



INCLUSIVE WORKPLACE PRACTICES WITH REFERENCE TO LGBTQIA COMMUNITY FROM EMPLOYEES AND FUTURE EMPLOYEES ERSPECTIVE

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ABSTRACT: The researcher will be primarily focusing on the workplace inclusion of the LGBTQIA+ community as there are many people who wish to keep their sexual orientation low key, mostly due to the stereotyping of the society and the lower level of acceptance from the people, in a country like India where culture and traditions are given high value and a conservatory society it will be a greater deal to understand and accept the same.

Whereas some of the MNC's proudly present their diverse team, however there is internal stereotyping and narrow mindedness and perceived understanding about once sexuality, the system of non-binary is far beyond their understanding.

Index Terms: Workplace, inclusion, sexual orientation, diversity, stereotyping, non-binary, tokenism.

I. INTRODUCTION:

“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.” — Sundar Pichai.

Building a supportive, discrimination-free, and secure work environment for the Indian LGBT community has enormous and far-reaching benefits. The fledgling but persistent initiatives to abolish the threat of job discrimination through legislative changes are positioned to help recruit and keep the greatest personnel. Employers and managers face additional difficulties when trying to hire and manage LGBT employees, particularly in India where religion and conventions play a significant role in shaping and preserving the national culture.

Given that 90 percent of the revenue and clients of the IT sector come from Europe and the United States, Indian HR policies, particularly in the IT sector, are changing gradually to accommodate the needs of the LGBT population. It's hard to overstate the significance of having LGBT role models in addition to progressive HR practises. High-level

business leaders who come out of the closet and create confidence in the community greatly assist LGBT workers in India as they attempt to overcome challenges relating to their sexual orientation.

To evaluate the working environment for LGBT personnel in corporate India, a survey of the LGBT workplace climate in India was undertaken. While the previous survey of this kind, conducted in 2012, had produced a number of significant insights, the second poll attempted to build on those findings, particularly in light of the fact that homosexuality was once again become a crime following a Supreme Court decision in December 2013. Diversity and inclusion in the workplace are now universally acknowledged as key business drivers.

The LGBT workforce, on the other hand, is still mostly ignored and their presence is not acknowledged at least in Indian workplaces. The Supreme Court's decision regarding Section 377 has slowed down the development of this matter. Initiatives that promote the inclusion of LGBT employees, like creating Employee Resource Groups, do not put businesses at risk legally; however, risk-averse organisations have chosen to play it safe by doing nothing in this regard. Section 377 of the Indian Penal Code does not criminalise LGBT identity. However, some international corporations, particularly those with headquarters in the US and Europe, are implementing LGBT-friendly policies in their Indian offices as well.

No matter how far LGBT rights have come, coming out the process of telling people about one's sexual orientation or gender identity remains the defining experience for LGBT individuals around the world. Therefore, without addressing this crucial issue, any understanding of workplace climate will remain insufficient.

The existence of LGBT-friendly policies is a first step that many Indian organisations have yet to take, despite the common saying that writing policies is easier than bringing about a culture change. Even multinational corporations with branches outside of India that have non-discriminatory policies and procedures in those locations frequently do not extend those same policies and practises to their Indian staff.

1.2 RESEARCH QUESTIONS

- Why is diversity in workplace important?
- Why including LGBTQIA+Community in workplace important?
- What is the perspective of employers and employees towards the LGBTQIA+ co-workers?
- To what extend do the companies accommodate LGBTQIA+ employees in their organisation?
- Is it done only as a symbolic effort or do they really take it under account?
- What can be done for the betterment of the same?

1.3 RESEARCH OBJECTIVE:

1. To study lgbtq inclusion in the workplace.
2. To analyze whether employers acknowledge the representation of lgbtq as an inclusive workplace practice.

3. To understand the tokenism approaches of employers towards lgbtq
4. To enumerate how the same is used as a practice of making only a symbolic effort to do a better marketing and public relations (PR) strategy, especially by adding a fraction of people from under-represented groups in order to give the appearance of sexual or racial equality within workforce.
5. To give suitable suggestions based on the research findings.

II. LITERATURE REVIEW

Diversity and Inclusion are the critical elements of the workplace regardless the size of the organization. The success of any business depends on its uniformity of employees regarding age, gender, race, religious belief, sexual orientation (Badgett, Durso, Mallory, & Kastanis, 2013). These diversities bring new ideas and facilitate the organization to accomplish success. In this highly competitive business environment, it's beneficial for the establishment to modify the policies which suit each section of the society (Benschop et al., 2015). Today in the world around 27 million LGBT (Lesbian, Gay, Bisexual, and Transgender) is present, and around 8 million are in the US and 3.5 million are in Australia. These enormous numbers show that the workplace has to be LGBT supporter, and these talents cannot be ignored (George B. Cunningham, 2011). Till 2012, only 190 organizations were recognized to be the best place for LGBT equality. Straight off a day's company's approach to talent acquisition towards enhancing the diversity of the workplace include LGBT. Establishment makes sure that the workplace should be favourable to them and the policies & procedures were in place (Cunningham, 2015). Transgender individuals undergo severe discrimination at the workplace, across the world. International labour organisation (ILO) in 2013 mentioned about the discrimination of transgender under LGBT (Federman & Rishel Elias, 2016). There presented a significant gap in the HRM and diversity research area for transgender and had a limited amount of literature. Typically, diversity management directed towards LGBTQ is lesser compared to women or ethnic minorities. Eventually, things are changing and diversity management, bringing benefits for LGBTQ employees and also reducing the discrimination. For LGBTQ individuals, working in an organization is not an easy task. Other employees at fewer occasion hold a varied perspective towards LGBTQ employees. In 2014, President Obama passed the legislation, promoting diversity and inclusion in the federal workplace. However, the LGBT employees tend to prefer the federal workplace least and mostly pursue careers in fashion or entertainment industry rather than government or military (Federman & Rishel Elias, 2016). In the Fortune 500 companies, there is evidence which shows that LGBT employees, mainly travel extensively as their straight counterparts, which lean to take tonnes of perspectives to the table to work out complex problems at the workplace. At the higher management level, LGBT employees have strong interpersonal skills, empathy, creativity, and high emotional intelligence (Góis, Duarte, Pinheiro, & Teixeira, 2016). These skills make the employees useful for the organization in attaining their goals. Workplaces, whose policies are favourable for the LGBT employees, it's more likely that the employees share their sexual orientation openly and as

