

## National College of Ireland

### Project Submission Sheet

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**Date:** 16.08.2024

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**National College of Ireland**  
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*(Thesis/Author Declaration Form)*

**Name: MUHAMMED OZEN**

**Student Number: 23115041**

**Degree for which thesis is submitted: MASTERS IN HUMAN  
RESOURCES MANAGEMENT**

**Title of Thesis: Inclusive Work Environment and Recruitment  
Strategies For Gay Employees in Dublin**

**Date: 16.08.2024**

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**MUHAMMED OZEN**

# **Inclusive Work Environment and Recruitment Strategies For Gay Employees in Dublin**

## **Abstract**

This research aims to explore the extent of inclusiveness in organisations in Dublin through inclusiveness in gay employees. In this research, focusing on equity, diversity, and inclusion (EDI) at the workplace is stressed. Considering the current global and local trends toward diversity and the non-acceptance of discrimination against persons based on their sexual orientation, this research endeavours to find out how far and how effectively the existing policies are catering for the needs of the gay community in Dublin, an increasingly popular tourist destination that is becoming more welcoming of the Lesbian, Gay, Bisexual and Transgender community. The current research linked with a review of literature, establishing the state of research work done on the topic of workplace inclusion of LGBTQ+ population and the issues faced by this workforce. First, supervising a literature review, it reveals some of the weaknesses of research on the topic that include the overall discussion of diversity and inclusion of homosexual employees while ignoring specific experiences of gay employees. The literature review also discusses the theorisation of the topic focusing on how and why inclusive practices enhance employees' well-being, job satisfaction, and organisational performance. Literature research findings indicate that although organizations have leveraged efforts towards diversity, there is much more that needs to be done regarding the needs of Gay employees, especially about the above-mentioned aspects. The Interpretive Phenomenology method of research used in this study is qualitative and aims to conduct a thematic analysis of the results of the perception and experience of gay employees working in Dublin. The data collected based on open ended interviews from employees, 10 in-depth interviews conducted to analyse the responses regarding inclusive Primary research was conducted through the administration of interviews and questionnaires received from employees in different organization that provided details about existing measures in improving inclusion. The thematic analysis highlighted several related themes; effects of inclusion policies on the organizational culture; views and understanding of inclusion; gay employees' experiences and obstacles. based on research the recommendations for the enhancement of gay employees in the Dublin workplaces, these are to expand and improve training and education in LGBTQ+ issues and establish broader support initiatives and organizational policies that go beyond mere legal compliance. The study also provides some suggestions for future research; it prescribes to look at the experiences of other oppressed groups in the context of the LGBTQ+ and recommends that there should be more studies conducted to understand the long-term implications of policies that enhance diversity and inclusion in the effectiveness of firms as well as their ability to retain their workers. Hence, the present work adds to the body of knowledge on workplace diversity by shedding light on the outcomes of existing policies for gay workers in Dublin. This calls for the continuation of the struggle for workplaces that would not only meet legal requirements for diversity and equality but also provide support for the employees and prohibit discrimination of them.

**Keywords:** **Inclusive Environment**, Lesbian, Gay, Bisexual and Transgender community, organizational culture and Dublin workplaces.



## CHAPTER 1: INTRODUCTION

### 1 Introduction

The United Kingdom (UK) Equality Act 2010 highlighted the hidden or uncovered aspects in terms of the legal protection of employees within the workplace. These characteristics promote and deliver Quality, diversity and inclusion (EDI) in the workplace. An effective EDI strategy is important for good management within the work environment. Majority of the population. organisations can implement and manage a successful EDI strategy, from recruitment, selection, retention, communication and training to addressing workplace behaviour and evaluating progress. The statistics show that more than 94% of employers and 74% of workers say that organisations have made a commitment to advancing DEI in the workplace. The company implemented an effective EDI strategy to take an intersectional approach to EDI. This approach contributes to the comfort and equality of results and influences on all employees ((*SURVEY ANALYSIS of DEI Initiatives*, 2021). A majority of the population spends their time in their workplaces and spends a substantial portion of their lives at work (Linnan et al., 2019). This makes their work environment a crucial part of their lives, and a safe and equal work atmosphere becomes the basic right of the workers (Dixon-Fyle, 2020). Most workplaces target diversity and inclusion to ensure employee equality and to avoid any discrimination. Employees who are at risk of being discriminated against are those who are different in their race, religion, or sexual orientation and are in the minority in the workplace (Triana, Gu and Chapa, 2021). The main purpose of this research is to investigate the effectiveness of inclusive practices and policies on gay employees that have been implemented in workplaces in Dublin. This chapter covers a brief background of the research, research rational problem statement, research question, aims and objectives of this study as well as dissertation structures that outline the introductory chapter

### 2 Background

The global survey was conducted in 2023 from all over the world and shows that more than 30 countries identified themselves as transgender, non-binary/non-conforming/gender-fluid(Statista, 2023). A growing number of countries, including Ireland, have been promoting more inclusive practices for gay communities in different walks of life such as the legalisation of same-sex marriage and the establishment of gay rights and policies (Kondakov, 2021). Different firms and organisations have worked on improving their workplace environments to become more inclusive. The Equity Act highlights factors related to sexual orientation discrimination (Maji et al. 2024).

This act opposes this concept and focuses on individuals not being discriminated due to particular perceptions of the other such as the first things that come to mind of people when it comes to heterosexual, gay, lesbian or bisexual. They have a particular sexual orientation (it shows discrimination by perception). The studies said that more than 20 % of countries have implemented sexual orientation anti-discrimination laws in employment. The key motive is to provide them with legal protection and overcome discrimination within the workplace. Moreover, sexuality is an important factor during the initial stage of the hiring process. Most of the countries are identified as gay or lesbian during the initial stage of the hiring process on the basis of sexual orientation (Sexuality and the Workplace, 2020).

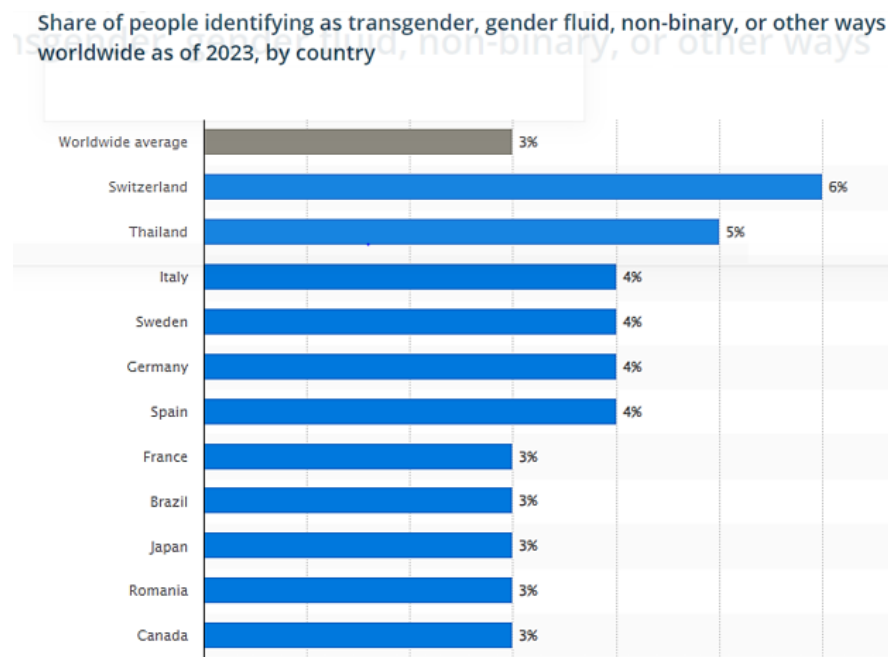


Figure 1. Gender identity worldwide by country 2023

Source: (Statista, 2023).

Responding to the overall social pressure to better accommodate marginalized groups, different firms and organisations have worked on improving their workplace environments to become more inclusive (McFadden and Crowley-Henry, 2021).

Organisations have leveraged social corporate advocacy to implement practices that claim to promote diversity in workspaces and be more inclusive of the gay community (Triana, Gu and Chapa, 2021). It is important to note that these organisations are not just driven by social pressure, on the contrary, they aim to enhance the overall workplace efficiency and performance of the organisation through positive work culture and employee motivation towards organisational commitment (Webster et al., 2017). This statement is supported by the evidence of Gallup's State of the Global Workplace Report 2023. Its finding shows that organisations focusing on employee engagement and positive work culture can enhance their financial performance significantly. The results indicate that more than 21% greater profitability is generated (Gallup, 2021). Consequently, it is determined that diversity and inclusion in work landscapes for gay communities is one of the challenges for Human Resources (HR) (Webster et al., 2017).

Even though diversity and inclusion are terms that are used reciprocally, their meanings imply different things and need to be understood before progressing to implement practices that promote diversity and inclusion (Sabharwal et al., 2018). When understanding diversity in the workplace, the HR of an organisation focuses on ensuring that their hiring policies and practices guarantee that the organisation is giving an equal chance to minorities (Romani, Holck and Risberg, 2018). Hence, having diverse minorities in a workplace environment is diversity (Gomez and Bernet, 2019). On the other hand, HR services need to ensure inclusivity after they have assured diversity in a workplace. Inclusivity involves ensuring that minorities and every other employee get the same chance to partake in different activities, and are heard, acknowledged, and included in decision-making processes (Shore, Cleveland and Sanchez, 2018).

Comprehending the effectiveness of inclusive practices at workplaces, it is necessary to evaluate the general effects. Studies demonstrate three levels on which the effectiveness of inclusive practices can be observed once implemented in an organisation (Hur, 2020). The first level has been described as the individual level. Inclusivity in workplaces for minorities such as gay employees makes them feel acknowledged despite their differences, this improves their job satisfaction and

commitment leading to positive mental health effects and employee retention. Therefore, the HR of an organisation must ensure that the need of diverse employees, such as gays, is fulfilled based on their requirement for belongingness and uniqueness (Keating, 2018). A balance between both is essential for a successful inclusive workplace environment, as an unbalanced feeling of uniqueness or belongingness can make the employees feel excluded and demotivated (Keating, 2018). Secondly, inclusive workplaces also provide benefits at a group level where a more altruistic work behaviour promotes teamwork and improves the performance of the group. This way, the overall performance of the organisation improves through the combined efforts of employees and the generation of new and innovative ideas by drawing from a more diverse group and increasing the overall productivity of the employees (Sabharwal et al., 2018). Therefore, the HR of an organisation needs to work towards achieving the organisational goals by improving inclusion practices in the workplace (Hur, 2020).



Figure 2. Organisation Best Practice

Source: (Own Illustration)

According to research, homosexuality became legal in Ireland in 1993 and became the first country to legalise gay marriage by referendum in 2015 (Abol, 2023). This confirmation was made by a public vote that was conducted nationwide (Abol, 2023). This showcases how Ireland shows a significant impact (83%) on the gay community and makes different policies and accommodations to acknowledge their belongingness and uniqueness. Dublin does not currently consist of a gay neighbourhood that is easily identifiable. Dublin does not currently consist of a gay neighbourhood that is easily identifiable. On the contrary, gay communities and LGBTQ establishments are throughout the map of the city in scattered places (Abol, 2023). This demonstrates that Dublin is a gay-friendly community and is striving to further improve practices to include gays in different practices (Abol, 2023). The results of the study show that transgender people are not being treated with the care, support, and respect that everyone deserves. From the research conducted, cisgender LGB individuals are calling out for change and the recognition of their transgender community members. Vast improvements must be made in the Irish employment industry that will cater for everyone, especially those in an already marginalised group. Although this research was focused on the LGBTQ+ community, the original proposal for this dissertation was to also study women, and people of colour in the workplace

### 3 Rationale

There are many researches that have been conducted in order to explore the perceptions of LGBTQ+ employees towards their employer's equity, diversity, and inclusion policies (Sabharwal et al., 2019; Hur 2020). These researches are not sufficient to address HRM's understanding of LGBTQ+ talent experiences. After in-depth analysis of further relevant data on the organisational advantages of gay inclusion practices within a workplace environment has both theoretical and practical



pertinence. empirical research has been focused on examining the impact of workplace factors on the work lives of LGBT individuals. These studies have not examined these empirical relationships cumulatively (Webster et al., 2017). This research aims to provide a comprehensive framework that can be adapted to Dublin's unique socio-cultural environment in order to make a huge contribution to identifying HRM's understanding of LGBTQ+ talent involvements. This framework could be implemented by reviewing the practices of worldwide organisations and examining why they could differ in liberal contexts. This dissertation seeks to bridge the gap in the current literature on effective inclusion practices for gay individuals in Dublin. These effective inclusion practices for gay individuals show global perspectives and successful strategies from more liberal countries

This can provide subsequent guidance for future investigators and different organisations that are looking to improve their inclusion practices. Therefore, it is important to evaluate and measure the effectiveness of the current policies that have been implemented in workplaces for the inclusion of different employees (Hur, 2020). It is also important to determine if these practices or policies need to be refined and further enhanced to better accommodate, the rights of the gay community, as most of these inclusive practices are not directly targeted at the gay community.

