



# ANALYSING GENDER DISPARITIES IN THE WORKPLACE USING FACTOR ANALYSIS

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## ABSTRACT

Since time immemorial, workplace equality has been a recurrent problem in every organization, particularly with regard to female employees and LGBTQ+ employees. Issues like inclusion, harassment and discrimination, security, and safety have been persistent while working. The primary goal of this study is to identify suitable factors that will aid in determining how public perceptions of this tribe's acceptability in the workforce have changed. A study of the data from 130 respondents, including people from various regions of India, shows that the survey factors are important. However, the survey shows that 60% of employees embrace these communities voluntarily, and the remaining 40% would only agree if the company insisted on rigorous HR standards and policies. To be able to resolve this issue, it is crucial to bring in cultural shifts and change people's mindsets.

## INTRODUCTION

Equality is one of the main problems dealt by Human Resource managers. It is a concept where employee is treated equally in an organization irrespective of Gender, Religion or any other personal traits. There are many reasons as to why an employee face equality issue in an organization, one of which is Gender Inequality which includes both biasedness to women employees and non-inclusiveness of LGBTQ+ employees. Organizations who recruit diversified employees are generally proven to be more successful, productive and efficient. Close to 75% of the US LGBTQ+ employees reported negative work culture and environment in their organizations. (Dupreelle). The fear of safety, security and non-inclusiveness has been a matter of concern to the queer group. Additionally, they also face discrimination with regard to performance appraisal, job roles and compensation. Apart from adopting policies to ensure they are treated equally, there should be a cultural shift especially in tradition driven countries like India. It should be voluntary for teams and top managers to accept this tribe. Merely conducting training programs may not suffice this purpose. Even countries like USA have restricted the implementation of laws related to the equality of LGBTQ+ employees.

## ALLYSHIP PROGRAMS

LGBTQ+ can also form ally groups which will ensure their rights are protected. As a HRD professional, it is a part of his work responsibility to maintain ally groups which definitely has political involvement. LGBTQ+ expect their allies to fight for inclusion, safety and equity in their organizations. (Brooks, 2009). Allyship is a group of people who voluntarily work towards the betterment of the queer tribe. They are open to communication with these groups and will address their disputes and concerns with utmost importance.

## RECRUITMENT OF LGBTQ+

Companies should ensure the recruitment process is smooth to these LGBTQ+. They should not be questioned on their identity, gender and other personal traits. Here are some alternatives that can be followed:

- Ensuring that the recruiter is open enough to accept diversified employees and focuses on talent acquisition and training capabilities
- Referrals of these tribes has to be encouraged to ensure current employees are sensible enough to accept diversified employees in the organization
- Conducting market research to understand what their expectations as employees are and how organizations can address this while recruiting them into the workforce plays a crucial role

### HR POLICIES TO BE IMPLEMENTED

- Organizations like Deloitte conducts a program for these employees wherein one month in the year is treated as pride month which brings in a sense of inclusiveness, security and safety to the employees
- Policies such as anti-harassment, non-discrimination should be implemented which will benefit not only the LGBTQ+ employees but also other employees
- Performance Appraisals, Team based rewards, benefits and perks should be on par with other employees in the team. The mentality of they cannot perform well has to be eliminated
- There should be clear communication regarding the expectations of LGBTQ+ employees

### **LITERATURE REVIEW**

Organizations that include diversity as part of their culture are likely to succeed higher compared to other firms. It is important to follow the anti-discriminatory laws to bring in sexual orientation and gender equality between employees. A significant study suggested that there exists a direct relationship between Corporate Equality Index (CEI) and firm expansion which leads to higher productivity and performance amongst the employees. However, 30 states in the USA does not have specific laws governing the policies of LGBTQ+ which is a matter of concern to be addressed. (Hossain, 2020) The LGBTQ+ tribe were happy when the Federal law insisted every country to imbibe non-discriminant policies to support the LGBTQ+, however USA Government did not want to be a part of this list. Hence, employees felt discriminated with regards to equal employment opportunities in workplace. (Reed, NAFTA 2.0 and LGBTQ Employment Discrimination, 2020). The chances of conflicts between employees and the management are higher when it involves cultural values and inclusiveness especially with respect to the LGBTQ+ community. There are many State laws explaining the rights of LGBTQ+ and how organizations need not completely abide by them if it is conflicting their business beliefs and values. Cynical observers have also suggested that ethics and values projected by businesses are mere persuasion to retain employees and to increase profits. A study in the recent years suggested that 50% of the millennial respondents were keen on diversity and inclusion while only 30% of the Gen X and Baby Boomers respondents actually considered diversity as part of their job searches. (Brown, 2019).