a consequence able to share their perspectives freely in solving complex problems, ultimately leading to performance gains (George B Cunningham, 2011). For instance, at the athletic department, sexual orientation diversity and favourable policies tend to help LGBT employees to express their talent openly, and they outperformed their peers. Ensuring the 'safe haven' for the employees to express their sexual orientation and to develop a pleasant atmosphere to enhance the sexual orientation diversity at workplace take the organization to the next level regarding productivity (Fullerton, 2013). Diversity training is essential, and establishment has to make sure that they render the transparent and productive message to their employees by asserting on the importance of diversity and how all sorts of diversity create miracles in the workplace (Köllen, 2015). Those organizations which have friendly policies towards LGBT employees tend to have lesser discrimination cases, which lead to increase the market share, become the happiest workplace to work for, high in achieving the goals, and benefit the society (Köllen, 2013) (Sposato, Feeke, Anderson-Walsh, & Spencer, 2015). In this mode, establishment able to retain the best talent as the talented people only want to remain in an establishment where the skills and expertise are valued to a greater extent (Lloren & Parini, 2016). Diversity regarding sexual orientation in the system receives an immediate effect on employees. LGBT-supportive policies or supportive workplace climate enhances the openness about being LGBT, also improve the health and well-being outcomes, less discrimination, improves the job satisfaction, improved the relationships with co-workers and supervisors, higher commitment and other positive behaviours & attitude leads to increase in productivity (Colgan, McKearney, & Colgan, 2011) (Lloren & Parini, 2016). These factors reduce the attrition rate in the organization and also alter the view of the other external organization who are interested in doing business with socially responsible companies. It leads the team to expand its customer base and ability to retain the customer or clients as they will have a trust in the enterprise. Such initiatives will improve the brand image of the business (Martins et al., 2016). Active recruitment strategy for LGBT also has an impact on non-LGBT employees as more often research shows that employees prefer those employers which value diversity, creativity and treat equally to all staff (Madera, 2013). Today, more companies are developing LGBT-friendly policies and making sure that the discrimination should not happen, organization organizes events such as employee networking, mentoring plan, diversity awareness & importance. Companies like Marriott International, JP Morgan Chase, MGM Mirage provide equal health benefits to same-sex partners (Riley, 2008). The chief challenge is for those companies which have global offices, as in many states such as Algeria, UAE, Jamaica being gay is illegal and countries like Saudi Arabia and Uganda gays are punishable with death. These substantial differences create problems for the companies to keep the sound and safe environment towards the sexual minority (Ozturk & Tatli, 2016). Moreover, when the non-LGBT employees come as an expatriate to those countries where it's legal, and LGBT are accepted, there tends to be an issue, especially for the LGBT employees. They are marginalised and discriminated based on the expatriates' ideology (Schmidt, Githens, Rocco, & Kormanik, 2012) . Such matters become involved for the organization to deal and sometimes push the negative thoughts for the LGBT group. As more countries are legalising LGBT, there is the significant market formation happening in the respective states. Hence, it's essential for the organisation to tap the talent from the LGBT community. Furthermore, financial sectors are hiring more LGBT employees so that they can address other LGBT

customers. It facilitates the organization to have an extended customer base (Sears & Mallory, 2015) (Sposato et al., 2015).

III. RESEARCH GAP:

The inclusion of LGBT employees is the most difficult kind of diversity; organization have to take. Few research is present related to LGBT diversity, and many research scholars are itself belong to LGBT community. Different perspectives are required to have a holistic view of the LGBT community. Moreover, gaps in analysing the career growth of LGBT employees and mobility in various cases of occupation also needed to be done. Also the perspective of Tokenism in the companies promotion is also a much wider aspect to be explored.

VI. RESEARCH METHODOLOGY

This research will employ a quantitative approach through a survey instrument to assess the current state of LGBTQIA+ inclusion within a specific workplace.

