Research Article

Study of Factors and Relationships Shaping the Inclusion Prospects for LGBT Society: A Perspective Across Middle-Sized IT Enterprises in National Capital Region

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Abstract: LGBT society and their employee rights and call for inclusion and embedment across the organizational ecosystem marks a revolutionary change in organizational working in IT companies in India. The need to explore the theoretical basis for the relationship between the organization and workplace-driven attributes and the respective generalization of the 'diversity management and inclusive culture' construct is rampant. There is a growing realization that inclusive, integrative, and embedded LGBT personals often lead to wholesome and seamless business performance irrespective of sexual orientation and gender complexities. This study investigates the elements and linkages that impact LGBT societal inclusion chances inside middle-sized IT firms in the National Capital Region. Organizations are becoming more conscious of the significance of fostering an inclusive workplace for all workers, including those who identify as lesbian, gay, bisexual, or transgender (LGBT). This study investigates the numerous elements that contribute to or impede LGBT inclusion, the links between these factors, and the overall prospects for LGBT persons in middle-sized IT firms. The research was conducted for seven to eight months across the chosen unit of analysis in a defined and phased manner. The research above was conducted across the time ranging from May 2021 to February 2022 across the 438 mid-career employees in permanent charge across IT organizations in North Indian perspective. The industrial locations were selected to offer coverage to the aspects that essentially determine and shape the decision-making across the industrial cities of NCR. The research observed the significant impact of identity-conscious programs, 'identity-blind programs,' 'age inclusiveness,' 'awareness,' and 'internal communications' on 'workplace diversity' and 'workplace inclusion' across the LGBT society.

Key Words: LGBT Society, Inclusion, Diversity Management, India, Mid-Sized IT companies, NCR

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1. INTRODUCTION

1.1 The essence of "Diversity and Inclusiveness" in workplaces

Workplace inclusiveness and diversity management as constructs focus on the underlying truth that every individual employee is unique and that human resource management policies must accept and recognize the prevalence of individual differences. The differences between abilities, skills, capabilities, potential, vocational preparedness, age, gender, socio-economic status, religious beliefs, ideologies, political orientation, and ethnicity are common when a large pool of resources works together[1]. The phenomenon of workplace-derived inclusive and diverse behavior would borrow extensively from the existing theoretical frameworks, paradigms, conceptual frameworks, and earlier research as accomplished[2]. The studies seek to embed the academic discussion across the existing frameworks that have evolved across time and space from an Indian perspective[3,4]. The research explores the theoretical basis for the relationship between individual-driven attributes and the respective generalization of the 'diversity management and inclusive culture' construct across Indian firms. The research will explore the theoretical basis for the relationship between the organization and workplace-driven attributes and the respective generalization of the 'diversity management and inclusive culture' construct. In association, the research explores the role of perceptions of identity-conscious and identity-blind programs in promoting inclusive behavior across personals. Similarly, the research examines the rationale for the behavioral impact of the contextual aspects on diversity-inclusive culture propositions and respective consequences for career mobility and advancement across Indian organizations. Many research studies associate individual aspects, cognitions, mindsets, preparedness, and motivation levels with individual performance, opinion formation about the employer, and balancing work and non-work aspects. The research first reviews the major definitions of the phenomenon and deduces the major approaches and theoretical basis for understanding the phenomenon. The next section reviews the body of knowledge on the construct above of 'diversity management and inclusive culture' across LGBT society.

1.2 Understanding LGBT society and their special needs

1.3 Defining the phenomenon

The term LGBT comprises the sexual minority involving the segments of Lesbian, Gay, bisexual, and transgender people. These are often differentiated on account of their sexual orientation and gender identity. The LGBT society-based push for equal treatment often seems challenging for human resource policy framing and execution. 'gender identity' refers to how the person experiences, exhibits, or expresses the native's gender and biological sex. The term 'sexual orientation' connotes how love or romantic relationships are experienced. Sexual orientation (bisexual, homosexual, heterosexual, or asexual) often seems to shadow how these segments are perceived and accepted in the normal course of organizational working and climate for growth.

1.4 Why this matters?

The Indian companies have internationalized, and foreign multinational companies have established their bases, manufacturing, and service delivery centers in diverse parts of the nation[5]. After the great Chinese debacle in the post-pandemic phase, this industry migration from China to India is bound to multiply. As the national economy integrates with global international supply chains, product flows, and financial exchanges, the need to be attentive and responsive to evolving social realities is essential. The traditional and conservative Indian workplace arrangements have emphasized the "do not ask, do not tell" pattern, and privacy has long remained a central stone of policy-based discourses. The emergence of social pressure groups has also underlined the need for selective and integrative treatment of LGBT society members.

1.5 A growing realization

There is a growing realization that inclusive, integrative, and embedded LGBT personals often lead to wholesome and seamless business performance irrespective of sexual orientation and gender complexities.