#### 4 Problem Statement

The current research indicates that LGBTQ+ employees experience so many challenges in the terms of discrimination as compared to other employees within the same workplace (Maji et al., 2024). There are many reasons to put light on this hidden area because it affects the equity, diversity, and inclusion policies of the Government and Non-Government Organisation (NGOs). The organisation need to focus on the gay community's legal and protection rights in the workplace. Most studies only focus on the inclusion of those with diverse cultural backgrounds or those with disabilities such as physical or learning disabilities. This leaves a significant gap in the literature and raises the question of whether these inclusion practices are also applicable to the gay community. There is scarce data available on research done specifically on inclusive practices for the gay community and there is a need to further investigate the effectiveness of the current practices implemented for them.

#### 5 Aims and Objectives

This research aims to bridge the gap in the literature and investigate the effectiveness of the inclusive practices and policies that have been implemented in workplaces in Dublin. Specifically, this study aims to analyse the effectiveness of these practices on the gay employees who work in the organisations. Therefore, the objectives of the research are listed below:

- To evaluate the effectiveness of the inclusive practices implemented by different organisations' HR in Dublin on the gay community.
- To find the areas of weaknesses in the inclusive work practices implemented by Dublin workplaces to accommodate gay employees.
- To understand the benefits and the challenges faced by gay employees in workplace inclusion in Dublin.
- To provide recommendations for inclusive practices in workplaces to accommodate gay employees in Dublin organisations.

## 6 Research Questions

The research questions for this dissertation are devised based on the determined objectives of the research. They are further divided into a main research question on which the research will be grounded, and sub-questions to which the research aims to find a response to further elaborate the solution of the main research question.

### 7 Main research question

What is the effectiveness of the inclusive practices implemented by different organisations' HR in Dublin on the gay community?

### 8 Sub-research questions

- What are the areas of weaknesses in the inclusive work practices implemented by Dublin workplaces to accommodate gay employees?
- What are the benefits and the challenges faced by gay employees in workplace inclusion in Dublin?
- What are the recommendations for inclusive practices in workplaces to accommodate gay employees in Dublin organisations?

## 9 Dissertation Outline

### 10 Chapter 1

The first chapter of the existing dissertation offers the readers an overview and a brief background of the research. However, the readers are enlightened with the purpose of conducting the research through the research rationale and problem statement. The research aims to bridge the gap in the literature and investigate the effectiveness of the inclusive practices and policies that have been implemented in workplaces in Dublin. For this purpose, research objectives and research questions have been defined.

### 11 Chapter 2

The second chapter of the dissertation discusses a critical evaluation of the existing pool of literature based on the research objectives. Therefore, an extended literature review is conducted on the existing research on the effectiveness of the inclusive practices implemented by different organisations' HR in Dublin on the gay community. Other studies evaluate the areas of weaknesses in inclusive work practices, the benefits and the challenges faced by gay employees in workplace inclusion, and the recommendations for inclusive practices in workplaces to accommodate gay employees in Dublin.

### 12 Chapter 3

The third chapter highlights the research design of this study which is primary qualitative as it conducts primary research through the conduction of interviews. Furthermore, the research methodology is discussed in detail in this section including a description of the research approach, philosophy, participants, inclusion-exclusion criteria, and the data collection and analysis methods.

### 13 Chapter 4

The fourth chapter of this dissertation presents the findings of the primary collected data. It presents the responses of the interviewees to further understand the answers to the research question. Codes are extracted from the interview responses based on the open coding method and then a detailed thematic analysis is conducted based on the key phrases or the codes.

### 14 Chapter 5

The fifth chapter is the discussion chapter where the findings are discussed further in light of the existing studies. The discussion supports or compares the dissertation results with those of available research conducted on similar topics. This provides a clearer insight into the effectiveness of this research and the reliability of this

research. Furthermore, the limitations and recommendations are also mentioned in the research discussion section of the dissertation.

## 15 Chapter 6

The sixth chapter concludes the overall dissertation. It provides an overview of the research question and how this dissertation has answered it. Moreover, a summary of the first five chapters provides readers with a comprehensive overview of the overall dissertation. Finally, the research discusses the recommendations that future researchers can consider incorporating in their research.

## 16 Conclusion

Overall, this chapter provides an overview and a brief background of the research. It sheds light on the purpose of conducting the research through the research rationale and problem statement. It is determined that there is scarce data available on research done specifically on inclusive practices for the gay community and there is a need to further investigate the effectiveness of the current practices implemented for them. Therefore, it is important to evaluate and measure the effectiveness of the current policies that have been implemented in workplaces for the inclusion of different employees. It is also important to determine if these practices or policies need to be refined and further enhanced to better accommodate the rights of the gay community, as most of these inclusive practices are not directly targeted at the gay community. This way, the overall performance of the organisation improves through the combined efforts of employees and the generation of new and innovative ideas by drawing from a more diverse group and increasing the overall productivity of the employees. Therefore, the HR of an organisation needs to work towards achieving the organisational goals by improving inclusion practices in the workplace. The research aims to bridge the gap in the literature and investigate the effectiveness of the inclusive practices and policies that have been implemented in workplaces in Dublin.

## CHAPTER 2: LITERATURE REVIEW

### 17 Chapter Overview

Chapter two covers all the fundamental elements that are associated with the key purpose of this research. This chapter of the dissertation discusses a critical evaluation of the existing studies relevant to the research objectives. Therefore, an extended literature review is conducted on the existing research on the effectiveness of the inclusive practices implemented by different organisations in Dublin on the gay community. Importance of Sexual Orientation in EDI

The UK policies under the Equality Act 2010 have a significant position to promote and deliver EDI in the workplace because it is an essential aspect of good people management (The Insolvency Service, 2023). Many organisations prefer to maintain the EDI percentage by creating working environments and cultures where every individual can feel safe have a sense of belonging and are empowered to achieve their full potential. foster good relations between people from different groups. The 2021 statistics indicate that more than 66% of the global full-time employees show a positive response about fostering inclusion and a sense of belonging. They admitted EDI programs in the workplace provide the most valuable outcomes (Statista, 2021).

When it comes to Sexual Orientation in the context of EDI, it is referred to as the important component of EDI. Learning and understanding the impact of EDI is essential to maintaining a good work environment and understanding its workplace dynamics (Wolbring and Nguyen, 2023). In the opinion of Köllen (2021), EDI progress has been made in responding to different dimensions of diversity such as gender, race, and disability, sexual orientation remains an area requiring substantial attention. This concept is supported by Garakani et al. (2023), who mentioned that previous studies emphasize the necessity of inclusive practices to adopt a supportive and equitable environment for gay employees

According to Gay (2022), sexual orientation is an integral component that is integrated with the identity and experience of the individual. This term influences workplace dynamics and affects mental health. In addition, Nakkeeran and Nakkeeran (2018) highlighted that it is significant to identify sexual orientation within EDI frameworks because it leads to unique experiences of inclusion or exclusion as well as intersects other identity facets. Hence, these multiple forms of inequality specify the importance of addressing sexual orientation specifically within EDI policies.

### 18 Why Sexuality is of Particular Interest in the Workplace

Workplaces are not only based on power dynamics, but it is also social microcosms where individuals deal with cultural norms, discrimination and biases on a daily basis. The discrimination and basis based on sexual orientation happens in terms of harassment and unequal opportunities, and more refined ways (Williams et al., 2022). Mills and Oswin (2024) argued that as compared to other employees' gay employees often direct complex social landscapes where their sexual orientation can either be a source of pride or vulnerability. Therefore, the workplace becomes the most highlighted area in order to implement the EDI practice. This practice is utilised to validate and protect diverse sexual orientations. Nakkeeran and Nakkeeran (2018) supported the above concept by mentioning that EDI practices lead to improved job satisfaction, productivity, and retention rates among gay employees

### 19 Increased Awareness of EDI and its Importance

Stephens (2018) claimed that increasing awareness of EDI has led to significant shifts in workplace practices worldwide. This statement is supported by the research evidence that was conducted in the year 2021. The report demonstrates that 34 per cent (34%) of full-time employees self-proclaimed that Diversity, Equity, and Inclusion (DEI) programs facilitated workforces to find unconscious bias and acquire methodical barriers to equivalence in the workplace worldwide (Statista, 2021).

Hence, this review focuses on the importance of sexuality in the work and the particular interest in the experiences of gay employees

## 20 Evaluation of the Effectiveness of Inclusive Practices

### 21 Overview of Inclusive Practices in Dublin Workplaces

Inclusive practice plays a vital role in creating a good and healthy environment where all employees feel valuable regardless of sexual orientation. While implementing the inclusive practice to provide equal respect, this practice includes comprehensive non-discrimination policies and diversity training. These approaches regardless of sexual orientation work as support networks of LGBTQ+ employee resource groups (Hudson Coventry, 2022). This perspective can be strengthened with many existing works of literature such as Nugent et al. (2023) revealed that Inclusive practices lead to improved job satisfaction, productivity, and retention rates among gay employees. However, Shore et al. (2018) claimed that implementation of Inclusive practices often comes with challenges despite the recognized importance of inclusive practices. Bonaccio et al. (2020) Identified the literature gaps and shortcomings between the policy and practice. Who found that many organizations applied non-discrimination policies. However, the lived experiences of gay employees do not always reflect these policies. This difference is frequently among non-LGBTQ+ employees due to inadequate enforcement and a lack of awareness.

Regardless of the recognized importance of inclusive practices, Buli-Holmberg et al. (2023) commented that another significant challenge is the prevalence of microaggressions which led to unintentional, discriminatory comments or behaviours. Resnick and Galupo (2019) mentioned that microaggressions can impact the mental health and job performance of gay employees. On the other hand, Richard (2021) argued that gay employees may feel isolated and perceive limited career advancement opportunities without the appropriate role models. This lack of interpretation disseminates a cycle where gay employees do not see themselves in leadership roles. It also affects their presence within the organization. Hence, the inclusion of sexual orientation within EDI initiatives is linked with the gap between policy and practice for cultivating truly diverse and inclusive workplaces.

### 22 Practices in Liberal Countries and Worldwide Organisations

There are many organisations that implement Inclusive practices all over the world that vary from country to country such as Canada, the Netherlands, and Sweden. The liberal organisation tends to implement more comprehensive EDI programs along with progressive LGBTQ+ rights. These kind of program works as anti-discrimination policies and regular diversity and inclusion training. For instance, worldwide liberal Organisations promote LGBTQ+ inclusion and impose strict non-discrimination policies such as Google, IBM, and Microsoft moreover, Wolbring and Nguyen (2023). Mowlabocus and Mowlabocus (2021) elaborated on the diversity initiatives within Global corporations such as employee resource groups, pride celebrations, and partnerships with LGBTQ+ advocacy organizations. On the contrary, Maks-Solomon and Drewy (2021) claimed that these practices are frequently adopted within these countries. Small enterprises display a disparity in the application of EDI practices. However, Mowlabocus and Mowlabocus (2021) commented that the effectiveness of EDI programs depends on the sincere commitment of organizational leadership along with the noticeable existence of policies. Many companies experience a lack of resources or commitment to implement robust EDI practices

For instance, Accenture Ireland is well well-known organisation that is recognised for their inclusive practice. its headquarters are in Dublin, Ireland; it utilises complete anti-discrimination policies and supports LGBTQ+ community events.

Simultaneously, Debicki and Kolinski (2018) pinpointed inconsistency across different organizations in Dublin. They stated that small companies do not have that



much resources in order to implement robust EDI practices. For diverse employees within the workplace, policy alone is insufficient without effective implementation and cultural change.

#### Identification of Weaknesses in Inclusive Work Practices

The diverse platform provides opportunities to meet or combine diverse workforce where the leader can easily gather relevant experience of different people that could help in solving problems and decision-making in difficult situations. This diversity of thought fosters creativity and results in unique solutions. Diverse teams are more likely to create new ideas and devise novel solutions to problems (McGinnity et al., 2021). A varied and inclusive environment instils a sense of belonging in employees, helping them feel more engaged and productive. Organizations that implement EDI techniques benefit greatly in terms of business outcomes, innovation, and decision-making (Adams, 2022). However, despite advances in LGBTQ+ rights and knowledge, obstacles still exist for gay employees; the considerable disparities in contemporary workplace practices are highlighted below.

#### 23 Areas Lacking in Current Practices

##### Training and Awareness Programs

In the opinion of Nugent et al. (2023), various companies utilise different techniques to promote diversity training programs. However, their effectiveness in promoting LGBTQ+ inclusivity remains questionable. On the contrary, O'Brien and Kerrigan (2020) argued that generic diversity training fails to address the specific needs of gay employees or challenge ingrained biases successfully. Moreover, it is important to certify workplace adopts appropriate practices to understand behavioural change among employees.

##### Policy Implementation Gaps

Policy implementation gaps are linked with policy expectations and the policy outcome. The implementation of policies within the organisation to upline all processes in a better or more effective form. Policies aimed at protecting LGBTQ+ rights in the workplace depend upon possibility and execution, despite legal frameworks in many authorities, gaps in policy implementation can result in inconsistent protections and inadequate recourse for gay employees. Companies should provide more clarity in defining the policies and objectives to upgrade the level of the workplace. The higher-level or high-designation employees need to have more robust policies that are consistently applied across all levels of the workforce (Zachariah and Nandini, 2023).

##### Support Structures

Hadden et al. (2020) claimed that not every technique and support network could fill the gap in the organisational policy. However, the availability and effectiveness of support systems do matter. It is essential to evaluate the availability and effectiveness of support systems (e.g., employee resource groups, counselling services) for gay employees within organisations. Mostly these resources are inadequate to fulfil the needs of the LGBTQ+ individuals as well as challenges they experience throughout the job. Simultaneously, Hudson Coventry (2022) commented that support systems lack personalised approaches for LGBTQ+ employees because it limits their effectiveness in addressing specific concerns. Hence, it is important to create an inclusive workplace environment through access to supportive resources, such as employee resource groups (ERGs) and mental health services. However, existing support systems may not always meet the specific needs of LGBTQ+ employees. The specific needs of LGBTQ+ employees are outlined in addressing intersectional challenges related to race, gender identity, or socioeconomic status.

