# SUPPORTIVE FACTORS AT WORK
# TOWARD DISCLOSED LGB WORKFORCE'S
# JOB AND LIFE SATISFACTION

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**SUPPORTIVE FACTORS AT WORK TOWARD DISCLOSED LGB WORKFORCES'S JOB AND LIFE SATISFACTION**

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ABSTRACT

The increasing number of LGB population in Thailand is obviously seen. A lot of them penetrate into almost every organization as well. The study about supportive environment that affects to the well-being of LGB employees is widely found in western countries. And they also show the relationship between diversity in organization and the business bottom line. However in Thailand is still limited in number.

This study is aiming to study, identify, and evaluate the factors that affect to job and life satisfaction of LGB in their workplace, in Thailand context. The result is expected to raise awareness of organization in Thailand and be further used to attract and retain LGB employees as their talents.

There are over two hundreds responses from online questionnaire after three days of distribution. The result revels that the supportive environments, especially supervisor support, are crucial to LGB employees at work.

KEY WORDS: LGB / Disclose / Supportive Factor / Job and Life Satisfaction / Thailand

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# CHAPTER I
# INTRODUCTION

LGB is a group of people who have sexual orientation that refers to an enduring pattern of emotional, romantic, and / or sexual attraction to men, women, or both genders. In United States the most frequent labels are lesbians (women attracted to women), gay men (men attracted to men), and bisexual (men or women attracted to both genders) (American Psychological Association, 2008). Therefore LGB stands for three word of "lesbian", "gay", and "bisexual" which is widely used internationally.

The number of LGB in Thailand that discloses their sexual orientation, or come out, is rapidly increasing and obviously seen almost everywhere in Thailand especially in big cities. It might possibly said that Thailand is open for LGB people more and more. Thailand is even called "Gay Paradise" for this (Jackson, 1999). LGBs are also seen often in all kind of media. Archavanitkul (2011) has found 1,345 items about LGB from online news in Thai Health Promotion Foundation's database in the period of 1997-2007. Even the exact number of gay people population is nowhere to be found, Kapland & Lucas (1994) has estimated the LBG population in general that it varies from 2.5% to 10% of the population depends on the purpose of research and the methodology used. Department of Trade and Industry (DTI) of the United Kingdom also suggested in 2005 that the result of DTI's regulatory impact assessment that is showing between 5 to 7 percent of the UK population are LGB. Therefore, if we consider the population of Thailand nowadays, around 1.62 to 6.48 million of total 64.87 million of Thailand population (Institute for Population and Social Research, 2014) are possibly LGB people.

This increasing certainly leads to LGB population penetration in many kinds of business and organization as a part of workforces. In USA, LGB employees found to be between 4% and 17% of the American workforce (Gonsiorek & Weinrich, 1991). America's big corporations have discovered that employee diversity can boost their bottom line. Kleiner (2001) has pointed out few beneficial results of

organizations that provide supportive environment to LGB at work, i.e. increasing of productivity because LGB workers feel relax and attracting huge amount of LGB consumers to the business. Therefore it leads to 91% of Fortune 500 companies which adopt non-discrimination policies specifically based on sexual orientation (Human Right Campaign, n.d.). For example, Ed Bullock, VP of diversity for L'Oreal USA said with a media that diversity is a key business strategy. Linda Hassen, Director of Diversity from American Express (AE) also stated that it is necessary to success if the AE workforces reflect AE customer bases (Allen, 2006).

Since people, including LGB, normally spend a big part of each day of almost every day at work, therefore the surrounding environment is essential. Eleseser & Peplau (2006) and Hutlin & Szulkin (2003) agreed that employees who are excluded from friendship network can struggle to advance their career because access to important organization resources and sources of influence is limited. Like heterosexuals, LGB people benefit from being a part of the environment they are living in, able to share their lives with, and receive support from family, friends, and acquaintances (American Psychological Association, 2008). At work, social support can lessen negative organization outcome such as absenteeism (Godin & Kittet, 2004) and turnover intention (Acker, 2004) and lead to positive organization outcome such as job performance (Shanock & Eisenberger, 2006), organization commitment (Redman & Snape, 2006) and job satisfaction (Acker, 2004; Redman & Snape, 2006). Trau & Hartel (2004) also explored gay men's career development issues, and found that support from colleague and family are pivotal in developing and managing a gay sexual identity at work. Rumens (2010a) has confirmed Trau & Hartel that workplace support leads to constructing and sustaining managerial career identities.