1.6 Gender Identity

Based on the binary paradigm of sex, most civilizations typically recognize just two categories, male and female. Gender identity, however, is not restricted to these basic alternatives. Some people identify as transgender, which implies they have a gender identity that differs from the gender given to them at birth. For example, a person designated female at birth may identify and live as a man. Given the recently growing literature on managing sexual orientation diversity, the lack of research on managing diversity regarding gender identity differences represents a significant gap in understanding how workplace differences can be managed to ensure an inclusive organizational context for all. Despite recent efforts to promote sexual diversity and equality, the resolution of bias based on gender identity has been gradual. Gender identity, as a subset of the LGBT category, is removed as a component of diversity about race, ethnicity, and gender; on the other hand, transgender concerns are relegated to the margins, even when LGBT diversity is at the center of study or the political agenda. Research on gender identity in the Indian context is moving to the next level, creating new study aspects to understand the different experiences of individuals other than the two sexes. Researchers have expanded the number of diversity categories they have investigated over the years to include a variety of cognitive diversity dimensions such as education, functional expertise, and job role [6-9], as well as demographic diversity characteristics such as age, disability, religion and belief, social class, and sexual orientation[10]. Despite this expansion, the profession has remained stagnant since its general focus has been on gender and race diversity. Similarly, organizational diversity practice has been established on concerns of gender and race disparities. New categories are being introduced to the diversity framework designed for managing gender and race diversity[11]. As a result, gender diversity is sometimes seen as an afterthought in HRM theory and practice, which is generally more focused on a broader LGBT equality agenda. Gender

identity diversity, on the other hand, is almost a phantom idea in the composition of the literature on LGBT equality.

1.7 Construct Conceptualization

A large section of studies reports the impact of organizational environment, work culture, access to job resources, and lateral job-based demands as shaping employees' perceptions about achieving growth and feeling of belongingnena[12]. Thus the research attempts to theorize the phenomena and will explore the factors or the antecedents that could impact the employee's sense-making in work conditions. The research hence reviews the qualitative literature on the subject matter. It classifies the distinct 'themes' that could combine the diverse influences into one functional conceptual model, as illustrated in the sections below. The conceptual modeling of influences could enable the development of a better understanding of the influences that could be direct or lateral in shaping the impetus for employee coping aspects in Indian employers[13].

1.8 Thematic Exploration

The research seeks to theorize the thematic and theoretical influences (theme A: individual awareness and participation-driven influences, theme B: job-based inclusive nature, theme C: achievement of work leadership and innovation, theme D: control variable bound differences achievement of innovative behavior). The subsequent research sections explore the earlier studies and attempt to interpret the phenomenon and examine the antecedents of 'diversity management and inclusive culture' as a construct. Finally, the research elaborates on the theoretical support and contextual frameworks for interpreting the phenomenon across its social and contextual embeddedness. The literature review presented nonconvergent ideas and options about effectively interpreting aspects and characteristics that truly define and shape.
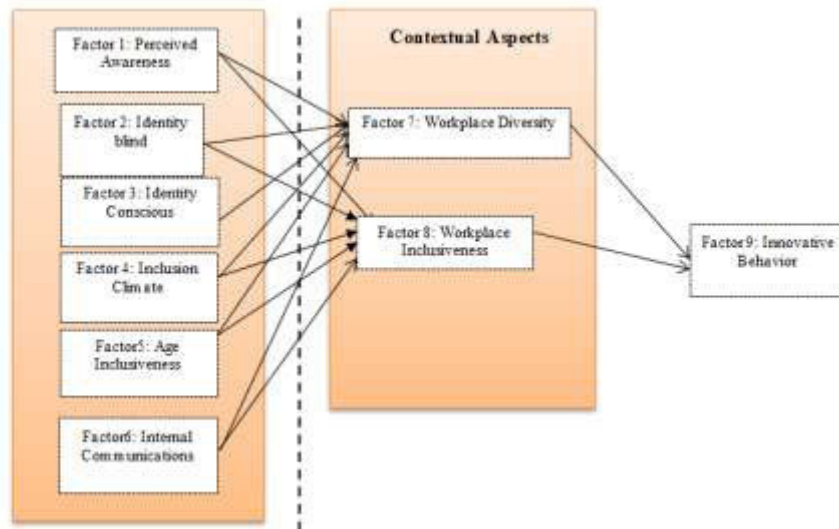

Fig 1: Tentative mapping of themes across the hypothetic model

1.9 LGBT's Workplace inclusiveness, diversity management, and Organizational Innovativeness

1.10 The benefits and challenges regarding innovative organizational behavior and LGBT society inclusion

The organizational propensity for innovation has been recommended, reviewed, and advised over a decade of research on the subject[14]. The organizational impetus for innovation is desired and critical for the firm to sustain a lead over the competitors[15]. For national governments, organizational innovation indulgence is a source of export revenue and domestic tax collection. In literal terms, firm-based organizational behavior is not only a luxury but an essential component of organizational endeavor to thrive, sustain, compete, and revise the interest articulation as per evolving realities. The organization's benefits are numerous regarding product-market fit[16], resource mobilization, and market leadership[17].

Regarding literature on the need for sustainable performance and competitive edge[12], the firm-based strategic orientations[18] matter extensively regarding the climate and organizational processes[19] that prevail within the organizational paradigms[20]. The studies on the need for innovative organizational behavior reflect extensively on retaining and enriching the existing market posturing[21], indulging into actions[22] that secure and safeguard the market position and shares and ascertain the product-based consistent acceptance. Yet the challenge[23] revolves around the issues of change management[24] and the problem of managing employee attention. The challenges are immense as innovation is more a process-oriented problem that involves bringing new products or process ideas into circulation[25].

1.11 The challenges with LGBT society inclusion

The challenge could be evident in managing the part and whole relationships[15], retaining and extending the institutional

leadership[12], and structural management. The change management and change readiness quotient[26] across the organizational perspective matters. In association, the quality of participation by diverse clusters of employees with diverse backgrounds also matters. The employee-based contribution to internal knowledge management[27] and rampant differences in their lateral and direct participation in decision-making circles often interfere with the organization's innovation management behaviors and mechanisms. The inclusive culture[14], diversity encouragement[28], gender and age inclusiveness[29], and balancing act must be undertaken to ensure heterogeneous contribution to innovative behavior strengthening. The moderation by leadership style and intent for incorporating ideas from across the organizational employees also plays a larger role in synchronizing and synergizing the core of ideas for the innovational behavior of organizations.

