

# A Human Resource Management Model for Equality for People of Diverse Sexual Identity: A Case Study of an Organizational Strategy for Diversity Management

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## **Abstract**

*This research aims to study the acceptance of and discrimination against people of diverse sexual identity in the workplace, including the factors and contexts which affect human resource management (HRM) regarding equality in organizations. This research used qualitative methodology; data were gathered from people of diverse sexual identity in both public and private organizations and a narrative analysis technique was used to explore the stories of key respondents from in-depth interviews. Snowball sampling was also employed. The key respondents were people from the workplace that recognised their diverse sexual identity. This research was performed with 43 key respondents using typological analysis and analytic induction. The results revealed the current situation with regard to the acceptance of and discrimination against people of diverse sexual identity in the workplace in Thailand. The factors and contexts affecting HRM for equality for people of diverse sexual identity in organizations consisted of personal characteristics, including sex, occupation, expression and perception of other people, organizational management of diversity,*

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*e.g. organizational education in diversity and committees for diversity, training, and education about the diversity of HR, advisors/informal groups of advisors, anti-discrimination policy and other contexts featuring social values and laws. The results were used to form an HRM model of equality for people of diverse sexual identity.*

**Keywords:** *Diversity Management, Equality, People of Diverse Sexual Identity, Sexual Orientation, Human Resource Management (HRM)*

## ตัวแบบการบริหารกรัมมุนช์เพื่อความเท่าเทียมกัน ของผู้มีอัตลักษณ์ทางเพศ: กรณีศึกษา กลยุทธ์องค์กรเพื่อการจัดการความหลากหลาย

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### บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาการยอมรับและการเลือกปฏิบัติต่อผู้มีอัตลักษณ์ทางเพศในสถานที่ทำงาน รวมถึงปัจจัยและบริบทที่ส่งผลต่อการบริหารทรัพยากรมนุษย์อย่างเท่าเทียมในองค์กร งานวิจัยนี้ใช้ระเบียบวิธีวิจัยเชิงคุณภาพ โดยการเก็บข้อมูลจากผู้มีอัตลักษณ์ทางเพศซึ่งทำงานในหน่วยงานภาครัฐและภาคเอกชน ใช้เทคนิคการวิเคราะห์เรื่องราว (Narrative Analysis) ซึ่งได้จากการสัมภาษณ์แบบเจาะลึก การสุ่มตัวอย่างเป็นแบบ Snowball กลุ่มตัวอย่างคือผู้ซึ่งยอมรับการเป็นผู้มีอัตลักษณ์ทางเพศของตน ซึ่งงานวิจัยนี้เก็บข้อมูลจากกลุ่มตัวอย่างทั้งสิ้น 43 ราย การวิเคราะห์ข้อมูลใช้วิธีการจำแนกประเภทข้อมูล (Typological Analysis) และการสร้างข้อสรุปแบบอุปนัย (Analytic Induction) ผลการวิจัยทำให้ทราบสถานการณ์ปัจจุบันของการยอมรับและการเลือกปฏิบัติต่อผู้มีอัตลักษณ์ทางเพศในสถานที่ทำงาน ในประเทศไทย ปัจจัยและบริบทที่ส่งผลต่อการบริหารทรัพยากรมนุษย์เพื่อความเท่าเทียมกันของผู้มีอัตลักษณ์ทางเพศในองค์กร ประกอบด้วย ลักษณะส่วนบุคคล ได้แก่ เพศ อาชีพ การแสดงออก และการรับรู้ของบุคคลอื่น การจัดการความหลากหลายในองค์กร ได้แก่ คณะกรรมการบริหาร องค์กรมีความหลากหลาย การฝึกอบรมและให้ความรู้เกี่ยวกับความหลากหลายของทรัพยากรมนุษย์ การมีบริการหรืออุปกรณ์ที่ไม่เป็นทางการให้คำแนะนำ และนโยบายการไม่เลือกปฏิบัติต่อ กลุ่มใด ๆ บริบทอื่น ได้แก่ ค่านิยมทางสังคม และกฎหมาย ผลการวิจัยนำไปสู่การสร้างตัวแบบการบริหารทรัพยากรมนุษย์เพื่อความเท่าเทียมกันของผู้มีอัตลักษณ์ทางเพศ

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Today, the diversity of human resources (HR) is continually increasing, meaning that organisations must diversify their HR in order to make progress in society and to ensure the happiness of all their members. Increasingly, people that are gay, lesbian, bisexual, and transgender/transsexual (who will henceforth be referred to as people of diverse sexual identity) are becoming a worldwide phenomenon (Halperin, 2000). Companies such as Microsoft, Wal-Mart, Apple, AT&T, Xerox, 3M, Dupont, and Procter & Gamble, as well as the United States (US) government and universities, have extended healthcare and other benefits to the same-sex partners of their members (Galas, 1996).

