpose	3.90	1.644	164
eng3: Time flies when I'm working	4.67	1.339	164
eng4: At my job, I feel strong and vigorous	3.88	1.464	164
eng5: I am enthusiastic about my job	3.93	1.442	164
eng6: When I am working, I forget everything else around me	4.01	1.509	164
eng7: My job inspires me	3.71	1.800	164
eng8: When I get up in the morning, I feel like going to work	3.40	1.885	164

eng9: I feel happy when I am working intensely	4.33	1.523	164
eng10: I am proud on the work that I do	4.81	1.266	164
eng11: I am immersed in my work	4.26	1.468	164
eng12: I can continue working for very long periods at a time	4.54	1.367	164
eng13: To me, my job is challenging	3.94	1.660	164
eng14: I get carried away when I'm working	3.98	1.457	164
eng15: At my job, I am very resilient, mentally	4.12	1.520	164
eng16: It is difficult to detach myself from my job	3.36	1.751	164
eng17: At my work I always persevere, even when things do not go well	4.48	1.399	164

Table 11: Scale statistics for the UWES Scale

Construct	Mean	Variance	Std. Deviation	N of Items
UWES Scale	69.12	347.605	18.644	17

Table 11 indicates that the overall mean for the UWES questionnaire is ẋ = 69.12 with a standard deviation of s = 18.644 and a variance of s^2 = 347.605. The general work engagement level of homosexual employees, range between a moderate to a relatively high level.

4.4 Inferential Statistics

4.4.1 Factor Analysis

To establish construct validity and to explore the application of the chosen instruments in a South African context, factor analyses were conducted for the heteronormativity attitudes and beliefs- and the Utrecht work engagement scale. The job satisfaction scale consists of only five variables and based on the recommendation of Hatcher (1994, p. 26), a minimum of three variables should load into a factor before consideration. Therefore the scale does not have a sufficient number of variables to yield more than one factor. The job satisfaction scale was therefore not suitable for factor analysis.

4.4.2 Heteronormativity Attitudes and Beliefs Scale (HABS)
4.4.2.1 Factor Analysis

Factor analysis is a data reduction technique, which summarises the data into smaller sets of factors. Factor analysis, more specifically Principle Components

Analysis (PCA) of the HABS questionnaire was conducted to determine the applicability of the questionnaire in South Africa, as this is the first time it was used in South Africa, as far as the researcher could determine.

The suitability of the data for factor analysis was determined before performing the analysis. The sample size of one hundred and sixty four (n=164) was more than the n=150 cases that are needed to be sufficient. The ratio was 5:1 that is 5 cases for each item to be factor analysed was also sufficient (Pallant, 2005, p. 174). The Bartlett Test of Sphericity reached statistical significance (p<0.000), supporting the factorability of the correlation matrix, and the Kaiser-Meyer-Olkin Measure of Sampling Adequacy, (0.926) exceeded the recommended minimum value of .6 (Pallant, 2005, p. 174).

Table 12: Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity for the HABS

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.908
	Approx. Chi-Square	1398.548
Bartlett's Test of Sphericity	df	120
	Sig.	.000

Factor extraction was used to determine the smallest number of factors that can be used to represent the interrelations among the set of variables. Components with an eigenvalue of 1 or more are retained for further investigation, based on the Kaiser's criterion as described in Field (2005, p. 633). Based on table 13: Total variance explained by each item in the HABS scale, the following components will be examined: components 1 – 3 (7.031, 1.496, and 1.085) which explains a total of 52.00% of the variance. Respectively they explain 41.66%, 7.03%, and 3.31% of the variance. When making use of the Kaiser Criteria it can lead to the extraction of too many components, therefore the scree plot was also investigated. Catell's scree test, principle axis factoring, was completed, which plots each of the eigenvalues of the factors, and all factors above the elbow are retained as these factors contribute the most to the explanation of the variance in the data set. The scree plot indicates a break after the third component, therefore the two factors above the break was maintained for further investigation.

Table 13: Total variance explained by each item in the HABS scale

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.031	43.943	43.943	6.666	41.664	41.664
2	1.496	9.351	53.293	1.124	7.026	48.690
3	1.085	6.779	60.073	.530	3.314	52.004
4	.999	6.244	66.317			
5	.886	5.540	71.857			
6	.814	5.085	76.942			
7	.724	4.525	81.466			
8	.563	3.517	84.984			
9	.501	3.133	88.117			
10	.391	2.445	90.562			
11	.360	2.250	92.812			
12	.295	1.843	94.656			
13	.279	1.742	96.398			
14	.227	1.421	97.819			
15	.186	1.161	98.980			
16	.163	1.020	100.000			

Figure 5: Scree plot of HABS questionnaire
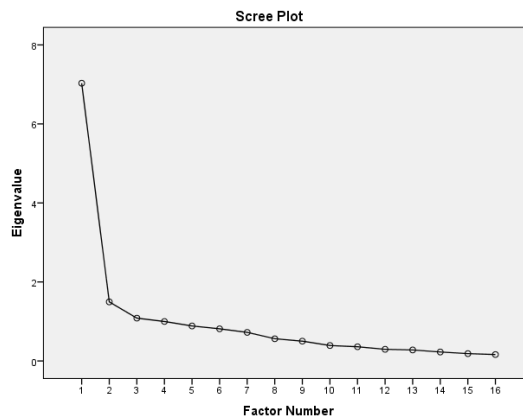
It is interesting to see that before rotation three factors were identified, but only two had loadings of more than the required 0.5 which was therefore retained for further analysis.

Field, (2005, p. 640) indicates that for a sample size of between 100 – 200 the communalities should be in the 0.5 range to be considered, provided there are relatively few factors each with only a small number of indicator variables. Based on this, the following components will possibly not load into a factor: 1, 9, 10, 12, and 16.

Table 14: Communalities in the HABS scale

	Initial	Extraction
het1	.102	.046
het2	.567	.662
het3	.646	.816
het4	.735	.726
het5	.745	.756
het6	.519	.486
het7rev	.715	.716
het8	.524	.483
het9rev	.226	.151
het10rev	.478	.558
het11rev	.566	.680
het12rev	.288	.234
het13rev	.730	.764
het14	.670	.661
het15rev	.514	.520
het16	.102	.061

By determining the factor loadings in the HABS questionnaire – the two factors can now be interpreted. To assist in the interpretation of factors, the factors are first rotated, which indicates the pattern of loadings. In this study two components were extracted and rotated by means of varimax (orthogonal) rotation. The eigenvalues of the factors after rotation are displayed below. Before rotation factor 1 accounted for a considerable amount of variance (41.66%) compared to the remaining two factors (7.03% and 3.31%). After rotation the percentage of variance changed, and factor 1 now only account for 29.08%, whereas the other two factors account for 12.34% and 10.59% respectively. After rotation the total variance explained (52.004%) did not change. However, the way in which it was distributed between the three components did change.

Table 15: Total variance explained

Factor	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	4.653	29.078	29.078
2	1.974	12.335	41.414
3	1.694	10.590	52.004
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			

The inter-correlation matrix of the items which were rotated by means of Varimax, in order to minimise the number of variables that have high loadings on each factor, was completed. As can be seen in table 16, there are three dimensions within the scale. The loadings of each of the variables of the three factors that were identified are illustrated below. Based on the criteria of Hatcher (1994, p. 84) that there should be at least three loadings with significant values before the factor is retained, factor number three was no longer considered.

Table 16: Rotated factor matrix

	Factor		
	1	2	3
het1			
het2			.747
het3	.419		.782
het4	.789		
het5	.825		
het6	.608		
het7rev	.787		
het8	.644		
het9rev			
het10rev		.607	
het11rev		.694	
het12rev			
het13rev	.795		
het14	.756		
het15rev		.550	
het16			

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 5 iterations.

The main loadings on factor one are questions 3, 4, 5, 6, 7, 8, 13, and 14. The loadings of factor two are questions 10, 11, and 15. According to Hatcher's criteria for factor loadings (1994, p. 85), loadings of above 0.4 were retained for this study. Furthermore, only variables which loaded into one factor only should be retained. Following these criteria, table 17 indicates the factor and loadings of the HABS questionnaire.

Table 17: Factors and loadings: Perceptions of heteronormativity

Factor	Scale #	Variables loading into factor
Factor1	het4	In intimate relationships, women and men take on roles according to gender for a reason; it's really the best way to have a successful relationship.
Factor1	het5	Things go better in intimate relationships if people act according to what is traditionally expected of their gender.
Factor1	het6	Gender is the same thing as sex.
Factor1	het7	It's perfectly okay for people to have intimate relationships with people of the same sex.
Factor1	het8	The best way to raise a child is to have a mother and a father raise the child together.
Factor1	het13	People should partner with whomever they choose, regardless of sex or gender.
Factor1	het14	There are particular ways that men should act and particular ways that women should act in relationships.
Factor2	het10	Sex is complex; in fact, there might even be more than 2 sexes.
Factor2	het11	Gender is a complicated issue, and it doesn't always match up with biological sex.
Factor2	het15	People who say that there are only two legitimate genders are mistaken.
*	het1	Femininity and masculinity are determined by biological factors, such as genes and hormones, before birth.
*	het2	There are only two sexes: male and female.
*	het3	All people are either male or female.
*	het9	In healthy intimate relationships, women may sometimes take on stereotypical 'male' roles, and men may sometimes take on stereotypical 'female' roles.
*	het12	Women and men need not fall into stereotypical gender roles when in an intimate relationship.
*	het16	Gender is something we learn from society.

* Variable did not load into a factor

Factor one: which consists of questions 4, 5, 6, 7, 8, 13, and 14 can be grouped together as items that refer to **normative sexual behaviour**. According to normative sexual behaviour, individuals should not necessarily take on the assumed role ascribed to a certain gender as traditionally accepted. Individuals should be allowed to choose their partner regardless of sex and gender. Factor two: Questions 10, 11, and 15 can collectively be described as **gender-as-binary**. This includes the idea that gender is not twofold – described in terms of male (masculine) and female (feminine), but includes any other variance of the concept of gender. Gender is determined by biological factors before birth and is not developed later in life.

4.4.2.2 Mean and Reliability of the factors within the HABS questionnaire

Table 18: Reliability statistics HABS questionnaire factors

Construct	Cronbach's Alpha	N of Items
Factor 1: Normative sexual behaviour	.925	7

Factor 2: Gender-as-binary	.803	3

The two factors detected in the scale were also tested for reliability and both adhere to the criteria for internal consistency with Cronbach Alpha Coefficients of 0.925, and 0.803 respectively.

Table 19: Scale statistics for the HABS questionnaire factors

Construct	Mean	Variance	Std. Deviation	N of Items
Factor 1: Normative sexual behaviour	22.90	160.543	12.671	7
Factor 2: Gender-as-binary	11.51	26.117	5.110	3

The mean for Factor 1 ($\dot{x}$ = 22.90) namely normative sexual behaviour is almost double than the mean for Factor 2 ($\dot{x}$ = 11.51) namely gender-as-binary with a variance for Factor 1 (s^2 = 160.543) that is nearly six times that of Factor 2 (s^2 = 26.117). The standard deviation for Factor 1 (s = 12.671) is double that of Factor 2 (s = 5.110). The means for Factor 1 and Factor 2 indicate that the general perception of both normative sexual behaviour as well as gender-as-binary is considered to be on a moderate level.

4.4.2.3 Suitability of the HABS questionnaire in a South African context

After running a factor analysis, the developer of the HABS questionnaire, situated in Michigan, identified two factors similar to the two factors that were identified in this study, namely gender-as-binary and normative sexual behaviour. The factors in the original study consisted of the following, Factor One: questions 1, 2, 3, 6, 10, 11, 15, 16; and Factor Two: questions 4, 5, 7, 8, 9, 12, 13, 14. The Cronbach Alpha Coefficients were also remarkably high with 0.85 and 0.86. Because of the similarity in the two factors identify, the HABS questionnaire appears to be usable in a South African context to measure perceptions of heteronormativity.

4.4.3 Utrecht Work Engagement Scale (UWES)
4.4.3.1 Factor Analysis

A factor analysis was completed on the UWES scale to determine its suitability in a South African context. The suitability of the data for PCA was determined before

performing the analysis. The sample size of one hundred and sixty four (n=164), is significant for factor analysis. The Bartlett Test of Sphericity reached statistical significance (p<.000), therefore supporting the factorability of the correlation matrix, and the Kaiser-Meyer-Olkin Measure of Sampling Adequacy, (0.926) exceeded the recommended minimum value of 0.6 (Pallant, 2005, p. 174).

The Kaiser criterion was applied in order to determine which components explain the variance within the set of factors the most and it was found that components 1 - 3 (8.926, 1.363, and 1.010) explains 59.56% of the total variance. Individually they explain 50.27%, 5.90%, and 3.39% of the variance.