1.12 Subsumption within LGBT

The community aspires to be inclusive and wants to ensure everyone is accepted and supported, regardless of their sexual orientation, gender identity, or other intersecting identities. When it comes to the problems gay, lesbian, bisexual, and transgender employees encounter at work, there are some things they have in common, such as the stigma of being seen as "deviant," the encounter with prejudice and discrimination, the worries about identity management, and the choices about how much personal information to share with coworkers. However, other problems affect transgender or LGB people in very different ways. Transgender who chooses gender affirmation has special social, physical, and psychological difficulties that their gay, lesbian, and bisexual counterparts do no[30-31]. Gay, lesbian, bisexual, and transgender people have historically been associated with one another and have created a linked and cohesive LGBT community [32]. There is evidence, nevertheless, that not every LGBT person experiences this shared identity. The highlighted horizontal oppressions from the lesbian, gay, and bisexual community as a major component in the model of career-related discrimination for female-to-male (FtM) transgender persons[33]. In the account of an interviewee who had undergone gender transition, the subject encountered hostility from a gay coworker who kept bringing up her natal gender and said that she still had excessively masculine characteristics. We don't want to imply that occurrences of this nature are typical of how the LGB and trans communities interact. However, there are 10 T restrictions. According to Alexandra Beauregard and others, when LGB and T interests and a feeling of community overlap, the louder and bigger group's opinions are more likely to be heard.

1.13 The loopholes in organizational practices with LGBT

The loopholes in organizational management of innovation thinking[12] processes and the mechanisms also matter. When not aligned with incentive allocation and distribution, innovative behavior and bounded irrationality in innovative approach[34] often lead to subsided outcomes. The innovative behavior[34] could stumble to short-termism in organizational philosophy and remain susceptible to multi-tasking problems, communication failures amid soft and hard information failure due to lack of incentive alignments, and gross resistance to change due to vested opinions and interests. The studies on organizational failure have attributed the rigid cultures, lack of interest in involving the fair gender, experienced and aged employees, and identity of intended program beneficiaries; as contributing to sustainable innovation behavior[34]. The unfair allocation[35] of talent miscommunication[3] due to bounded rationality, improper change management paradigms, and short versioned mechanisms often interfere with innovative behavior trend setting. The asymmetric information and imperfection[36] in commitment levels, communication failures, and intent to capture only short-term incentives often derail organizational ability to benefit from the collective wisdom of employees (workforce).

1.14 Determinants of innovative organizational behavior in LGBT Society

The determinants of innovative organizational behavior[37] are immense, yet the context, perspectives, and frameworks in which they operate or cease to operate matter most. The organizational ability to innovate and exhibit consistent innovation behavior is always susceptible to stakeholders that comprise the organizational ecosystem, the employees, the managerial cadres, top management's interest articulation[5], organizational processes and structures, pressures(mimetic and isomorphic) from the environment, the contingent influences[38], extent of cooperation and participative environment[26] and host of other factors like the shareholders[39], regulators and another incidental phenomenon. Across the diverse conceptualizations of organizational innovati[on28], behavior indulgence, social determination, and resource-bound propositions dominate. From individual and group 40's perspective, individual attributes, especially the perceptions of inclusion, identity-blind programs, and identity-conscious programs for bringing diverse ends together, seem to matter.

1.15 Hypothesis

The research proposes the hypothesis that aptly captures the role of institutional human resource policy-driven loopholes as instigating the scope for LGBT society member exit or respective dropout. The proposed hypotheses are illustrated in Table 1 below:

Table 1: Hypothesis Statement: Based on the available literature and research gap,
Research Hypothesis Statements
H1: There is a significant impact of identity-conscious programs, 'identity-blind programs,' 'age inclusiveness,' 'awareness,' and 'internal communications' on 'workplace diversity' and 'workplace inclusion' across LGBT society
H2: There is a statistically significant correlation amongst the aspects of 'identity conscious programs', 'identity blind programs,' 'age inclusiveness,' 'awareness,' and 'internal communications' across LGBT society
H3: There is statistically significant interaction amongst the aspects of 'identity conscious programs', 'identity blind programs,' 'awareness,' and 'innovative behavior' across LGBT society
H4: There is statistically significant interaction amongst the aspects of 'inclusion climate,' 'age inclusiveness,' 'internal communications,' and 'innovative behavior' across LGBT society
H5: There is statistically significant interaction amongst the aspects of workplace diversity, workplace inclusiveness, and innovative behavior

hypothesis mentioned in Table 1 has been created to study the relationship amongst the organizational factors supporting LGBT inclusion.

2. MATERIAL AND METHODS

The study investigates the theoretical underpinnings of the connection between organizational and workplace-driven characteristics and the corresponding generalization of the concept known as "diversity management and inclusive culture." In conjunction, the study investigates how identity-conscious and identity-blind programs may promote inclusive behavior among people. Similarly, the study looks at the behavioral implications of contextual factors on proposals for diverse, inclusive cultures and their effects on career mobility and promotion across Indian organizations. The evidence presented in this research is based on the feedback provided by the 438 mid-career employees in the permanent charge across IT organizations in North Indian perspective. The IT industry was the subject of this study because it offers the highest prospects for the nation and is expanding quickly. The research above was conducted across the time ranging from May 2021 to February 2022 across the 438 mid-career employees in permanent charge across IT organizations in North Indian perspective. The study sought to leverage the 5-point Likert scale (Allen, 2007) and is carried out through random sampling, which helps reach the larger population. The first part of the questionnaire was based on the generic demographic data, and the second part evaluated the variables. The demographic variables include age, gender, and educational variables, and the second part measures the dependent and independent variables.