Inclusiveness and non-discrimination amongst employees occur when critical information is shared with them and when they are involved in the decision-making process. An empirical study suggested that 25% to 66% of the LGBTQ+ employees faced employment discrimination in private sectors. A study using Organizational Justice Framework suggested that LGBTQ+ employees are denied information when compared to their non-LGBTQ employees. These inequalities include formal and informal discrimination methods. The former includes Human Resource actions like recruiting, promotions, pay, benefits while the latter speaks about informal actions like latent inter-personnel relationships, disrespect amongst the employees and so on. However, it is easier to address the formal actions than the informal actions which are increasing the chances of non-inclusiveness and discrimination. (Lee, 2021). Earlier, queer leaders or employees often did not discuss about their weekend plans of hitting the gay bar in workplace environment and covered their sexual identity in front of clients. However, this is a rare sight today. LGBTQ+ are expressing their social identity and fighting for their rights in organizations. (Kaplan, 2022)

LGBTQ+ employees often do not voice out their opinions and this silence is considered normal in organizations. This kind of work culture will often foster the productivity and efficiency of the organization as employees will feel insecure while they speak out their perspectives. As Human Resource Managers, it is important to bring in various techniques that ensure employees voice out their opinions and feel valued. One

of the other ways employees express their opinions is by forming Trade unions or LGBTQ+ communities. (Bell, 2011). It is important that LGBTQ+ is widely accepted in all fields including sports. Study suggested that 73% of the respondents felt that public did not appreciate and welcome the LGBTQ+ athletes and these athletes did not feel safe and secure about openly expressing their sexual orientation. The science involved behind inclusion of LGBTQ+ will increase creativity in workplace and will lead to more authentic employee workforce, ultimately impacting the performance of organizations. (Cunningham, 2020)

The evaluation criterion of LGBTQ+ in workplace can be bounded by certain principles. Though there is no rigid framework to be followed, there are 8 principles which might help in better evaluation of these employees. (Phillips, 2022). Training employees to be inclusive of LGBTQ+ in workplace should be conducted in organizations with the help of enforcement laws and also by understanding the needs of these employees. (Israel, 2017). Additionally, research suggests that LGBTQ+ employees in STEM oriented organizations face higher workplace disparities which includes pay, promotion and bad work cultures compared to non-STEM oriented organizations. Even if LGBTQ+ students overcome all the other challenges in their educational phase, they will have to face severe disparities in organizations. (Cech, 2015)

## RESEARCH METHODOLOGY

A survey was conducted to understand the factors affecting the LGBTQ+ employees and to examine if organizations are practicing gender equality through a questionnaire with around 130 samples from different parts of India. The scores were measured using a Likert scale ranging from 0-5. The objective of the study was to understand the important factors affecting the LGBTQ+ in the workplace through a factor analysis. Analysis of the data was conducted using SPSS software by grouping and naming the factors to draw insightful conclusions.

## FINDINGS

Factor Analysis is a technique used to classify complex data into simple groups through statistical procedures to understand the relationship between these variables. It also helps to understand latent dimensions which might not be proven through a direct analysis of the data. It is technique to find out the efficiency of the survey questions.

The outputs of the SPSS software are shown in the tables below:

	Mean	Std. Deviation	Analysis N
Inclusiveness	3.94	.846	122
Non-Discrimination Policies	3.95	.995	122
Safety and Security	4.09	.918	122
Performance Appraisal	3.34	1.002	122
Harrasment Case	2.30	1.126	122
Forceful Acceptance	3.61	.922	122
Equal Benefits	4.06	1.108	122
Leadership	3.57	.944	122
Work-Life Balance	4.22	.858	122
Allyship Programs	3.93	.888	122
Mental Health Support	3.88	.923	122
Pay Equity	3.25	1.049	122

TABLE 1.0

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.828
Bartlett's Test of Sphericity	Approx. Chi-Square	551.332
	df	66
	Sig.	.000

**TABLE 2.0**

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.653	38.776	38.776	4.653	38.776	38.776	4.161	34.671	34.671
2	1.499	12.491	51.268	1.499	12.491	51.268	1.666	13.879	48.551
3	1.268	10.571	61.838	1.268	10.571	61.838	1.595	13.288	61.838
4	.874	7.283	69.121						
5	.699	5.828	74.950						
6	.680	5.665	80.615						
7	.582	4.852	85.467						
8	.474	3.952	89.419						
9	.456	3.803	93.222						
10	.331	2.756	95.978						
11	.281	2.338	98.316						
12	.202	1.684	100.000						

Extraction Method: Principal Component Analysis.