Table 20: Kaiser-Meyer-Olkin and Bartlett's test of Sphericity for the UWES

a. Determinant = 7.45E-006

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.926
Bartlett's Test of Sphericity	Approx. Chi-Square	1847.851
	df	136
	Sig.	.000

Table 21: Total variance explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.926	52.507	52.507	8.546	50.272	50.272
2	1.363	8.016	60.523	1.003	5.902	56.175
3	1.010	5.943	66.466	.576	3.386	59.560
4	.769	4.526	70.992			
5	.740	4.352	75.345			
6	.637	3.747	79.091			
7	.540	3.178	82.270			
8	.492	2.897	85.166			
9	.440	2.589	87.756			
10	.378	2.223	89.979			
11	.348	2.046	92.025			
12	.315	1.853	93.878			
13	.272	1.600	95.478			
14	.228	1.340	96.818			
15	.206	1.212	98.031			
16	.200	1.174	99.205			
17	.135	.795	100.000			

Principle axis factoring was used and the scree plot reveals a break after the third component, therefore the three components were retained for investigation.

Figure 6: Scree plot: UWES questionnaire
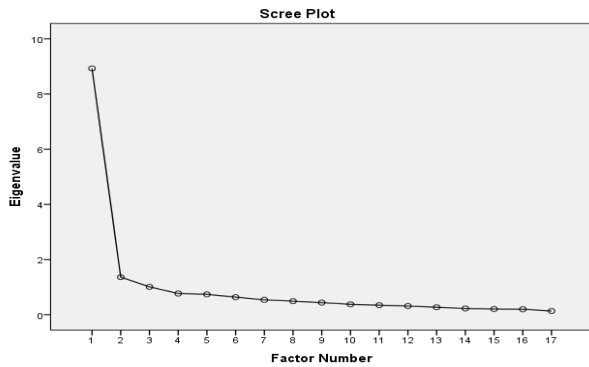
To assist in the interpretation of the three factors that were identified, the factors are rotated to present the pattern of loadings. Varimax (orthogonal) rotation was used to extract and rotate the components. Before rotation, factor one had a total variance of 50.27% which decreased to 23.98%, and factor two and three accounted for 18.33% and 17.26% of variance after rotation.

Table 22: Total Variance Explained

Factor	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	4.076	23.975	23.975
2	3.116	18.327	42.302
3	2.934	17.258	59.560
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			

After the inter-correlation matrix was completed in order to minimise the number of items that load highly into the factors that were identified, the following factors was obtained by the rotated factor matrix. It indicated that questions 1, 2, 4, 6, 7, 8, and 13 were the main loadings onto factor one, questions 3, 4, 9, 10, 11, 12, and 14

loaded onto factor two, and questions 2, 12, 14, 15, 16, and 17 loaded onto factor three.

Table 23: Rotated Factor Matrix

	Factor		
	1	2	3
eng1	.499		
eng2	.637		.414
eng3		.551	
eng4	.621	.422	
eng5			
eng6	.657		
eng7	.862		
eng8	.800		
eng9		.642	
eng10		.620	
eng11		.732	
eng12		.437	.579
eng13	.586		
eng14		.446	.462
eng15			.679
eng16			.484
eng17			.737

Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 6 iterations.

Hatcher's criteria (1994, p. 85) indicates that only items which load into one factor should be retained, thus questions 2, 4, and 14 were not considered to determine the factor loadings. Question 12 loaded into factors two and three, but was included for the purpose of this study.

Table 24: Factor and loadings: UWES Scale

Factor	Scale #	Variables loading into factor
Factor1	eng1	At my work, I feel bursting with energy
Factor1	eng6	When I am working, I forget everything else around me
Factor1	eng7	My job inspires me
Factor1	eng8	When I get up in the morning, I feel like going to work
Factor1	eng13	To me, my job is challenging
Factor2	eng3	Time flies when I'm working
Factor2	eng9	I feel happy when I am working intensely
Factor2	eng10	I am proud on the work that I do
Factor2	eng11	I am immersed in my work
Factor2	eng12	I can continue working for very long periods at a time

Factor3	eng15	At my job, I am very resilient, mentally
Factor3	eng16	It is difficult to detach myself from my job
Factor3	eng17	At my work I always persevere, even when things do not go well
*	eng2	I find the work that I do full of meaning and purpose
*	eng4	At my job, I feel strong and vigorous
*	eng5	I am enthusiastic about my job
*	eng14	I get carried away when I'm working

* Variable did not load into a factor

The composition of the factors can therefore be described as follow: Factor one: questions 1, 6, 7, 8, and 13 (**vigour**), Factor two: questions 3, 9, 10, 11, and 12 (**absorption**), and Factor three: questions 15, 16, and 17 (**dedication**). The three factors that were identified relate to the factors in the UWES scale implemented in various other studies. **Vigour** includes concepts such as high levels of energy, mental resilience, and willingness to invest effort in one's work. Aspects such as concentration and transfixing on one's work for long periods of time are included in **absorption**. Strong psychological identification with one's job, even in challenging times, defines **dedication**.

4.4.3.2 Mean and Reliability of the factors within the UWES questionnaire

Table 25: Reliability of the UWES Scale factors

Construct	Cronbach's Alpha	N of Items
Factor 1:Vigour	.883	5
Factor 2: Absorption	.861	5
Factor 3: Dedication	.731	3

The various subscales illustrate Cronbach Alpha Coefficients of 0.88, 0.86, and 0.73 respectively – indicating internal consistency with regards to the various items measuring the same essential construct within the subscales.

Table 26: Scale statistics for the UWES Scale factors

Construct	Mean	Variance	Std. Deviation	N of Items
Factor 1: Vigour	18.88	47.016	6.857	5
Factor 2: Absorption	22.61	31.270	5.592	5
Factor 3: Dedication	11.95	14.304	3.782	3

The mean for Factor 2 - absorption ($\dot{x}$ = 22.61, s = 5.592) is the highest followed by Factor 1 - vigour ($\dot{x}$ = 18.88, s = 6.857) and lastly Factor 3 – dedication ($\dot{x}$ = 11.95, s = 3.782). The general level of work engagement amongst homosexual employees can be described as follow: Factor 1: moderate level, Factor 2: moderate to high level, and Factor 3: moderate level.

4.4.3.3 Suitability of the UWES questionnaire in a South African context

Various studies within South Africa have implemented the UWES scale with high Cronbach Alpha Coefficients, such as the study done by Coetzer and Rothman in 2007 in a study on emergency workers in South Africa with Cronbach Alpha Coefficients of: Vigour: 0.70; Dedication: 0.83; and Absorption: 0.67. In this study on the effect of heteronormativity on the affective reactions of employees the same number of factors was identified with similar descriptions, and sufficient Cronbach Alpha Coefficients for the scale and the subscales were identified. Based on the factor analysis, the UWES scale is therefore suitable for this study and in the South African Context.

4.5   Correlation Statistics: Spearman rank order correlation coefficient

The hypotheses of this study are to accept or reject the possibility that relationships exist between different variables.

- There will be a negative correlation between heteronormativity and job satisfaction.
- There will be a negative correlation between heteronormativity and work engagement.

Correlation as a statistical method measures the linear relationships between variables and can either result in a positive-, negative-, or no relationship. Field (2005, p. 130) suggest that a significant value of less than $p < 0.05$ indicates a significant relationship between two variables, and the rejection of the null hypothesis (H_0) with a 95% level of confidence, hence a significance value of $p < 0.10$ produce the rejection of H_0 with a 90% level of confidence. Furthermore the following guideline will be used for interpreting the practical significance of the

correlation coefficients: r = 0.10: Small effect; r = 0.30: Medium effect; and r = 0.50: Large effect.

In this study, a non-parametric method was used to determine whether a relationship exist between the variables. The reason for using the non-parametric method is that the data were not normally distributed, and the data were ordinal of nature which is generally subject to non-parametric statistical methods.

A bivariate correlation method is appropriate in this study, as the goal was to determine whether there is a relationship between two variables – without controlling an additional variable. Spearman's rank order correlation coefficient is used in this study because the data violated the parametric assumptions. With this method the data is ranked first, and then the Pearson's equation is applied to the ranks. A one-tailed test is selected because the hypotheses stated are directional. The strength of the relationship can also be determined by examining the correlation coefficient, which range from -1 to +1. The correlation coefficient will be squared and converted into a percentage to explain the percentage of variance of the two variables, thus determining the coefficient of determination.

The two hypotheses stated in Chapter One will serve as guideline in describing the correlations.

4.5.1 Hypothesis 1: There will be a negative correlation between heteronormativity and job satisfaction.

The analysis of the relationship between heteronormativity and job satisfaction indicated a correlation of r = -0.212 between the two variables with a significance value of (p = 0.003) which is less than 0.05 as suggested by Field (2005, p. 130) therefore it is significant. This indicates a small but significant negative relationship between the perceived heteronormativity of an organisation's culture and the job satisfaction of homosexual employees. When the coefficient of determination is calculated, the result indicates that the heteronormativity of an organisation's culture explain 4.4944% of the variance in the respondents' scores on their job satisfaction.

This indicates that the more heteronormative the culture of an organisation is, the less job satisfaction homosexual employees will derive in such an environment.

Table 27: Correlations between heteronormativity and job satisfaction

			Heteronormative	Satisfaction
Spearman's rho	Heteronormative	Correlation Coefficient	1.000	-.212[**]
		Sig. (1-tailed)	.	.003
		N	164	164
	Satisfaction	Correlation Coefficient	-.212[**]	1.000
		Sig. (1-tailed)	.003	.
		N	164	164

**. Correlation is significant at the 0.01 level (1-tailed).

Table 28: Descriptive Statistics: HABS and satisfaction scales

	Mean	Std. Deviation	N
Heteronormative	34.41	16.326	164
Satisfaction	14.1341	3.92495	164

The mean for the HABS scale ($\dot{x}$ = 34.41) is double that of the job satisfaction scale ($\dot{x}$ = 14.1341) endorsing the statement that when the heteronormativity of an organisation culture increases, the job satisfaction of homosexual employees will decrease.

4.5.2 Hypothesis 2: There will be a negative correlation between heteronormativity and work engagement.

The relationship between work engagement and heteronormativity was investigated using the Spearman rank order correlation coefficient. There is a small negative correlation between the two variables (r = -0.104) with a significant level of p = 0.093, with high levels of heteronormativity associated with lower levels of employee engagement. The significant level is greater than the proposed p < 0.05, yet smaller than p < 0.1 indicating significance on a 90% level of confidence. The coefficient of determination (1.0816%) indicates that as heteronormativity increases, a decreased variance of 1.0816% in employee engagement will be detected.

Table 29: Correlations between heteronormativity and work engagement

			Heteronormative	Engagement
Spearman's rho	Heteronormative	Correlation Coefficient	1.000	-.104
		Sig. (1-tailed)	.	.093
		N	164	164

	Correlation Coefficient	-.104	1.000
Engagement	Sig. (1-tailed)	.093	.
	N	164	164

Table 30: Descriptive statistics: HABS and UWES scales

	Mean	Std. Deviation	N
Heteronormative	34.41	16.326	164
Engagement	49.50	13.033	164

The mean for the UWES scale (ẋ = 49.50) was higher than the HABS scale (ẋ = 34.41) indicating an increase in work engagement when the heteronormativity of the culture of an organisation increases.

Given the exploratory nature of this study, the various subscales of the HABS and UWES questionnaires were correlated as an enhancement to the study, to determine whether certain aspects of a heteronormative culture might influence certain aspects of employee engagement to a greater extent than some of the other factors. The variables used in the correlation runs are indicated below:

Table 31: Variables used in correlation

Composite variables	Factor Identification	Notes
Heteronormative		Heteronormativity, all items that loaded onto a factor: {4,5,6,7,8,10,11,13,14,15}
Engagement		Job Engagement, all items that loaded onto a factor: {1,3,6,7,8,9,10,11,12,15,16,17}
Satisfaction		All items since there are no subscales
Het_F1	normative sexual behaviour	Heteronormativity, Factor 1 Load items: {4,5,6,7,8,13,14}
Het_F2	gender-as-binary	Heteronormativity, Factor 2 Load items: {10,11,15}
Eng_F1	vigour	Job Engagement, Factor 1 Load items: {1,6,7,8,13}
Eng_F2	absorption	Job Engagement, Factor 2 Load items: {3,9,10,11,12}
Eng_F3	dedication	Job Engagement, Factor 3 Load items: {15,16,17}

4.5.2.1 Normative sexual behaviour and vigour

There is a small negative correlation between normative sexual behaviour and vigour (r = -0.148, p = 0.029) and is significant at the 0.05 level. This indicates that when normative sexual behaviour increases there will be a variance of 2.1904% decrease in vigour.

Table 32: Correlations between normative sexual behaviour and vigour

			Heteronormative	Engagement
Spearman's rho	Heteronormative	Correlation Coefficient	1.000	-.148[*]
		Sig. (1-tailed)	.	.029
		N	164	164
	Engagement	Correlation Coefficient	-.148[*]	1.000
		Sig. (1-tailed)	.029	.
		N	164	164

*. Correlation is significant at the 0.05 level (1-tailed).