2.1 Measures

Identity-Blind - Nine items scale [of] [41-42] that were modified ranging from 1 (not at all) to 5 (to a great amount) were used to measure identity-blind programs. For example, "A policy exists that forbids harassment and bullying of any demographic group" is among the official rules or procedures that combat bias and discrimination that are listed. And official initiatives that support equality of opportunity.

2.2 Identity conscious programs

The scale was developed by referring to the study [41-42.] These factors reflect an organization's intentional focus on identity-conscious diversity management and support the management's view that diversity is an asset to the company.

2.3 Inclusion Climate

Inclusion climate was measured by a four-item scale developed[43] requesting information from workers on their knowledge of management activities and their intended goals.

2.4 Age inclusiveness

It was measured by modifying the scale[44] of Age-inclusive HR practices and modified as per our study. *Internal Communication* was measured by using the scale of symmetrical internal communication[45] and modified as per the study requirements. A few items of *Diversity Management competencies* were adopted from the scale [46] of diversity competencies.

3. STATISTICAL ANALYSIS

This section covers the analysis of the research hypothesis on account of the LGBT and human resource policies construct by performing the tests such as regression, correlation coefficient, omnibus test, and chi-square test performed on SPSS and Anova to generalize the findings and result of the study.

4. RESULTS

H1: There is a significant impact of identity-conscious programs, 'identity-blind programs,' 'age inclusiveness,' 'awareness,' and 'internal communications' on 'workplace diversity' and 'workplace inclusion' across the LGBT society. The linear regression was calculated to predict 'workplace diversity' and 'workplace inclusion' based on respondents' perceptions of 'identity conscious programs', 'identity blind programs,' 'age inclusiveness,' 'awareness,' and 'internal communications' in two perspectives[47]. First, workplace diversity was interpreted with the aid of 'identity conscious programs', 'identity blind programs,' and 'awareness,' and then with the aid of 'age inclusiveness,' 'internal communications,' and 'inclusion climate' as independent factors. Similarly, the 'workplace inclusion' across LGBT society members was interpreted in two novel ways. The intent was to determine

the differences in factors and their impact on diversity and inclusion perceptions. The significant regression equation was observed [F(= 11.349 across LGBT members)= 'identity conscious programs', 'identity blind programs,' 'awareness'] with an observed R of 0.270. The reported empirical observations point towards the degree of freedom as 1 and the equation was found[F(1(degree of freedom)=15.4(F),p<0.000), with an R of 0.270. The LGBT society-derived respondents predicted the weight as equal to 18.3+ 0.151 (Awareness)+0.167 (Identity Blind)+ 0.025(Identity Conscious). The R(multiple correlation coefficient) is regarded as a reliable measure of the quality of the prediction of the dependent

variable(work inclusiveness prospects across LGBT society members in this case). The R2 (coefficient of determination) represents the proportion of variance in the dependent variable reported by the constituent independent variables. The observed R2 of 0.73 depicts the 73 percent variance dependent on account of independent variables in determining work inclusion across LGBT. The reported value of 0.73 is a good measure of the multiple correlations. Regression equation (table 2) involving LGBT and implications for work inclusion prospects = 18.3+ 0.151 (Awareness)+0.167 (Identity Blind)+ 0.025(Identity Conscious).

Table 2: Regression coefficients					
TableCoefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.377	2.087		8.805	.000
AWARENESS	.151	.043	.165	3.492	.001
IDENTITY_BLIND	.167	.045	.175	3.699	.000
IDENTITY_CONSCIOUS	.025	.030	.038	.816	.415

a.   Dependent Variable: WORKPLACE_INCLUSIVENESS

The R(multiple correlation coefficient) is regarded as a reliable measure of the quality of the prediction of the dependent variable(work inclusiveness prospects across LGBT society members in this case). The R2 (coefficient of determination) represents the proportion of variance in the dependent variable reported by the constituent independent variables.

The significant regression equation was observed [F(= 45.8 across LGBT members)= 'identity conscious programs', 'identity blind programs,' 'awareness'] with an observed R of 0.491. The reported empirical observations point towards the degree of freedom as 1 and the equation was found [F(1(degree of freedom)=15.4(F),p<0.000), with an R of 0.491. The LGBT society-derived respondents predicted the weight as equal to 5.2+ 0.592 (Awareness)+0.286 (Identity Blind)+ 0.193(Identity Conscious). The R(multiple correlation coefficient) is regarded as a reliable measure of the quality of the prediction of the dependent variable(work diversity prospects across LGBT society members in this case). The R2 (coefficient of determination) represents the proportion of variance in the dependent variable reported by the constituent

independent variables. The observed R2 of 0.24 depicts the 24 percent variance dependent on account of independent variables in determining work inclusion across LGBT. The reported value of 0.24 is a good measure of the multiple correlations. Regression equation involving LGBT and implications for workplace diversity prospects = 5.2+ 0.592 (Awareness)+0.286 (Identity Blind)+ 0.193(Identity Conscious). Whereas about the impact of age inclusiveness, internal communication, and perceptions of inclusion climate, workplace diversity was impacted more by the presence of inclusion climate and age inclusiveness perceptions and less by internal communications, as mentioned in (Tables table3 and 4) below.