In Thailand, people of diverse sexual identity tend to be more open about their sexuality than they were in the past because they have gained acceptance within contemporary Thai society (Noknoi & Wutthirong, 2007). However, there are many groups of people that do not agree with openly people of diverse sexual identity, because they fear that if there are more people of diverse sexual identity, they will bring about more problems in society. Thai people think that people of diverse sexual identity are abnormal, according to Thai customs and beliefs, and so they presume that people of diverse sexual identity have chosen the wrong way to live (Sothanasathien & Thupkaew, 2006). In addition, these groups believe that people of diverse sexual identity will promote a negative pattern of sexual identity for adolescents, and this leads to frequent discrimination against people of diverse sexual identity (Noknoi, 2008).

This research was carried out because, in Thailand today, people of diverse sexual identity are open about their sexuality, and yet they still are discriminated against in the workplace, both in terms of receiving limited rights and finding themselves unable to progress (Thaipost Website, 2007), all because they are people whom society is prejudiced against. Goffman (1963) divided people that are stigmatised by society into three groups: disabled people, people that are discriminated against because of their race, and people that exhibit abnormal characteristics or behaviour. People of diverse sexual identity fall into this final group. Moreover, Thailand still lacks any rules, policies or laws designed to protect people of diverse sexual identity's rights to be treated as equals. As one transvestite said, "transvestites are discriminated against both at home and at

work, especially in routine jobs that are not freelance. Looking for a job is excruciating" (Cholwilai, 2007).

## **Objectives of the Research**

1. To study the situation with regard to the acceptance of people of diverse sexual identity in the workplace in terms of HRM issues such as selection, development, promotion, and compensation
2. To study the factors and contexts affecting HRM in terms of equality for people of diverse sexual identity in organisations
3. To study the effects of HRM of unfair treatment of people of diverse sexual identity in organisations
4. To study the relevance of organisational policy to the HRM of sexual diversity in organisations

## **Research Methodology**

### **Population and Sampling Procedure**

The population in this research consisted of people of diverse sexual identity in both public and private organisations. The first key respondents were people of diverse sexual identity whom the researcher already knew well, after which other people of diverse sexual identity were introduced to the study using the technique of snowball sampling. The respondents were people in employment that recognised that they were people of diverse sexual identity. Data were continually collected until sufficient data from the key respondents were obtained. This research was performed using 43 key respondents.

### **Instruments and Methods of Data Collection**

Using a literature review, the researcher accumulated knowledge and attempted to understand the concepts and theories surrounding human rights, civil rights, sexual rights, organisational diversity management, people of diverse sexual identity, discrimination against people of diverse sexual identity, and the factors affecting discrimination against people of diverse sexual identity

in the workplace, as well as justice theory, equity theory, and stigmatisation theory, in order to specify guidelines for the in-depth interviews, which would cover all of the relevant issues. In preparation for the data collection process, the researcher studied the relevant theories and conducted practice interviews with friends and three people of diverse sexual identity that were not part of the overall sample. The researcher practised observing, recording, taking field notes, and transcribing, and took a course in qualitative research in order to obtain data collection skills.

This research used a narrative analysis technique and the stories of the key respondents, as well as structured in-depth interviews, to obtain information on a few main points and to gain clarification so that the information could be codified and conclusions could be reached in this research report. Moreover, focus group interviews were employed, which involved spending about an hour asking two or three questions of key group respondents. The researcher encouraged all of the respondents that were interviewed to provide prudent and accurate data regarding every aspect of their thoughts and experiences. Furthermore, triangulation was used to check the correctness of the data.

### **Examination of Instrument Quality**

Before using the in-depth interview guidelines, the researcher checked the quality of the instrument in two ways. The first way involved using a dissertation committee, consisting of three qualified people, to critique the instrument. The second was to try out the in-depth interview guidelines with three people of diverse sexual identity. After that, the researcher revised the guidelines and presented them to the dissertation committee and received their suggestions before using them.