Table 33: Descriptive statistics: normative sexual behaviour and vigour

	Mean	Std. Deviation	N
Heteronormative	22.9024	12.67054	164
Engagement	18.8780	6.85680	164

The higher mean and almost twice the standard deviation for normative sexual behaviour ($\dot{x}$ = 22.9020, s = 12.67085) than for vigour ($\dot{x}$ = 18.8780, s = 6.85680) confirm the negative relationship.

4.5.2.2 Normative sexual behaviour and absorption

As normative sexual behaviour increases there will be a slight decrease in employees' absorption in their work (r = -0.114, p = 0.073). A variance of 1.2996% exists between the variables. The means support the negative relationship (normative sexual behaviour $\dot{x}$ = 22.9024 and absorption $\dot{x}$ = 18.8780).

Table 34: Correlations between normative sexual behaviour and absorption

			Heteronormative	Engagement
Spearman's rho	Heteronormative	Correlation Coefficient	1.000	-.114
		Sig. (1-tailed)	.	.073
		N	164	164
	Engagement	Correlation Coefficient	-.114	1.000
		Sig. (1-tailed)	.073	.
		N	164	164

Table 35: Descriptive statistics: normative sexual behaviour and absorption

	Mean	Std. Deviation	N
Heteronormative	22.9024	12.67054	164
Engagement	22.6098	5.59197	164

4.5.2.3 Normative sexual behaviour and dedication

There is no indication of a relationship between normative sexual behaviour and employees' dedication to their organisation (r = 0.000, p = 0.500).

Table 36: Correlations between normative sexual behaviour and dedication

			Heteronormative	Engagement
Spearman's rho	Heteronormative	Correlation Coefficient	1.000	.000
		Sig. (1-tailed)	.	.500
		N	164	164
	Engagement	Correlation Coefficient	.000	1.000
		Sig. (1-tailed)	.500	.
		N	164	164

Table 37: Descriptive statistics: normative sexual behaviour and dedication

	Mean	Std. Deviation	N
Heteronormative	22.9024	12.67054	164
Engagement	11.9512	3.78211	164

The means however indicated that when normative sexual behaviour increase (ẋ = 22.9024), the dedication to work level of homosexual individuals will decrease (ẋ = 11.9512).

4.5.2.4 Gender-as-binary and vigour

A slight decrease in vigour can be detected when the perception of gender-as-binary increases in an organisation (r = -0.148, p = 0.030). The correlation is significant at the 5% level with a variance of 2.1904% between the two variables.

Table 38: Correlations between gender-as-binary and vigour

			Heteronormative	Engagement
Spearman's rho	Heteronormative	Correlation Coefficient	1.000	-.148[*]
		Sig. (1-tailed)	.	.030
		N	164	164
	Engagement	Correlation Coefficient	-.148[*]	1.000
		Sig. (1-tailed)	.030	.
		N	164	164

*. Correlation is significant at the 0.05 level (1-tailed).

Table 39: Descriptive statistics: gender-as-binary and vigour

	Mean	Std. Deviation	N
Heteronormative	11.5061	5.11043	164
Engagement	18.8780	6.85680	164

The means however indicated the opposite – if the heteronormative level of the culture of an organisation in terms of gender-as-binary decreased (ẋ = 11.5061), the vigour of homosexual employees would increase (ẋ = 18.8780).

4.5.2.5 Gender-as-binary and absorption

Employees tend to become slightly less absorbed in their work when the perception of gender-as-binary increases (r = -0.070, p = 0.185). The variance is a mere 0.49% between the variables.

Table 40: Correlations between gender-as-binary and absorption

			Heteronormative	Engagement
Spearman's rho	Heteronormative	Correlation Coefficient	1.000	-.070
		Sig. (1-tailed)	.	.185
		N	164	164
	Engagement	Correlation Coefficient	-.070	1.000
		Sig. (1-tailed)	.185	.
		N	164	164

Table 41: Descriptive statistics: gender-as-binary and absorption

	Mean	Std. Deviation	N
Heteronormative	11.5061	5.11043	164
Engagement	22.6098	5.59197	164

Once again, the means illustrate the opposite relationship: absorption increase (ẋ = 22.6098) as the view of gender-as-binary decrease (ẋ = 11.5061).

4.5.2.6 Gender-as-binary and dedication

It is interesting to note that in contrast to the other correlations which inclined to be negative, employees tend to become more dedicated to their organisations when the perception of gender-as-binary is heightened (r = 0.082, p = 0.149). A variance of 0.6724% is evident between the variables. The slightly higher mean for dedication (ẋ = 11.9512) than for gender-as-binary confirms this relationship (ẋ = 11.5061).

Table 42: Correlations between gender-as-binary and dedication

			Heteronormative	Engagement
Spearman's rho	Heteronormative	Correlation Coefficient	1.000	.082

	Sig. (1-tailed)	.	.149
	N	164	164
Engagement	Correlation Coefficient	.082	1.000
	Sig. (1-tailed)	.149	.
	N	164	164

Table 43: Descriptive statistics: gender-as-binary and dedication

	Mean	Std. Deviation	N
Heteronormative	11.5061	5.11043	164
Engagement	11.9512	3.78211	164

The analysis for the sub-scales basically confirms the main relationships identified. That is there is a small significant correlation between perceived heteronormativity of organisation culture to the affective responses of homosexuals in the workplace.

4.6 Summary of quantitative results

The results of the first (quantitative) phase of this study were presented and discussed. The summary of the research sample indicated the distribution and qualities of the sample of this research study. The measuring instruments were described in terms of their applicability and reliability in a South African context. The hypotheses guiding the study were tested by means of a Spearman rank order correlation and were statistically confirmed. Overall, the results found a small significant correlation between perceived heteronormativity and the affective responses of homosexuals in the workplace. The second (qualitative) phase will subsequently be discussed.

4.7 Results of the qualitative component of the study

For the second phase of this study, eight of the individuals who indicated on their questionnaire that they are willing to partake in an interview were randomly selected. Five male homosexual individuals, within the age range of 20 – 35, two female homosexuals within the 20 – 35 age range, and one female homosexual individual within the 36 – 53 age range were selected. The aim of the interviews was to further investigate the results from the quantitative phase to better understand the quantitative results. Based on the results of the quantitative stage of the study a

protocol for the qualitative interviews was designed. See Appendix B. Main findings in the statistical results were investigated by interviewing the eight homosexual individuals who completed the questionnaire.

The interviews were transcribed and first order codes were identified, which were later summarised into six themes. The table below shows the overview of the interview data structure.

Table 44: Interview data

First Order Codes	Representative Quotes	Theme
1. Feel the water	"As ek begin by 'n nuwe werk, net om te sien hoe die scenery is, sal ek niks se nie, ek sal dit nie deny nie, en ek gaan dit ook nie uitblaker nie. Ek sal stil bly – as iemand my vra sal ek hul sê. dan kry ek gewoonlik 'oh that's nice'. Ek bly stil tot ek 'n gevoel kan kry van hoe hulle dit gaan vat en dan gooi ek hulle met die surprise." [sic] "If I were in a new position, in a different company, before I would take my partner, I would first extend the feelers, and get the sense that I think that it will be ok to take him with." [sic]	
2. Conditioned that it is wrong	"You get so used to hiding it, since school, you are 'programmed' to hide it. You maintain 'work etiquette' and do not bring your personal life into your working life. It is not said that you cannot be gay, just, you will suffer if you are." [sic]	Sexual orientation openness at work
3. Differences between heterosexual and homosexual individuals mixing personal and work life	"In my opinion, gay groups and straight groups shouldn't have to do things differently. Realistically, gay people might want to do it more. Because if you want to talk about your husband, immediately people would kind of tense of, and look around not really knowing what to look at. I think it's easy to kind of have the victim mentality, oh it's so hard to be gay, and yes, if you are out in the workplace it will probably be difficult , but I think if you want to complain about it, you have to take responsibility for it. You live in a country where your rights are protected. So if you find yourself discriminated against, you have to put the effort in and fight for it." [sic] "Heterosexual individuals do not necessarily split their work and personal life, because it is more socially accepting, it is seen as normal for a guy to have a girlfriend. Like when I would put a photo on my desk of me and my girlfriend, people will ask me, 'oh, is that your sister?' " [sic]	

4. True to oneself	"I come out immediately when I start a new work, within the first week, because I feel why should I keep my life a secret when they do not keep their lives a secret. Mostly it is: they ask me if I have a boyfriend, then I say no, I've got a girlfriend. And then the rumours just spread." [sic] "I think with the current mind set, the higher up you go in an organisation, the more you think that you have to keep it quiet." [sic]	
5. Cultural Differences	"I think that cultures differ in the way homosexuals reveal their sexuality. The Indians in Durban are not as open, I don't know here, but in Durban the Indians and the Africans were not open, because of their families they were not, the more traditional perspective, like Afrikaans people, especially the older generation. The Afrikaans culture is not very accepting of it as opposed to the English people in Durban, they are very open and whatever about it. Here everybody likes to keep it secret for some unknown reason." [sic] "I think a lot of the African cultures including the Afrikaans and certain ethnicities are by nature more conservative cultures, with strong ideas about what is right and what is wrong, and in most of those cultures it is frowned upon with any same-sex interaction." [sic]	
1. Indirect discrimination	"I do believe when you are out in the workplace that you will experience discrimination. Nothing serious, aggressive, or direct, the more tacit kind – like being awkward around you. Therefore nothing that can be punished. Thus making it uncomfortable to work there." [sic]	Covert and Overt Discriminatory Comments in the workplace
2.Direct discrimination	"Well they think that I am very masculine at work. I was told to change the way I look anyway, because of the mohawk and everything and they are like you need to start looking like and dressing like this other girl and start behaving like her and whatever. I don't think that if I were a straight girl they would ask me to change, because there are straight girls who actually dress worse than me, more casual, they wear jeans and t-shirts, the one girl wore a Mickey Mouse t-shirt, but she does not get called in, but I get called in because I am not allowed wearing my hair a certain way." [sic] "They are accepting. My boss at a birthday party was telling me that two lesbian women are the most beautiful thing; he can look at it the whole day. But when it comes to two guys, he just can't accept it, he cannot handle it, and think it is so wrong, but two girls, he has no problem with that. People like to force their religion and way of life on others, and I am	

	one of those that do tell them to not do it" [sic]	
3. Crude jokes / comments	"It has happened that people tell jokes, but usually when they come to apologise, that response is more offensive than the joke, because why does it matter that you were sitting within earshot. It is like, are you going to go and apologise to a blond?" [sic] "There is a gay guy at my work, Robert, who they keep making comments about. Call him 'moffie' and various other names. Even if he does not do anything they rip him off. And if a straight guy acts weak they call him 'Robert, the moffie'." [sic]	
4. Level of acceptance	"Most people are okay with it, but just as most places there are individuals who are against it, scramming away. Most general it is older men that have issues. I have never had any issues with women regarding my sexuality. My current boss / supervisor is around my age, and she is very accepting of homosexuals, she does not care." [sic] "We have not really had any problems, but we don't really have the in your face screaming members of staff, so the general vibe seems to be one of acceptance, but as long as it is not in your face. As long as you maintain your professionalism it is not a problem." [sic]	
5. Application of non-discriminatory policies	"Even if employees acknowledge the diversity policies at work, when it comes down to it, they are awkward." [sic]	
1. Based on sexuality	"Gay individuals are more easily defined by their sexuality, as opposed to heterosexual individuals. They get recognised in different categories, probably because there are so many of them. So I don't think that they can as easily be defined by their sexuality as gay and lesbian employees. A heterosexual employee would be known as the guy who is good with the spread sheets, whereas a gay employee will be known as the gay guy." [sic]	Stereotypical images and assumptions about sexual orientation / behaviour towards homosexual individuals
2. Based on outward appearance	"Van die mense in my werkplek het assumptions oor lesbians, maar dis omdat hulle onkundig is oor die signals daar buite, soos die butch girls en die ekstra gay ouens. Maar omdat ek fem maar tog tom boy is dink hul nee ek's nie 'n lesbian nie, want ek het lang hare en ek dra make up en van tyd tot tyd dra ek high heels, of ek dra toppies wat cleavage wys, so ek kan nie lesbian wees nie, maar dit gaan nie daaroor oor hoe jy lyk nie, en van die mense verstaan dit nie. Dit gaan als maar oor hoe baie interaksie straight mense actually het met gay mense – oor hoeveel hulle	