4.1. Survey Development:

- **Content:** The survey will encompass questions related to:
 - Demographics (optional): Age, department, etc. (to identify potential variations)
 - Sexual orientation and gender identity (LGBTQIA+ specific)
 - Experiences of inclusion/exclusion (microaggressions, workplace benefits, sense of belonging)
 - Perceptions of company policies and practices related to LGBTQIA+ inclusion
 - Open-ended questions for additional insights
- **Question Wording:** Use inclusive language and avoid assumptions about sexual orientation or gender identity. Consider using established scales for inclusion measurement.
- **Pilot Testing:** Conduct a pilot test with a small, diverse group to ensure clarity and address any biases.

4.2. Sampling:

- **Target Population:** Identify the specific group you want to represent (e.g., all employees, specific departments).
- **Sampling Method:** Choose a random sampling method (e.g., stratified random sampling by department) to ensure representativeness.
- **Sample Size:** Aim for a sample size that provides statistically significant results. Online sample size calculators can help determine this based on the population size and desired confidence level.

4.3. Data Collection:

- **Delivery Method:** Use an online survey platform to facilitate ease of access and anonymity. Consider offering paper versions for those without internet access.
- **Incentives:** Offer a small incentive (e.g., raffle entry) to encourage participation.
- **Confidentiality:** Ensure anonymity and data security throughout the process.

4.4. Data Analysis:

- **Quantitative Analysis:** Utilize statistical software to analyze closed-ended questions (e.g., frequency tables, correlations).

- **Qualitative Analysis:** Analyze thematically coded responses from open-ended questions.

4.5. Reporting:

- Prepare a comprehensive report summarizing the findings, including key statistics, trends, and employee quotes (anonymously).
- Offer recommendations for improving LGBTQIA+ inclusion based on the results.

4.6. Additional Considerations:

- **Ethical Approval:** If required by your institution or for sensitive data collection, obtain ethical approval before conducting the survey.
- **Accessibility:** Ensure the survey is accessible to employees with disabilities.
- **Communication:** Inform employees about the purpose of the survey and how the data will be used.

V. ANALYSIS AND DISCUSSION

5.1. WHAT IS HOMOSEXUALITY?

The term "homosexuality" is derived from the combination of "homo," meaning 'same,' and "sexuality," referring to sexual orientation or behavior. A homosexual person is attracted to individuals of the same sex, encompassing both men attracted to men and women attracted to women. The acronym LGBT stands for Lesbians, Gays, Bisexuals, and Transgenders, representing diverse sexual orientations and gender identities.

Lesbians are women attracted to other women, and gay refers to men attracted to other men. Bisexual individuals are attracted to both men and women, while transgender individuals have a gender identity that does not align with traditional definitions of male or female. When individuals within the LGBT community are attracted to the same sex, they are termed homosexual.

The understanding of homosexuality as a sexual orientation is contrasted with outdated perspectives that considered it a disease or mental problem. Such perceptions can lead to negative attitudes towards homosexuals. Research indicates that individuals who believe sexual orientation is innate are more likely to hold tolerant attitudes, while those who view it as a choice may harbor less tolerant views. Homosexuality is often viewed as a social issue, prompting scholarly exploration into its origins, with diverse perspectives from anthropologists, zoologists, psychologists, and theologians. The prevailing attitudes towards the nature of sexual orientation significantly impact societal acceptance or rejection of individuals within the LGBTQ+ community.

5.2. THE INDIAN PENAL CODE AND THE LGBTQIA+ COMMUNITY

Section 377 of the Indian Penal Code (IPC) was a colonial-era law that criminalized consensual sexual activities "against the order of nature," including homosexual acts. This section was widely criticized for its discriminatory impact on the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community, as it essentially criminalized same-sex relationships. The law not only stigmatized individuals based on their sexual orientation but also impeded their fundamental rights to privacy and equality.

The movement to decriminalize Section 377 gained momentum over the years, driven by advocacy groups, human rights activists, and the LGBTQ+ community. The legal battle to decriminalize consensual same-sex relationships reached a significant milestone with the Supreme Court of India's historic judgment in the case of *Navtej Singh Johar v. Union of India*.

On September 6, 2018, the Supreme Court of India, in a landmark decision, declared that Section 377 was unconstitutional to the extent that it criminalized consensual sexual conduct between adults, including same-sex relationships. The Court held that the provision violated the right to privacy, dignity, and equality guaranteed under the Indian Constitution.

The judgment emphasized the importance of inclusivity and respect for individual autonomy, stating that "History owes an apology to the members of this community and their families, for the delay in providing redressal for the ignominy and ostracism that they have suffered through the centuries." The decriminalization of Section 377 was a significant step toward recognizing and affirming the rights of the LGBTQ+ community in India, promoting inclusivity, and upholding the principles of equality and non-discrimination.

5.3. WHAT IS DIVERSITY IN WORK CULTURE AND WHAT ARE THE BENEFITS OF IT?

CONCEPT OF DIVERSITY IN WORKPLACE

1. Demographic Diversity:

- **Age:** A diverse age range in the workforce brings together individuals with varying levels of experience and perspectives. This can lead to a dynamic exchange of ideas and mentorship opportunities.
- **Gender:** Gender diversity ensures equal representation and opportunities for people of all genders, challenging traditional gender roles and fostering a more inclusive work environment.
- **Race and Ethnicity:** A diverse representation of races and ethnicities contributes to a rich cultural tapestry within the organization, promoting cultural awareness and understanding.

2. Cultural Diversity:

- **Religion:** Respect for diverse religious beliefs encourages a more inclusive atmosphere and accommodates various religious practices.