##### Comparative Analysis with Best Practices

The report displays that more than 36 per cent of the employee show their response regarding the organization's leadership to be very/extremely diverse in 2021.

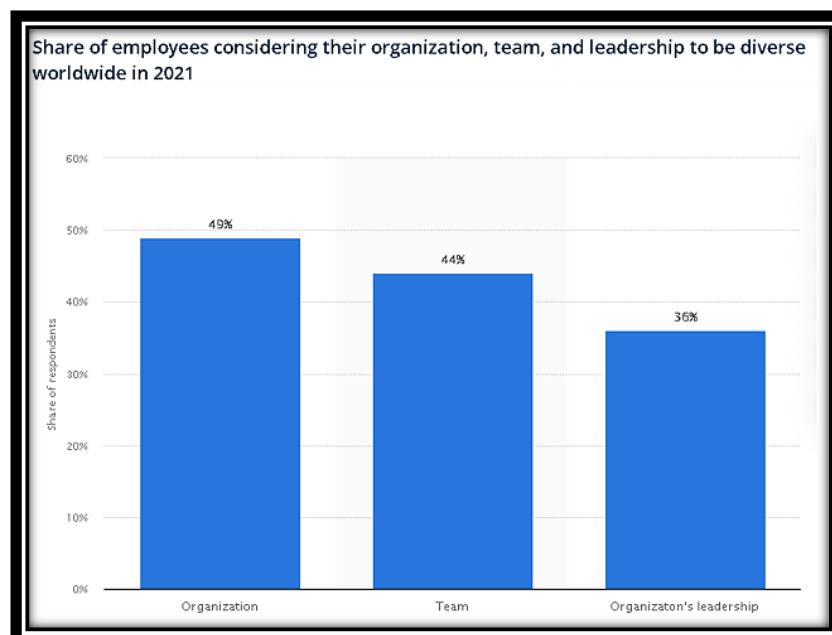
According to the Global Consumer Trends report on Diversity, Equity, and Inclusion by Dynata, approximately 505 employees all over the world supposed their companies as diverse as shown in Figure 1. (Statista, 2021). According to Bowman Williams (2018), the company Like Google and Microsoft are famous for their effective and comprehensive policies. The Google statement for the diversity initiatives and inclusive workplace cultures are as follows:

"We are committed to building a workforce that is representative of the users we serve, creating a culture of belonging, and providing an equal employment opportunity regardless of race, creed, colour, religion, gender, sexual orientation, gender identity/expression, national origin, disability, age, genetic information (Google.com., 2024)"

Despite these changes, these organizations prioritize legal compliance as well as go beyond by developing a culture of acceptance. Moreover, belonging through visible leadership commitment and ongoing employee engagement efforts are also key focuses of Google and Microsoft. Melonie Parker says

"Google remains firm in its racial-equity commitments, which include increasing underrepresented groups in leadership by 30% by 2025, and addressing representation issues in hiring, retention and promotions (Google's commitments to racial equity, 2020)".

## 24 Benefits and Challenges of Workplace Inclusion for Gay Employees



*Figure 3. World Wide Employees' Attitude Regarding Diversity in Their Organization 2021*

*Source: (Statista, 2021).*

## 25 Benefits

The inclusion provides opportunities for the employees to do their jobs in a suitable manner and to do different things in a way that suits them. It plays a vital role in offering a flexible working pattern in order to confirm their life-work balance is good and that they can send their best for their organisation to offer a supportive and equitable environment for all employees, particularly for those who identify as gay (Nugent et al., 2023).

### Improve Decision Making

The inclusive practice emphasizes making individuals feel respected and important to the corporation's success. This technique promotes a more inclusive and engaged workforce, which increases creativity and innovation, improves decision-making

processes, and attracts top talent. The diverse population, including Gay employees, contributes to better decision-making processes within businesses since diverse backgrounds and experiences bring a wide range of views and opinions. This multiplicity of viewpoints challenges conventional wisdom, reduces prejudices, and results in more well-rounded and educated decisions (Zachariah and Nandini, 2023).

#### Improved Creativity and Innovation

The Inclusion practice is a suitable approach that promotes creativity and innovation in the workplace. Individuals with diverse backgrounds including the LGBTQ come together with a variety of perspectives and ideas. The diversity of thoughts puts light on the hidden that impact the productivity of an organisation. The diverse thoughts of sparks encourage the generation of innovative solutions to problems. Companies can target the collective intelligence of their workforce and drive continuous improvement using an inclusive environment that values different viewpoints (Hadden et al., 2020).

#### Enhanced Well-being

When it comes to the enhancement of the well-being of gay employees, inclusiveness plays a significant role in providing a sense of belonging and acceptance. The key benefit visible in the employee's performance; they feel safe to express their true identities without any sort of fear of discrimination or prejudice. Other main benefits show on their overall mental health; anxiety and depression can be improved with inclusion practice. Zachariah and Nandini (2023) mentioned that inclusive environments are associated with lower levels of psychological distress among LGBTQ+ employees. Therefore, the workplace could overcome the sexual orientation problem with the integration of inclusive policies and practices, such as anti-discrimination protections and support networks, creating a positive feedback loop, and fostering an environment (Roe et al., 2020).

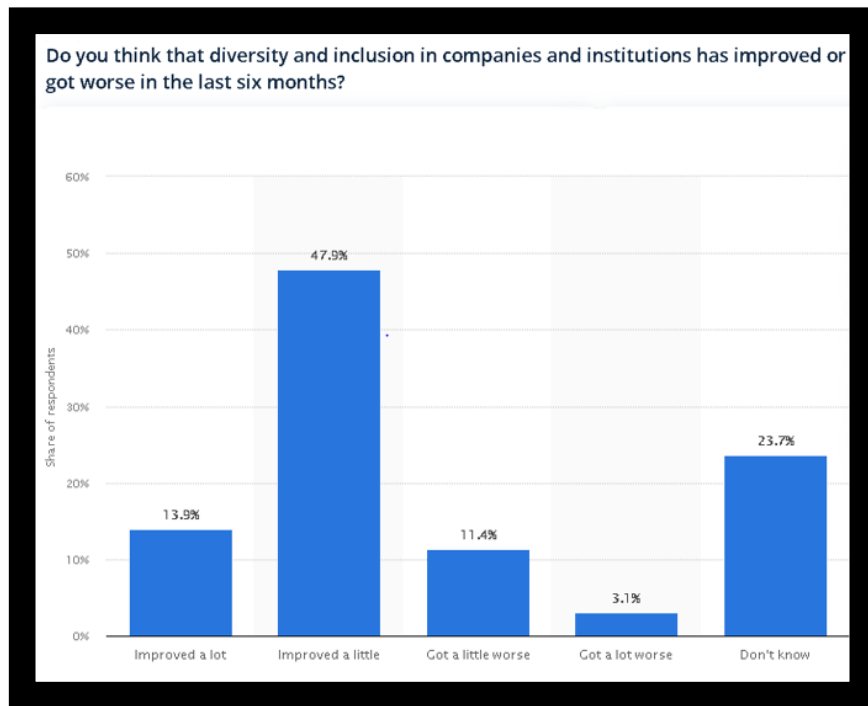
#### Increased Productivity

A diverse background in the workplace where the team can tackle the problem is a more productive and effective approach to problem-solving. Diverse workplace teams and employees collaborate in an inclusive work environment. They provide a variety of help, information, and strategies for the well-being of an organization. Diversity of perspectives fosters productive teams that can assess problems from many perspectives. Gay employees from varied backgrounds provide more imaginative and effective solutions. Companies can improve their problem-solving capabilities and increase productivity by harnessing their employees' different skills and knowledge. Employee engagement leads to higher levels of performance, which boosts the corporate productivity graph (Cletus et al. 2018). Hadden et al. (2020) indicated that inclusive work environments correlate with better job satisfaction and reduced turnover rates, which are important for continuing an even and productive workforce.

#### Positive Organizational Culture

A positive organisational culture can be created with an inclusive environment. This cultural environment is linked with mutual respect, empathy, and understanding, attracts top talent and fosters loyalty among existing employees. The survey report is on the respondents' points of view related to the diversity and implementation of inclusion within the workplace of the United Kingdom. Statista indicated that the United Kingdom had improved and slightly improved and promoted the inclusive work environment their value at 13.9% and 47.9 % respectively. On the other side, 11.4% of respondents said that it had got a little worse as shown in Figure 2 (Statista, 2021)





*Figure 4. Perceptions On Diversity and Inclusion Improvements UK 2021.*

*Source: (Statista, 2021).*

In the same way, Bersin and Enderes (2021) highlighted organisations such as Odexo. Industry: Quality of Life Services, Johnson & Johnson, Mastercard, Accenture, Kaiser Permanente, EY, Cisco and Marriott International are known for their inclusive practices and enjoy enhanced reputations. Benefits attained from the known for their inclusive practices; make the employer of choice in competitive job markets. Hence, inclusive companies can be represented as socially responsible and ethical. Due to this, brand image and customer loyalty can be increased which leads towards better overall performance.

## 26 Recruitment Strategies

### 27 Access to a Larger Talent Pool

The inclusion offers the companies to access a large talent pool by implementing it. It removes the barriers and biases that can limit the recruitment and advancement of certain groups. organisation's can attract candidates from a more diverse range of backgrounds. This expands the talent pool and increases the likelihood of finding individuals with unique skills and perspectives that align with the company's goals (Roe et al. 2020).

### 28 HRM Monitor Job Satisfaction

HR implemented inclusive practice that is related to a higher level of Job satisfaction among gay employees. Their overall performance is affected in a positive way due to the good work atmosphere where they attain respect to do their job. The gay employee feels free and indulge or contribute their role to make projects and tasks successful by enjoying. This practice not only improves the job satisfaction of the employee but also improves employee engagement. Higher satisfaction levels among LGBTQ+ employees lead to improved performance, morale, and well-being. Nevertheless, higher levels of stress and lower job satisfaction in workplaces do not prioritise EDI initiatives (Hur, 2020; Russo et al., 2020.)

### 29 HR Non-Discrimination Policies for Employee Engagement

The employee's engagement can be determined within the Dublin workplace using HR Non-Discrimination Policies such as participation in LGBTQ+ resource groups, attendance at diversity training sessions, and involvement in company-sponsored LGBTQ+ events. This approach can be helpful to provide insights into how engaged

LGBTQ+ employees feel within the organization (Adams, 2022). Sabharwal et al. (2019) stated that Engaged employees are more productive. They prefer to contribute to the company's success as well as focus on maintaining a positive work environment. In inclusive practice direct the visibility and acceptance of gay employees encourage greater engagement.

### 30 HR strategy for increasing Retention Rates

The Comparison between LGBTQ+ employees with non-LGBTQ+ counterparts by monitoring their retention rate always provides opportunities to underline the corporate problem. This metric related to Monitoring the retention rates of both groups reveals that inclusive practices are effective (Adams, 2022). On the other hand, Fletcher et al., (2021) commented that the retention rate metric is useful but sometimes fails to capture the full picture. Increased turnover is common in workplaces that do not prioritize EDI initiatives (Kenny, 2023). However, Effective inclusive practices lead to lower turnover rates among gay employees. Where employees see opportunities for growth and advancement due to which they want to stay with the organisation.

### 31 HR utilise Feedback form gay Employee

Feedback is central to the development of a more inclusive work culture. For instance, by receiving feedback from gay employees about the lack of representation of certain groups in corporate events, leadership can take steps to ensure greater diversity of participants (Sengar et al., 2020). Regular feedback helps identify areas where inclusive practices are working well. This practice can be done through surveys, focus groups, and one-on-one interviews and implemented where improvements are needed (Nugent et al., 2023). However, O'Brien and Kerrigan (2020) claimed that the willingness of employees to provide honest feedback can be influenced by many factors such as fear of retaliation or a lack of trust in the confidentiality of the process.

### 32 Challenges Faced by Gay Employees

#### 33 Discrimination

Discrimination has been faced by LGBTQ+ employees within the organisation that impacts their professional and personal well-being. Discrimination refers to the approach that the workplace implements by treating others less favourably because of their sexuality. Discrimination remains a prevalent issue. This issue arises from indirect microaggressions to evident forms of bias and exclusion (Molloy, 2018). Fric (2019) showed that gay employees experience harassment and face barriers to career advancement compared to their heterosexual counterparts. High-rank employees such as supervisors, and managers are responsible for developing the workplace with an effective approach where employees are appreciated.

Discrimination against lesbians, gays, and bisexuals in the workplace demonstrates itself in a variety of ways, including being called names, being unfairly assigned difficult or unpleasant tasks, being the target of jokes, being passed over for promotion, being denied training, verbal harassment, or sustained unfriendly contact or exclusion (Machado and Costa., 2022). However, Molloy (2018) found that the psychological impact of such discrimination leads to increased stress and decreased job satisfaction. This approach may affect organizational productivity.

Employers in the Republic of Ireland are prohibited from discriminating against lesbian, gay, or bisexual employees by the Employment Equality Act of 1998. The Act focuses on the company's desire not to discriminate in terms of remuneration, access to employment, working conditions, training or experience for or in relation to employment, promotion or regrading, or job classification (Tiernan, 2020).