Table 3: Regression coefficients					
TableCoefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.243	4.309		3.073	.002
INCLUSION_CLIMATE	.445	.098	.213	4.540	.000
AGE_INCL	.206	.139	.069	1.484	.139
INTERNAL_COMM	.154	.043	.166	3.580	.000
a. Dependent Variable: WORKPLACE_DIVERSITY					

a.   Dependent Variable: WORKPLACE_DIVERSITY

Table 4: Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
I	(Constant)	11.757	2.431		4.836	.000
	INCLUSION_CLIMATE	.211	.055	.175	3.817	.000
	AGE_INCL	.500	.078	.290	6.389	.000
	INTERNAL_COMM	.026	.024	.049	1.086	.278

a. Dependent Variable: WORKPLACE_INCLUSIVENESS
Hence hypothesis1 stands vindicated

H2: There is a statistically significant correlation amongst the aspects of 'identity conscious programs', 'identity blind programs,' 'age inclusiveness,' 'awareness,' and 'internal communications' across LGBT society. The factor 'innovative behavior' correlated significantly with 'identity conscious programs', 'identity blind programs,' 'age inclusiveness,' 'awareness,' and 'internal communications.' The factors 'workplace diversity' and 'workplace inclusiveness' were observed correlating statistically and significantly with factors 'identity conscious programs', 'identity blind programs,' 'age inclusiveness,' 'awareness,' and 'internal communications.' As illustrated in Table 5 below, the results capture the cross-factor correlations.

Table 5: Correlation assessment

Table Correlations

		AWARENESS	IDENTITY_BLIND	WORK_LEADERSHIP	IDENTITY_CONSCIOUS	WORKPLACE_INCLUSIVENESS	WORKPLACE_DIVERSITY	INCLUSION_CLIMATE	AGE_INCL	INTERNAL_COMM	AGE_INCLUSIVENESS	INNV_BEH
AWARENESS	Pearson Correlation	1	.197**	.398**	.083	.203**	.423**	.232**	.318**	.081	.185**	.127**
	Sig. (2-tailed)		.000	.000	.083	.000	.000	.000	.000	.090	.000	.008
	N	438	438	438	438	438	438	438	438	438	438	438
IDENTITY_BLIND	Pearson Correlation	.197**	1	.187**	.082	.210**	.261**	.258**	.192**	.014	.103*	.157**
	Sig. (2-tailed)	.000		.000	.086	.000	.000	.000	.000	.774	.030	.001
	N	438	438	438	438	438	438	438	438	438	438	438
WORK_LEADERSHIP	Pearson Correlation	.398**	.187**	1	.084	.330**	.382**	.308**	.391**	.119*	.094*	.203**
	Sig. (2-tailed)	.000	.000		.079	.000	.000	.000	.000	.013	.049	.000
	N	438	438	438	438	438	438	438	438	438	438	438
IDENTITY_CONSCIOUS	Pearson Correlation	.083	.082	.084	1	.066	.218**	.037	-.038	.098*	.054	.042
	Sig. (2-tailed)	.083	.086	.079		.168	.000	.445	.428	.040	.259	.380
	N	438	438	438	438	438	438	438	438	438	438	438
WORKPLACE_INCLUSIVENESS	Pearson Correlation	.203**	.210**	.330**	.066	1	.271**	.230**	.318**	.058	.122*	.200**
	Sig. (2-tailed)	.000	.000	.000	.168		.000	.000	.000	.226	.010	.000
	N	438	438	438	438	438	438	438	438	438	438	438
WORKPLACE_DIVERSITY	Pearson Correlation	.423**	.261**	.382**	.218**	.271**	1	.246**	.098*	.190**	.263**	.288**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.041	.000	.000	.000
	N	438	438	438	438	438	438	438	438	438	438	438
INCLUSION_CLIMATE	Pearson Correlation	.232**	.258**	.308**	.037	.230**	.246**	1	.170**	.128**	.152**	.230**
	Sig. (2-tailed)	.000	.000	.000	.445	.000	.000		.000	.007	.001	.000
	N	438	438	438	438	438	438	438	438	438	438	438
AGE_INCL	Pearson Correlation	.318**	.192**	.391**	-.038	.318**	.098*	.170**	1	-.046	.018	.091
	Sig. (2-tailed)	.000	.000	.000	.428	.000	.041	.000		.332	.711	.058
	N	438	438	438	438	438	438	438	438	438	438	438
INTERNAL_COMM	Pearson Correlation	.081	.014	.119*	.098*	.058	.190**	.128**	-.046	1	-.054	.044

	Sig. (2-tailed)	.090	.774	.013	.040	.226	.000	.007	.332		.256	.355
	N	438	438	438	438	438	438	438	438	438	438	438
AGE_INCLUSIVENESS	Pearson Correlation	.185**	.103*	.094*	.054	.122*	.263**	.152**	.018	-.054	1	-.020
	Sig. (2-tailed)	.000	.030	.049	.259	.010	.000	.001	.711	.256		.679
	N	438	438	438	438	438	438	438	438	438	438	438
INNV_BEH	Pearson Correlation	.127**	.157**	.203**	.042	.200**	.288**	.230**	.091	.044	-.020	1
	Sig. (2-tailed)	.008	.001	.000	.380	.000	.000	.000	.058	.355	.679	
	N	438	438	438	438	438	438	438	438	438	438	438

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

4.1 Correlation between AWARENESS and other variables

AWARENESS has a significant positive correlation with IDENTITY_BLIND (.197**), WORK_LEADERSHIP (.398**), IDENTITY_CONSCIOUS (.083), WORKPLACE_INCLUSIVENESS (.203**), WORKPLACE_DIVERSITY (.423**), INCLUSION_CLIMATE (.232**), AGE_INCL (.318**), INTERNAL_COMM (.081), AGE_INCLUSIVENESS (.185**), and INNV_BEH (.127**).