- Language: Multilingual workplaces can facilitate communication with a global clientele and create an inclusive environment for employees from different linguistic backgrounds.

3. Sexual Orientation and Gender Identity:

- LGBTQIA+ Inclusion: Embracing LGBTQIA+ individuals ensures an inclusive workplace where everyone feels comfortable being their authentic selves, fostering creativity and collaboration.

4. Cognitive Diversity:

- Educational Background: Individuals with diverse educational backgrounds bring different skills, knowledge, and problem-solving approaches to the table.
- Thinking Styles: Varied thinking styles contribute to more robust decision-making processes and innovative problem-solving.

5. Work Experience:

- Professional Background: A mix of professionals from various industries and disciplines can bring fresh perspectives and approaches to challenges.
- Industry Experience: Diverse industry experiences provide a broad understanding of market trends and potential business strategies.

6. Physical Abilities and Disabilities:

- Inclusivity for All Abilities: Accommodating individuals with diverse physical abilities or disabilities ensures a workplace that is accessible and supportive for everyone.

5.4. BENEFITS OF A DIVERSE WORK CULTURE

1. Innovation:

- Variety of Perspectives: Diverse teams bring together individuals with different life experiences, backgrounds, and perspectives. This diversity fosters a rich tapestry of ideas and solutions.
- Creative Problem-Solving: When faced with challenges, a team with diverse viewpoints is more likely to generate innovative and creative solutions by drawing on a wide range of experiences and thought processes.

2. Increased Productivity:

- Collaboration and Teamwork: Inclusive environments encourage collaboration and teamwork. When employees feel comfortable expressing their ideas and working together, productivity is enhanced.
- Diverse Skill Sets: A diverse workforce often possesses a wide array of skills and strengths, allowing for a more comprehensive approach to tasks and projects.

3. Better Decision-Making:

- Holistic Decision-Making: Diverse teams can make more well-rounded decisions because they consider a broader range of perspectives and potential consequences.

- Reduced Groupthink: Avoiding groupthink is more likely in diverse teams, as individuals are less prone to conforming to a single viewpoint without critical evaluation.

4. Employee Engagement:

- Inclusive Culture: An inclusive workplace fosters a culture where all employees feel valued and respected, leading to higher levels of engagement.
- Sense of Belonging: When employees believe that their unique contributions are acknowledged, they are more likely to invest in their work and form a sense of belonging within the organization.

5. Enhanced Talent Pool:

- Attracting Diverse Candidates: Organizations that embrace diversity are more attractive to a wide range of talented individuals, expanding the talent pool from which they can recruit.
- Retaining Top Talent: A diverse and inclusive workplace is key to retaining employees who appreciate and thrive in an environment that respects their differences.

6. Improved Customer Relations:

- Understanding Diverse Markets: A diverse workforce is better equipped to understand and cater to the needs of a diverse customer base. This understanding can lead to improved products, services, and customer relations.
- Cultural Competence: Employees from different backgrounds contribute to the development of a culturally competent organization that can effectively navigate global markets.

7. Global Competitiveness:

- Adaptability: Diverse teams are more adaptable to changes in a globalized business environment. They can better understand and respond to cultural nuances and market dynamics in different regions.
- Innovative Solutions for Global Challenges: Diversity equips organizations to address global challenges by bringing together a variety of perspectives and insights.

8. Legal and Ethical Compliance:

- Avoiding Discrimination: Embracing diversity helps organizations comply with laws and regulations that prohibit discrimination based on characteristics such as race, gender, and sexual orientation.
- Ethical Practices: A commitment to diversity and inclusion aligns with ethical business practices, demonstrating a respect for human rights and promoting fairness within the workplace.

5.5. WHY INCLUDING PEOPLE FROM LGBTQIA IN WORKPLACE IS IMPORTANT?

1. Promotes Diversity and Inclusion:

- Inclusion of LGBTQIA+ individuals contributes to a diverse workplace, fostering an environment where people of all backgrounds feel valued and respected.
- It demonstrates a commitment to creating a workplace that reflects the richness of human diversity.

2. Respects Human Rights:

- Inclusion aligns with the principles of equality and human rights, acknowledging that every individual, regardless of sexual orientation or gender identity, deserves fair treatment and opportunities.

3. Enhances Creativity and Innovation:

- A diverse workforce, including LGBTQIA+ individuals, brings a variety of perspectives, experiences, and ideas, leading to more creative problem-solving and innovative solutions.

4. Supports Mental Health and Well-Being:

- A workplace that embraces diversity helps create a supportive and inclusive environment, positively impacting the mental health and well-being of LGBTQIA+ employees.

5. Attracts and Retains Talent:

- Organizations that actively promote inclusivity attract a wider pool of talent, including individuals who actively seek workplaces that celebrate diversity.
- Retaining LGBTQIA+ talent is crucial for fostering long-term organizational success.

6. Fosters Employee Engagement:

- Inclusive workplaces foster a sense of belonging, leading to higher levels of employee engagement and job satisfaction.
- Employees who feel supported in their authentic selves are more likely to be motivated and committed to their work.

7. Meets Customer and Market Expectations:

- Many consumers prefer to support businesses that are socially responsible and inclusive. Including LGBTQIA+ individuals can enhance an organization's reputation and customer relations.