According to Hoel et al. (2021), harassment and bullying are two of the most significant challenges that gay employees experience in the workplace. Harassment and bullying are likewise prohibited by the Republic of Ireland's Employment Equality Act of 1998. Employers must ensure that their employees and the workplace

are free of sexual harassment, bullying, and harassment. Employers are responsible for any sexual harassment issues that their employees may confront.

#### 34 Lack of Acceptance

The Employment Equality (Sexual Orientation) Regulations (Northern Ireland) 2003 prohibit discrimination on the basis of sexual orientation illegal in Northern Ireland. The Regulations prohibit employers from discriminating against employees based on their sexual orientation and apply to recruiting, training, and benefits (Murray et al., 2021). Along with prejudice, Nagle and Fakhoury (2021) stated that accepting or understanding colleagues is critical for controlling the essential parts of an organization.

Acceptance is the main driver that determines the employee's feelings and thoughts related to their roles. This term is directly associated with job satisfaction and motivation. When it considers gay employees, gay employees do not feel emotionally connected and invested in their work due to harassment, bullying and discrimination. This shows their Low employee engagement and contributions in the workplace activities. They do not devote their full energy to doing their tasks. they are unfocused partially and attentive to avoiding or controlling a situation to their satisfaction (Webster et al., 2018).

#### 35 Leadership Parity

The term leadership parity is defined as equal representation of individuals from diverse backgrounds in leadership positions. Leadership parity is associated with LGBTQ+ inclusion in order to focus on gay employees within the organization or workplace. The senior roles in the organisation are responsible for maintaining a good cultural environment and policies towards greater inclusivity (Ray et al. 2023). Syed (2020) claimed that leadership parity is important because it provides opportunities to include diverse perspectives in decision-making. The development of a diverse team helps the organisation to address the problem with a variety the solutions due to the implementation of inclusive policies and practices. share their sexual orientation in leadership roles can provide powerful role models and adopt a sense of fitting and validation. On the other hand, Opall (2021) argued that in order to perform better financially; many companies have implemented diverse perspectives and ideas. This adoption plays an essential role in enhancing creativity, problem-solving, and adaptability through taking diverse experiences and viewpoints. Rindfleish (2018) mentioned that leadership parity for gay individuals remains limited in the capital of the Republic of Ireland (Dublin) however, they are attaining high progress towards greater inclusion.

The report indicated that many organizations have policies supporting LGBTQ+ inclusion. However, the representation of gay individuals in senior roles is still low excessively as per the survey conducted by the Irish Centre for Diversity in 2021 (Irish Centre for Diversity, 2023). Its outcomes display a lack of visibility and support for gay employees at all levels. In the support of above finding, Atewologun et al. (2018) specified that unconscious bias and stereotypes about gay individuals' capabilities can limit their opportunities for advancement. This unethical practice are key obstacles that affect the achievement of leadership parity for gay employees. According to Dunne et al. (2022), these biases can be evident in promotion decisions and leadership development opportunities. Moreover, unconscious bias and stereotypes about gay individuals' capabilities also create barriers to senior roles. Individuals consider a leader in many ways such as consultation provider, director, role model and others. Mostly workers do not want to see gays in leadership positions. gay employees can remark their chances of advancing are limited; when they do not see people like themselves in leadership positions (Barrantes and Eaton, 2018). The behaviour could affect the company's progress and lead to disengagement and higher turnover rates. The concept of the “**Glass Ceiling Effect**” is more relevant and

supports this situation. This shows that minority groups face invisible barriers to career progression (Aksoy et al., 2019)

### 36 Evidence (Organisation That Implements the Inclusion Practice)

Organisations like Accenture Ireland displays their statement in support of Inclusion Practice:

“Accenture in Ireland's commitment to accelerating equality and to create an inclusive workplace where everyone feels like they belong (Ireland Accenture,2024)”

The company has employed mentorship programs to support LGBTQ+ employees' career development. Their working principle is focused on addressing leadership parity. The key purpose for the adoption of this program was to connect junior employees with senior leaders. This integration helps them in providing guidance, support, and advocacy. This company has made an objective to set diversity targets for leadership positions. This new step aims to increase the representation of LGBTQ+ individuals in senior roles (Huang and Jarrold Prager, 2020).

Same as Accenture Ireland, LinkedIn Dublin works to promote inclusive practices, LinkedIn Dublin has established an internal diversity council. The linked has launched its international headquarters in Dulin in the year of 2010. They got a high investment of around \$20 million from Tiger Global Management LLC which is estimated at roughly \$2 billion in 2010. This investment announced its primary acquisition. Mspoke improved its 1% premium subscription proportion. This company operates an online professional network. Their method targets senior leaders from various backgrounds, including LGBTQ+ representatives. This council is responsible for overseeing diversity initiatives. This internal diversity council also make sure that LGBTQ+ perspectives are considered in strategic decisions. Its effort LinkedIn's efforts have increased the visibility and representation of gay employees in leadership positions (Linkedin.com, 2024).

Gay employees who perceive their organizations as supportive and inclusive prefer to disclose their sexual orientation at work. This directness can contribute to a positive workplace culture. In addition, the organisation's reputation as an inclusive employer contributes to overall success and innovation. Hence, regardless of their sexual orientation, focusing on sustaining and expanding these initiatives can be effective in the company project's success.

### 37 Microaggressions in Irish Workplaces

The word microaggression refers to inappropriate comments or unintentional critique that affect the individual well-being. When it comes to the workplace, Microaggressions are defined as indirect remarks, repeatedly unintentional observations, discriminatory comments or behaviours of the workers each other. discriminatory comments or behaviors affect the thoughts and ideas of marginalized groups such as gay employees related to a particular place. The Irish workplaces can be evident in numerous conducts due to the microaggression. The unintentional critique contributes unfriendly work environment as well as affects the mental of gay employees negatively ( Waite, 2021).

Sooknanan (2023) highlighted that microassaults and microinsults are two subdivisions of microaggression; microassaults define explicit derogatory comments or behaviours intended to hurt or discriminate against someone based on their identity. In addition, microinsults target comments or behaviours that convey rudeness or insensitivity to demean a person's identity. Gay employees are well informed or experience comments or behaviours intended to hurt and convey rudeness in the context of microassaults and microinsults.

### 38 Prevalence of Microaggressions in Irish Workplaces

The research conducted by the Gay and Lesbian Equality Network (GLEN) indicates that microaggressions are dominant in Irish workplaces. These studies identified that

LGBTQ+ employees in Ireland experience indirect forms of discrimination. This unintended arrangement is not reported due to its covert nature (Unesco.org. 2016). These microaggressions can create a cumulative burden on employees. Microaggressions can also develop a poor work environment where gay employees feel unappreciated and disregarded.

Sooknanan (2023) revealed that microaggression leads towards adverse effects on mental health; it contributes to an environment of psychological stress. Mental health issues such as anxiety, depression, and overall psychological distress have been created among LGBTQ+ individuals. Its level increases the level of these medical terminologies. Health issue due to microaggression influence their performance and decrease the company graph in terms of lower productivity, and higher turnover rates. On the contrary, Eger et al. (2022) commented that addressing this issue remains a challenge in the modern world. The reason behind this Several employees cannot be aware of the harm they are causing particularly those who commit microaggressions. The unaware could have a huge effect on the development of an inclusive environment. organizations lack the mechanisms to address and mitigate microaggressions leading towards constant damage.

### 39 Evidence (Organization Implement Initiatives to Address Microaggressions)

The Bank of Ireland Group plc is famous for its commercial bank operation related to the Bank in a country like Ireland. This bank name is included among the most well-known 4 big Irish banks all over the country. Their statement for the implementation of inclusive and diverse strategies to address microaggression is:

“Our ambition is to promote both diversity and inclusion for all colleagues, by supporting our ethnic minority colleagues across all jurisdictions of the Bank of Ireland Group through a range of small to large-scale initiatives (Anon, 2017)”

The Bank of Ireland has advertised a campaign to promote inclusivity and respect within the workplace. the main objective of launching this campaign was to identify the microaggressions within the work environment. It also provides strategies to overcome the effect of microaggression by addressing it which offers a supportive environment for all employees. The bank has also established an LGBTQ+ network that provides a platform for employees to share their experiences related to inclusive practices (Bank of Ireland Group, 2020).

### 40 Theoretical Framework

The theoretical framework has served as an effective approach for evaluating the effectiveness of inclusive practices for gay employees in Dublin workplaces. This structured approach focuses on the implementation of inclusion practice impact as well as identifies hidden areas that need to be improved.

### 41 Social Identity Theory

This theory was proposed by Tajfel and Turner in 1979. This theory is based on the concept that people classify themselves into diverse or unlike communities or groups in order to build their own social identity. The workplace always comes with challenges where association with various influences on the employees' identities (Scheepers and Ellemers, 2019). This theory has been adopted to evaluate the effectiveness of inclusive practices for gay employees in Dublin workplaces. It defines the importance of inclusive practice development and a sense of connection to the organisation among gay employees. Gay employee's feelings of isolation could be overcome if organizations support LGBTQ+ identities through inclusive policies and practices

### 42 Minority Stress Theory

Minority stress theory was proposed by Meyer in the year of 2003. Its goal is to identify the stress among individuals especially those who are a minority. This theory defines additional stressors that have been experienced by marginalised groups because of their minority status. The stress could be in a variety of ways such as



discrimination, stigma, and microaggressions in the workplace. this stressor indicates a negative impact on mental health and job performance (Frost and Meyer 2023). This theory has been taken to define the challenges that gay employees face in the Dublin workplace and how these stressors are overcome by implementing effective inclusion practices. organisations in Dublin can reduce the gay employees (who are in the minority) stress experienced through Anti-discrimination policies, diversity training and a supportive workplace culture

#### 43 Theory of Planned Behaviour

The theory of Planned Behavior was established by Ajzen in 1991. Its fundamental element targets an individual's behaviour which is determined by their intention to perform. The terms include individual attitudes, subjective norms, and perceived behavioural control. Moreover, behaviour is determined by intentions, attitudes (beliefs about a behaviour), and subjective norms (beliefs about others' attitudes toward a behaviour) (Ajzen, 2020).

This theory is adopted in the context of the workplace where determine how employees' behaviours and their attitudes toward the implementation of inclusion practice. In other words, this theory can be used to understand how employees' attitudes towards LGBTQ+ inclusion or ability to support inclusion for gay employees. The organisation could adopt by providing diversity training to the employees so that they show positive attitudes and behaviours towards gay colleagues

#### 44 Organisational Justice Theory

Organisational Justice Theory was proposed by Greenberg in 1987. This theory divides justice into three suitable terms distributive justice (fairness of outcomes), procedural justice (fairness of processes), and interactional justice (fairness in interpersonal interactions) (Rasooli et al., 2019). The theory has been implemented to understand how inclusive practices are perceived by gay employees. Furthermore, it is also important to find their impact on job satisfaction and organizational commitment. The organisation could be able to use the key points of this theory to evaluate the fairness of promotion processes as well as enhance perceptions of organizational justice among gay employees in Dublin workplaces. The outcomes can be received in terms of higher levels of job satisfaction and organisational commitment.

#### 45 Intersectionality Theory

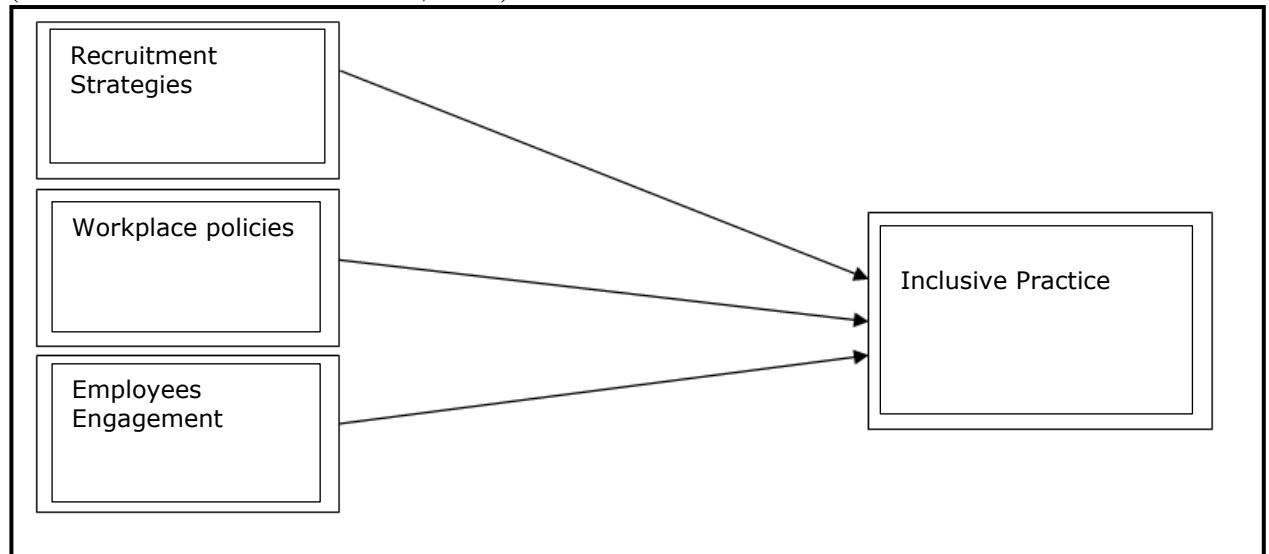
Intersectionality Theory was proposed by Crenshaw in 1989. Its aim to Crenshaw (1989). explores how various social identities intersect to create unique experiences of oppression and privilege (Atewologun, 2018). This theory can be applied to consider the diverse experiences of gay employees. Companies must design to address the intersectional identities of gay employees such as race, gender, sexual

Hence, despite these positive impacts on the organisations; there are limitations associated with all these frameworks. To understand the impact of inclusive practices, it is essential to recognise their limitations. Social Identity Theory and Minority Stress Theory mainly primarily focus on individual experiences. However, these cannot provide the complete picture of organisational dynamics at play. Similarly, in the opinion of Worthington (2021), the Theory of Planned Behavior cannot manage systemic barriers to inclusion but emphasizes individual intentions. Organizational Justice Theory is limited to providing deep-rooted cultural biases. Lastly, Intersectionality Theory can be inspiring to operationalize in workplace procedures.