### **Data Analysis**

All of the data from the key respondents, such as their background, personal information, attitudes, values and environment, as well as the relevant concepts, theories and studies, were analysed using typological analysis and analytic induction.

## Findings and Discussion

### General Characteristics of the Key Respondents

A study of the general characteristics of the 43 key respondents revealed that two-thirds of them were male, 21-37 years of age, with a bachelor's degree, were working as company officers, salespersons or other positions that involved meeting lots of people, and had a monthly income of less than 15,000 baht a month. One-tenth worked in government services. Two-thirds were clearly people of diverse sexual identity, as evidenced by their way of dressing and talking and their general manner, personality, hairstyle, and manner of walking. Of the key respondents that did not clearly express the idea that they were people of diverse sexual identity, two-thirds were male. Other people perceived that six-sevenths of the key respondents were people of diverse sexual identity by observing their personalities, behaviour, expressions, dress sense, walk, voice, and tone. However, only the key respondents that knew them well could perceive that they were people of diverse sexual identity. Nearly all of the key respondents had friends that were people of diverse sexual identity whom they could meet and talk about both work and private matters.

### Cases of Discrimination against People of Diverse Sexual Identity

This research conforms the research carried out by Rothschild (2000), who indicated that discrimination against people of diverse sexual identity can be found in organisations, starting with the lack of selection of diverse sexual identity employees. Cholwilai (2001) stated that diverse sexual identity females were more often not selected because of reasons pertaining to their personality rather than their abilities. Phongthornkunphanich (1987) also found that some of the rights of people of diverse sexual identity were limited, such as the right to be a leader. Meanwhile, US President, Bill Clinton, attempted to end discrimination against people of diverse sexual identity in the US army, meaning that since 1993, US soldiers have not been asked about diverse sexual identity-related issues (Nopphagate, 1999).

With regard to unfair pay for people of diverse sexual identity, a study by Croteau (1996) found that organisations limited how much people of diverse sexual identity could be paid. For example, diverse sexual identity females received lower payment than other females (Quittner, 2003) and diverse sexual identity males received less pay than other males (Badgett, 2000).

This research did not find that people of diverse sexual identity were denied the opportunity to receive training and development because of their sexuality, although Wongmontha (2008) interviewed a diverse sexual identity male who stated that he had received unfair treatment and was denied the opportunity to be a scholar and to study abroad; even though he had top marks he no longer wanted to be a teacher because of the unfair treatment he had received when applying for the scholarship.

The finding that people of diverse sexual identity are treated unfairly with regard to promotion conforms to the results of a study by Croteau (1996). Rawls (2001) stated that it was necessary for organisations to clearly specify regulations to ensure fairness, including the areas of selection, an employee leaving, and promotion.

### **People of Diverse Sexual Identity's Experiences of Discrimination in the Workplace**

Although half of the key respondents indicated that their manager treated people of diverse sexual identity with acceptance and honour, half of them had not told their manager that they were people of diverse sexual identity because they feared that they would not be selected. These findings conform to those of a study by Mahaweerachatkul (2002). The attitudes of the managers that perceived that key respondents were people of diverse sexual identity after recruiting them changed very little, which is in accordance with the study by Croteau (1996).

Most of the key respondents were accepted by their colleagues, in accordance with the study by Phacheun and Sringeunyong (2008), while some of the key respondents were not accepted by their colleagues, as in the study by Cholwilai

(2001). All of the key respondents were respected by their subordinates, in contrast to the findings of the study by Croteau (1996). However, some key respondents were teased by their subordinates, in accordance with the study by Piyamanotham (1987).

With regard to the reactions of customers and people from outside their organisations, all of the key respondents were accepted and treated like normal people. The practice was an important factor making customers and connecting people from outside organisation accepted key respondents, in accordance with the study by Phacheun and Sringeunyong (2008).

In terms of HRM issues, all of the key respondents received fair treatment. Some discrimination was reported, including expressions and sayings, but this was not related to their work. Eawsriwong (1998) stated that Thai people accepted people of diverse sexual identity to a moderate extent, but still would not give them the same rights as other people.