**TABLE 3.0**

**Component Matrix<sup>a</sup>**

	Component		
	1	2	3
Inclusiveness	.799	.147	.120
Non-Discrimination Policies	.634	-.259	-.230
Safety and Security	.819	.251	-.067
Performance Appraisal	.351	-.637	.291
Harrasment Case	.018	.734	.217
Forceful Acceptance	.671	-.004	.244
Equal Benefits	.681	-.191	-.185
Leadership	.409	.372	.481
Work-Life Balance	.655	-.112	-.503
Allyship Programs	.830	.078	-.021
Mental Health Support	.728	.221	-.128
Pay Equity	.298	-.400	.686

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

**TABLE 4.0**

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**Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
Inclusiveness	.694	.234	.372
Non-Discrimination Policies	.671	.189	-.187
Safety and Security	.784	.040	.348
Performance Appraisal	.210	.714	-.243
Harrasment Case	-.061	-.301	.702
Forceful Acceptance	.527	.379	.297
Equal Benefits	.699	.193	-.096
Leadership	.197	.234	.666
Work-Life Balance	.797	-.093	-.227
Allyship Programs	.776	.186	.244
Mental Health Support	.724	-.012	.268
Pay Equity	.011	.833	.159

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.

**TABLE 5.0****Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.811	.824	12

**TABLE 6.0****Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Inclusiveness	40.21	35.789	.726	.598	.776
Non-Discrimination Policies	40.20	36.759	.506	.438	.792
Safety and Security	40.07	35.335	.703	.684	.775
Performance Appraisal	40.81	39.444	.270	.248	.814
Harrasment Case	41.86	42.799	-.015	.141	.843
Forceful Acceptance	40.54	36.581	.576	.395	.787
Equal Benefits	40.10	35.329	.554	.437	.787
Leadership	40.58	38.824	.352	.238	.806
Work-Life Balance	39.93	37.830	.501	.532	.794
Allyship Programs	40.22	35.314	.734	.648	.774
Mental Health Support	40.28	36.285	.604	.527	.784
Pay Equity	40.90	39.494	.247	.338	.817

**TABLE 7.0**

## INTERPRETATION OF OUTPUTS

### **Descriptive Statistics (TABLE 1)**

This table contains the mean and standard deviation of the variables considered for the study. Mean explains the average of each variable while standard deviation examines the deviations from the mean. Mean is a principal component in analysing the data and in this regard since the mean is higher in these variables, approximately ranging from 3.25 to 4.22, the employees are satisfied with the treatment of LGBTQ+ in organizations.

**KMO and Bartlett's Test (TABLE 2)**

This test is conducted to measure the sampling adequacy. Generally, KMO with a value closer to +1 is considered and acceptable. In this case, since the value is 0.828 and is closer to +1, it is considered as an adequate sample collection. Further, Bartlett's test is conducted to check if the significance value (p-value) is less than 0.05. Here, the p-value is less than 0.05 which leads to rejecting the null hypothesis and concluding that the explanatory variables are correlated to continue with factor analysis.

**Principal Component Analysis (TABLE 3)**

PCA is a statistical method used to identify the factors which explains the relationship between a group of variables. The total variance explains the percentage of variance a particular factor explains in comparison to the total variance. In this case, the first three components explain a total of 61.838% of the total variance.

**Component Matrix (TABLE 4)**

This matrix explains the relationship between each variable and the principal component. The analysis suggests that there are three dimensions from this data and are ranked accordingly:

- 1) Satisfied Work environment
- 2) Safety, Performance Appraisal and Harassment
- 3) Allyship Programs, Work-life balance and Mental Health

**Rotation Matrix (TABLE 5)**

Here varimax rotation method is used. This is a kind of orthogonal rotation to understand the relationship between a set of variables. According to the table, "Work Satisfaction" has a higher factor loading compared to factor 2 and factor 3.

**Reliability Test (TABLE 6)**

Cronbach's Alpha measures the reliability of variables, The range is from 0-1, higher value leading to higher reliability. In this case, the reliability is 0.811 which is close to +1 indicating very good reliability. It also helps to analyse if there are any variables that are not contributing to the overall reliability of the survey.

**Item Total Statistics (TABLE 7)**

This table explains the changes in Mean, Standard Deviation and Cronbach's Alpha if a particular variable is deleted from the survey. In this case, if "Harassment cases" are deleted from the survey, the alpha will raise to 0.843 and will increase the reliability of the survey.

The survey results prove that all the considered variables are relevant to understand how LGBTQ+ are treated in organizations and how they measure the treatment. LGBTQ+ feels the need to be included, non-discriminant, equally paid like other employees, voluntarily accepted in organizations. They deserve to receive all the benefits like every other employee in the team, they should feel safe and secure in the organizations without being discriminated with regard to their appearance, personality. Another important thing to note is, they should be treated in par with other employees and should not be given any special treatment except for their safety and security measures. This is because giving too much attention might make them feel insecure too.

**CONCLUSION**

In conclusion, the aim of the paper was to examine and understand if inclusiveness, safety and security, non-discrimination, performance appraisal, equal benefits, allyship programs and mental health benefits are the important variables to measure the treatment of LGBTQ+ in work place. It was significantly proved from statistical tests that these are the important variables to be considered while measuring the LGBTQ+ involvement in the workplace. The ultimate aim of this measurement is to examine if organizations have been open enough to accept and include this tribe into their workforce. Having diversified employees will increase the productivity and efficiency of the organization.

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