In the world that businesses are moving toward the diversity social context, LGB people are also penetrating into many organizations. Some reports show that the negative result such as sexual orientation discrimination in workplaces still exists. For example, there are consistent results in the past researches indicating that many LGB workers lived in fear of discrimination in the workplace (Boatwright et al, 1996; Hall, 1986; Irwin, 1998). Therefore, on the other hand, many countries noticed the issue and have been seriously driving the equality of LGB people of their country in order to response to the issue. Many researchers have started focusing on the study

about those groups of people who are considered as minority because of sexual orientation. The certain numbers of consistent results are also showing the benefit of supportive environment that result in the positive way towards LGB people, for example the ease of coming out, performing job effectively, and increasing the job satisfaction. Badgett et al (2013) has collected 36 of researches of LGB-supportive workplace and concluded that many of them show the positive outcomes. For sustainable organization through diversity of workforce, the equality of LGB people in the workplaces is the area that should be focused for further development (Trau & Hartel, 2007). However, the organizational effort will be narrow down into smaller parts or supportive factor in this study. Some of literatures were looked at in order to gather the supportive information for this studying.

## 1.1 Problem Statement

Even Thailand is open to LGB as especially seen in all media, Jackson (1999) has claimed in his book that Thailand is "Gay Paradise" but still "Tolerant but unaccepting". According to the poll of National Institute of Development Administration or NIDA (2013) on "How Thai people think about third gender" (roughly translated from Thai) which conducted on May 2013, 88.9% from more than a thousand people accept friends or colleagues who are third gender if they are not making any trouble. Ward & Winstanley (2005, 2006) also reported the similar issue in western country that straight coworkers accept homosexual colleagues only if they do not "flaunt" their sexuality. In order to reduce stated perception of Thai people and then promote the truly supportive environment for LGB people in Thailand's workforce, this study will be useful as a starting point for any further study.

As a part of community, LGB people supposed to have truly equality on choosing their sexual orientation, especially at work. This research is producing regarding the interest in the equality issue and aiming to be a part of supportive environment for LGB workforce which is considered to be only minority group. Since in nowadays social context, minority support is generally seen in many fields, LGB workforce discrimination issue is absolutely not wanted to occur in the next future.

Therefore it is a good time to grab and opportunity to promote the healthy environment for LGB.

In order to understand the situation and find the right way to cope LGB related issues, there are quite a number of researches in LGB field. Badget et al, (2013) conducted the research studying thirty six researches which have the findings related to the impact of LGB supportive employment policies and reflected the business outcome. Some researchers have tested the conceptualization of support for LGB at work in the way of combining all type of support together for example Griffith & Hebl (2002) who combined supervisors, peers, and subordinates or King, Reilly, Hebl & Griffith (in press) that examined it in angle of organization support. However, they have not examined each of them separately. Therefore, in this study, it is a good starting as a pilot research in Thailand to study further. One would like to start by evaluating the result of linkage between general supportive variables and job and life satisfaction in Thailand context.

## 1.2 Research Question

"Are supportive factors at work creating the disclosed LGB workforce's job and life satisfactions?"

## 1.3 Research Objective

1) To study the supportive factors in organization that affect the life and work satisfaction of disclosed LGB employees.
2) To examine the relationship between the supportive factors in organization that affects the life satisfaction of LGB employees.
3) To examine the relationship between the supportive factors in organization that affects the job satisfaction of LGB employees.

## 1.4 Expected Benefit

1) To understand more about supportive factors that is required for LGB at work place.

2) To be a reference for organizations that aim to be a "good practice" in equality toward sexual minority groups in Thailand.