With regard to the methods used to counter this discrimination, almost all of the key respondents used informal methods, such as ignoring the offenders or simply getting on with things. Meanwhile, only one respondent had used both formal and informal methods to address this discrimination, by submitting a note of complaint along with an explanation. This is similar to the case of Jeanette Smith, a former nurse in the air force, who sued the British army after they discharged her because she was a person of diverse sexual identity (Jareunthanawat, 2000). With regard to the methods used to counter discrimination, the choice is up to people of diverse sexual identity and depends on what a suitable method would be in the specific situation.

### **Social Stigmatisation of People of Diverse Sexual Identity**

Most of the key respondents thought that society nowadays is becoming increasingly open and accepting of people of diverse sexual identity, and stated that they were not hated as they had been beforehand. Meanwhile, quite a few of the key respondents thought that there were both groups that accepted people of diverse sexual identity and groups that resisted them. A minority of the key

respondents thought that society refused to accept people of diverse sexual identity. Even if people of diverse sexual identity are widely accepted in society, this does not mean that these people in society will not experience prejudice, discrimination or being devalued. This is because society can accept and endure some sexual orientations, but may not be able to offer these people equality (Jackson, 1999).

We found that those that accept people of diverse sexual identity are often members of the younger generation, and were usually females living in cities, while the resistance groups often included males from the older generation that lived in the provinces, which is in line with the results of a study by Intharadechokul (1983). A study in USA also found that males tended to discriminate against people of diverse sexual identity more than females and that there was a positive relationship between age and discrimination against people of diverse sexual identity (Lewis, 2003).

With regard to this issue, Boonyaphisomphan and Boonyaphisomphan (2008) noted that people of diverse sexual identity that identified themselves clearly (such as transvestites) often encountered more problems with regard to being accepted by people in society than gay or bisexual men that identified themselves in a similar way to other males. It can be concluded that sexual identity affects whether people will be accepted by others in society.

Most of the key respondents thought that society accepted diverse sexual identity females more than diverse sexual identity males, because diverse sexual identity males are often affected by social values that state that males must be strong, brave, the head of the family, and must produce children. These issues complicate things in their minds, so that diverse sexual identity males think of themselves as feeble, and worry that they will disappoint those around them, damage their family name, and face social condemnation. All of these issues have caused diverse sexual identity males to adjust, while Thai society believes that being of diverse sexual identity is fashionable for women, meaning that society does not oppose or hate diverse sexual identity females as strongly as diverse sexual identity males (Mahaweerachatkul, 2002). Several of the key respondents said that society thought that diverse sexual identity males and females were the

same because they were abnormal (Songsamphan, 2008), which leads to disrespect (Romjampa, 2002). In Thailand, the Department of Mental Health of the Ministry of Public Health announced as recently as 2002 that people of diverse sexual identity were not suffering from a mental disorder (Martang, 2003).

Most of the key respondents thought that people of diverse sexual identity were like other people, while quite a few of the key respondents thought that they were particularly talented. A study by Snyder (2006) found that organisation beyond diverse sexual identity male manager, employee engaged, satisfied and had motivation in doing job totally more than general organisation 35%. It also affects loyalty and individuals' ability to do their work. In contemporary Thai society, people of diverse sexual identity will continue to realise their potential until they succeed in becoming esteemed and admired for their outstanding abilities (Sothanasathien & Thupkaew, 2006).

With regard to stigmatisation within society, the key respondents wanted society to become more open and to accept people of diverse sexual identity because they did not want to be discriminated against (Anderson, 2002). Moreover, some of them thought that they were pitied and sympathised with as a result of discrimination from others, because stigmatisation makes people feel divided and unequal. One of the effects of stigmatisation is that it can reduce the number of opportunities an individual will encounter in his or her normal life. Another effect is that stigmatised people can be made to feel like a disgrace, and to hate and condemn themselves (Wongput, 2002) because stigmatisation brings about discrimination (International Center for Research on Women, 2002).

One case study which showed the results of stigmatisation in society was that of Keerati Chonlasit; Doungjaibis, a cloth shop owner, said that although he was gay, his family and friends accepted him, but that he felt that he was strange (Thairath, 1998). These findings are in line with the study by Phacheun and Sringeunyong (2008), who found that diverse sexual identity male medical students often compared themselves with others using the words "normal" and "abnormal," reflecting that some of them valued themselves in a negative way and thought that they were abnormal. Stigmatisation theory suggests that abnormal behavior is not an objective construct, but that it is defined by other people in

society (Link, Mirotznik & Cullen, 1991), thus making stigmatised people feel useless, inhuman, and unnecessary, and giving them a bad image (Saylor, 1990).