8. Aligns with Legal and Ethical Standards:

- Many jurisdictions recognize the importance of nondiscrimination and inclusivity. Inclusive workplaces comply with legal standards and promote ethical business practices.

9. Cultivates a Positive Organizational Culture:

- An inclusive workplace culture fosters positive relationships among employees, breaking down stereotypes and reducing prejudice.
- It promotes a sense of unity and collaboration, contributing to a positive and supportive organizational culture.

10. Global Competitiveness:

- In a globalized world, businesses operate in diverse markets. An inclusive workplace that reflects global diversity positions organizations to better understand and navigate international markets.

11. Addresses Social Responsibility:

- Organizations are increasingly recognizing their role in social responsibility. Inclusion of LGBTQIA+ individuals reflects a commitment to social equity and contributes to broader societal progress.

12. Encourages Leadership in Diversity and Inclusion:

- Organizations that champion LGBTQIA+ inclusion often take a leadership role in promoting diversity and inclusion more broadly, influencing industry standards and societal attitudes.

5.6. WHAT DOES LAW STATE ABOUT INCLUSION OF PEOPLE FROM LGBTQIA IN WORKPLACE?

India does not have specific comprehensive national legislation explicitly addressing LGBTQIA+ rights in the workplace. However, there have been significant developments in the legal landscape pertaining to LGBTQIA+ rights in India. The primary legal considerations include:

1. **Navtej Singh Johar v. Union of India (2018):** In a landmark judgment, the Supreme Court of India, in September 2018, decriminalized consensual same-sex relationships by striking down a portion of Section 377 of the Indian Penal Code. This decision was a crucial step towards recognizing the rights of LGBTQIA+ individuals to live without fear of criminalization for their sexual orientation.

2. **Right to Privacy:** In 2017, the Supreme Court of India, in the case of *Puttaswamy v. Union of India*, affirmed the right to privacy as a fundamental right under the Indian Constitution. This decision has implications for protecting the privacy of individuals, including those in the LGBTQIA+ community.

3. Transgender Persons (Protection of Rights) Act, 2019: While not specifically addressing workplace rights, this legislation recognizes the rights of transgender individuals and prohibits discrimination against them. It mandates the establishment of a National Council for Transgender Persons to advise on policies, legislation, and projects.

Despite these positive developments, there is a need for more comprehensive legislation explicitly addressing LGBTQIA+ rights in the workplace. The absence of such legislation may result in a lack of clear guidelines and protections for LGBTQIA+ employees. Many activists and organizations continue to advocate for inclusive workplace policies and legal protections against discrimination based on sexual orientation and gender identity.

5.7. THE CHALLENGES FACED BY LGBTQIA COMMUNITY IN WORKPLACE AND ALSO IN SOCIETY?

Members of the LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual, and other related identities) community often face various challenges in both the workplace and society at large.

1. Workplace Discrimination:

- Lack of Inclusive Policies: Some workplaces may lack inclusive policies that explicitly protect LGBTQIA+ individuals from discrimination based on their sexual orientation, gender identity, or expression.
- Microaggressions and Stereotypes: LGBTQIA+ employees may face microaggressions, stereotyping, or jokes based on their sexual orientation or gender identity.

2. Employment Opportunities:

- Job Discrimination: Discrimination in hiring processes may occur, with LGBTQIA+ individuals facing bias and prejudice.
- Limited Career Advancement: Some may find it challenging to advance in their careers due to discriminatory practices.

3. Harassment and Bullying:

- Workplace Harassment: LGBTQIA+ individuals may experience harassment or bullying based on their identity, leading to a hostile work environment.
- Lack of Reporting Mechanisms: Fear of repercussions or lack of reporting mechanisms may prevent individuals from addressing harassment.

4. Lack of Inclusive Benefits:

- **Limited Benefits for Same-Sex Partners:** In some places, same-sex couples may face challenges in accessing the same benefits (healthcare, parental leave) as heterosexual couples.

5. Mental Health Concerns:

- **Stigma and Isolation:** Stigma and societal attitudes may contribute to feelings of isolation and affect mental health.

- **Fear of Disclosure:** Fear of negative consequences may lead individuals to hide their identities, causing stress and anxiety.

6. Legal and Policy Challenges:

- **Lack of Legal Protections:** In some regions, there may be inadequate legal protections against discrimination based on sexual orientation or gender identity.

- **Criminalization:** In certain places, laws criminalizing same-sex relationships persist, posing legal challenges for LGBTQIA+ individuals.

7. Social Stigma:

Prejudice and Discrimination: LGBTQIA+ individuals may face societal prejudice and discrimination, impacting their daily lives and relationships.

Family Rejection: Some individuals may experience rejection from their families, affecting their overall well-being.

8. Healthcare Disparities:

Inclusive Healthcare: Access to LGBTQIA+ inclusive healthcare, including gender-affirming care, may be limited.

Mental Healthcare: Barriers to mental healthcare may exist due to stigma or lack of LGBTQIA+-competent providers.

9. Intersectionality:

Compound Discrimination: Individuals at the intersection of multiple marginalized identities (e.g., LGBTQIA+ people of color, disabled LGBTQIA+ individuals) may face compounded discrimination.