4.2 Correlation between IDENTITY_BLIND and other variables

IDENTITY_BLIND has a significant positive correlation with AWARENESS (.197**), WORK_LEADERSHIP (.187**), IDENTITY_CONSCIOUS (.082), WORKPLACE_INCLUSIVENESS (.210**), WORKPLACE_DIVERSITY (.261**), INCLUSION_CLIMATE (.258**), AGE_INCL (.192**), and INNV_BEH (.157**).

4.3 Correlation between WORK_LEADERSHIP and other variables

WORK_LEADERSHIP has a significant positive correlation with AWARENESS (.398**), IDENTITY_BLIND (.187**), IDENTITY_CONSCIOUS (.084), WORKPLACE_INCLUSIVENESS (.330**), WORKPLACE_DIVERSITY (.382**), INCLUSION_CLIMATE (.308**), AGE_INCL (.391**), AGE_INCLUSIVENESS (.094*), and INNV_BEH (.203**).

4.4 Correlation between IDENTITY_CONSCIOUS and other variables

IDENTITY_CONSCIOUS has a significant positive correlation with WORKPLACE_DIVERSITY (.218**).

4.5 Correlation between WORKPLACE_INCLUSIVENESS and other variables

WORKPLACE_INCLUSIVENESS has a significant positive correlation with AWARENESS (.203**), IDENTITY_BLIND (.210**), WORK_LEADERSHIP (.330**), IDENTITY_CONSCIOUS (.066), WORKPLACE_DIVERSITY (.271**), INCLUSION_CLIMATE (.230**), AGE_INCL (.318**), AGE_INCLUSIVENESS (.122*), and INNV_BEH (.200**).

4.6 Correlation between WORKPLACE_DIVERSITY and other variables

WORKPLACE_DIVERSITY has a significant positive correlation with AWARENESS (.423**), IDENTITY_BLIND (.261**), WORK_LEADERSHIP (.382**), IDENTITY_ CONSCIOUS (.218**), WORKPLACE_INCLUSIVENESS (.271**), INCLUSION_CLIMATE (.246**), AGE_INCL (.098*), and INNV_BEH (.288**).

4.7 Correlation between INCLUSION_CLIMATE and other variables

INCLUSION_ CLIMATE has a significant positive correlation with AWARENESS (.232**), IDENTITY_BLIND (.258**), WORK_LEADERSHIP (.308**), IDENTITY_CONSCIOUS (.037), WORKPLACE_ INCLUSIVENESS (.230**), WORKPLACE_ DIVERSITY (.246**), AGE_INCL (.170**), and INNV_BEH (.230**).

4.8 Correlation between AGE_INCL and other variables

AGE_INCL has a significant positive correlation with AWARENESS (.318**), WORK_LEADERSHIP (.391**), WORKPLACE_INCLUSIVENESS (.318**), AGE_ INCLUSIVENESS (.018), and INTERNAL_COMM (-.046).

4.9 Correlation between INTERNAL_COMM and other variables

INTERNAL_COMM has a significant positive correlation with AWARENESS (.081), WORKPLACE_INCLUSIVENESS (.190**), and INNV_BEH (.044).

4.10 Correlation between AGE_INCLUSIVENESS and other variables

AGE_INCLUSIVENESS has a significant positive correlation with AWARENESS (.185**), ID

H3: There is statistically significant interaction amongst the aspects of 'identity conscious programs', 'identity blind programs,' 'awareness,' and 'innovative behavior' across LGBT society. In likewise manner, the independent variables 'identity conscious programs', 'identity blind programs,' 'awareness,' and 'innovative behavior' was evaluated for cross-interaction in shaping the LGBT responses. The two-way ANOVA was applied to ascertain the identity-conscious programs, 'identity

blind programs,' 'and awareness' influencing the assessment across LGBT society, and their 'innovative behavior' as the dependent variable. As shown in Table 6 below, the result points to the statistically significant interaction across 'identity conscious programs', 'identity blind programs,' and 'awareness'

as independent variables. As evident in the SPSS outcome in Table 7 below, the significance value is less than 0.05; hence, the interaction has a significant impact on shaping 'innovative behavior.' It is equivalent to observing that interaction is exerting an impact on LGBT society in urban areas.

Table 6: Interaction assessment

Table**Omnibus Test**[a]		
Likelihood Ratio Chi-Square	**df**	**Sig.**
90.425	80	.200
a. Compares the fitted model against the intercept-only model Dependent Variable: INNOVATIVE_WORK Model: (Intercept), AWARENESS, IDENTITY_BLIND, IDENTITY_CONSCIOUS		

Table 7: Wald Chi-Square Test

Tests of Model Effects			
Source	**Type III**		
	Wald Chi-Square	**df**	**Sig.**
(Intercept)	2259.852	1	.000
AWARENESS	42.459	24	.011
IDENTITY_BLIND	25.346	24	.087
IDENTITY_CONSCIOUS	32.332	31	.001
Dependent Variable: INNOVATIVE_WORK Model: (Intercept), AWARENESS, IDENTITY_BLIND, IDENTITY_CONSCIOUS			

Type III Wald Chi-Square test for the effects of different variables on the dependent variable, "INNOVATIVE_WORK." The model includes four predictor variables: (Intercept), AWARENESS, IDENTITY_BLIND, and IDENTITY_CONSCIOUS.