	verstaan. Hulle neig dan om jou te stereotipeer wanneer hulle onkundig is. Dit hang af met watter tipe gay mense mense interact. Soos bv n drag queen wat sy skirt te hoog oplig – of n suksesvolle besigheids eienaar. Dit hang af van die mense die idee wat hulle kry van gays." [sic]	
3. Based on how homosexual individuals are supposed to be	"Some people have assumptions that if you are gay you should like / love pink, and have a flappy wrist, super feminine, and a high pitched voice, liking lace. As they assume lesbians are always butch, short hair and manly, like to wear safety boots. There is definitely a stereotype regarding how heterosexual individuals think you should be like or behave like, look like. They would most certainly also hold the same ideas for their heterosexual counterparts, that men should like to hunt, biltong and watching rugby, and women should like pink." [sic] "One of my previous colleagues (in an organisation that was very iffy about it) said: 'he must definitely be gay, because no heterosexual guy can stand like that and talk to girls in that manner, relaxed and easy.' And I thought really, really? Based on that I was now gay?" [sic]	
4. For own sexual fantasy / experience	"Sometimes, actually it is the general reaction, people get curious, and then I educate them a bit regarding homosexuality. I hate the question, "how does it work" it invades my privacy; I do not go around asking people their sex life. I do not want to be someone's fantasy." [sic] "Most straight guys have certain assumptions about lesbians, I can't say it upfront, but it is like fantasies, how they (heterosexual men) think of their (homosexual women) sex life. The most common question is 'how do you do it', and wants to know all the detail, I get it constantly. When they ask it, I feel like they are perverts, I do not like the question." [sic]	
5. Homosexual individuals amongst themselves	"In the gay community, there is stereotyping amongst the different types of gays, example he is a queen, she is a fem, she is a butch, he is butch / fem, straight acting, we stereotype between each other then we wonder why other people do it. We label one another. Even some lesbians are not informed about gay guys. One girl told me that I am not gay enough, asking me: "where is your high pitched voice, and your wrist movements? Why do you not dress in tight jeans?" [sic]	
6. Assumption that all employees are straight / Misconception	"I think organisations assume that everyone is straight by default, if they don't know. Some people (gay) might find it offensive. Personally I would not find it offensive if they do not know I am alternative. You can't be offended." [sic]	

s about sexual minority groups	"One guy said, 'what if you work with a gay man that when you call him guy / dude, he does not want to be called guy /dude?' because he regard himself as a woman, but you can see he is a man, a very feminine man. So I told this individual that you must remember that that person is not gay, that person is transgender, and there is a huge difference. So I think people are very easy to say that that person is homophobic, or that that person is intolerant, but maybe that person is only uninformed." [sic]	
7. Influence of social media	"If you look at aspects of your culture, like series on TV, most series I know, have the token gay or lesbian couple, and they could have used the same actors in each series, I mean they are all stereotypical of what they expect, kind of ridiculous, funny, into fashion design, things like that. In my experience it doesn't really present what these people actually do like." [sic] "They just assume, I think it is because of the movies, and what it portrays, that make them think in that manner. Gay men are 'girly' and lesbians are 'manly'. I think some TV shows place homosexuals in a bad light, like queer as folk, where the guys sleep around a lot. On Glee however they show how a guy (tiny) are being bullied, pushed into lockers – but this is because another guy is gay, a jock, and he does not want other people to know. Of course, people see things on TV, and they sometimes forget that TV is not always reality." [sic]	
8. Ignorance	"People are ignorant to how homosexuals live their life, they think it's like a completely different world that we act like whores or sleep around, and meanwhile it is much similar to straight relationships. For example, the other day I was wearing this long skirt, and when I pushed my chair in, my skirt caught underneath the chair, and it pulled the skirt down. Then the one girl was like, haha, this is the first time I have ever seen a lesbian's ass. And I was like, so what is the different between a straight woman's ass and a lesbian's ass. So I thought ok you are so ignorant." [sic]	
1. Possibility to resign	"Ek sou eerder gegaan het na waar ek happy is, ek sal nie in n situasie bly waar mense teen my is nie. Obviously het geld sy perks, maar aan die einde van die dag moet mens happy wees om te kan werk en as jy unhappy is gaan dit jou werk affekteer. Ek gaan werk net by plekke as ek kan sien hulle gaan nie n probleem he nie." [sic] "I think it depends from person to person. I have a very strong personality and if someone were to say something towards me then I will tell them off. I think it depends on the person's background, the context, the person's	Career opportunity / career growth / affective reactions

	personality, their value system, and the organisations values / culture." [sic]	
2. Job satisfaction	Being treated different based on my sexual orientation, would make me really angry. So I would spend all my time wrapped up in disciplinary hearings because I would log a lot of grievances, probably because I work in HR. But it would definitely decrease my job satisfaction." [sic] "If I were in a situation where the people where not accepting, it would influence my satisfaction up until a point. But the way that I am, I would not remain in such a situation. If I am unhappy with my work environment, it would affect my performance. I would rather move, than be unhappy." [sic]	
3. Work engagement	"I did have negative feelings regarding my work engagement at a previous company. I felt why should I give the organisation something if they keep focusing on my sexuality when referring to me. I was anti- the people in my work environment after I heard how they react "oh ja, the moffies". I used to think, some guys marry guys, so get over it." [sic] "If I look at our head office in the UK, a lot of the openly gay employees are very committed to the organisation, because they are so well treated as gay / lesbian etc. If I flip that around, my engagement would be negatively be affected if I were discriminated against. I think because people might not have had it easy in the workplace because they are homosexual, if they can find an employer that can better handle different sexual orientations, where they provide a place at the workplace where they are included, not discriminated against, it will make sense to me that that will definitely engage employees. Commitment all those things will improve." [sic]	
4. Attitude / respect towards colleagues	"When people make comments or change their behaviour towards be because I am lesbian, it gave me a different attitude, because now I have to pretend to be someone that I am not. It does not change my work though, but it changed how I feel about them. When it comes to work, work is work, but I just don't respect them as much as I used to." [sic]	
5. Possibility to appoint someone who is homosexual	"We do have policy documents about the constitutional alignment, so no discrimination of any kind, against any person, for any reason. So the management is very careful not to offend anyone, even though it goes against their religious beliefs." [sic] "I would not say that the perceptions will influence your job opportunity. I	

		Organisation's Views/Policies About Sexual Orientation
	would not, not hire someone because I think you belong in the fashion industry. My boss's PA at divisional office once told me that long after I have started working for the organisation, that I once phoned her regarding the interview with my boss. And she told me that she went and asks the boss if he has spoken to this Clifford candidate, because he sounds a bit (and she indicated with her hand, the gay guy flappy wrist). And the boss's reaction was that he can do whatever he wants, just as long as he can do the job. And I think that is everyone's opinion." [sic] "I had a friend once, who went for an interview, and they told him 'no, they don't really want gay people' – but he was a queen in their defence." [sic]	
1.None - because directors / management against homosexuality	"At one of my previous companies the directors was not really happy about it (homosexuality). Towards the end they made it really uncomfortable, no one wanted to be out at the company, because the directors did not like it." [sic]	
2. None - more pressing matters	"No. I think people who are developing policies, or having events feel that there are more pressing matters. There are gender discrimination, and racism. Even amongst the younger generation. I am at times shocked to hear how the younger employees think in terms of gender or race. I think sexuality is last in the row." [sic]	
3. None - religious grounds	"So I think it becomes difficult when you have a culture that is defined by a religious group that is quite openly homophobic. And I don't actually know how you would deal with them, if you work for an organisation that openly oppresses you. And it is a pity that maybe homosexuals will not go and work for them, because you should be able to." [sic] "So the people that do know, I am fine with them, but I do not want to advertise more than necessary. Reason, most of the middle management are Muslim. So while they probably do not have a problem with it directly, I also don't want to put it too much in their faces. Do not want to rock the boat too much." [sic]	
4. Positive behaviour – assist newly appointed homosexual employee	"In a previous organisation, I have been there a while, and there was a new gay guy coming into the organisation. And they were afraid that some of the other personal might, I don't want to say target, but they might be uncomfortable with it, or make comments about his sexuality. However since I've been there for a while, everyone was already accepting of me, and there were no problems between me and the rest of the staff. But	

	management basically asked me to play the 'big brother' role for the new employee, if they have any troubles to basically help him or assist him." [sic]	
5. Global policy / different levels of acceptance	" We have got the big "no discrimination" posters up all across the office, and HR seems to be very young and liberal, so they tend not to have any issues, and should anyone make a complaint, they take it quite seriously. " [sic] "There are different levels of acceptance and I think every level, has its own culture / climate. It gets determined by the specific people in that level, or then the people within the unit. So I do not think that for my organisation, one can say that it has a global perspective in terms of homophobia or letting people be who they want be. I think that in most cases the people just do not care. It's professional, no matter what you do in your personal life it doesn't matter, just as long as you do the job." [sic]	
1. Learn more about homosexuals	"Once someone asked me about the gay community, so I told her that "the gay community / society are like any other society in the world. All societies, no matter if it's Christian, Muslim, Chinese, American, no matter how you categorise a society, race, religion, the homosexual society is the same as all of them, in that there are different types, there are different groups." [sic] "The times when I came upon ignorance and where I have tried to 'enlighten' them, the individuals were rather open to the information." [sic] "Basically helping people to understand that there is more to homosexuality, it is just a preference for who you want to spend your life with, it doesn't change your personality, it doesn't change who you are, how you function, what you do, the way you think, none of those things." [sic]	Educating Heterosexuals

The average length of the eight interviews was 40 minutes. The individuals signed a consent form and were informed that they can at any stage during the interview choose to stop their participation should they become uncomfortable with the topic under discussion (see consent form in Annexure D). The analysis of the interviews revealed six themes in respect to how homosexual individuals experience heteronormativity within their respective organisations, and possible related consequences to their work engagement and job satisfaction levels. The themes

identified in the qualitative interviews helped to understand the relationships found in the quantitative survey data.

4.7.1   Theme 1: Sexual Orientation Openness at work

A dominant theme that emerged from the interviews was whether or not homosexual individuals could display their sexual identity in the workplace without negative repercussions. All but one indicated that it might be or become an issue to openly express one's sexual orientation in the workplace, should it differ from the norm of heterosexuality. Some individuals indicated that, when starting at a new workplace, they would refrain from disclosing their sexual orientation for a period of up to six months until they have explored the organisational culture and identified whether it will be suitable for them to be open about their private life. Most participants indicated that, if asked, they will not deny the fact that they are homosexual, but they will not make their sexual orientation known to others before they feel satisfied that they will be accepted for who they are by their colleagues. Other people choose to 'come out' as soon as they start at a new organisation. They base their decision on the fact that heterosexuals don't feel obliged to keep their private lives secret. Most participants indicated that their heterosexual co-workers do not necessarily have to divide their personal and work life as much as they have to, as it is socially more acceptable and is seen as 'normal' for a man to have a girlfriend. On the other hand they offered, should a man start talking about his husband, people would immediately be tense and unsure how to act, what to say or where to look.

The issue of whether or not to disclose their sexual orientation is an issue they appeared to have been grappling with since an early age. Many of the interviewees shared their conservative upbringing and how it affected their identities. They were indoctrinated that it is wrong to be homosexual and to have children before marriage. The participants indicated that they are so used to hiding their sexual orientation from an early age that they continue to maintain their silence by separating their work and personal life. Yet as discussed above there appears to be two responses to the issue. On one side, although there is no law that one cannot be gay, homosexuals know that they will suffer some consequences if it is known that they

are gay. On the other side, there is resistance to having a victim mentality and to complain that the life of a homosexual person is not easy. As one interview noted there should not be any discrimination on the basis of sexual orientation because the rights of South Africans are protected in the constitution and in the event of discrimination homosexual employees have to put in the effort and fight for their rights.

Most individuals indicated that, although they might be open about their sexual orientation, they are still wary about disclosing their sexuality in certain instances such as when they are working with children, executives, external stakeholders or clients. One such example was when an individual said that, if the directors of the organisation where she works were not supportive of homosexuality, she will still be open about her sexual orientation. The onus would then be on the company to ask her to leave or will have to fire her, as she will not work for a company that does not accept homosexuality. Other individuals indicated that they will not attract attention to themselves to avoid talking about their private lives. There seems to be a tendency that, as employees moves higher up on the hierarchy levels, the more they hide their sexual orientation.

Respondents also indicated that in addition to the subtle ways that organisational cultures prevented them from being open about their sexual identities, the conservatism of African cultures also sent out strong messages about what is correct and acceptable sexual behaviour. For example, one participant who grew up in Durban believed the English speaking population is more open about homosexuality in comparison to the Indians or Africans in that region. Her perception is that the Afrikaans-speaking individuals in Gauteng are more likely to hide their sexual orientation. She ascribes this to the influence of the church on the older generation and the manner in which they were raised. Respondents also note that there is a difference in the attitudes of Africans who live in the suburbs and those who live in the townships where the traditional Africans are not as accepting as the individuals living in the suburbs.

4.7.2   Theme 2: Covert and Overt Discriminatory Comments in the workplace

Respondents indicated that they have been exposed to both direct and indirect discrimination in their respective organisations because of their sexual orientation. Seemingly harmless comments such as "that gay guy who is working there" was mentioned as an example of indirect discrimination as the opposite of the comment "that straight guy who is working there" will not be used in a work setting. Respondents are continuously confronted with direct discriminatory comments, for example when a male colleague told his co-workers that "he (the gay man) must not try something with me, otherwise his blood will be against the walls".