3) To be a reference for LGB job seekers about what supportive factors in the organization to be looked at.

4) To be a reference for other researchers who would like to study further and / or develop the well-being of LGB in the organization.
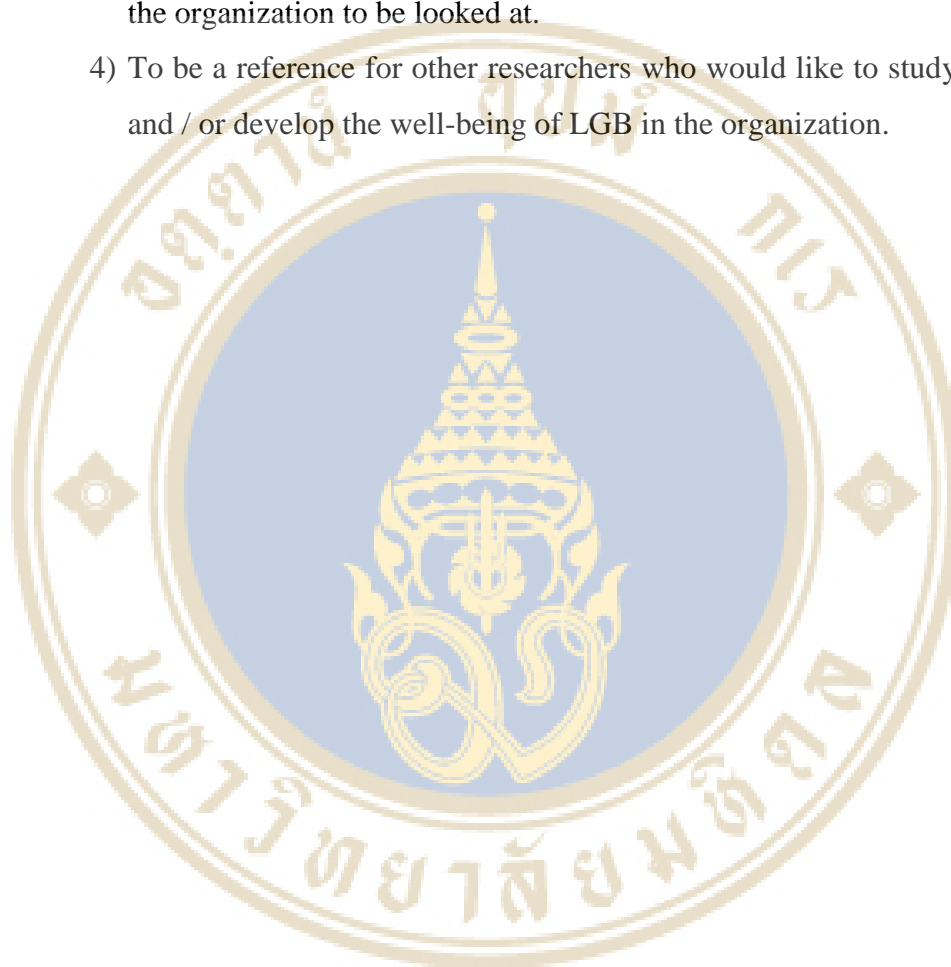
# CHAPTER II
# LITERATURE REVIEW

## 2.1 Disclosure and Concealment: General Outcome

Disclosure or the phrase "come out" are used to refer to the process by which one accepts one's own sexuality, gender identity, or status as an intersexed person then shares it with others. However, it is not an easy thing to do so. It needs a lot of courage of each individual and also the support from surrounding environment such as family, friends, and colleagues. Ragins (2004) said it is very important part of developing identity from within each LGB individuals, allowing them to develop their own authentic and stable sense of self, positively cultivate the identity of sexual minority (Wells & Kline, 1987), and decrease the negative psychological effects of identity management (Cain, 1991).