### Reflections of Managers, Colleagues and Subordinates

Most of the key respondents had heard their managers, colleagues and subordinates mention other people of diverse sexual identity in a negative way, e.g. through teasing, mimicking or blaming them, in accordance with the study by Intharadechokul (1983). However, some key respondents had heard their managers, colleagues, and subordinates mention other people of diverse sexual identity in a positive way. After hearing these people mention other people of diverse sexual identity in a negative way, most of the key respondents remained silent, while some of them felt depressed. If this situation occurred, more than half of them said that they would stay silent, while the other respondents said that they would react by taking a stand, complaining and arguing. However, some key respondents said that they would consider why they were complained for adjusting themselves.

The key respondents had seen their managers, colleagues, and subordinates react to people of diverse sexual identity in different ways. Most of these reactions were negative, and included saying and doing unfriendly things. The respondents had stayed silent and felt angry. When asked what they would do in that situation, most of the respondents said that they would stay silent. Meanwhile, some of them felt angry, and said that they could not stay silent, and that they would react in order to show how angry they were by speaking out, fighting, or quitting.

### Sexual Diversity Policy of HRM in Organisations

One-third of the key respondents had a diverse sexual identity organisational committee. Most of the people of diverse sexual identity that were on an organisational committee did not clearly identify themselves as having a diverse sexual identity. They chose to play a traditional male or a female gender role because they believed that they would be discriminated against if their organisational executive found out that they were people of diverse sexual identity. The fear of discrimination is an important factor which makes them

hide themselves away from other people in the workplace (Bowen & Blackmon, 2003).

None of the organisations which the key respondents belonged to provided training or education in HR diversity within the organisation. Organisational training would be directly relevant to the organisation's work, and yet none of the organisations had advisors or formal groups to advise on diverse sexual identity issues in HR. However, some of the key respondents said that their organisations had informal groups which were designed to offer advice about diverse sexual identity issues in HR in organisations by talking with or counseling people of diverse sexual identity and their friends, in line with the study by Phacheun and Sringeunyong (2008).

None of the key respondents' organisations had an anti-discrimination policy in the workplace. If the organisations had such a policy, this would give every group in the organisation equal opportunities, especially people of diverse sexual identity, who have been neglected by the organisation (Yared, 1997).

### **The Effects of the Unfair Actions of Managers, Colleagues and Subordinates on People of Diverse Sexual Identity**

As most of the key respondents did not feel that they were discriminated against at work, they were all well motivated, and loved and wanted to engage with the organisation. Most of the key respondents could work with their managers, colleagues and subordinates. They had a few problems with working together, but these were not a result of their diverse sexual identity. All of the key respondents said that they were happy in their jobs.

### **Other Factors Affecting HRM Equality Practices**

Half of the key respondents thought that society still saw people of diverse sexual identity in a negative way, which resulted in many forms of discrimination and a lack of opportunities. Although it is illegal to punish them directly, there are power mechanisms in place in Thai society which control people's attitudes and sexual behaviours through blame or disrepute (Cholwilai,

2001). In addition to controlling people's sexuality, Thai society has methods of dealing with people of diverse sexual identity by overlooking them, not mentioning them, ignoring them, and continuing to discriminate against them, as can be seen from the newspapers and from cases which have been reported to the National Human Rights Committee, which has been set up to ensure that people of different sexualities manage their differences properly. One such way is to try to shore their difference into the sex of lady or men (Achawanitkul & Saekoui, 2008).

Despite the fact that quite a few of the key respondents thought that society was becoming increasingly accepting of people of diverse sexual identity, they still wanted society to open its mind and to fully accept them as normal males and females. If people have good attitudes and accept people of diverse sexual identity, this will enable people to exert their power, knowledge, and abilities in the workplace and to be a valuable human resource for the nation (Mahaweerachatkul, 2002).

In legal terms, most of the key respondents thought that, nowadays, the law and the relevant regulations did not protect people of diverse sexual identity and caused them to be accepted as they would have expected, and so they wanted legislation that would offer people of diverse sexual identity more protection. As people at the social and state levels think that people of diverse sexual identity have minority or marginalised sexual orientations, this has caused the government to overlook the existence of them, meaning that their rights have not received the attention they deserve (Cholwilai, 2001).