Other forms of direct discrimination against homosexuals are name calling and the pointing out of homosexual employees. It is not only "what" is being said but also "how" it is said that indicate whether individuals in an organisation accept or condemn homosexuality. After one respondent brought this derogatory speech to the attention of his direct manager, action was taken and his colleagues were instructed to change their choice of words when referring to homosexual co-workers. According to the interviewees, homosexual employees often experience remarkable changes in the attitudes of their colleagues towards them once their sexual orientation becomes known.   Female colleagues may for example be more comfortable in a gay colleagues' company and socialise easier with him, while male colleagues on the other hand will react more cautious around him until they realise that he is actually 'normal' and is not in any way a threat to them. Another reaction that was noted is that individuals will ignore a co-worker when they become aware of his/her sexual orientation and this may create an uncomfortable atmosphere at times.   Heterosexuals might also at times act awkward in the presence of homosexuals, leading to tacit discrimination, as opposed to direct discrimination that can be punished.

A female respondent experienced direct discrimination when she was told to change her appearance and behaviour, and was instructed to follow the example of a heterosexual colleague as guideline when making this transition. She was also told

to keep her personal life at home, and she speculates that this message was not conveyed to anyone else in the organisation. A respondent who works in the Human Resource Department of his company indicated that a person once made an accusation that he was discriminated against based on his sexual orientation. This was only done after the respondent resigned; therefore they could not investigate and prove his accusation and could therefore not take corrective actions. The data that was collected contains information regarding individuals who force their religious views on the correct way to live onto others.

Jokes about homosexuality are told in a workplace, but most of the respondents indicated that it does not bother them, as jokes are also told about so-called dumb blondes. The downside of these jokes however was that, when colleagues realise that a homosexual person was within earshot when the joke was told, they would come and apologise to them. Individuals found this behaviour more offensive than the joke itself. The reason being that they wonder why it matters that they heard it and whether the same individuals will apologise to a person with blond hair if they had told a joke about dumb blondes.

The level of acceptance of homosexuality was different in every organisation, and differentiations between management levels were also evident. The climate or culture within a department/unit/organisation is determined by the type of individuals within the environment, as well as the global perspective towards homophobia. It was noted that organisations have different perspectives on the subject of homosexuality – some organisations have the viewpoint that, as long as an employee completes their job properly, it does not matter what they do in their personal life. The perspective of other organisations is that homosexual employees have to keep their personal life at home, because the organisation does not approve of homosexuality as an acceptable lifestyle.

In terms of legislation, most respondents were aware of non-discrimination policies in terms of sexual orientation and that it will be intolerable to discriminate against anyone in any manner. Most policies were aligned to the Constitution of South

Africa; therefore management is very careful not to offend anyone, even though homosexuality might be in conflict with their religious beliefs or personal viewpoints.

4.7.3 Theme 3: Stereotypical images and assumptions about sexual orientation / behaviour towards homosexual individuals

The respondents mostly agreed that the people within their respective organisations assume that everyone is heterosexual by default. Individuals who are not open about their sexual orientation in their workplace mentioned that they do at times get annoyed that people would just assume that they are heterosexual, but they cannot tell them that they find their behaviour offensive, as the other people do not know that they live an alternative lifestyle.

Interviewees mentioned that they are aware of various assumptions about homosexuality and labels that are given for homosexuals. It is evident that homosexual individuals often get labelled because of, or defined by their sexual orientation, as opposed to heterosexuals that are known for their abilities or competence levels. These factors influence their behaviour, for example they refrain from showing affection in public to avoid stares and remarks made by others.

The participants revealed that individuals get labelled as being homosexual on the grounds of their physical appearance, and sometimes heterosexuals that fit the allegedly image of homosexuals, will also be labelled as homosexual. Certain behaviourisms and body language cues are also associated with homosexuality, based on the assumption that heterosexuals will not act in that way. These examples illustrate how unfounded assumptions and stereotypes are used to describe the sexual orientation of individuals, whether homosexual or heterosexual. An interesting comment was made that even homosexuals themselves make certain assumptions about one another, such as 'acting straight' 'queens', and 'butch' and continued to say that "since homosexuals are differentiating between themselves, it seems odd that they wonder why others do it".

As noted in the previous theme, the attitudes of individuals change towards homosexuals when their alternative sexual orientation becomes known. One respondent said that men treat her as "one of the boys", that heterosexual women tend to avoid her, and some even comment that she is not like a typical lesbian. Various individuals indicated a few general assumptions about homosexual men - they work / fit best in the fashion industry; they have floppy wrists, high pitched voices, and like lace clothes. In conjunction with this, homosexual women are seen as being butch, have short hair, behave mannish, and wear safety boots. A participant noted that heterosexuals might also make assumptions about their heterosexual colleagues such as "men should watch rugby" and "women must like pink". Respondents indicated that, when other people realise that they are homosexual, some people tend to be caught off-guard as the respondents do not conform to the general picture they have of how homosexual individuals ought to be or ought to look like. Some respondents were told by fellow homosexuals that they are not "gay enough" and that they do not behave like homosexuals.

According to one respondent her male boss accepts lesbian women, stating that "two lesbian women are the most beautiful thing and I can look at them the whole day". Contrary to this acceptance he said "but when it comes to two guys, I just cannot accept it, I cannot handle it, and think it is so wrong". This is an indication of multi-oppression, being a woman and being a lesbian. This oppression is through the use of sexism, which is the privileging of male power and supports the beliefs of male theory. This social norm is associated with inequality between genders, where in society at times heterosexual males are seen as the voice of society.

The topic of electronic media also shed light on the assumptions and stereotypes that the general public might have of homosexuals. The respondents pointed out that several television series have token homosexual couples, and the producers might as well use the same actors in all the series, as they all behave and look like the stereotypes that were created of homosexuals – ridiculous, funny, over the top hand movements, strange voice intonations, and interested in fashion design or the arts. Homosexuals are often depicted in a bad light as irresponsible and unable to maintain long-term monogamous relationships. A general perception was that

heterosexuals in communities are not a homogenous group and the same goes for homosexuals, but sadly the mass media portrays for the most part only two groups – feminine males and masculine females. I quote a powerful observation: "People see those stereotypes on television and they often forget that what they see is not always the reality".

A common experience that the participants had in the past was that once strangers become aware of their sexual orientation, they tend to ask personal questions, more specifically about their sexual life. The participants indicated that at times they feel violated and they consider the strangers as perverted because of the way they ask these questions especially if it is heterosexual males asking a lesbian personal questions about her sexual life.

Ignorance about homosexuality was identified as a major contributor to the assumptions made by others (heterosexuals) regarding homosexuality and the stereotyping of homosexuals. The respondents pointed out that there are people who think that homosexuals have a completely different lifestyle in a completely different world and do not seem to realise that they live in the same world and adhere to the same rules as heterosexuals. It was evident that heterosexual people immediately assume that two individuals of the same sex, who are in a relationship, are homosexual, when in fact there are a number of sexualities such as transgender, intersex, and bisexuality.

Taking the abovementioned examples into account, the words of a respondent can be quoted: "it may be said that a certain person is homophobic or that such a person is intolerant, when in fact the individual is merely uninformed". Another example of a lack of exposure to homosexuality was given by a participant who was part of a team of managers who had a discussion regarding diversity and the implementation of policies on discrimination. During the discussion everyone agreed on zero tolerance for any type of discrimination. That evening they all went out for dinner with their respective partners. When the homosexual man arrived with his husband, the other managers acted awkward and did not know how to respond. He stated that this is a clear indication of the difference between understanding what the policies or

legislation is, and being faced with a real situation that often causes discomfort. Ignorance, as described by the respondents, is often the reason why heterosexuals would make inappropriate comments about homosexuality. Because of ignorance, homosexuals are often confronted with the remark that they cannot possibly be homosexual because they do not fit the stereotypical profile that people have of homosexuals.

A quotation in conclusion, "the amount of interaction heterosexual individuals have with homosexuals clearly have an influence on their level of understanding as well as the kind of stereotypes they have formed and assumptions they will make".

4.7.4 Theme 4: Career opportunity / career growth / affective reactions

When the participants were asked whether they will resign if their organisation's culture is not tolerant of homosexuality, most of them replied that they will. A few indicated that if the compensation is satisfactory, they could handle a lot of adversity. Most participants indicated that they will resign if the environment become unpleasant, they are prevented to do their job properly, or when their co-workers negatively change their attitude and behaviour drastically towards them. Examples were given that individuals with strong personalities and who are assertive might be able to handle adverse situations better. Furthermore the respondents identified that the decision to resign depends on the individual's background, the context, his or her personality and value system, as well as the organisation's values and culture. Some of the individuals indicated that they will not hide their sexual orientation, because it will eventually be evident.

From the interviews it can be concluded that job satisfaction diminishes when the culture of an organisation is hostile towards homosexuality. An example was when one gay man would change his work methods to avoid awkward circumstances even if his decisions lead to extended working hours. As mentioned earlier, homosexuals are often defined by their sexual orientation and not their output, the kind of work they do, or the manner in which they interact with others. This was mentioned by the participants as an aspect that lowers job satisfaction, because their contributions to

the organisation are not recognised by colleagues who are blinded by their sexual orientation. Lower levels of job satisfaction, due to a hostile environment, also contributed to the possible resignation of homosexual workers as can be seen by the general approach of the respondents, who would rather search for a work environment that affect their work performance positively, instead of being unhappy at work.

The participants identified that discrimination on any grounds influence their work engagement. Participants are not prepared to give their time and dedication to their organisation, if the organisation treats them different in comparison with their colleagues based on their sexual orientation. It was said that employers who are better equipped to handle different sexual orientations will definitely provide a safer work environment, and as a result the commitment and work engagement of individuals from different sexual orientation groups will improve in such companies. The interviewees identified personality differences, comments of colleagues, as well as the organisation culture, to play a role in the influence of heteronormativity on the work engagement levels of homosexual employees.

Changes in respondents' attitudes towards the organisation or their colleagues or managers were noted after they experienced discrimination. Their attitudes towards their jobs did not change. Pretending to be someone that they are not, affecting their opinions of the organisation and their co-workers, without necessarily affect the level of their work output. They will remain professional, but the amount of respect for their co-workers will reduce. Only one respondent mentioned a decrease in his productivity due to discrimination and comments made towards him regarding his sexual orientation.

Discrepancies were found in the way individuals perceive the employability of homosexuals that openly expressed their sexual orientation. Some indicated that they do not think that people will not get hired because of their sexual orientation, as long as they can do the job and perform according to standards. Others thought that it could possibly happen that homosexuals will not be appointed or promoted because of their sexual orientation. One respondent said that she will not accept a

job offer if the environment is not tolerant towards homosexuals. An interesting comment was made about organisations that are part of a religious group that is openly homophobic: "It would be difficult for a homosexual person to apply for a position in this organisation because they openly oppress homosexuals. Because of this attitude homosexuals will not even attempt to apply for such positions even though they should be able to".

4.7.5   Theme 5: Organisation's Views/Policies about Sexual Orientation

Almost all the participants indicated that their organisations do not have active measures to change their culture to be more accepting and inviting towards individuals from different sexual orientations. Reasons for this hostile attitude included: the religious beliefs of the directors, managers who do not tolerate homosexuality, more pressing matters such as substantial gender discrimination and racism. The respondents made reference to the manner in which the younger generation think in terms of gender and race – and indicated that they think that sexual orientation is last in the row when it comes to corrective actions.

An example of an organisation's attempt to promote the acceptance of sexual diversity is when references are made to clear diversity policies in terms of aspects such as gender. In this case gender not only refers to as only male and female, but also includes the more complicated gender matters. These policies however have never focused exclusively on sexual orientation. The same organisation's Human Resource Department consists of young and liberal individuals and they tend not to have issues regarding sexual orientation. When they receive a complaint about discrimination based on sexual orientation, they take it quite seriously. Another example illustrates how an organisation attempted to make the induction of a new homosexual employee easier by asking another homosexual employee to act as his 'big brother'.

4.7.6   Theme 6: Educating Heterosexuals

A concluding theme describes the positive behaviour of heterosexuals towards homosexuals based on their willingness to learn more about homosexuality. When the respondents become aware of ignorance on the part of their heterosexual colleagues, they would attempt to enlighten them, and more often than not, this gesture was accepted positively. Usually the interviewees will not mind providing information about their lifestyle, unless they feel uncomfortable about a specific topic under discussion. Questions about sexual intercourse will most likely be asked, and tend to invade the privacy of the individuals as they do not want to be part of someone's fantasy.

It was evident that the respondents thought it is important to inform people and make it clear that a gay community is not a homogenous group of people in the same way as any other society is not homogenous.   An important point that was stressed is that "being homosexual does not change your personality, who you are, how you function, what you do, the manner in which you think – it is only a preference for who you want to spend your life with".

4.8 Summary of qualitative results

The final section of this chapter highlighted the aspects that were explored during the qualitative phase of this study. Interestingly, the exploratory interviews did help to understand some of the results found from the quantitative analysis. Six themes were identified and discussed, as well as statements provided by the respondents to aid in the process of explaining the possible reasons for the results found during the quantitative correlation results.