The benefits of disclosing their identities lead to the better performance at work. Van Den Bergh (1999) stressed that it is critical that LGB feel safe in not hiding their sexual orientation, it can help LGB to produce the most productive job in the workplace and the most involved within organization culture. Wells & Botton (2004) stated that being out at work will combat isolation, bolster efficacy, engender social support for occupational goals, and allow the individual to contribute more fully to the organization's success. Day & Schoenrade (1997) also concluded in his study that being out at work correlates with improved job satisfaction and work-life balance. LGB individuals often must decide just how "out" to be with different people (Legate et al, 2012). Specifically, LGB individuals are likely to reveal their sexual orientation if they perceive the supportive of their colleagues (Ragins & Cornwell, 2001).

On the other hand, the concealment is a strategy that LGB often use to avoid stigmatization or negative regard, yet concealment may relate to higher stress over time (Miller & Major, 2000). Those who choose not to disclose their sexual orientation may be more likely to be dissatisfied in the workplace (Griffith & Hebl, 2002), conflict at work, fewer job promotion and negative job attitudes (Ragins, Singh

& Cornwell, 2007). LGB employee might face obstacles befriending other each other especially if they are reluctant to disclose their sexuality in the workplace (Burnett, 2010; Woods & Lucas, 1993). Experimental of Critcher & Ferguson (2011) has found that LGB who are asked to conceal their sexual orientation perform significantly worse on cognitive and physical tasks when compare to who are asked not to conceal.

## 2.2 Supportive Factors to LGB's Job and Life Satisfaction

Although sexual orientation is perceived to be outside the domain of work, Gedro (2009) said it is actually a part of it and cannot be separated. People spend longer hours at work than staying with their family, to be frank. Therefore the sexual orientation support is also playing a big part of LGB life. According to Badgett et al (2013), the trend of researches is heading to the support that effect to the disclosure of LGB, almost every one of them shows the positive result. This study will take advantage of those studies to extend the result of them and focus on job and life satisfaction of disclosed LGB only.

From the literatures reviewing, two articles are scoped down, Trau & Hartel (2007) and Huffman, Watrous-Rodiguez, & King (2008). They show the similar aspects of supportive environment in the organization toward LGB employees' well-being at work. The interesting points are; first, the different of geography which first research was conducted in Australia while another was studied in USA. Second, even they studied in the different factors; one is the level of overall support while another one is types of support, however the objective for both of them is pointing to the disclosing of sexual identities and also job and life satisfaction. Moreover the result came out in highly positive way. Therefore it is very interesting to restudy one of the researches mentioned in Thailand context.

When going deep down into the objective of each study, there are few things that are different which will bring to decision of choosing the one that is most convenient for further study. Trau & Haetel (2007) have included two more factors that will affect the result of supportive environment as well; they are low homophobia and fair treatment. It makes the independent factors go to four factors including gay diversity in organization and support available from organization. While the results

expected also extend to four dimensions which are sexual identities disclose, organization commitment, career satisfaction, and career encouragement, as well. Therefore the framework of them has complexity to follow with the limited time.

However the research of Huffman et al (2008) was only indicated only three independent factors which are three types of support, organization, supervisor, and coworker. And the expected results are also limited to only three dimensions as well, which are the disclosure of identities, job satisfaction, and life satisfaction. Therefore, according to the time constrain, this paper will be focused on the study of Huffman et al which contains with lower number of factors and also similar to the intention of this study from the first point. Hence, this paper will exclude the in depth study of the disclosure of identities. The target participant will be recruited from the group of LGB who already came out.

Huffman et al (2008) found that each type of support which are organization support, supervisor support, and coworker support play the different role in supporting LGB workforces at work. However all of support reflect the high positive rate of identity disclosing, life satisfaction, and work satisfaction. From the research of Trau & Hartel (2007), it indicated that the more support and the greater gay diversity in the organization, the more impact to the disclosure and all positive responses will be seen.

### 2.2.1 Supervisor Support

Support from supervisor is perhaps the most important sources of support at work according to finding of Moyle (1998). Employees possibly see their supervisors as the representative of the organization who holds power over them. Direct effects from supervisory support are including with emotional distress (Peeters & le Blanc, 2001), job satisfaction (Lobban et al, 1998) in example. Goldberg & Smith (2013) found that supervisor support was related to anxious and depressive symptoms. It supports the finding of Waldo (1999) that having and unsupportive supervisor may contribute to stress and negative mood for sexual minorities, especially worrying of discrimination and job loss.