#### 46 Conceptual Framework

A conceptual framework establishes the rules for defining a research issue and finding relevant, meaningful responses to it. It connects the theories, assumptions, attitudes, and concepts underlying research and presents them in pictorial, graphical, or narrative form. Furthermore, the conceptual framework is a useful way to separate the dependent and independent factors and implement it in a well-structured form to show

how the independent variables significantly influence the dependent variables.  
(Gornik-Tomaszewski and Choi, 2018)



This research explores areas of weaknesses in the inclusive work practices implemented by Dublin workplaces to accommodate gay employees as well as understand the benefits and the challenges faced by gay employees. Figure illustrates the conceptual framework that outlines the numerous dependent and independent variables. The conceptual framework displays recruitment strategies, workplace policies and employee engagement in this research study as independent variables. On the other hand, inclusive practice is explored as the dependent variable. The figure indicates how independent variables influence the dependent variables.

The conceptual map reflects the key central component of this investigation and its dependency on targeted variables. The context also demonstrates how to find the areas of weaknesses in the inclusive work practices implemented by Dublin workplaces to accommodate gay employees. By pointing out the independent variables, the research can mitigate the encounters that gay employees experience in the Irish workplace and provide recommendations for inclusive practices in workplaces. Inclusive practice and diversity strategies can enhance work performance and employee engagement as well as identify effective strategies for the development of an inclusive and supportive work environment.

#### 47 Chapter Summary

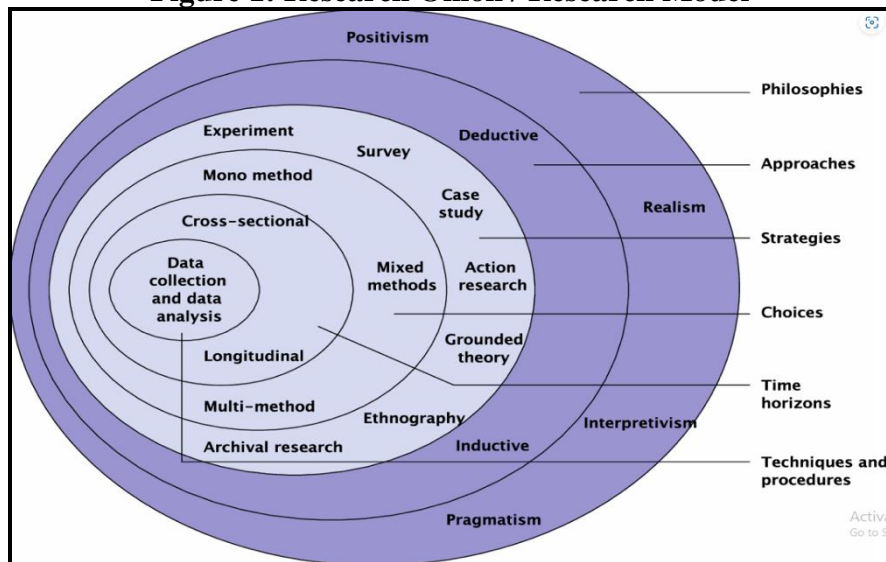
Using existing literature, this research explores the areas of weaknesses in the inclusive work practices implemented by Dublin workplaces to accommodate gay employees as well as understand the benefits and the challenges faced by gay employees. The second chapter of the dissertation discusses a critical evaluation and review conducted on the effectiveness of inclusive practices and focuses on areas of weaknesses in inclusive work practices

## Chapter 03 Research Methodology

### 3.1 Chapter Overview

This chapter outlines the research methodology used to investigate inclusive work environments and recruitment strategies for gay employees in Dublin. It begins with an overview of the Research Onion Model. It proceeds to discuss the research philosophy, approach, strategy, methods, time horizons, data collection, data analysis, validity, reliability, and ethical considerations. The Research Onion Model was developed by Saunders et al. (2009). It provides a comprehensive framework that is designed specifically for the research methodologies. Each of the layers represents different stages of the research process which start from the research philosophy end to data analysis techniques. This model will be beneficial for the alignment of each step of the process, from data collection to data analysis. There are many benefits to selecting the onion model; it allows for a structured and systematic approach to research design. This practice ensures all aspects of the methodology are considered and aligned thoroughly (Melnikovas, 2018; Snyder, 2019). Hence, for examining inclusive work environments and recruitment strategies for gay employees in Dublin, this section has selected pragmatism as research philosophy, a mono methods approach, a qualitative strategy, a cross-sectional time horizon as well as primary data collection techniques.

**Figure 1: Research Onion / Research Model**



*Source: Saunders and et al., (2015).*

The research conducted in inclusive environment and analyze the environment in organization for Gay, Bisexual and other employees at workplace. The researcher wants to analyze the aspects of change in working in working environment, to analyze the employee's role and workplace performance. Research philosophy provides the basis for expansion of knowledge. The research will be conducted based on Positivism research paradigm to test the theory and hypothesis to analyze the results. There are various research paradigms including Positivism, Interpretivism and Pragmatism research. The research was conducted to explore the factors affecting the environment at workplace.

This research has taken interpretivism because it reflects the social method of research. This approach based on the on the beliefs, norms, and values of the culture of the society. The study of inclusive environment based on existing facts and knowledge in order to answer the research question. this practice is linked with qualitative method of study because it focus on the beliefs, concern motivation and reasoning of individual to get th information regarding the social interaction. this practice also implemented to describe the nature of the study in the context of primary research data.



Interpretivism uses qualitative research methods that focus on individuals' beliefs, motivations, and reasoning over quantitative data to gain understanding of social interactions. The primary data gathered from the participant who willingly take part and share their belief with investigator without any biases. using qualitative research techniques, interview was conducted that was based on open ended session; therefore respondent was easily share their experience and thoughts.

This approach allowed the investigator for a comprehensive understanding of the research problem. This flexibility is necessary in order to explore lived experiences and conceptual relationship. The one other reason of interpretivism is chosen due to its socially constructed and provide in-depth subjective understanding of people's lives of the individuals. it also aligns with the study's aim that combines qualitative insights from semi-structured interviews to provide a holistic view. This selection approach works as a bridge to fill the gap of the research using their strong framework for primary methods.

### 3.2 Research Methodology

Mono methods are chosen to capture both in-depth qualitative perceptions. Thus, the outlined approach allows the researcher to look into individual experiences and support them with data. It also provides a wider perspective of the research problem as compared to the chronological method.

According to Dawadi et al. (2021), choosing the mono method is advantageous; they said that data obtained from o methods is productive from existing literature and through primary research. Thus, for the research study of inclusive work environments and recruitment strategies for gay employees in Dublin, the mono method was sustained by integrating qualitative approaches. These would prove beneficial in gaining an understanding of research issues. This strategy is very useful in research scenarios where more than one social perspective is involved in creating the problem under study. The interview criteria mainly focus on handling each of the participants equitably therefore they can effectively share and display their skills and expertise

### 3.3 Research Philosophy

When it comes to defining research philosophy; this term in research methodology refers to the beliefs and assumptions about the development of knowledge. It is responsible for providing overall shapes that highlight the fundamental elements related to how research is conducted. It has a high influence on the choice of methods and techniques (Abdelhakim, 2021). The research conducted in inclusive environment and analyze the environment in organization for Gay, Bisexual and other employees at workplace. The researcher wants to analyze the aspects of change in working in working environment, to analyze the employee's role and workplace performance. Research philosophy provides the basis for expansion of knowledge. The research will be conducted based on interpretivism research paradigm to test the theory to analyze the results. There are various research paradigms including Positivism, Interpretivism and Pragmatism research. The research was conducted to explore the factors affecting the environment at workplace. The Interpretivism paradigm reflects the expansion of knowledge based on existing facts and knowledge

The reason why this research has adopted interpretivism is because it will qualify as a social research method. Therefore, This approach is premised on the beliefs, norms, and values of the culture of the society. An inclusive environment is part of the research question, so the material has to be based on facts and theoretical knowledge. This practice is connected with the qualitative method of study since this method involves a search for information about social interaction based on the beliefs, concerns, motives and reasoning of persons. It was also used to explain the characteristics of a study in the case of primary research data.

Interpretivism employs qualitative research approaches that study individuals' beliefs, their motivations, and the manner of their thinking to explain social interaction. The collection of the primary data involved the participants who voluntarily agreed to answer the beliefs given to the investigator with no prejudice. Open-ended questions were used during the interview, which were based on sessions with the presence of the respondent; therefore, the respondent was ready to share experiences and thoughts. This research has taken interpretivism because it reflects the social method of research. This approach is based on the beliefs, norms, and values of the culture of the society. The study of an inclusive environment is based on existing facts and knowledge in order to answer the research question. This practice is linked with the qualitative method of study because it focuses on the beliefs, concerns, motivations, and reasoning of individuals in order to get information regarding social interaction. This practice was also implemented to describe the nature of the study in the context of primary research data.

Interpretivism uses qualitative research methods that focus on individuals' beliefs, motivations, and reasoning over quantitative data to gain an understanding of social interactions. The primary data was gathered from the participants who willingly took part and shared their beliefs with the investigator without any biases. By using qualitative research techniques, the interview was conducted that was based on open-ended sessions; therefore, respondent easily shared their experience and thoughts.

This approach allowed the investigator to have a comprehensive understanding of the research problem. This flexibility is necessary in order to explore lived experiences and conceptual relationships. The one other reason interpretivism is chosen is due to its socially constructed and provides an in-depth subjective understanding of people's lives of the individuals. It also aligns with the study's aim, which is to combine qualitative insights from semi-structured interviews to provide a holistic view. This selection approach works as a bridge to fill the gap of the research using their strong framework for primary methods.

### 3.4 Research Approach

This research has implemented a deductive approach; the reason behind its selection for this study was to test hypotheses derived from existing theories through empirical data collection and analysis. It was an appropriate choice because this approach displays more concern towards deducting conclusions from premises or propositions. In other words, investigating the inclusive work environment for gay employees needs explanation by means of hypotheses which can be obtained from the propositions of the theory (Saunders, 2015).

This research mainly focuses on the evaluation of the effectiveness of inclusive practice and recruitment strategies. Where there is a need for theory testing and statistical analysis. The key reason behind the implementation of this approach it allows the investigator for hypothesis testing and statistical investigation. This selection is supported by evidence that was provided by Pandey and Pandey (2021) who commented on the deductive approach's suitability for hypothesis testing and generalising findings that make it appropriate for this study's objectives (Careswll, 2013).

The research approach provides the basis for selection of methods of data collection and data analysis. The research approach includes the mono method or mixed method. The mono method is used in this research and primary qualitative research will be conducted. The quantitative research, independent and dependent variables will be measured, as their impact on each other and their relationship with each other. The research method in this research is primary quantitative research in which primary

data will be extracted from the questionnaires that will be filled in by the participants. The research elaborates the nature of study to be conducted. There are various strategies available includes exploratory, explanatory and descriptive. Based on research topic and data type this research will be conducted on exploratory as it will provide the results that will explain the outcomes and answer the research questions. This explanatory research combined with a quantitative research approach will provide fruitful outcomes in answering the research question and explanatory research is also defined as the backbone of any research as it helps in clearing out any questions, doubts, and hypotheses that are introduced in the research (Saunders, 2017).

### 3.5 Research Strategy

This research strategy involves semi-structured interviews. The research strategy for this research is exploratory. The research context identified the importance of an inclusive work environment workplace where the LGBT+ population in Dublin businesses. The research strategies are vary based on type of analysis and exploration required in the research. The research strategies include explanatory, exploratory and descriptive research. The research strategy includes the primary qualitative and exploratory research is conducted.

#### 3.5.1 Qualitative

Qualitative research was conducted to analyse the recruitment strategies for gay employees in Dublin. The research is based on open-ended interviews conducted with group interviews of 7 to 8 employees from the identified LGBT+ community who are currently or recently working in Dublin businesses. these employees are highly qualified well experiences around 5-10 years of experience in the organisation. they placed in the position of junior executive. senior executive, assistant manager, Deputy manager, general manager as well as director. employees were selected through social media platforms Via LinkedIn or Via email It's also noted that participation is required from within through contact with local advocacy groups. The interview details such as schedule, period and eligibility criteria along with the interview guide are sent to each employee or stakeholder Via Email/Message. the purposive techniques were utilized to select the particle for the data.