4.9 Connection of the data analysis

The quantitative phase of the research revealed a relatively low correlation between the heteronormativity level of organisational culture and job satisfaction, as well as the level of heteronormativity in organisational culture and work engagement. This

was supported when the general viewpoint was measured which revealed moderate levels of heteronormativity and job satisfaction, and moderate to high levels of work engagement within organisations in Gauteng as perceived by homosexual employees. The interviewees reinforced the existence of moderate levels in that the respondents did not collectively state that their organisations neither support nor reject homosexuality, and reference were made to various levels of heteronormativity that exist within one organisation. The respondents demonstrated a range of reactions towards a heteronormative organisation culture, indicating that differences exist in the manner in which homosexual employees react when faced with heteronormativity.

The small but significant negative relationship between the level of heteronormativity and work engagement was supported by the qualitative findings in that the respondents indicated that they will feel less likely to dedicate their time and effort to an organisation that treats them differently based on their sexual orientation. This was also supported by the negative correlations found between the two factors of the HABS scale and the three factors of the UWES scale. Certain outliers were noted in that in some instances work engagement will increase or will not be affected as perceptions of normative sexual behaviour increase or gender-as-binary decrease. The interviewees revealed that even though they might experience the culture of the organisation as negative, their job performance and attitude towards output will not change. Changes in their attitude towards their colleagues were noted.

Although small, a significant negative relationship was found between the perceived level of heteronormativity in organisational cultures and job satisfaction of the respondents in this study. This relationship was substantiated by the respondents in the interviews who stated that in a hostile environment, they will adapt their manner of work – which can at times lead to longer working hours, decreasing their satisfaction levels. The respondents furthermore added that they are sometimes recognised not for their contribution to the company, but based on their sexual identity. This was another reason for experiencing lower job satisfaction in a culture that has high levels of heteronormativity.

4.10 Conclusion

This chapter presented and analysed the data from both the quantitative and qualitative phases separately. Guiding the description of the data were the two hypotheses stated in Chapter 1. The next chapter will connect the data, as well as link the results to the literature found on the various concepts measured.

CHAPTER 5
DISCUSSION

5.1 Introduction

In this chapter the quantitative statistical results and the explanatory qualitative results, are integrated, interpreted and compared with relevant literature. The objective of this study was to determine the relationship between perceptions of heteronormativity and the affective reactions of homosexuals in the workplace. Three established questionnaires were used in the quantitative research phase and a self-developed face-to-face interview questionnaire protocol, designed by the researcher, was qualitatively applied to investigate the results of the quantitative phase. The results of the explanatory interviews illuminated the results of the statistical analysis and provided additional information regarding the personal experiences of individuals in the homosexual society.

The results will subsequently be discussed in terms of the two hypotheses:

- *There will be a negative correlation between heteronormativity and job satisfaction among homosexuals.*
- *There will be a negative correlation between heteronormativity and work engagement among homosexuals.*

5.2 Perceptions of Heteronormative cultures within Gauteng

In order to either reject or accept the hypotheses stated, the level of heteronormativity within the cultures of organisations in Gauteng was determined. The Cronbach Alpha Coefficient and a factor analysis of the HABS questionnaire were established to identify the suitability of the questionnaire within a South African context. The reliability coefficient revealed a Cronbach Alpha of 0.892 which is described as satisfactory internal consistent. The HABS questionnaire had a mean value of $\dot{x} = 59.85$ indicating a moderate level of heteronormativity within the cultures of organisations located in the Gauteng region.

The factor analysis for the HABS questionnaire revealed two distinct factors for describing a heteronormative culture: normative sexual behaviour (eight loadings) and gender-as-binary (three loadings). Although the number of loadings on a factor differ, these factors correlated with the original factors found by the developer of the questionnaire, where normative sexual behaviour (eight loadings) and gender-as-binary (eight loadings). The reliability of the factors relate to one another with first the original reliability found by the developer followed by the reliability found in this study: normative sexual behaviour 0.85; 0.925 and gender-as-binary 0.86; 0.803. The reliability show internal consistency. The mean values for the factors: normative sexual behaviour (ẋ = 22.90) and gender-as-binary (ẋ = 11.51). Both aspects of heteronormativity can be said to be on a moderate level in organisational cultures within Gauteng.

The interviewees indicated that a major issue in their professional life was whether or not to reveal their sexual identity. Research shows that homosexual employees might "experience discrimination at work and that fears about the consequences of revealing their sexuality affects both career choices and personal strategies within the workplace" (Colgan, Creegan, McKearney, & Wright, 2007, p. 591). The respondents added that when they are searching for employment, they are not only searching for a suitable position, but also for a suitable culture that is accepting of their sexual orientation. The concept of person-organisation fit supports this statement. Person-organisation fit is influenced by initial socialisation when an employee enters a new organisation (Sekiguchi, 2004, p. 183). Aspects such as job satisfaction, organisational commitment, intention to quit, and performance are all related to person-organisation fit. Most individuals would at first refrain from disclosing to others, whereas others had the mind-set of coming out immediately with the reasoning that at some point it will emerge. The participants indicated that they will be open about their sexual identity once they are comfortable that it will be accepted, but added that in some instances they will 'modulate' their openness, such as when working with clients, directors, children, and external stakeholders. Colgan et al. (2007, p. 596) noticed that relatively few individuals within their study were open about their sexual identity and that "even those who said they were 'out' at work were selective in terms of those they came out to. Respondents said they were

not out to clients/customers and students." The study of Colgan et al. (2007, p. 597) continued by stating "some chose to come out at the beginning…more commonly respondents described coming out at work as a 'gradual' or 'organic' process…not necessarily involve announcing their sexuality directly but letting it 'slip' into workplace interactions with people they trusted over time". Furthermore, the general idea of hiding one's sexual orientation if one is higher up in the hierarchy levels was established through the interviews in this study. Colgan et al. (2007, p. 593) contradicted this by stating "those in lower level and perhaps more difficult working environments are less likely to be out and 'visible and vocal' at work".

The norm of showing partiality towards heterosexuality or imposing obstacles for non-heterosexuals is described as heteronormativity (Fleming & Sturdy, 2009, p. 571; Lewis, 2006, p. 86; McCarthy, 1998, p. 160). Viewpoints of heterosexuality as the standard norm and the assumption that everybody is heterosexual were evident in the interviews. Heterosexuality was furthermore described as 'normal' in organisations, and talking about a same sex partner creates discomfort in most organisations. The stigma that heterosexuality is the only 'normal sexuality in society' can diminish employees' sense of job security, worker esteem, sense of value, and increase job dissatisfaction leading to an increase in turnover and a decrease in productivity (Lewis, 2006, p. 125).

Discrimination on the basis of sexual orientation was described by the participants as forbidden in organisations due to the constitution of South Africa, but added that there are still evidence of covert and overt discrimination in the actions and words of colleagues. Mostly discomfort around homosexual individuals will cause tacit discrimination – unseen and not punishable by the organisation, although everyone is aware of the non-discriminatory policies. Until recently legislation in South Africa and other countries such as the United States of America have been used as a mechanism to encourage the 'natural law' theory of gender in support of heteronormative beliefs (Ender, et al., 2011). The new Constitution of South Africa that came into effect on 3 February 1997, and the repealing of the Don't Ask, Don't Tell Repeal Act of 2010 in the USA, can have a positive effect to change the attitude towards homosexuals.

Jokes/comments/harassment about homosexuality in work environments were also evident in the interviews. Colgan et al. (2007, p. 599) indicates that "experiences of discrimination/harassment had made people want to transfer to another department or leave their organisation completely".

The general moderate level of heteronormativity within the cultures of organisations was further illuminated by the interviews through anecdotes that explained that the level of acceptance differ within one company. Acceptance ranged from individuals who can openly be who they are as long as they can do their job, to individuals who are told to leave their personal life at home. The various levels, units, and departments mostly have different perspectives and levels of acceptance of homosexuality – therefore the respondents indicated that a global viewpoint of heteronormativity is not possible within their respective organisations. To illustrate that a global level of heteronormativity within an organisation culture cannot be accurately determined, the literature of Willcoxson et al. (2000, p. 93) is stated that indicates that it is difficult to assess organisation culture and they pose the question of whether culture of a company can truly be comprehended. Colgan et al. (2007, p. 605) also made reference to the variance in the level of heteronormativity in that "equality and diversity policy and practice on sexual orientation was identified across sectors, across workplaces and even within the same building within organisations".

A shared idea was that once co-workers recognise the respondents' true sexual identity, personal questions tend to be asked, more specifically questions about their sexual life. At times the interviewees do not mind to inform heterosexual individuals about the homosexual lifestyle with the aim of educating them that theirs is similar to the heterosexual lifestyle. On the flip side, the questions can be invasive of their personal life and the respondents would decline to answer.

Almost all the interviewees revealed that their organisations do not have active campaigns to promote the acceptance of homosexuality, and added that efforts are more likely to be focused on gender or race discrimination. Literature also refer to this matter in that homosexual employees expressed concerns that their organisations wait for them to come forward with grievances of discrimination, before

the organisation attempts to take action (Colgan, et al., p. 590). The perception that diversity issues are linked to gender and race and less on heterosexism and homophobia was confirmed in the literature of Day and Schoenrade (2000). The participants did note that they have clear non-discriminatory policies, but mentioned that when it comes to the practical application, their colleagues can still be awkward when faced with homosexuality. Literature of Colgan et al. (2007, p. 590) indicate that there is an "implementation gap between equality/diversity policy and practice on sexual orientation." Respondents reported discrimination, intended or accidental, due to ignorance. Literature indicates that heteronormativity can be caused by the absence of knowledge, resources, and skills to positively manage unspoken discrimination against homosexual individuals (Ashford, 2010, p. 341).

5.2.1 Normative sexual behaviour

Normative sexual behaviour is the term used to describe the freedom of individuals to partner with whomever they choose, irrespective of traditional gender roles. Differences between cultures were noted in the interviews in the employees' willingness to be open about their sexual orientation. This idea is supported by literature of Sweet (2009, p. 129) which indicates that it is seen as un-African to be homosexual. Religion was also noted as a reason why some individuals experienced conflict between their true identity and the preferred gender roles in terms of choice for a partner in a relationship. The study of Colgan et al. (2007, p. 598) indicates the following reasons why homosexual employees might hide their true identity "negative attitudes held by particular groups of staff. For example, men expressing 'macho' attitudes or colleagues who expressed negative views of homosexuality based on fundamental, evangelical religious beliefs". Literature confirms that the self-worth and identity of homosexuals can be affected negatively when they have to live a double life (Schilt & Westbrook, 2009, p. 451).

5.2.2 Gender-as-binary

The idea that gender ranges on a continuum from exclusively homosexual to exclusively heterosexual and is determined by factors before birth, are described as

gender-as-binary. The moderate level perception of gender-as-binary found during the quantitative phase was supported by the interviewees as the respondents believed that the way in which individuals were raised influence the heteronormative perspectives of organisational culture in terms of expected gender roles. They continued by saying that they were conditioned to believe that it is wrong to be homosexual and they would hide their personal life and conform to the norms of a heterosexual work environment. Most of the interviewees conceal their sexual orientation at work to prevent discomfort, discrimination, or other negative outcomes. The writings of Weiss (2001) and Evans (2008) support the finding that homosexuals try to blend into the heteronormative culture. This endorses the idea that organisations assume and support the idea that every employee is heterosexual.

According to Schein (1996. p. 235) the unstated assumptions about how things are supposed to be, are implicitly or explicitly carried over to employees and the dominant group influence the behaviour of the rest of the group. The general attitude of employees towards homosexuals' influences the level of heteronormativity in organisations. Evidence from the interviews revealed that in organisations, individuals are expected to adhere to the standard accepted roles of masculine men and feminine females. An example was given that a female individual was informed to change her outward appearance and behaviour to suite her biological sex. This finding correlates with the study of Lewis (2006, p. 98) which indicates that lesbian women who exhibit more masculine characteristics, endure more social stigma than feminine lesbians.

Interestingly the interviewees mentioned that at times heterosexual individuals get labelled as homosexual if they 'adhere to the expected physical appearances of being homosexual' - feminine guys and masculine females. Changes in colleagues' behaviour were noted once they realise the sexual orientation of the respondents. At times their co-workers were caught off-guard as the respondents do not conform to the stereotypical image of how homosexual individuals ought to look or how to behave. The respondent indicated that the media is a great example of the distorted idea that is created about the appearance and behaviour of homosexual individuals.

5.3 There will be a negative correlation between heteronormativity and job satisfaction

Prior to correlating the level of heteronormativity with job satisfaction, the reliability job satisfaction scale was determined. The results produced a Cronbach Alpha of 0.92 which is described as sufficient reliable as it far exceeds the required 0.7. The mean value of $\dot{x}$ = 14.13 indicates a moderate level of job satisfaction amongst homosexual employees within the Gauteng region.

A non-parametric correlation was applied in this study. The Spearman Rank Order Correlation revealed a small but significant negative relationship (r = -0.212, p = 0.003) between the perceived level of heteronormativity and job satisfaction of homosexual employees in the Gauteng region. The coefficient of determination revealed that the level of heteronormativity explain 4.4944% of the adjustment on job satisfaction. Most of the respondents experienced additional emotional and physical stress when they are required to continually refrain from mixing their personal and professional life. Colgan et al. (2007, p. 603) refer to the matter in their study:

> The impact of working in a positive or gay-friendly environment was described by respondents as making them feel happier at work. It facilitated greater openness, which some respondents contrasted with previous experiences of being 'hesitant' and having to be 'careful' and 'guarded' about what they said to managers and colleagues. In turn this led to enhanced job satisfaction, which was said to improve productivity and effectiveness. In contrast, working in a negative environment was described as potentially reducing job satisfaction and compromising the ability of LGB workers to do their jobs.