### 2.2.2 Organization Support

Organization will be looked at as whole whether it is providing instrumental and psychosocial support for its LGB employees or not. In order to achieve success in adopting diversity of workforces, the perception toward organization about supporting and valuing the contribution of all LGB employees are important as resulted in many researches (Kossek & Zonia, 1993; Mor Barak & Levin, 2002; Thomas & Ely, 1996; Williams & O'Reilly, 1998). These are the examples of organization support such as the nondiscrimination policies, diversity training, LGB union, diversity department, and support for LGB activities. Many of US and UK companies are advance in adopting these kinds of support. They offer the LGB friendly policies not because of legal requirement, but because of the company's commitment to fairness and because of ability to recruit and retain qualified employees (Gurchiek, 2005). Some of employers foster an LGB friendly workplace culture by providing diversity training or by modeling and inclusive culture among their managements. (Riley, 2008). The impact of working in positive or LGB friendly environment is described as creating the happy feeling at work which lead to enhanced job satisfaction and improving of productivity and effectiveness (Colgan et al, 2007).

### 2.2.3 Coworker Support

Supportive co-workers are people who truly respect LGB employees. They also possess sensitivity to LGB concerns, as well as an awareness of their own privilege with respect to sexual orientation and gender identity. (Riley, 2008). It is normal for coworkers to have some degrees of knowledge about their colleagues' personal lives and this knowledge can be a critical element in establishing the trust upon which networking and mentoring relationships are built (Kronenberger, 1991; Neely Martinez, 1993). It creates the climate of safe-place for LGB as their identities be affirmed and accepted which also often acted as advocates and shield LGB from discriminated situation (Melton & Cunningham, in press). Especially during the coming out process, coworkers support considered the enormous supportive sort for LGB (Ragins, 2008).

## 2.3 Proposed Framework
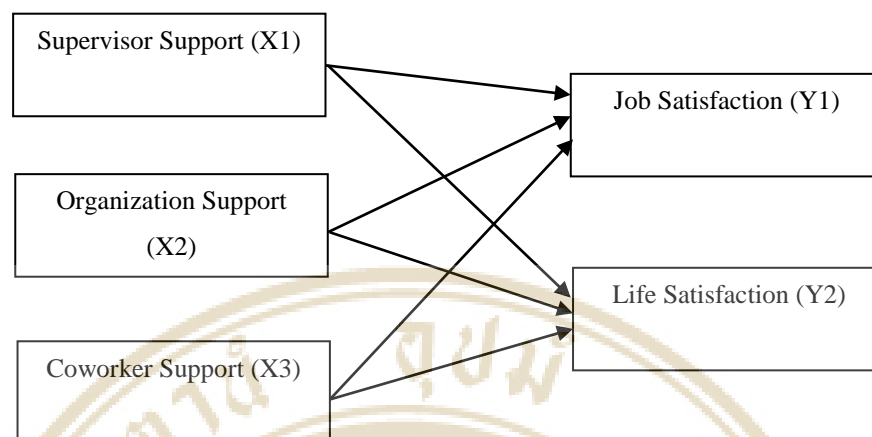


**Figure 2.1 Supportive factors for LGB's job and life satisfaction**

Figure 1 shows framework which is customized in some details from its original study of Huffman et al (2008). The original framework aimed to evaluate and compare the different level of each relationship affected from different supportive factors and also the relationship of supportive factors and the disclosure. However this paper will focus on studying the result of all three independent factors that affect the life and work satisfaction only and not comparing them. The disclosure affected from supportive factors is also excluded in this study.

## 2.4 Hypothesis

H1. Organization support, supervisor support, and coworker support are related to job satisfaction.

H2. Organization support, supervisor support, and coworker support are related to life satisfaction.