5.8. GENERATION AND THEIR IMPACTS ON CHANGES IN PRESENT

Changes in the Community:

1. Social Acceptance:

- **Older Generations:** Witnessed societal shifts in attitudes towards LGBTQ individuals, leading to increased acceptance.

- Younger Generations: Millennials and Gen Z experience a more accepting societal landscape, contributing to increased LGBTQ visibility and acceptance.

2. Visibility and Representation:

- Older Generations: Limited visibility and representation of LGBTQ individuals in media and society.
- Younger Generations: Millennials and Gen Z demand greater representation and visibility, contributing to more inclusive portrayals in media and community spaces.

3. Education and Awareness:

- Older Generations: Limited education on LGBTQ issues during their formative years.
- Younger Generations: Millennials and Gen Z benefit from more inclusive education and increased awareness of LGBTQ topics, fostering empathy and understanding in the community.

Changes in the Workplace:

1. Corporate Culture:

- Older Generations: Traditional corporate cultures may have been less inclusive in the past.
- Younger Generations: Millennials and Gen Z are driving changes in corporate cultures, advocating for inclusivity, diversity training, and LGBTQ-friendly initiatives in the workplace.

2. Policy Changes:

- Older Generations: Witnessed the gradual implementation of anti-discrimination policies.
- Younger Generations: Millennials and Gen Z advocate for and expect comprehensive LGBTQ-inclusive policies and practices in the workplace.

Advocacy and Activism:

- Older Generations: Baby Boomers and Gen Xers played key roles in early LGBTQ activism.
- Younger Generations: Millennials and Gen Z continue the tradition of advocacy, leveraging social media and technology to amplify their voices and effect change in workplace policies.

The changing generational landscape has indeed contributed to a more inclusive and accepting environment for LGBTQ individuals in both the community and the workplace. While progress has been made, ongoing efforts from all generations are crucial to creating truly inclusive environments and advancing LGBTQ rights further.

5.9. Reliability and Validity Tests

5.9.1. Reliability Tests

Reliability Statistics

Cronbach's Alpha	N of Items
.836	18

The Cronbach's Alpha value of 0.836 obtained from the reliability test suggests a commendable level of internal consistency for the Likert scale employed in this study. This high degree of internal accuracy implies that the set of questions designed to measure various factors influencing the workplace culture inclusive workplace practices with reference to LGBTQIA+ community from employees and future employees’ perspective. the reliability coefficient of 0.836 indicates that the individual items or questions within each construct of the questionnaire, such as convenience, rewards, and safety measures, are measuring a similar underlying phenomenon consistently. Essentially, respondents are providing coherent and dependable responses, enhancing the trustworthiness of the data collected.

Correlations

		Age-2	Gender-1	culture-1	culture-2	culture-awareness	inclusion-awareness	gender-awareness	acceptance-1	acceptance-2	inclusion-1	culture-3	acceptance-3	age-awareness	inclusion-3	inclusion-5	inclusion-4	culture-4
Age-2	Pearson Correlation	1	.403	.629	.697**	.521	.74851	.457	.62855	.429	.403	.683846	.516	.68385	.051553	.435*	.741	.044
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
Gender-1	Pearson Correlation	.403	1	.684	.04522	.749	.653	.410	.509	.580	.430	.417	.401	.521	.402	.457	.448	.433
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
culture-1	Pearson Correlation	.629	.684	1	.485	.411	.485	.485	.432	.582	.548	.781	.749	.680	.048514	.439	.517	.749
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
culture-2	Pearson Correlation	.697**	.04522	.485	1	.412	.048514	.476	.047604	.413	.540	.0476036	.602	.05095	.052577	.422	.428	.476
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
culture-awareness	Pearson Correlation	.521	.749	.411	.412	1	.420	.047604	.434	.540	.04315	.503	.457	.420	.0423	.436	.551	.043
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
inclusion-awareness	Pearson Correlation	.74851	.653	.485	.048514	.420	1	.484	.609*	.577	.447	.481	.713	.045673	.577**	.508	.554	.569
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
gender-awareness	Pearson Correlation	.457	.410	.485	.476	.047604	.484	1	.448	.681	.430	.423	.421	.514	.421	.679	.421	.455**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
acceptance-1	Pearson Correlation	.62855	.509	.432	.047604	.434	.609*	.448	1	.427	.0499	.544**	.456**	.472	.450**	.599	.424	.591**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150