The match between what an individual expects and what they truly receive can be described as overall satisfaction whereas job satisfaction is the level of contentment an individual derives within their company in terms of their experiences (Rosete, 2006, p. 9). Job satisfaction as defined by Macdonald and MacIntyre (1997, p. 2) describes how an employee experiences their individual job situation both in the past

and present. A decrease in job satisfaction was noted when individuals are recognised based on their sexual orientation as opposed to their contribution to the organisation. A lot of the interviewees remarked that they will be known as 'the gay guy working there' or be referred to as 'die moffie' – instead of being known for example as 'the guy who is good with spread sheets'. Macdonald and MacIntyre (1997, p. 3) illustrated that recognition of ones work, working conditions, psychological reaction (isolation or boredom), and remuneration are important aspects contributing to the level of job satisfaction of employees.

A decrease in job satisfaction was also noted when the level of heteronormativity caused discomfort in the work environment, causing the homosexual individuals to change their manner of work to avoid certain colleagues or situations. Volkwein and Zhou, (2003, p. 149) identified that the rate of employee turnover and their productivity level are linked to their satisfaction levels, and individual satisfaction is a personal experience and is influenced by various factors.

Resignation due to low job satisfaction levels was also mentioned as a result of a hostile environment. Goliath (2005) touched on the subject briefly and Mello (2009, p. 365) stated that:

> The way in which employees understand the culture of their organisation can play an important role in their decisions to either remain in the organisation, or leave due to a mismatch between individual goals, values, and needs and the qualities of the company.

Literature revealed that remuneration, relationships with colleagues, managers, and job security are aspects associated with job satisfaction (Macdonald & MacIntyre, 1997, p. 2). For this reason, when the colleagues/superiors of homosexual individuals reject them, based on their sexual orientation, or when a homosexual individual feels that they cannot freely be who they are in fear of discrimination or job loss, their job satisfaction levels may decrease.

5.4 There will be a negative correlation between heteronormativity and work engagement

The applicability of the UWES scale within the South African context first had to be established prior to running the correlations. The Cronbach Alpha indicated a strong internal consistency of 0.94, making the scale reliable. The overall mean for the UWES questionnaire is $\dot{x}$ = 69.12 demonstrating a moderate to relatively high level of work engagement amongst homosexual employees employed in the Gauteng region.

The factor analysis revealed three factors that correlate with the factors found by the developers of the scale, as well as previous studies within South Africa. The factor loadings: vigour (5 loadings), absorption (5 loadings), and dedication (3 loadings). The Cronbach Alpha Coefficients for this study were 0.883, 0.86, and 0.73 respectively indicating internal consistency of the factors. Vigour and dedication is generally experienced on a moderate level ($\dot{x}$ = 18.88, $\dot{x}$ = 11.95), and absorption on a moderate to high level ($\dot{x}$ = 22.61).

Work engagement as described by Fairlie (2011, p. 509) and Zigarmi et al. (2009, p. 302 – 308) are based on three components: cognition (psychological identification), affect (emotional components of engagement), and behaviour (discretionary effort). These components link to the factors found in the factor analysis of the UWES scale, whereby cognition relate to dedication, affect relate to vigour, and behaviour relate to absorption.

5.4.1 Small, significant negative relationship

The Spearman Rank Order Correlation revealed a small but significant negative relationship (r = -0.104, p = 0.093) between the level of heteronormativity and the work engagement of homosexual employees within the Gauteng region. The coefficient of determination shows that the level of heteronormativity will affect the level of work engagement with 1.0816%. The interviewees mentioned that when the culture of their organisation is not tolerant of homosexuality, they will be more likely

to resign; with only a few who would consider staying should the compensation be adequately, indicating less work engagement with higher levels of heteronormativity. Colgan et al. (2007) indicate that:

> LGB workers in the 'higher echelons of the labour market' tended to choose careers in sectors with a more tolerant environment and were more likely to be out. Whereas, those employed in lower level jobs were more likely to remain 'closeted at work', and change employer.

Furthermore it was found in this study that most of the individuals will not change their attitude towards their job in terms of output, but said that they will change their attitude towards their colleagues if the culture does not recognise homosexuality. Employees are more engaged in their work and are more productive if they are respected, regardless of who they are as individual (Schroeder-Saulnier, 2009, p. 1-4).

Self-efficacy, which is individuals' own perceptions of their abilities, increases when they satisfy their needs by engaging in their work. Self-efficacy is also described as organisational-based self-esteem (Van Berkel, Proper, Boot, Bongers, & van der Beek, 2011, p. 738). Wellins, Bernthal, and Phelps (2005, p. 2) describes work engagement as the "extent to which people enjoy and believe in what they do and feel valued for doing it". For this reason, when the respondents mentioned they are not optimistic that they will be recognised for their efforts, but instead are recognised for their sexual orientation, their will to take action might decrease.

The two factors in the HABS scale and the three factors in the UWES scale were correlated to determine whether certain aspects of heteronormativity influence the aspects of work engagement in a different manner.

5.4.2 Normative sexual behaviour and vigour, dedication, and absorption

A small negative correlation between normative sexual behaviour and vigour ($r = -0.148$, $p = 0.029$) was found. A 2.1904% decrease in vigour was detected with an

increase in normative sexual behaviour. In the instance when normative sexual behaviour increase, a slight decrease in employees' absorption in their work can be detected (r = -0.114, p = 0.073, 1.2996%). No relationship was found between normative sexual behaviour and dedication (r = 0.000, p = 0.500). The interviewees mentioned that if they are discriminated against on any grounds, it will influence their work engagement. Reference was made to the possible different treatment they may experience at times based on their sexual orientation, resulting in them decreasing their time and dedication to their organisations. The respondents highlighted that personality differences can influence the extent of the effect that a heteronormative culture can have on the work engagement of homosexual employees. "In contrast to the positive impact of a gay-friendly environment and inclusive attitudes, homophobic experiences were reported to have hampered concentration, adversely affected work, requiring staff to 'gear themselves' up to come to work" (Colgan et al., 2007, p. 603).

The concept of being forced to conform to the expected role of one's physical sexual appearance, which may not be the same as one's gender, could also lead to a decrease in concentration on work tasks. According to Fairlie, (2011, p. 510) "employees experience meaning in their work when they are allowed to live their 'preferred self' in terms of their self-identity". Surprisingly, there was no statistical evidence to support the idea that employee dedication either diminishes or increases if the culture of an organisation supports traditional gender roles.

5.4.3 Gender-as-binary and vigour, dedication, and absorption

A small negative significant relationship was found between vigour and the perception of gender-as-binary (r = -0.148, p = 0.030). There will be a 2.1904% adjustment in vigour when the viewpoint of gender-as-binary is enhanced. Employees tend to become slightly less absorbed in their work when the perception of gender-as-binary increases (r = -0.070, p = 0.185). The variance is a mere 0.49%. It was interesting to note that in contrast to the other correlations which inclined to be negative, employees tend to become more dedicated to their

organisations when the perception of gender-as-binary is heightened (r = 0.082, p = 0.149). A variance of 0.6724% is evident between the variables.

Weiss (2001, p. 134) indicates that one of the assumptions made in a heteronormative setting is that people can be categorised into two distinct genders, male and female, complying with traditional roles in life. The results of the study indicate that the idea that individuals should conform to the traditionally accepted gender roles has a negative influences on the energy levels of homosexual employees and their willingness to invest effort in work responsibilities. The interviewees said that the discrimination they experienced because of their sexual orientations, acted as trigger to invest less time and dedication in their organisations because they were treated differently in comparison to their heterosexual colleagues.

5.5 Conclusion

Chapter Five integrated the results from the quantitative analysis with the explanatory qualitative data, with the intention to answer the major research question and the hypotheses that guided the research study. The chapter illustrated that, within the Gauteng region, organisations do seem to have a moderate heteronormative culture and that this type of culture does have a small but significant negative effect on the affective reactions of homosexual employees. The results were discussed with reference to the two hypotheses and relevant literature substantiates the respondents' views. Chapter Six will conclude the study whereby recommendations for future research and limitations to this study will be noted.

CHAPTER 6
CONCLUSION, RECOMMENDATIONS & LIMITATIONS

6.1 Conclusion

Based on the findings of the study, it is concluded that homosexual employees will react negatively to a heteronormative organisational culture. Their experience of organisations is that they assume that most individuals are heterosexual and that people should conform to the perceived roles of masculine males and feminine females. This perception highlights the gender-as-binary factor that was identified in the factor analysis of the HABS questionnaire that divides people in only two genders (male and female). Based on the responses received from the participants, they also support (knowingly or unknowingly) the idea of normative sexual behaviour because they would refrain from disclosing their true sexuality until they are satisfied that it will be accepted in their organisation. Furthermore, implicit and at times explicit discrimination was evident in the various organisations against employees based on their sexual orientation. Differences in the viewpoints of ethnicities as obtained through the qualitative data were noted. Certain ethnic groups are more traditional and will more readily reject the idea of different sexualities, more specific homosexuality.

Overall job dissatisfaction of homosexual employees was evident when they notice that their co-workers disregard the possibility of homosexuality. Examples of negative reactions to a heteronormative culture are resignation, low self-esteem because employees are judged based on their sexual orientation instead of being appreciated for their capabilities, decrease in mental and physical well-being, and a lower predisposition to apply for jobs in specific organisations because of the refutation of different sexual orientation.

The finding of a significant but small correlation between perceived heteronormativity and work engagement suggests that while homosexual employees may decrease their engagement somewhat, they continued to make contributions to their

organisations. This finding was validated by the qualitative study in that respondents seemed to have become adjusted to the reality they were dealing with or had learned to function within the dominant cultures they encountered. The respondents indicated that they tend to change their behaviour towards their co-workers instead of changing their commitment to their job responsibilities when the general belief of the organisation is to reject them because of their sexual orientation. In general the individuals indicated that, when their organisations support the idea of traditional gender roles, their energy levels and concentration would diminish, but it will have no effect on their dedication towards the organisation. If the organisation assumes that there are only two genders, the respondents' vigour and absorption would decrease. Surprisingly, the perspective of gender-as-binary increases the psychological identification of homosexual employees with their work. It was interesting to note that the correlation between the three factors in the UWES scale and the two factors of the HABS scale, revealed that the overall work engagement of homosexual employees will diminish when an organisation culture has high levels of heteronormative beliefs, but certain aspects of work engagement are not influenced negatively or not influenced at all by heteronormative attitudes.

The respondents were of the opinion that resolving discrimination issues based on sexual orientation are not deemed as important in organisations because there are more gender and race discrimination problems. The various reactions of others towards homosexual employees are ignorance, ignoring the individual, asking questions related to either the homosexual lifestyle or sexual practices, negative comments and behaviour, or no change in their behaviour.

Overall the findings in this study are similar to previous research on heteronormativity and discrimination against homosexual employees. Linkages are the manner in which these employees face the decision whether or not to be open about their sexual identity, spending energy on withholding their true self and seeming withdrawn, fear of job loss, as well as covert and overt discrimination (Ragins, 2008, p. 196; Ragins, Cornwell, & Miller 2003, p. 45; Teney & Subramanian, 2010; Van Lear, 2011, p. 3).

6.2 Limitations

During the course of the study certain obstacles became apparent, some of which was overcome by changing the initial scope of the research study.

Due to the limited amount of empirical evidence on the subject under discussion there were certain limitations in terms of the quality and recency of the literature review in Chapter 2. Sources older than ten years were used which could have a negative effect on the reliability of the comparisons made between the results found in the study and the literature evidence.

Secondly, the invisibility and the stigmas attached to the sample restricted the access to participants which resulted in a low response rate to the quantitative questionnaire. Initially three affective reactions were included in the questionnaire, but due to slow and incomplete responses the third affective reaction – organisational citizenship behaviour – was dropped to ensure the necessary sample size in order to do a reliable statistical analysis. Future research should identify ways of gaining access to larger samples and research sites. The study was limited to homosexuals and future research might also examine other categories of sexual orientation. Researchers might also consider examining heteronormativity perceptions of heterosexual employees in comparison of those of homosexuals. The latter might indicate the extent to which dominant group employees are aware or unaware of heteronormative cultures.

6.3 Contributions

Because the existing literature on the personal experiences of homosexual employees in South African organisations is limited, the results of this study can add to the body of research in this area. The study could make a positive contribution to understanding the experiences and reactions of homosexual employees in organisations with heteronormative cultures. This study has established the need to translate organisational policies and the country's legislation into practise in order to overcome implicit discrimination based on sexual orientation.