### **Suggestions for HRM Practices for Equality for People of Diverse Sexual Identity**

Most of the key respondents suggested that if people of diverse sexual identity wanted equality in the field of HR management, they should behave well and properly. If they behave improperly, they will be criticised and looked on in a negative light. Quite a few of the key respondents suggested that people of diverse sexual identity should endure, work hard, and try to demonstrate their potential, knowledge, and abilities, as then the people around them will accept them at last. This is in line with the opinion of Mahaweerachatkul (2002)—

that people of diverse sexual identity have to work hard for success and to gain acceptance (Sothanasathien & Thupkaew, 2006).

With regard to suggestions for organisational executives, half of the key respondents suggested that they should open their minds and accept people of diverse sexual identity, and that they should treat people of diverse sexual identity as equals because they are normal people with a different sexual orientation from others that are capable of living worthwhile lives, just like other people. Meanwhile, the other half of the key respondents suggested that organisational executives should look at someone's working ability instead of whether or not they are a diverse sexual identity person. However, some of them suggested that we should understand that in some fields, personality and image are important, and so it is difficult to give people of diverse sexual identity the opportunity to be a doctor (Phacheun & Sringeunyong, 2008) or a soldier (Wyman & Snyder, 1997).

In terms of suggestions for the government, most of the key respondents wanted the government to provide legislation to protect people of diverse sexual identity and to give them equal rights like other people. Meanwhile, some of the key respondents wanted the government to accept people of diverse sexual identity and to give them opportunities more than is currently the case, because the theory of justice has indicated that it is the duty and role of the government to respond to citizens' needs, especially with regard to discrimination in society (Pendo, 2003). It is the government's responsibility to encourage acceptance through equality and fairness in society (Rawls, 1971).

With regard to legislation, the key respondents suggested that the government should create legislation in order to address many issues, such as changing title laws, the law regarding diverse sexual identity marriage, rape laws, the law regarding sex change, insurance laws, and the law regarding conscription in army service, in order to protect people of diverse sexual identity from discrimination and harm as a result of sexual bias (Cholwilai, 2007). In Western society, people of diverse sexual identity are often not mentioned and their human rights are not protected, as should be done for any member of society (Wetzell, 2001). Only a few policies are in place that protect them by law (MacDonald, 2001). The law in the Netherlands has allowed people of diverse

sexual identity to legally marry since the 1<sup>st</sup> of April 2001, and they can also get divorced (Matichondaily, 2001), as they can in Denmark (Aksarawut, 2001).

The results from this research have been used to build an HRM model for equality for people of diverse sexual identity, which is shown in Figure 1.