The questions for the interview were derived from the research questions given below with a view to assessing the application of Gay Inclusive policies in workplaces of Dublin. The questions were developed from the literature review to capture such considerations as the perception on inclusion, the challenges as well as the existing policies. Semi-structured interviews for semi structured interviews were used organised fashion but the conduct of the interview was flexible but not random. This approach was considered better than structured interviews because the answers could be too formulaic and provide less insight than less structured interviews might provide but be less focused and harder to compare between participants. Semi structured interviews made it easier to follow up on certain areas of relevance as they came up in the ongoing interviews and therefore enabled the researcher to get more detailed and richness data as it corresponded with the individual's perception of the research topic. This research method also made the conversation more natural, which in its turn helped to establish friendly relationships with the participants so that they were willing to express their spontaneous opinions regarding the topic of workplace inclusion.

### 3.6 Time Horizons

A cross-sectional time horizon is selected for this study because data was collected at a single point in time. Cross-sectional studies are chosen for their efficiency and ability to provide an outline of the current state of inclusive practices and recruitment

strategies. This approach is useful to assess present conditions and identify current trends. Cross-sectional studies are appropriate to capture the current status of phenomena. This time frame makes them suitable for this study's objectives. This time horizon allows for the efficient collection and analysis of data. This study will be cross-sectional meaning that the data collected in this research will be at one single point in time and not in a longitudinal way. The cross-sectional study will provide data at a fast pace because it will not require to wait for other research or data to be conducted at another time (Wang, 2020). While the nature of this study is cross-sectional, the timeline can be further described as: during the first week, the proposal will be submitted, and once the proposal is approved, data collection will be started by approaching the participants first. Once the sample is sufficient, the participants will be informed about all the necessary data, and consent forms will be secured before going further in the research

### 3.7 Data Collection

the qualitative data was collected through semi-structured interviews. the participant was selected for the interview through LinkedIn. The qualitative phase includes in depth interviews 10 employees from the identified LGBT+ community who are currently or recently working in Dublin businesses. This research also utilised the Likert scale to measure opinions, attitudes, or behaviours when it aims at getting current information. The interview criteria mainly focus on handling each of the employee equitably therefore, they can effectively share and display their skills and expertise. In these interviews seek to obtain the employee's elaborate account of 'their experiences, struggles and stance on workplace inclusion. interview data are useful in offering thick descriptions that capture the everyday experiences of gay employees in detail. before starting the interview, the interview protocol or guideline was distributed and tell told them that the interview section is open-ended to feel free to show their opinion or diverse point of view (appendix A).

### *Sampling Technique*

The study adopted purposive sampling where participants were selected based on their employment status and residence in Dublin, and most importantly those with experience of workplace inclusion. Using of this technique made the participants informed and provided a lot of valuable data related to the chosen topic. It also meant selecting people who could bring on the table multifaceted experiences.

### Limitations

however, this purposive sampling techniques has its limitation; when it comes to present the opinion related to the gay population in work place. it is not based on random sampling method which leads towards the generalisability of the findings

The research conducted on inclusive environment in Dublin City industry and research is explanatory in nature (Saunders & et al, 2013). This research is inductive research based on explanations and variables will be selected from given theory and empirical literature. The research is applied research based on existing knowledge and facts and research is explanatory in nature to elaborate the reasons and factors that influence consumer to purchase different products in industry based on persuasive advertising techniques used by the marketers. The research design elaborates the choices and methods being selected for data collection and analysis based on paradigm of research. The data collection will be performed through open-ended interviews for collection and analysis of data. The research is ethical activity, and all ethical consideration will be followed in data collection and data analysis. The data collected from employees in Dublin Industry and consensus, and permission will be taken from consumers and then shared with those people and along with if any

consumer not willing to participate he or she can withdraw responses at any stage. The collected data will be confidential and only used for this academic research activity.

### 3.8 Data Analysis

Similar to the method of data collection, data analysis is also the building block of the research methodology. Its fundamental elements are linked with the findings of the research. Investigators must implement effective techniques or approaches to analyse the gathered information from different research methods on the basis of primary and secondary data collection (Sileyew, 2019).

This research has selected primary data collection as well as collected data through semi-structured interviews in order to examine and interpret data to extract meaningful insights or to understand current initiatives and policies as well as solicit. This research has taken the Qualitative Analysis (Thematic) in order to identify and analyse patterns and themes within qualitative data. The reason behind the selection of thematic analysis is that it allows us to identify common themes in qualitative. Its pattern of interpreting the data provides deep insights into the experiences and perspectives of gay employees. Its data arrangement allows investigators to identify patterns and relationships in the context of gay employees and an inclusive work environment.

#### *Thematic Analysis: Braun and Clarke's Approach*

The present study used thematic analysis according to Braun and Clarke's guideline, a well-known procedure for describing themes and regularities in qualitative data.

1. Familiarisation: The first procedure was to familiarise with the data by reading the interview transcripts repeatedly in order to get a feel of the data. The first ideas concerning which topics may be chosen as themes were taken down.
2. Generating Initial Codes: The second step is to code of interesting features which are done systematically across the whole dataset. Every part of the data that had direct relation with the research questions was made conspicuous and labelled with a particular code. This was done manually so as to allow the researcher to engage more with the data, and therefore make more meaningful interpretations out of it.
3. Searching for Themes: In this phase, the codes generated were grouped into as the following potential themes. On this basis the codes were grouped in a way that resembled the patterns of similarity and dissimilarity and themes were developed that reflected the nature of the data in response to the research question.
4. Reviewing Themes: In the following process, the identified themes were checked against the coded data and the entire data set to make sure that they indeed represent the data. Some themes were fine-tuned and enhanced, merged together or simply removed so as to be able to achieve a coherent thematic map.
5. Defining and Naming Themes: The choice of each theme was precise and each of them was given a name that reflected all the key aspects of the theme. A breakdown of the analytic process was made in order to define what each of the themes entailed and their roles in making sense of the data.
6. Writing Up: The last steps included narrating a logic story from the themes where data extracts from the research questions and objectives were used to respond to the specified aims of the study.

### 3.9 Ethical Considerations

Ethical considerations are necessary to make sure about the integrity and credibility of the research. It pinpoints the protection of participants' rights and well-being. This section outlines the key ethical principles and measures that adhere to in this study on inclusive work environments and recruitment strategies for gay employees in Dublin. This research has informed consent about the research question and its key objectives because it is important to inform consent that provides the participants with all the necessary information about the study, this study has provided the participants with detailed Information; they receive inclusive information about the study's purpose, procedures, risks, benefits, and their rights. By following the ethical guidelines this research provides the chance to individuals; they can withdraw from the research when they feel uncomfortable. The consent form was designed to outline the study details.

The research primarily focuses on the privacy protection of the individuals who take part in the data collection. All data collected has been stored and accessible only to the research team. This research respects the cultural and social contexts of participants. Investigators make sure that about how to deal with the LGBT+ community. Moreover, the study uses inclusive and non-discriminatory language in all communications and documentation. therefore, ethical measures remained complied with throughout, and their identity was not stated, nor their data shared. After this consent form was prepared and documented so that people are aware of the etiquette of ethical standards concerning this study and sign the consent form if they agree to be a part of the study. Also, Thematic analysis is described as the interpretation of texts and information in a way that allows for creating similar themes in them

### 3.10 Chapter Summary

Hence, this chapter has detailed the methodology in order to explore inclusive work environments and recruitment strategies for gay employees in Dublin. This section has selected the research onion model along with the implementation of pragmatism philosophy, a deductive approach, and mono methods. The following chapters present the findings from the data collected and analysed based on this methodology.



## **Chapter 4: Results**

This research was conducted to explore gay employees' working experiences in businesses within Dublin. To gather the information related to the research, data collection was started that based on qualitative research, method in which open ended in-depth interviews was conducted. The approach to data collection was semi-structured, face-to-face interviews with seven participants from the mentioned population of working/ recently work within Dublin's LGBTQ+ community. The interviews also wanted to identify participants' attitudes and experiences concerning hierarchical workplaces' inclusiveness, equal opportunity, and support for, and of, homosexuals.

The research is based on phenomenological approach; its aspects are linked with exploratory themes. The interview criteria mainly focus on handling each of the employee equitably therefore they can effectively share and display their skills and expertise. In these interviews seek to obtain the employee elaborate account of 'their experiences, struggles and stance on workplace inclusion.

The open-ended in-depth interviews conducted from employees; they employees who have different designation was participated and share their opinion, knowledge and thoughts such as Admin, Sales Engineer, Content Moderator, Marketing Specialist IT Support, HR Manager and Data Analyst of the firms.

Demographics of Participants

Table 1. Respondents Profile

Respondents	Gender	Age	Designation	Number Of Year
Participant 1	Male	30	Admin	2
Participant 2	Male	35	Sales Engineer	6
Participant 3	Non-binary	27	Content Moderator	4
Participant 4	Female	41	Marketing Specialist	8
Participant 5	Male	32	IT Support	5
Participant 6	Female	28	Manager	7
Participant 7	Non-binary	25	Data Analyst	3
Participant 8	Male	26	Admin Manager	6
Participant 9	Female	33	Assistant Manager	7
Participant 10	Male	38	Manger Sales	10

Semi-structured interviews which employed phenomenology aimed at providing a rich understanding of the participants’ experiences as LGBTQ+ employees. Most of the interviews took about 15 to 20 minutes per participant; the key topics of the interviews revolved around issues of the working environment, equal opportunities, and the support of the representatives of the LGBTQ+ community. The interviews and questionnaires were conducted by the authors with the participants’ permission and were audio-recorded. The coding documents were generated from the interview transcripts using the Interpretative Phenomenological Analysis (IPA) in order to do thematic analysis. This process included initial open coding, and axial coding, as well as generating categories and themes from the data to give a textual analysis of the clients’ experiences. the thematic analysis was performed because this detailed analysis from the interviews help the investigator to understand the various dimensions of workplace inclusivity. this technique provide support experience the LGBTQ+ employees in Dublin businesses face.

Transcriptions Coding Sheet			
Interviews	Open Coding	Axial Coding	Themes



Question 1	<p>Inclusivity and all kinds of discriminated people in their organizations, groups or companies, the organization' show how much they are committed to equality and support. Participants said that the work environment is quiet, most of the members of the team are friendly and resemble typical employees, and the organization tends to embrace all people. The current policies of the company also reflect the diversities in the workforce by providing equal job opportunity for the employees' recruiters regardless their sexual orientations. Another emergent theme regarded to the overall notion of inclusion and the lack of any inferred omission as part of the demonstrated best practice in relation to what is required in order to promote inclusion in the workplace.</p>	<p>Perception of workplace, team dynamics, equal opportunities, policy inclusivity, recruitment practices, awareness of inclusivity, and support for gay employees.</p>	<p>Inclusivity, Equality, Support Fair Treatment in organisation</p>
Question 2	<p>Participants said culture is usually a diverse one and gave an example of equal representation of women, and men, specifically in the engineering department. They stressed on the supportive and hardworking team, communication and socialization was done through the organizational instant messaging channels and webinars. The participant said that has observed that happy workers mean happy customers and that diversity is encouraged. Employees state that there is no discrimination and recruitment is equally done without any barrier and they indicated that there is special paternity leave. In a nutshell, some positive areas touched the reception of recruitment methods and the provision of an inclusive workplace.</p>	<p>The employees with recruitment practices Ho however, diverse, inclusive environment were noted. Workplace environment, team dynamics, policy inclusivity, recruitment practices support for gay employees, gender parity, and diversity.</p>	<p>Diversity affect Positive Recruitment, Inclusive Policies and Team Support</p>
Question 3	<p>In freedom and non-discrimination of employees, Participant focused on freedom. They spoke about policies for filtering information content and organizational policies on the use of social networking sites that promote the culture of diversity. The official culture of the organisation in terms of freedom of speech and expression is friendly and none of the respondent mentioned discrimination. This recruitment is done with complete naturalness, and there are no impediments to the given environment. The</p>	<p>Organizational culture, team dynamics, fair recruitment and policy inclusivity support for gay employees, non-discrimination, and encouragement.</p>	<p>Content moderation and social media guidelines promote Freedom, Inclusivity, Fair Recruitment, Encourageme</p>

	participant mentioned the forces that enhance the participation of people in activities and the promotion of the self that is positive and inclusive organizational culture.		nt, Non-discrimination
Question 4	Participants majored on staff organization, specifically on equal opportunity employment and staff support. They stressed on the much friendly team and diversified working environment added that the organization is very friendly. In this aspect, the participant reported no hindrances with favourable perceptions on such policies and practice on the hiring of people with disabilities. Participants labelled the environment as comfortable because of the activities that allow people to display their personality and that respect employees' home situations.	Employee treatment, team dynamics, policy inclusivity, recruitment practices support the gay employee in terms of, equal opportunities	Inclusivity In Recruitment Develops Supportive Workplace
Question 5	The participant said there is no significant challenges or barriers report in any policies at work which can be changed or refined to better accommodate gays in decision-making or certain activities. however, they recommend to the manager of an inclusive environment to focus on adequate existing policies and support in the terms equality and non-discrimination	focus on adequate existing policies	Equality and non-discrimination, Impact of Inclusion Policies
Question 6	The participant said they do not have faced any significant challenges or barriers to work with gay employees although, organisation existing policies and support systems adequate. the company must treat all employees equally, regardless of sexual orientation. this practice can help to promote the equality and non-discrimination in treatment	organisation existing policies and support systems adequate to treat all employees equally, regardless of sexual orientation	Organisational Improvement and Recommendations, Challenges and Barriers
Question 7	Expectations from Colleagues regarding workplace inclusion such as expected acceptance, no pressure to disclose sexuality. in order to promote the positive integration into the team, no negative incidents should be occurred and always provide the effective support for LGBT employees. the inclusive workplace must show acceptance without pressure	promote the positive integration into the team	Perception and Understanding of Workplace Inclusion, Expectations and Experiences of Disclosure
Question 8	when it comes to work in inclusive environment, it shows the major changes in perception such as enhanced perception of inclusion with increased activities and committee presence. through this approach organisation can ensure equal rights and support for all employees.	enhanced perception of inclusion with increased activities and	Support Mechanisms and Organizational Support

		committee presence	
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### Thematic Analysis of Qualitative Responses

For thematic analysis, in each theme, you need to add responses from interviews and then analyse them. What you have done right now seems like secondary analysis instead of primary. There is no discussion in analysis about the opinion of respondents or what they stated or how they felt while answering. You should add at least 2 responses per theme and analyse them by stating what the respondents wanted to convey and what they mean. Please make changes in all themes.