Furthermore, the study might enhance a more positive image of homosexual individuals in South Africa. This may lead to the recognition that employees are worthy and deserve equal rights and treatment regardless of their sexual orientation. The study might create an awareness of the still existing inequalities between the ways that employees from different sexual orientation groups are treated. As a result the society as a whole could be informed to be more focused on including different individuals. This is very much in line with the emphasis on inclusion in the diversity management body of knowledge (Shore et al., 2011).

6.4 Practical Recommendations

The findings of the study may aid organisations to identify the various aspects that create and sustain heteronormative cultures. A culture that is not prejudiced against anyone regardless of their sexual orientation and a more tolerant environment can also be created. Organisations can also provide information to their employees regarding different sexual orientation groups, as to highlight that people are inherently the same. The behaviours of employees toward one another can also be noted, as to prevent discriminatory/insensitive comments and jokes. In general, the findings of this study suggest organisations must address both overt and covert barriers to the inclusion of homosexual employees in the workplace.

For future research, instead of focusing on the negative reactions of homosexual employees that is attributable to a heteronormative culture, the focus could be on the positive reactions that homosexual employees experience in their organisations due to an accepting organisation culture. The findings of such a study may form a point of reference that could be followed by organisations to ensure that individuals from the various sexual orientation groups feel safe to apply for jobs and keep on working in the organisation. Such a study can be beneficial to both the employees (job security) as well as the organisations (lower turnover and increased productivity).

A study on reforming a heteronormative organisational culture can also be attempted in order to provide guidelines for organisations to become more inclusive of different sexual orientation groups.

6.5 Final word

Despite the estimate that gays and lesbians constitute between 4% – 17% of the productive labour force and an important aspect of diversity in the workplace, systematic research on their experiences with heteronormativity lags behind research on the experiences of other minority groups in the workplace. While South Africa has declared rights for homosexuals in its constitution, homosexuals continue to experience exclusion and discrimination in society and in the workplace. The words of Archbishop Desmond Tutu are instructive in this regard:

"A student once asked me, if I could have one wish granted to reverse an injustice, what would it be? I had to ask for two. One is for world leaders to forgive the debts of developing nations which hold them in such thrall. The other is for the world to end the persecution of people because of their sexual orientation, which is every bit as unjust as that crime against humanity, apartheid." – Desmond Tutu, 2004, The Guardian, Catholic church urges pupils to sign anti-gay marriage petition.

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APPENDIX A

QUANTITATIVE QUESTIONNAIRE

- Organisation Culture and Sexual Orientation -

Dear participant

Thank you for your willingness and time to complete this questionnaire. It will take approximately **15 minutes** to complete.

The purpose of the questionnaire is to determine your perception of organisational culture norms in respect to sexual orientation in your workplace. Additionally, the questionnaire asks questions about your level of engagement, job satisfaction, and organisational citizenship behaviour.

This is an anonymous and confidential questionnaire. Your identity as a self-identified lesbian or gay individual will not be revealed and the answers you provide will be used for research purposes only. Do not write our name on any part of this questionnaire.

Please answer all the questions. There is no right or wrong answer.

Q1. Are you a self-identified lesbian or gay individual working in an organisation in the Gauteng region?

  If your answer is 'No', please do not continue answering the questionnaire

Yes	
No	

Below are a number of statements measuring, the attitudes and beliefs of people in your organisation towards gender. **Please read each statement carefully and then circle the number to indicate the EXTENT TO WHICH YOU BELIEVE MOST PEOPLE IN YOUR ORGANISATION WOULD AGREE OR DISAGRE WITH EACH STATEMENT.**

	Strongly disagree	Disagree	Slightly disagree	Exactly neutral	Slightly agree	Agree	Strongly agree
Femininity and masculinity are determined by biological factors, such as genes and hormones, before birth.	1	2	3	4	5	6	7
There are only two sexes: male and female.	1	2	3	4	5	6	7
All people are either male or female.	1	2	3	4	5	6	7
In intimate relationships, women and men take on roles according to gender for a reason; it's really the best way to have a successful relationship.	1	2	3	4	5	6	7
Things go better in intimate relationships if people act according to what is traditionally expected of their gender.	1	2	3	4	5	6	7
Gender is the same thing as sex.	1	2	3	4	5	6	7

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It's perfectly okay for people to have intimate relationships with people of the same sex.	1	2	3	4	5	6	7
The best way to raise a child is to have a mother and a father raise the child together.	1	2	3	4	5	6	7
In healthy intimate relationships, women may sometimes take on stereotypical 'male' roles, and men may sometimes take on stereotypical 'female' roles.	1	2	3	4	5	6	7
Sex is complex; in fact, there might even be more than 2 sexes.	1	2	3	4	5	6	7
Gender is a complicated issue, and it doesn't always match up with biological sex.	1	2	3	4	5	6	7
Women and men need not fall into stereotypical gender roles when in an intimate relationship.	1	2	3	4	5	6	7
People should partner with whomever they choose, regardless of sex or gender.	1	2	3	4	5	6	7
There are particular ways that men should act and particular ways that women should act in relationships.	1	2	3	4	5	6	7
People who say that there are only two legitimate genders are mistaken.	1	2	3	4	5	6	7
Gender is something we learn from society.	1	2	3	4	5	6	7

The section asks questions about how your behaviour in your organisation. **Please read each statement carefully and then circle an appropriate number to indicate THE EXTENT TO WHICH YOU ENGAGE IN THE FOLLOWING BEHAVIOURS AT WORK.**

I will…	Never	Seldom	Sometimes	Often	Always
Help others who have been absent.	1	2	3	4	5
Attend functions that are not required but that help the organisational image.	1	2	3	4	5
Willingly give my time to help others who have work-related problems.	1	2	3	4	5
Keep up with developments in the organisation	1	2	3	4	5
Adjust my work schedule to accommodate other employee's requests for time off.	1	2	3	4	5
Defend the organisation when other employees criticise it.	1	2	3	4	5
Go out of my way to make newer employees feel welcome in the work group.	1	2	3	4	5
Show pride when representing the organisation in public.	1	2	3	4	5

Show genuine concern and courtesy toward coworkers, even under the most tying business of personal situations.	1	2	3	4	5
Offer ideas to improve the functioning of the organisation.	1	2	3	4	5
Give up time to help others who have work or non-work problems.	1	2	3	4	5
Express loyalty toward the organisation.	1	2	3	4	5
Assist others with their duties.	1	2	3	4	5
Take action to protect the organisation from potential problems.	1	2	3	4	5
Share personal property with others to help their work.	1	2	3	4	5
Demonstrate concern about the image of the organisation.	1	2	3	4	5

The following 17 statements are about how you feel at work. **Please read each statement carefully and decide if you ever feel this way about your job.** If you have **NEVER HAD THIS FEELING, CROSS THE '0' (ZERO)** in the space after the statement. If you have had this feeling, **INDICATE HOW OFTEN YOU FEEL IT BY CROSSING THE NUMBER (FROM 1 TO 6)** that **best describes how frequently you feel that way.**

	Never	Almost never – a few times a year or less	Rarely – once a month or less	Sometimes – a few times a month	Often – once a week	Very often – a few times a week	Always – every day
At my work, I feel bursting with energy	0	1	2	3	4	5	6
I find the work that I do full of meaning and purpose	0	1	2	3	4	5	6
Time flies when I'm working	0	1	2	3	4	5	6
At my job, I feel strong and vigorous	0	1	2	3	4	5	6
I am enthusiastic about my job	0	1	2	3	4	5	6
When I am working, I forget everything else around me	0	1	2	3	4	5	6
My job inspires me	0	1	2	3	4	5	6
When I get up in the morning, I feel like going to work	0	1	2	3	4	5	6
I feel happy when I am working intensely	0	1	2	3	4	5	6
I am proud on the work that I do	0	1	2	3	4	5	6
I am immersed in my work	0	1	2	3	4	5	6
I can continue working for very long periods at a time	0	1	2	3	4	5	6
To me, my job is challenging	0	1	2	3	4	5	6
I get carried away when I'm working	0	1	2	3	4	5	6
At my job, I am very resilient, mentally	0	1	2	3	4	5	6
It is difficult to detach myself from my job	0	1	2	3	4	5	6
At my work I always persevere, even when things do not go well	0	1	2	3	4	5	6

The following section will measure your job satisfaction with your working environment. **Please read each statement carefully and then circle an appropriate number to indicate THE EXTENT OF YOUR SATISFACTION WITH EACH ITEM.**

How satisfied are you with…	Very dissatisfied	Dissatisfied	Satisfied	Very Satisfied
your present job when you compare it to jobs in other organizations	1	2	3	4
the progress you are making toward the goals you set for yourself in your present position;	1	2	3	4
the chance your job gives you to do what you are best at;.	1	2	3	4
your present job when you consider the expectations you had when you took the job;.	1	2	3	4
your present job in light of your career expectations.	1	2	3	4

Background Questions

Now we need you to answer a few questions about your demographic background.

Biographical Characteristics

1. Sex:

MALE	FEMALE

2. Sexual orientation:

GAY	LESBIAN

3. Please indicate your age in years:
4. Approximately how many employees are there in your current organisation:
5. Have you revealed your sexual orientation to people in your current organisation?

YES	NO

6. Highest academic qualification

Under Matric (Grade 12)	Matric	Post matric certificate(s)	Diploma(s)
Degree(s)	Honours Degree(s)	Master degree(s)	Doctorate

7. What industry are you currently employed in:
8. How many years have you been employed in your present organisation? _____ years
9. How many total years of working experience do you have? _____ years
10. Would you be willing to participate in a short telephonic or in person interview at a later point time? Please send me a separate email to elizmastudy@gmail.com indicating your willingness and the type of interview you would prefer.
11. If you would like to receive an executive summary of the results of the study, please send an email to that effect.
12. Were any of the questions above unclear? (Please explain). If not, please indicate N/A
13. Any other comments:

Thank you for taking your time to complete the questionnaire.
I appreciate your support.

Please send all completed questionnaires to elizmastudy@gmail.com

APPENDIX B

QUALITATIVE INTERVIEW FRAMEWORK

- Interview framework -

1. What is the general attitude of your organisation towards different sexual orientations, specifically lesbian/gay individuals? How would you describe the culture of the organisation with respect to employees' sexual orientation? Are they accepting of individuals openly expressing their sexual orientations? How do you know this? What have you heard? Is there a policy? Do you feel you are free to be who you are in your organisation?

2. If the question above was answered in the positive (organisation accepting openly expressive individuals): Have you ever worked in an organisation that did not accept openly gay/lesbian employees? How would you describe the culture, (the behaviour), of the employees with regard to assumptions about heterosexuality vs. homosexuality?

3. When you have heard or experienced negative / biased reactions from individuals regarding your sexual orientation, how did it affect your job satisfaction and engagement to your organisation? In what manner, please explain?

4. Will you resign from your job if the culture is not welcoming towards homosexuals? Or do you know of anyone who has left their organisation due to cultural aspects in terms of homosexuality?

5. What measures have your organisation taken to be more inviting / open to homosexual individuals?

APPENDIX C

INFORMED CONSENT FORM QUANTITATIVE PHASE

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Economic and
Management Sciences

**Informed consent for participation in an academic
research study**

Dept. of Human Resources

**THE INFLUENCE OF A HETERONORMATIVE CULTURE ON LESBIAN AND GAY
EMPLOYEES' AFFECTIVE REACTIONS**

Research conducted by:
Ms. E. Els (26067189)
Cell: 082 475 7003

Dear Respondent

You are invited to participate in an academic research study conducted by Elizma Els a Masters student from the Department Human Resources at the University of Pretoria.

The purpose of the study is to investigate how lesbian and gay individuals, perceive their organisational culture with relation to the heteronormativity thereof and how this might influence their engagement, overall satisfaction and organisational citizen behaviour, within organisations in the Gauteng region.

Please note the following:

- This study involves an <u>anonymous</u> survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly <u>confidential</u>. On the questionnaire there is an option whether you will be willing to partake in a second, short interview phase of the research study in order to clarify the results of the first, questionnaire phase. You cannot be identified in person based on the answers you give.

- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.

- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 25 minutes of your time.

- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

- Please contact my supervisor, Prof, S. Nkomo, stella.nkomo@up.ac.za if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

_____   _____

Respondent's signature   **Date**

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INFORMED CONSENT FORM QUALITATIVE PHASE

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Economic and
Management Sciences

Informed consent for participation in an academic research study

Dept. of Human Resources

THE INFLUENCE OF A HETERONORMATIVE CULTURE ON LESBIAN AND GAY EMPLOYEES' AFFECTIVE REACTIONS

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Please note the following:

▪ This study involves a telephonic or face-to-face interview. Your name will not appear in the findings and the answers you give will be treated as strictly <u>confidential</u>. You cannot be identified in person based on the answers you give.

▪ Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.

▪ Please answer the questions in the interview as completely and honestly as possible. This should not take more than 30 minutes of your time.

▪ The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

▪ Please contact my supervisor, Prof, S. Nkomo, stella.nkomo@up.ac.za if you have any questions or comments regarding the study.

Please sign the form to indicate that:

▪ You have read and understand the information provided above.

▪ You give your consent to participate in the study on a voluntary basis.

_____   _____

Respondent's signature   **Date**