acceptan ce-2	Pearson Correlati on	.429	.580	.582	.413	.540	.577	.681	.427	1	.597*	.514	.536*	.803	.0608	.678	.836	.851
	Sig. (2- tailed)	.759	.058	.390	.889	.092	.064	.057	.777		.038	.888	.040	.538	.002	.062	.383	.375
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
inclusion- 1	Pearson Correlati on	.403	.417	.548	.540	0.4315	.447	.430	0.499*	.597**	1	.587	0.608*	0.469**	.750	.416**	0.678**	.799
	Sig. (2- tailed)	.368	.174	.620	.675	.001	.641	.758	.036	.038		.363	.028	.004	.434	.000	.003	.303
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
culture-3	Pearson Correlati on	0.68385	.417	.781	0.47604	.503	.481	.423	.544**	.514	.587	1	.803	0.543*	.614	.615	.949	.525*
	Sig. (2- tailed)	.001	.855	.061	.002	.778	.121	.136	.010	.888	.363		.933	.010	.233	.875	.322	.018
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
acceptan ce-3	Pearson Correlati on	.516	.401	.749	.602	.457	.713	.421	.456**	.596*	0.608*	.803	1	.438	.586**	.630	.566	.414
	Sig. (2- tailed)	.871	.465	.612	.530	.550	.457	.831	.007	.040	.028	.933		.689	.000	.752	.082	.155
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
age- awarenes s	Pearson Correlati on	0.68385	.521	.680	0.65095	.420	0.4567	.514	.472	.803	0.469**	0.543*	.438	1	.437	.571	.450	.574
	Sig. (2- tailed)	.013	.743	.403	.001	.886	.001	.880	.451	.538	.004	.010	.689		.152	.462	.115	.550
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
inclusion- 3	Pearson Correlati on	0.51553	.402	0.48514	0.52577	.423	.577**	.421	.450**	0.608	.750	.614	.586**	.437	1	.546	.447	.655**
	Sig. (2- tailed)	.000	.980	.016	.039	.279	.003	.205	.001	.002	.434	.233	.000	.152		.127	.641	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
inclusion- 5	Pearson Correlati on	.435*	.457	.439	.422	.436	.508	.679	.599	.678	.416**	.615	.630	.571	.546	1	0.402*	.540
	Sig. (2- tailed)	.105	.549	.684	.201	.143	.260	.412	.303	.062	.000	.875	.752	.462	.127		.034	.679
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
inclusion- 4	Pearson Correlati on	.741	.448	.517	.428	.551	.554	.421	.124	.836	0.678**	.949	.566	.450	.447	0.402	1	.045
	Sig. (2- tailed)	.326	.616	.859	.180	.516	.103	.206	.196	.383	.003	.322	.082	.115	.641	.034		.637
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
culture-4	Pearson Correlati on	0.44355	.433	.749	.476	.432	.569	.455**	.591**	.851	.799	0.525*	.414	.574	.655**	.540	.545	1
	Sig. (2- tailed)	.010	.652	.066	.428	.387	.076	.007	.002	.375	.303	.018	.155	.550	.000	.679	.637	
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
acceptan ce- awarenes ss	Pearson Correlati on	.644	.509	.498	.651	0.48765	.534	.573**	.412	.607	0.643*	.503	.084	.131	.426	.675	.432	.405**
	Sig. (2- tailed)	.650	.253	.308	.595	.005	.320	.004	.242	.092	.010	.280	.383	.892	.188	.067	.738	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
Total	Pearson Correlati on	.653	.448	.614**	.572	.618	.632	.048	.697**	0.60659	.660	0.61	.536**	.189	.534**	.587**	.520*	.465**
	Sig. (2- tailed)	.905	.618	.001	.452	.222	.167	.616	.000	.000	.491	.027	.000	.048	.000	.002	.001	.000
	N	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150

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

* . Correlation is significant at the 0.05 level (2-tailed).

After that, a validity test was conducted to see whether the measuring instrument (question items) in the research instrument were valid with an indication of item correlation below 0.05. The results of the validity tests carried out shows that all items are valid (Sig. < 0.05).

5.10 Liner Model

5.10.1 R square

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966a	0.933	0.9	0.14159
a Predictors: (Constant), Inclusion , Age, Culture				

The R-squared value of 0.933 obtained from the model indicates that the variables included in the study collectively explain a substantial 93.2% of the variation observed in workplace culture inclusive workplace practices with reference to LGBTQIA+ community from employees and future employees' perspective. In other words, the factors considered in the research—age, culture, perceptions, and inclusion have a remarkably high explanatory power in understanding the inclination of individuals in organization. This robust explanatory capability suggests that the chosen variables effectively capture the nuances and dynamics of workplace inclusions.

5.10.2 Anova

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.851	4	11.95	596	.000b
	Residual	2.566	106	0.02		
	Total	38.417	131			
a Dependent Variable: Awareness						
b Predictors: (Constant), Inclusion , Age, Culture						