The results indicate that all predictor variables are significantly associated with the dependent variable, as indicated by their respective p-values. Specifically, the intercept has a Wald Chi-Square of 2259.852 with a p-value of .000, indicating that the intercept significantly differs from zero. The predictor variable AWARENESS has a Wald Chi-Square of 42.459 with a p-value of .011, the variable IDENTITY_BLIND has a Wald Chi-Square of 25.346 with a p-value of .087, and the variable IDENTITY_CONSCIOUS has a Wald Chi-Square of 32.332 with a p-value of .001. H4: There is statistically significant interaction amongst the aspects of 'inclusion climate,' 'age inclusiveness,' 'internal communications,' and 'innovative behavior' across LGBT society. Similarly, the independent variables 'inclusion climate,' 'age inclusiveness,' 'internal communications,' and 'innovative behavior' was evaluated for cross-interaction in shaping the LGBT responses. The two-way

ANOVA was applied to ascertain the 'inclusion climate,' 'age inclusiveness,' and 'internal communications' influencing the assessment across LGBT society and their 'innovative behavior' as the dependent variable. As shown in Table 8 below, the result points to the statistically significant interaction across 'inclusion climate,' 'age inclusiveness,' and 'internal communications' as independent variables. It is equivalent to observing that LGBT society members' opinions concerning 'inclusion climate,' 'age inclusiveness,' and 'internal communications' considerably affect the 'innovative behavior' across LGBT. As evident in the SPSS outcome in Table 9 below, the significance value is less than 0.05; hence, the interaction has a significant impact on shaping 'innovative behavior.' This is equivalent to observing that interaction is exerting an impact on LGBT society in urban areas.

Table 9: Type III Wald chi-square tests

Omnibus Test[a]		
Likelihood Ratio Chi-Square	df	Sig.
68.361	64	.332
a. Compares the fitted model against the intercept-only model.Dependent Variable: INNOVATIVE_WORK Model: (Intercept), INCLUSION_CLIMATE, AGE_INCL, INTERNAL_COMM		
Table 8: Interaction assessment		
Source	Type III	
	Wald Chi-Square	df	Sig.

(Intercept)	1807.050	1	.000
INCLUSION_CLIMATE	30.775	17	.021
AGE_INCL	10.618	16	.032
INTERNAL_COMM	28.496	31	.095

Dependent Variable: INNOVATIVE_WORK

Model: (Intercept), INCLUSION_CLIMATE, AGE_INCL, INTERNAL_COMM

Based on the provided test results, it appears that a model has been built to predict the dependent variable "INNOVATIVE_WORK" using the independent variables "INCLUSION_CLIMATE," "AGE_INCL," and "INTERNAL_COMM."

Here's a breakdown of the test results:

(Intercept): The chi-square test for the intercept term yielded a chi-square value of 1807.050 with 1 degree of freedom, indicating a highly significant effect (p < .001). It suggests that the intercept term contributes significantly to the model.

INCLUSION_CLIMATE: The chi-square test for the variable "INCLUSION_CLIMATE" resulted in a chi-square value of 30.775 with 17 degrees of freedom, indicating a significant effect (p = .021). It implies that the variable "INCLUSION_CLIMATE" statistically significantly impacts predicting "INNOVATIVE_WORK."

AGE_INCL: The chi-square test for the variable "AGE_INCL" yielded a chi-square value of 10.618 with 16 degrees of freedom, indicating a significant effect (p = .032). It suggests that "AGE_INCL" statistically significantly influences the prediction of "INNOVATIVE_WORK."

INTERNAL_COMM: The chi-square test for the variable "INTERNAL_COMM" resulted in a chi-square value of 28.496 with 31 degrees of freedom, indicating a non-significant effect (p = .095). It implies that "INTERNAL_COMM" may not significantly impact predicting "INNOVATIVE_WORK" in this model.

H5: There is a statistically significant interaction between workplace diversity, inclusiveness, and innovative behavior. The chi-square distributions were examined in generalized linear mode, and the variables tested for an overall model with predictors as being either better or worse than an intercept-only model. The intercept effect of workplace diversity and workplace inclusiveness was explored on the innovative behavior prospects. The examination of breakdown effects separately yielded a significant impact of 'workplace diversity, workplace inclusiveness' on the shaping of overall 'innovative behavior' in members of LGBT society.

Table 8: Tests of Between-Subjects Effects

Tests of Between-Subjects Effects					
Dependent Variable: INNOVATIVE_WORK					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	587.075a	193	3.042	1.054	.351
Intercept	16401.266	1	16401.266	5682.020	.000
WORKPLACE_INCLUSIVENESS	100.205	23	4.357	1.509	.069
WORKPLACE_DIVERSITY	63.779	32	1.993	.690	.095
WORKPLACE_INCLUSIVENESS * WORKPLACE_DIVERSITY	397.159	138	2.878	.997	.003
Error	652.354	226	2.887		
Total	81888.000	420			
Corrected Total	1239.429	419			
a. R Squared = .474 (Adjusted R Squared = .024)					

Type III Sum of Squares indicates the variation in the dependent variable that the independent variables in the model can explain. The analysis indicates that the overall model is not statistically significant, suggesting that the independent variables (WORKPLACE_INCLUSIVENESS and WORKPLACE_DIVERSITY) do not significantly affect Innovative work.