#### Theme 1: Workplace Inclusivity and Culture

This theme was implicitly shown from the participants' depiction of their workplace: people of different national origin, cultural backgrounds, religious beliefs, and sexual orientation are accepted and appreciated. The culture of diversity in these workplaces is well exhibited in provision of open channels of communication, acknowledging and respecting employees' diversity including beliefs and encouraging positive workplace attributes. Some participants pointed out that their organizations meet the professional guidelines. Moreover, the organisation also contributes to the culture of diversity through media policies that established and obtained through practices. Thus, culture can also be used in the promotion of employees' satisfaction and productivity. Dignity entails people being accepted and respected as they are. This practice has major implication on the way employees perform their duties.

As primary data to support the above-identified themes, interview quotations were incorporated as follows. For instance, under the theme of Challenges in Workplace Inclusion. Participants noted that they often feel like their sexual orientation is still an undiscussed topic; colleagues avoid conversations that might reveal too much about their personal life. on the other hand, the next theme, the Impact of Inclusivity on Job Satisfaction, was supported by quotes, such as when the company representative us in decision-making processes, then they feel that they are relevant in the organisation and that type of environment increases my morale towards the position.

Previous Studies also affirms the importance of a macro and micro environmental factors that includes any employee when it comes to improving the experiences of employees. Literature has established that formations of inclusiveness enhance the level of togetherness, satisfaction (Shore et al., 2018). Hur (2020) stated that multiple-rationales organizational environment encourages higher levels of workplace productivity due to increased appreciation of employees and their interaction with the workplace. Besides, Hur (2020) marked that in diversity and inclusion oriented workplaces, not only are organizational performances enhanced, but also conditions leading to greater cooperation and creativity are created. These results are also consistent with the experiences echoed by participants demonstrating the need to foster a friendly work environment for organizational staff.

Also, according to Webster et al. (2018) it was revealed that chief diversity officers perceived organisations with high levels of Diversity & Inclusion to be financially sound while receiving positive employee feedback. This study further supports the assertion that an organizational culture that is inclusive has not only positive impacts on employees' health but also has a positive impact on the organization. Thus, the subject of workplace Diversity and culture is an essential component of organizational concern as supported by multiple research studies that show its benefits on bottom lines within organizations for the learners enlisted to the online programs offered at the university.

## Theme 2: Impact of Inclusion Policies

The respondents showed their opinion related to equal opportunities and anti-discrimination. They said equal opportunities and anti-discrimination apply also to fair treatment of the employees irrespective of their sexuality, gender or other aspects. Self-proclaimed promotional opportunity equity was also consistent with the participants' descriptions, especially as there was no claim of favouritism or discrimination at their workplaces. Participants pointed out fair treatment in the selection criteria, especially in procurement of services for training and development, indicating that their organizations aim at ensuring that no discrimination is made based on personal traits. This commitment to equality is evident in order having equal employment opportunities having been practiced in the recruitment procedures, promotion policies and the general organisational culture that seek to eliminate discrimination within the employees.

The action policy, or the policy of equal opportunities in employment without discrimination, is backed by research evidence. Some of the key findings that have been established include a positive correlation between employers' commitment to equal opportunity and organizational, employee morale, and job satisfaction Noronha et al., (2022) highlighted organizations that make gestures for equal and fair treatment of all employees create an environment that enhances the levels of retention and engagement among the employees. On the other hand, Lee et al. (2021) showed that perceived fairness in the workplace is highly correlated with organizational justice and employee organizational commitment. All these imply the value of promoting employment opportunities that is essential to foster a healthy working climate that will inspire employees at the workplace.

Also, the idea of equal opportunities has become a significant aspect of the bulk of diversity and inclusion strategies. Thus, as stated by the Equal Employment Opportunity Commission (Baumle et al., 2020), equality and anti-discrimination are two core concepts that must be followed by companies to create equal opportunities. It is not only the legal and ethical requirement which must be followed but actually a valuable asset to the organizations. This paper examines the ways in which promoting fairness and diversity within workplaces can improve employees' contentment and productivity, as well as conflict and prejudice within organizations. Thus, the participants' narratives correlate with this study; specifically, the promotion of policies and practices that ensure equal opportunities for everyone and non-discrimination contributes to the formation of a beneficial working environment.

## Theme 3: Challenges and Barriers

The practice of equality in the workplace as a theme emphasizes that on what an organization can do in order to ensure that workers who are lesbian, gay, bisexual and/or transgender feel welcomed and a part of the workplace. Interviewees shared that at their workplaces, staff and managers were most helpful or else there was integration and diversity was highly encouraged. This supportive culture was evident in the activities like formation of work groups and committees. there were policies supporting respect for all the employees. Appropriate culture practice can help staff to feel they belong to the organization; it promotes communication and respect resulting in a more efficient organizational structure.

This concept is supported with the evidence that was provided by the Perales et al. (2022). They discussed about the fundamental aspects of organisational culture and workforce wellness. in addition, Hur (2020) pinpointed that importance of a positive workplace environment that is well received for any employee. In their study, they have observed that, with proper inclusion practices for the targeted staff group and support networks, job satisfaction is enhanced, turnover intentions decrease, and overall organizational commitment improves. Similarly, Sabharwal et al. (2019)'s study also suggested that organizations with more inclusive policies have talented

employees who are willing to work hard, as they feel appreciated and valued in the workplace. Thus, the findings are consistent with the participants' narratives to show that investing in the supportive culture is not only helpful to specific persons but also advantageous to constructing positive organizational surroundings.

#### Theme 4: Perception and Understanding of Workplace Inclusion

The principle of equal opportunity/non-discrimination is an aspect of employment in relation to sexual orientation and gender identity in that it maintains the rights of individuals to equal treatment in the workplace regardless of their proclivity.

Participants emphasised on the fact that there are no discriminations in terms of promotion or in terms of employment based on the gay or lesbian aspect of the individual. As this theme shows, organisations need to promote equal opportunities in recruitment, equal opportunities in the promotion processes, and non-discrimination policies. The equality of all workers contributes to a non-discriminatory environment which is vital in the morale of the employees and gives the organization a good image.

The equal opportunities among the employees within the workplace is important, this concept was supported by Conti et al. (2022). They promote the equal opportunities at work and non-discrimination. Moreover, the study of Webster et al. (2018) revealed that organizations that implement and support policies against discrimination and for equality with higher rates of satisfaction and employees' engagement. From their study, they further highlighted that if employees' reason that they are treated fairly in terms of the available opportunities and where they are hired. so that, they are more loyal to their organization and work harder.

In addition, Mara et al. (2021) has revealed that companies that have good policies against discrimination as well as good policies in the workplaces perform overall better as well as have better workplace environment. This study supports the statements gained from the participants; to sustain and enhance organizational productivity and employees' well-being, there should be a strong commitment to equality of opportunity and non-discrimination. Thus, Santos and Reyes (2023) claimed that positive anti-discrimination policies can decrease the levels of stress and improve the quality of the employees' lives. This relates to participants' experiences of social inclusion and being treated with dignity where the orientation is to provide equality. Thus, equal opportunities, not only do organizations meet the ethical requirements, but also increase the efficiency as well as the quality of the working environment.

#### Theme 5: Support Fair Treatment in organisation

Support Fair Treatment in organisation leads to the theme of an organizational culture supporting an organization's culture by providing for all employees, mainly the employees of the LGBTQ+ community. Regarding the staff and organisational culture, participants described it as approachable, appreciative, and diverse of their Identity status. One way in which this supportive atmosphere is reflected is through such measures as the observation of June pride month and formation of LGBTQ+ committees, for example. Such practices not only demonstrate the institution's policies of diversity but also make the employees feel that they belong to a welcoming environment.

This concept is supported by the McNulty et al. (2018), their evidence strengthens this principle calling for a favourable organisational culture within the organisation.

Letsogo et al., (2019) study stated that timely diversity management strategies and policies that foster courtesy imply demonstrable employee engagement levels and lower turnover rates. In their research, they revealed that when employees feel that their work environment is favourable and welcomes equality, they will be loyal to their employers and work hard. In addition, a Hossain et al. (2020) pointed out that those companies that dedicate effort to the integration of difference groups into their

mainstream employees record high levels of employees' engagement and organisational performance. This evidence resonates with the experiences of participants who have stated that their workplaces are conducive, and employees are treated fairly, hence supporting the arguments that a supportive organisational culture is the key to promoting employee's psychological well-being and organisational productivity.

#### Inclusivity in recruitment strategies

The terms Inclusion in recruitment strategies refers to the practice of actively seeking and valuing individuals from diverse backgrounds, experiences, and perspectives. It involves creating an environment where everyone feels respected, supported, and able to contribute their unique talents and perspectives to the organisation. The continuous policy improvement is important, when it comes to the inclusivity in recruitment strategies. the recruitment strategy always works on the developing the effective policy; that is based on organisation's work. the policy improvement refers to the absence of mistakes and improvement of the policy for the employees to make it more suitable for the representatives of LGBTQ+. This is also highlighted that many organisations are currently in the process of enhancing the policies on workplace inclusiveness for the clients who belong to the LGBTQ+ community, for example, revising the anti-discrimination provisions and minimising discrimination of the individuals, increasing the representation of the LGBTQ+ community and advocating for workplace accommodation for its members. It is much more effective to build a strategy where not only are effective policies being created and implemented, but the policies are also being updated on a constant basis to fit the needs of the LGBTQ+ employees and better correspond to the standards of the society.

The notion is supported by Ro and Olson (2020), they underlined that company based on people or individuals or employees from different backgrounds and identity groups. When company accurately reflects the world around the employees; they are also more likely to build better or more inclusive outcomes. the previous studies indicates that organizational policy enhancements done in expectation have the potential of promoting workplace diversity. A research study conducted by Iott et al. (2018) determined that firms that conduct policy audits and updates often receive enhanced workplace outcomes relating to diversity and inclusion. they observed that organisational practices that are oriented in a preventive manner defines the staff MEPs' perceptions of a more egalitarian and supportive work culture leading to better staff satisfaction and organizational commitment. Ro and Olson (2020) indicated that organizations with effective diversity and inclusion strategies are able to competitively acquire and maintain top talents as well as record improved organizational performance. This evidence suggests that it's important for organizations to keep on enhancing its policies so as to foster a non-discriminatory environment for the LGBTQ+ employee.



## Chapter 5: Discussion

### 48 Discussion

The research aims in this study supports and adds to past literature about inclusive practices for gay employees in Dublin workplaces. This research's main purpose is to bridge the gap in the literature and investigate the effectiveness of the inclusive practices and policies that have been implemented in workplaces in Dublin. The following are some of the issues that were identified to be of great importance when evaluating inclusive practices as a result of thematic analysis of the results. These areas of focus are, thus, workplace policies on diversity, effects of micro aggressive communication, and leadership on inclusion. According to Hur (2020), these gaps highlight the significant importance of an employers' commitment to the development of comprehensive and inclusive workplace policies; it's aimed to support LGBTQ+ employees. According to Webster et al. (2018), policies that include provisions against the discrimination of people on grounds of sexual orientation improve the working environment. These observations are supported by the findings of this research where gay employees working in Dublin workplaces' express heightened security and recognition whenever their organizations have policies against discrimination. This is in accordance with what Dupreelle et al. (2020) pointed out, that for organisations to keep talent within the LGBTQ+ community employment policies need to be inclusive.

### 49 Impact of Microaggressions

Nadal (2019) underlined those Discriminatory remarks and antisocial treatments, which are often unnoticed and may be unintentional could also leave a significant effect on members of the minority groups. This research supports that gay workers in Dublin are still being affected by microaggressions. The respondents confirmed that microaggressions made them feel isolated, stressed, and have poor mental health as revealed by Resnick and Galupo (2019), which are the consequences of constant exposure to such aggression in the workplace.

### 50 Role of Leadership

Another factor that relates to the concept of diversity in the workplace is the management of diversity which is organised by leaders. Barrantes and Eaton (2018) argued that visible support by leaders for the gay community or any other body that has been marginalized can actually change situation in organizations in the sense that it sets the pace. The findings of this study established that organizations that make leadership back more inclusion of gay workers is likely to experience better results for the gay employees. This is in support of Nishii et al. (2018) claimed that leadership support to diversity is critical for effective implementation of diversity enhancement measures.

### 51 Research Question 1

RQ 1: What are the areas of weaknesses in the inclusive work practices implemented by Dublin workplaces to accommodate gay employees?.