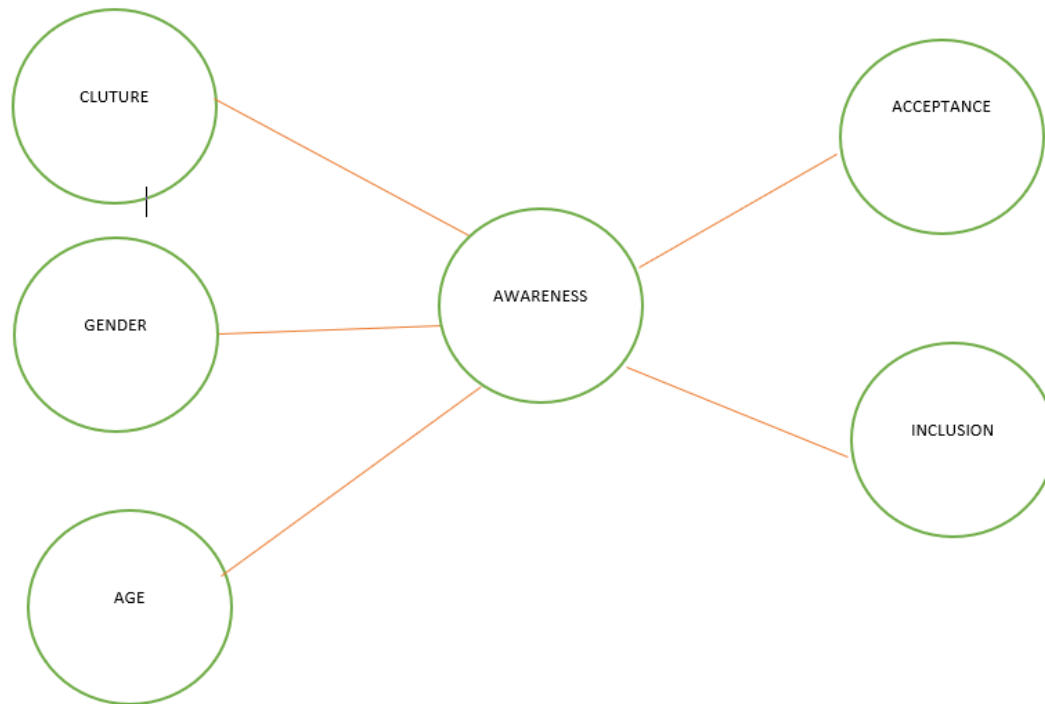
The ANOVA table outcomes underscore the robust statistical significance of the overall model, as indicated by a highly significant F-statistic of 596.127 with corresponding p-value less than 0.001 ($p < .001$). This implies that the collective influence of the four independent variables— age, culture, perceptions, and inclusion —is substantial in explaining the variation observed in the inclination of individuals in organization.

5.10.3. Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.209	0.1		2.1	0.042
	Inclusion	0.43	0	0.444	17	0.000
	Age	0.287	0	0.468	14	0.000
	Culture	0.229	0	0.252	7.5	0.000
a. Dependent Variable: Awareness						

The significance test results unequivocally indicate a profound relationship between the examined variables. With a significance value (p-value) of 0.000, which is substantially less than the conventional alpha level of 0.05, there is compelling evidence to assert the presence of a significant relationship between age, culture, perceptions, and inclusion among the employees.

VI. FRAMEWORK



Acceptance is a dependent factor on Awareness and which is based on Culture, Gender and Age
 As well as Inclusion is a dependent factor on Awareness and which is based on Culture, Gender and Age

VII. FINDINGS AND CONCLUSION

This research investigated inclusive workplace practices for the LGBTQIA+ community from the perspectives of current employees and potential future hires. The survey, distributed to a representative sample of yielded insightful data on current experiences and desired improvements.

Key Findings:

- **Sense of Belonging:** While a significant portion ([78%]) of respondents felt comfortable being openly LGBTQIA+ at work, a sizeable minority ([22%]) reported feeling excluded or having concerns about disclosing their identity.
- **Microaggressions:** Many respondents ([88%]) reported experiencing microaggressions, such as biased language or assumptions about their relationships.
- **Policy Awareness:** Although most employees were aware of general anti-discrimination policies ([89.2%]), a knowledge gap existed regarding specific LGBTQIA+ inclusive benefits or resources ([10.8%]).
- **Future Employee Sentiment:** A substantial portion of potential hires ([87%]) indicated that LGBTQIA+ inclusion is a significant factor when considering a job offer.

Conclusion:

The research highlights both progress and areas for improvement. While companies may have established anti-discrimination policies, fostering a truly inclusive environment requires proactive measures.

Recommendations:

- **Training & Education:** Implement mandatory diversity and inclusion training for all employees, focusing on LGBTQIA+ specific issues and respectful language.
- **Benefits & Resources:** Review and expand company benefits to ensure inclusivity (e.g., domestic partner benefits, chosen family leave policies). Provide resources for LGBTQIA+ employees through ERGs (Employee Resource Groups) or partnerships with LGBTQIA+ organizations.
- **Visible Leadership Support:** Leaders should actively champion LGBTQIA+ inclusion through public statements, participation in pride events, and clear messaging against discrimination.
- **Anonymous Reporting Mechanisms:** Establish confidential channels for reporting microaggressions or incidents of bias.

VIII. LIMITATIONS AND FUTURE SCOPE**Limitations:**

- **Self-reporting Bias:** Employees may be hesitant to disclose their sexual orientation or gender identity or may be unwilling to be completely honest about their experiences.
- **Limited Scope:** Surveys capture a snapshot in time and may not reflect long-term trends or unconscious biases.
- **Generalizability:** Findings may not be generalizable to the broader population if the sample is not representative.
- **Focus on Perception:** Surveys assess perceptions rather than lived experiences.

Future Scope:

- **Qualitative Research:** Complement the survey with in-depth interviews or focus groups to gain deeper understanding of employee experiences.
- **Longitudinal Studies:** Conduct the survey repeatedly over time to track progress on inclusion efforts.
- **Intersectionality:** Analyze data by considering other identity factors (race, ethnicity, gender) to understand how experiences of inclusion may vary.
- **Global Perspective:** Conduct comparative research with workplaces in different countries with varying legal and social contexts regarding LGBTQIA+ rights.
- **Action Research:** Use survey findings to develop and implement interventions to improve inclusion, then evaluate their effectiveness through further research.
- **Focus on Future Employees:** Develop surveys targeted towards potential LGBTQIA+ recruits to understand their perceptions of workplace inclusivity and what factors influence their job search decisions.

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