5. DISCUSSION

Regarding the influence of age inclusivity, internal communication, and views of an inclusive environment, the presence of an inclusive atmosphere, age inclusivity perceptions, and less so internal communications, had a greater impact on workplace diversity. The analysis of the component impacts showed a strong influence of "workplace diversity and workplace inclusiveness" on the development of overall "innovative behavior" in LGBT culture. It is comparable to noting that LGBT society in metropolitan areas is being impacted by contact. Workplace diversity and inclusion statistically and substantially correlate with awareness, internal communications, age inclusivity, identity-conscious, and identity-blind programs. The study examines how internal communication could influence employee perception of LGBT[48]. The phrase "symmetrical communication" describes a strategy that strongly emphasizes openness and two-way

dialogue between the business and its workers. Our addition to the climate and HR literature examines inclusive HR practices as a distinct driver of increasing climate levels of age diversity. Although authors practice as potential causes of diverse climates, empirical investigations of this relationship are limited[49-50]. The critical function of identity-conscious programs in building organizational commitment across a diverse workforce concluded that employees' fulfillment of diversity promises is favorably connected to inclusion climate, which in turn is positively related to affective commitment[51]. Furthermore, the multilevel mediation effect was valid, suggesting that identity-conscious programs influence employee affective commitment because workers regard their organizations as socially inclusive. With growing diversity in work organizations, organizational leaders have increasingly become aware of the importance of creating inclusive environments[52]. At the same time, scholarship focused on inclusion is still in its initial stages. Mor Barak and her colleagues in the social work field were the first to research inclusion in work organizations [43] systematically. More recently, researchers have sought to clarify that inclusion is important to everyone, but especially to those who have been excluded historically[53]. This study investigates the numerous elements that contribute to or impede LGBT inclusion and the links between these factors and the overall prospects for LGBT persons. The organization must pay special attention to the inclusion of LGBT personnel from the standpoint of diversity management. However, it has yet to be much explored. The study examines how workplace diversity could influence LGBT workforce inclusion.

Table 9: Summarize the findings of various studies related to the diverse workforce.

S.No	Name of author/ authors	Pub. year, Vol.	Name of research paper	Key findings	Limitations/ Research gap/ Future leads
1.	Michelle Fullerton	2013, Vol. 12	Diversity and inclusion- LGBT inclusion means business	A culture where employees can bring their whole selves to work without the distraction of trying to be something they are not leads to an environment where individuals can be at their most productive and create cohesive and effective teams.	Unfortunately, many still view most banking professionals as white, middle-class men with two children and a weekend house in the country. The challenge for companies, especially global ones, is to tackle the perception and ideas about LGBT people that have existed over the years.
2.	Ruth Sessler Bernstein and Diana Bilimoria	2013, Vol. 32	Diversity Perspectives and minority nonprofit board member inclusion	Regardless of the measure used, racial/ethnic minority board members experienced increased feelings of inclusion as the perceived operating perspective for board diversity changed from P1 to P2 to P3, while concurrently, the mediating factors influencing inclusion experiences changed significantly. Findings support the importance of the integration-and-learning perspective for the experience of inclusion by racial/ethnic minority board members.	Findings indicate that organizations that employ an integration and-learning approach to diversity and focus on encouraging their majority group members to engage in inclusive behaviors rather than on policies and procedures will engender the racial/ethnic minorities' experience of inclusion.
3.	Ayala Malach Pines, Miri Lerner and Dafna Schwartz,	2010, Vol. 29	Gender differences in entrepreneurship	The data show that in all 43 countries, the rates of women's entrepreneurship are lower than men's. Furthermore, the percentage of women entrepreneurs is higher in countries where the general income per capita is small, and women cannot make a living.	This surprising finding has been explained as a result of the difference between "necessity" and "opportunity" entrepreneurship, with necessity entrepreneurship found to be more prevalent among women in poor countries, thus pointing to the role played by inequality and exclusion in women's entrepreneurial inferiority.

6. CONCLUSIONS

The study explored the human resource policy inclusion perspective, especially the identity programs, inclusiveness aspects, and age inclusiveness. It shapes and determines human resource policy legitimacy about LGBT society, stability of interaction, and enforcement of the relationship across organizations and their diverse sexually oriented employees. The current research identified the factors and relationships shaping LGBT perceptions vis the employer as an institution in the era of liberties and human rights. The study counted on the institutional policy paradigm guiding the LGBT inclusion prospects and presented the region-specific, state-bound analysis of the perceptions and outcomes. The study-based outcomes provided empirical support for the LGBT's human resource policy-derived institutional inclusion as paving the way for innovation management and enhancement.

6.1 Limitations

9. REFERENCES

The study was limited to a select social group and could face limitations when generalized for other sexual, ethnic, or religious minority groups and associations. In addition, the research relied only on self-declaration, yet the authenticity of claims cannot be ascertained.

7. AUTHOR'S CONTRIBUTION STATEMENT

Lochan has conceptualized and designed the study and gathered the data related to the study. Dr. Priyanka Agarwal and Dr. Bhavesh Joshi have analyzed the data, and necessary inputs were given for designing the manuscript. All authors discussed the result and approved the final version of the manuscript.

8. CONFLICT OF INTEREST

Conflict of interest declared none.

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