This question is discussed based on the primary research data and research conducted that associated with inclusive workplace. This research targeted the Inclusive work environment and recruitment strategies for Gay employees in Dublin. The outcomes of the study focus on improvement the workplace experience for gay employees, when organisations implement inclusive recruitment strategies. There are many existing literature and various researcher identified the same results similar to research. Recruitment strategies are a critical component of creating an inclusive workplace. According to the Cunningham et al. (2019), inclusive recruitment practices that seek to attract LGBTQ+ candidates. This practice can help to develop or build a diverse workforce. Its outcomes align with finding of this research, where

organizations that mentioned support for LGBTQ+ individuals in job postings and career pages. they were perceived with gay employee in positive way. This approach reflects the potential of the gay employee for those organisations who maintain the diversity and inclusion within the organisation or who attract the talent gay employee based on their inclusive recruitment strategies.

Fair treatment in organizations is the primary step towards creating diversity. The evidence presented in this study reveals that the extent of the evolution of organisational policies is higher in companies that offer employment opportunities to gay candidates in Dublin when the organisations apply and maintain fair and unbiased procedures of selection and recruitment. Equal treatment, for instance, in the process of recruitment, which focuses on allowing any homosexual and heterosexual candidate apply for the positions of their desire based on merit. This is in line with Alburo et al. (2020) who concerned that favourable recruitment management plays an important role in ensuring that organizations are friendly with people with disabilities. Existing scholarly publications reveal that bias in the hiring process results in the continued perpetration of the exclusion of minorities such as the LGBTQ+ population. Alburo et al. (2020) reported that gay applicants had significantly lower probability of being called for an interview than non-gay applicants. This is because our research illustrates that organizations with clear anti-discrimination procedures and training of hiring managers are more inclined to provide inclusiveness in the recruitment process. These measures assist in eradicating prejudice and promoting equal consideration and the capability of gays in relation to the job.

Therefore, while inclusive recruitment strategies are about avoiding discrimination of certain groups, these strategies are about promoting diversity. It is noteworthy, the results of the study indicate that organizations in Dublin increase the levels of inclusiveness when they use specific recruitment techniques aimed at gay employees. Such strategies include working with the rainbow oriented non-profit organizations, interviewing for diversity in the employment opportunities and diversity in the wordings of the adverts. As suggested by Cunningham et al. (2019), it is important to note that proactive recruitment strategies are beneficial to achieve the main organizational objectives of diversity.

Besides, it is observed that the workplaces that publicly declare their support of diversity and equal opportunities policies receive more applications from diverse groups. This research revealed that those organisations that made public statements on accepting gay rights and had visible signs that they are implementing policies that are friendly to gay employees, received a better reception from the gay employees. This is in line with Nadal (2019) study, where the authors identified that, public pledges of embracing diversity increase the organization's prestige and appeal to diverse talents.

## 52 Research Question 2

*RQ 2: What are the benefits, and the challenges faced by gay employees in workplace inclusion in Dublin?*

The organizational culture influences the effectiveness of inclusive recruitment strategies. organizations' culture plays a huge part in deciding the effectiveness of the different methods of recruitment. These findings signify that for the usage of recruitment strategies, there should be a cultural integration of practicing inclusiveness. It is a well-established fact that organizations for which leadership commitment, employee training, and diversity management are acutely tangible create an environment that is emblematic of non-discriminative employment practices. This is supported by Hur (2020), whereby they argued on the significance of organisational culture in diversity and inclusion strategy.

As revealed in this research, gay employee's perception of support is one the peak, when the companies have inclusive culture, during the staff recruitment. This

highlights the need for organisations to not only incorporate diverse people into the recruitment process and the organization but also integrate the practise into the organizations culture. Businesses that aim at creating a clear synergy between the recruitment process and the diversity and inclusion policy are likely to offer all employees a favourable working environment.

However, the use of employers' inclusive recruitment strategies cannot be achieved without challenges. There is one major issue that has been revealed in our research – the problem of implicit bias of the concerned recruiters. As much as equal employment opportunities are provided based on the anti-discrimination policies, bias exercises a lot of influence on the hiring of gay applicants with the product being their exclusion. Thus, it is concluded that constant training and awareness programs should be conducted to tackle the biases. This supports the literature in this regard with Triana et al. (2021) who posited that only through continued education and training will one be able to overcome her biases of which many times are not even conscious. One more concern is that companies often lack specialists and departments which are fully dedicated to the topic of diversity and inclusion.

### 53 Research Question 3

*Q3: What are the recommendations for inclusive practices in workplaces to accommodate gay employees in Dublin organisations*

This question examines at the comparison between the perception and knowledge that employees in Dublin workplaces have concerning issues of inclusion and the inclusion practices experienced in the gay employees' places of work. In view of this we have deduced that organizational mechanisms as understood and perceived by workers play a pivotal role for exclusive practices to work in the manner theorized in the literature review.

Organisation's inclusion situation affects employees in the ways they perceive work environments and how they engage themselves in the courses of their working days. this research findings suggested that constructive perceptions of the degree of inclusion to which employees were being subjected enhanced their valued status. It is particularly useful for the gay employees because they find their niche in organizations that value and promote the policy and practice of diversity at the workplace. This supports the observation made in a recent study by Hur (2020) that workplace inclusion improves the level of engagement and level of job satisfaction amongst organizational employees. The extent to which employees feel included mainly depends on measurement criteria like the policies put in place by the organization, the leadership's vested interest, and/or demonstrated support towards diversity. The results of the systematic review conducted for this study revealed that organizations based in Dublin that communicate the organizations' diversity policy and enforcement of diversity training among employees are likely to have employees with a positive perceived level of workplace diversity. Pellegrini et al. (2020) also underlined the role of leadership and diversity training as the antecedents to perceivers' inclusiveness.

It is therefore important to note that while there is a positive correlation between perceived organizational inclusion and actual inclusion, there are still several issues and difficulties. Based on the research, one of the main discovered obstacles is that of target-driven microaggressions and subtle bigotry. There is evidence that even in organizations that may have good polices regarding the inclusion of gays, gay is likely to experience micro amalgamations that will decrease their meaning organ implication. An additional aim of eradicating insidious discrimination must also not be examined if real change is to be made. Resnick and Galupo (2019) experienced describe the negative impact of microaggression on minorities, which is relevant to

the results of this study. The last of the threats is that many workers are not sufficiently informed or sensitized concerning the subject of homosexuality or the condition gay people must live in. It is established that the issue of sexual orientation and more specifically, gay persons at the workplace is not well understood by organizational members, thereby limiting attempts at equality. Such a result supported Yousuf et al. (2022) who underlined the value of consciousness and knowledge about tolerance at the places of work.

The analysis pointed that the organizational culture is the largest determinant in the way inclusiveness is perceived and understood by the employees. From our study, it emerges that only sustainable crucial diverse inclusion strategies can work if they are integrated into the company's culture. Leaders who embrace diversity policies, managers who provide diversity training, and organizations that address diversity issues through newly adopted policies provide supportive surroundings to individuals. Burchiellar (2021) provided much attention to the role of the organisational culture for the diversity and inclusion, which is relevant to our study. Gay employees who worked in organizations with highly developed ICMSs indicated they felt more valued in their organizations. This indicates that, while there is a focus positioned on organisational policies that are for the benefit of everyone, these policies should be incorporated into some organisational culture in order to gain merit.

The correlation between perceived organizational inclusion and job satisfaction, is a fact that has been established in literature. Indeed, the present study contributes to this association by demonstrating that, in general, the level of workplace inclusion has a positive relationship with job satisfaction and organisational commitment. The participants of the study revealed that gay workers in organizations with policies for lesbian, gay, bisexual and transexual employees were more satisfied in their job and had a better commitment to their workplace.

Yousuf et al. (2022) emphasised that managers' inclusive practices lead to higher job satisfaction and organizational commitment. Any organization, which is concerned with employee diversity, and which ensures that the employees in the organization get the right impression that the organization is really concerned with diversity, stands to gain a lot in terms of personnel turnover rate and productivity among others. They concluded that the gay workers who had good perception regarding workplace inclusion had decision to perform and stay with their respective organization; this conclusion supported Yousuf et al. (2022) research on perceived workplace inclusion on one side of the employees' decision to remain loyal to the organization and the positive impact of this move to the overall organizational performance.

## **Chapter 06 Conclusion**

### **6.1 Conclusion**

This study required to gather information and findings on the application of best practices in Dublin based workplaces related to gay employees in order to establish the impact and relation of these practices on the recruitment policies, organisational culture, and employees' awareness and appreciation of inclusion. On the basis of the thematic analysis of the results combined with the literature review, this work contributes to the understanding of the successes and failures of the gays' workplace inclusion. The results re-affirm the hypothesis that affirmative measures, when appropriately applied, enhance gay workers' working environment. Thus, organisations that embrace equal opportunity recruitment policy are able to achieve representation of all people in their workplace thus they are able to foster fairness in the workplace. Thus, the organizations proclaim their acceptance of gay workers and take individual steps to guarantee that these employees would be appreciated and assisted in their positions. This approach follows the thinking which is part of a larger discussion regarding diversity as a concept that extends to reaching out and creating acceptance of the employees in the organisation.

Despite this, the study also shows that, apart from the chain of policies and initiatives, the organisational culture is another influential factor that defines the efficiency of such practices. Listening and speaking in an organization may also add value to the inclusive policies where diversity is valued in organizational culture. Their experience and the interactions with people in workplace; perceived behavioural of superiors as well as managerial actions in the organisations are the key determinants of perceptions of employees in the areas of diversity and inclusion. Hence, there is room for improvement even though the research uncovered positives on the issue. Organizations are still facing the problem of microaggressions and other less visible types of discrimination that diminish the effectiveness of the work on diversity. Gay personnel might also experience the lack of inclusion and acceptance in the organization because of the lower levels of awareness and knowledge of the concerns faced by sexual minorities. This forms the basis of continuous professional training to eliminate these kinds of prejudices and gain better insight into the struggles of gay employees.

It also reveals how the level of employee perceived and understood the importance of inclusion had a positive effect on their level of job satisfaction/organizational commitment. Thus, the employees who truly feel welcome, appreciated, and valued are often the most dedicated, productive, and satisfied with the organization's policies and procedures. This is especially the case with gay employees who are likely to have other sources of workload pressure linked to their sexuality. Hence, organisations are required to not just adopt such policies, but also ensure that the approaches they adopt in supporting such policies are viewed as credible by all the members without bias. Therefore, this study validates the propositions that although several earlier studies have claimed that Dublin's workplaces have embraced gay employees' Diversity positively, there is a long way to go. It is therefore important for the leadership of organizations to continue to adapt to practices that solve the existing issues arising from absence of understanding of same-sex relationships while providing equal employment and equal treatment to all its employees. Thus, the present work adds to the body of knowledge in the field of workplace inclusion and provides practical recommendations for organisations interested in enhancing the scale of inclusive practices for marginalised groups in the workplace.

### **6.2 Implications of Research**

The contribution of this research is two domain it provides practical implications to the organizational managers and the policymakers. First, what stands out as indicative of the current state's AGB is the emphasis placed on the component of recruitment

with reference to the principles of inclusion. From this perspective, employers of organizations that pay attention to the issue of diversity in the hiring process do not only get diverse employees, but also ensure that such organizations become favorites among the LGBTQ+ population in the estimates. This results in higher ideas, discovery, and the general performance of the organization because of the incorporation of the different points of view in the organization.

Second, the study highlights the importance of the organisational culture which implies that it is necessary to have more resources than just policies. Management support for diversity is critical to the diversity perspective that significantly determines employees' diversity experience. This requires constant funding of diversity training, mentorship, and organisation that advocates for the LGBTQ+community. Last but not the least, the conclusion is brought out by incorporating that combating microaggression and other forms of discriminations are an important criterion to make the diverseness of workplace. It becomes the responsibility of organizations to find ways of dealing with such actions to make all the employees feel protected. Such measures not only benefit the gay employees by increasing their health and happiness as well as favourably impacting their employment satisfaction, but the work climate is also improved for all creating its positive effect on retention and in general increased productivity.

### 6.3 Areas of Further Research

The findings of the current research will expand the knowledge base on the extent and effectiveness of the inclusion of gay employees in Irish organizations' policies and practices with some research limitations. Moreover, this research has highlighted several topics that can be pursued in the future. First, future research could build on the matter based on the subject of the identity and diversity of concerns and focus on the ways other aspects like race, gender, and socio-economic status moderate sexual orientation, and its impact on the place of work. Apparently, understanding connections between these categories might have offered a greater insight into the issues faced by discriminated employees and improve the subsequent directions of the diversity management.

Second, longitudinal research could be performed to evaluate the effects of promoted inclusive policies and practices on such employees' turnover rate, level of job satisfaction, and organizational outcomes. Work of this type would offer further comprehension of the longevity of inclusiveness endeavours and their repercussions for personnel and firms. Furthermore, comparison between different geographical areas or sectors can also be eye-opening to explain the differences in the practices of inclusiveness and the outcomes. For example, comparing the Dublin workplaces with the workplaces across Europe or different sectors exposes one to industry peculiarities and common problems as well as solutions that can be applied throughout industry.

Lastly, further investigation is required in relation to the efficacy of particular initiatives, including diversity awareness courses, equal rights affiliation, and sponsorship strategies for the job's officials. Assessing the effectiveness of these interventions at the individual employee and organizational culture levels would offer useful recommendations for managers interested in improving an organization's diversity and inclusion.



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