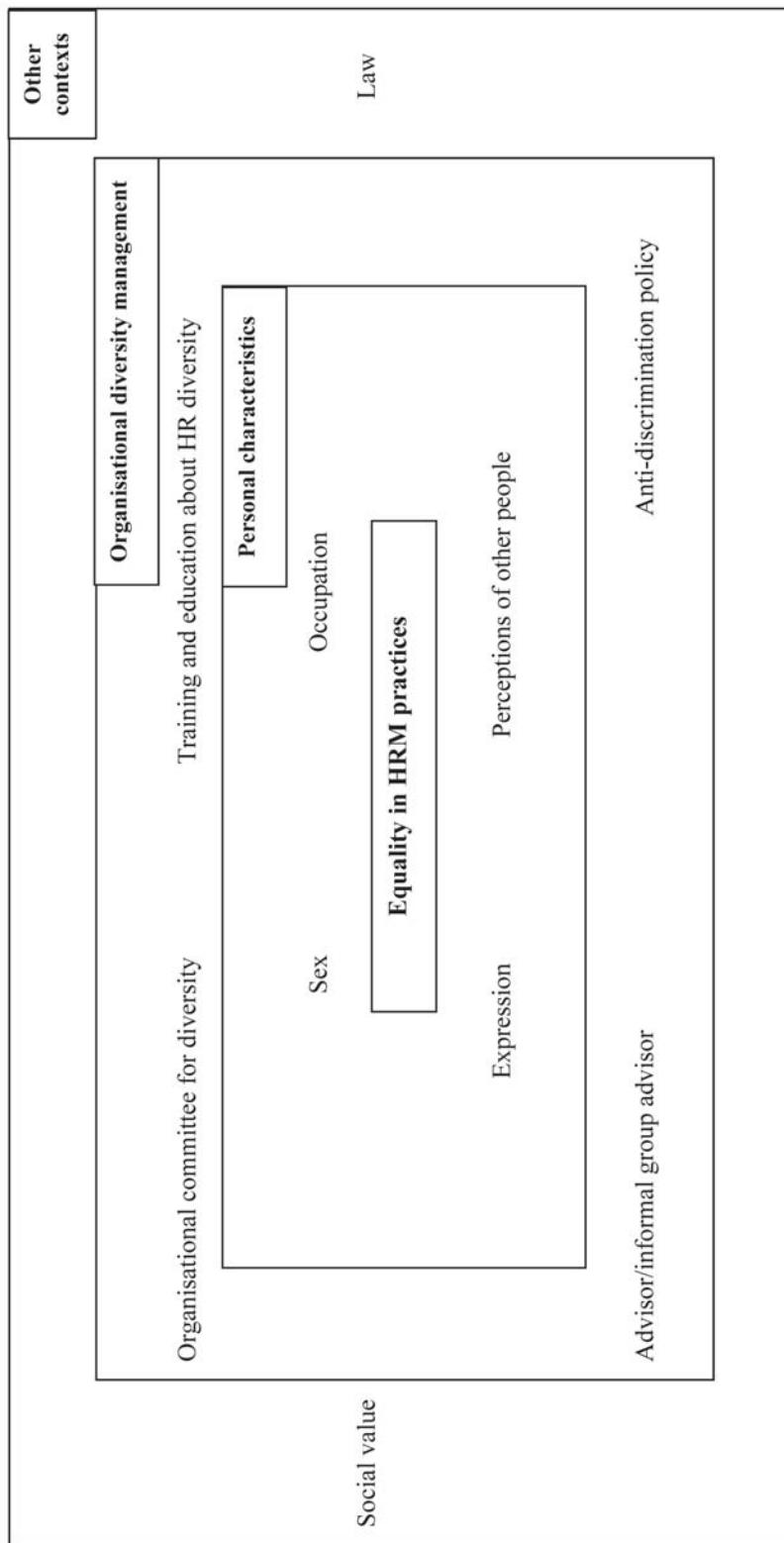


Figure 1: HRM Model for Equality for People of Diverse Sexual Identity

## Recommendations

1. Contemporary laws with regard to discrimination do not include people of diverse sexual identity in the group of people that need protection. Organisations should forbid discrimination against people of diverse sexual identity in their policies, and therefore if the government wants to ensure justice for all people, it must enforce the law.

2. People of diverse sexual identity experience problems as a result of society's attitude and unwillingness to accept them. Therefore, the best solution encompasses understanding, accepting, and appreciating people of diverse sexual identity as family members and members of society. If every member of society had a positive attitude toward people of diverse sexual identity, it would help them to adapt to living in society.

3. By thinking being heterosexual is normal and natural, people of diverse sexual identity have gained the image of being abnormal and fake, and as a result of this assumption, regardless of how people of diverse sexual identity interact with society and do good in order to be accepted by society, this will not effect people's perceptions. It should be the duty of institutions which are responsible for education to advance learning and to help people to understand sexual identity by including it in subjects from primary school onwards in order to help students accept people of diverse sexual identity.

4. This research has indicated that knowledge, ability, and performance are important factors in the task of helping people of diverse sexual identity to become accepted in organisations. Therefore, if people of diverse sexual identity intend to work and work their hardest, their managers, colleagues, and subordinates will finally accept them.

5. Having an organisational committee for diversity is an important factor for helping organisations to realise and consider the existence of people of diverse sexual identity, and so if organisations want to ensure justice for people of diverse sexual identity, the opportunity to be on an organisational committee should be given to them.

6. This research found that none of the organisations which were investigated had policies which were relevant to HR management of diversity in organisations, especially with regard to equality for people of diverse sexual identity. This means that if organisations want to ensure that people of diverse sexual identity are accepted and given equal opportunities, their organisational executives should specify clear policies relating to the existence of people of diverse sexual identity which are designed to protect them, like the other groups that experience discrimination.

7. As this research was performed with only people of diverse sexual identity, this may have affected the results. In order to understand the environmental context and how it affects whether or not people of diverse sexual identity are accepted in organisations, future research should involve other relevant people, such as managers, colleagues, subordinates, and contactors, who can provide background information on the acceptance of people of diverse sexual identity and justice in the workplace, irrespective of their sexual identity.

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