# CHAPTER III
# RESEARCH METHODOLOGY

## 3.1 Data Collection: Procedure and Participant

The quantitative survey is chosen in this study. The participants are LGBs who already came out. Therefore they are visible and easier to be approached. However, even they are out but this study is still a sensitive issue. Considering handing the hard copy of questionnaire could be inappropriate and create the uncomfortable climate. In order to offer the participants the most comfortable environment and obtaining a good representation of full range of diversity in LGBs population, the online survey methodology was adopted (Trau & Hartel, 2007).

The online questionnaire is distributed in two ways. First it is posted on the one's Facebook homepage then it is shared by one's friends. Second channel is sending the link to one's friends and then they are asked to distribute the questionnaire to all of LGB friends or anyone that they might know. Both ways, participants can access to the link provided from every location and answer the question without identifying themselves as a participant. A set of conditions listed below are set in order to filter the participants.

- Only the Thai employees who identified themselves as LGBs and are now currently working in an organization.
- The origin of the organization was not limited therefore participant might come from local or multinational organization.
- The location of the organization they are working for was not limited however it must be the organization in Thailand territory only.

Participants who agree to answer the questionnaire are asked to answer 7 sets question, 36 items in total. Seven sets of question are including with demographic, level of disclosure, supervisor support, organization support, coworker support, job satisfaction, and life satisfaction respectively. The questionnaires are selected and adapted from the original journals studied in order to make it appropriate to Thailand

context, i.e. the level of education and type of organization. Moreover, since this research is aiming for Thai participants only, therefore this adapted of question sets are translated into Thai language for convenient reason toward Thai participants.

## 3.2 Population and Sample

The expected sample size is calculated using the automatic sample size calculator (www.raosoft.com). The system adopted the sample size calculating formula from Yamane (1976). The sample number is expected from the population on Thai LGB people which is around 1.62 to 6.48 million according to Kapland & Lucas (1994) estimation of 2.5% to 10% of total population belong to LGB group. However, the number is not again extracted to the proportion of workforce from all LGB estimated. Therefore the lowest possible number of overall LGB at 1.62 million is used in this study. The margin of error is set at rate of 5% while the confidence level is at 95%. The responses distribution is aimed at 50%. The result come up with number of 384 sampling minimum needed from this size of population. However, the number is rounded up again to 400 samples for the reason of convenience.

After three days of distributing the questionnaire through Facebook and Line, first day is on July 23, 2014, there are 240 answers collected. Therefore the responses rate is counted as the questionnaire turn in which is 60% of what expected. However, there are 17 samplings that are not hundred percent completed then they are removed. Therefore the usable questionnaire is at 223 (n = 223).

## 3.3 Measurement

### 3.3.1 Independent Variable

Supervisor support is evaluated using the adapted Perceived Organization Support Scale by Eisenberger et al, (1986). The 8-question set is selected from out of 20 original questions in order to examine LGB employee's perception toward their supervisors' values of their contribution and care of their well-being.

Organization support is assessed by a revisited version of Lesbian, Gay, Bisexual, and Transgendered Climate Inventory (LGBTCI) (Liddle et al, 2004). Seven questions out of twenty questions which are directly related to organization are selected to evaluate the perception of LGB employees toward the level of support from their organization. The original questions are accompanied by only 4 scale ranged from (1) "does not describe at all" to (4) "describe extremely well". The choices are adjusted to align with another part of question in order to reduce the confusion.

Coworker support also assessed by another selected seven questions which clearly stated about the support from coworkers from twenty of LGBTCI by Liddle et al, (2004). The original 4 scale ranging is adjusted here as well.

All questions mentioned accompanied with the 5 scale ranging. The new ranging is created and adjusted to be the same in every question in order to reduce the confusion of answering the question. The 5 scale ranging carried 5-point response scale vary from 1 (strongly disagree) to 5 (strongly agree).

### 3.3.2 Dependent Variable

Relying on the main literature of Huffman et al. Two dependents variable are selected from out of three. The one that is not chosen to study in this research is the disclosure or coming out.

First dependent is job satisfaction, measured by Cammann et al (1983) three-item assessment of global job satisfaction. One example item is "In general, I like working here".

Second is life satisfaction is evaluated by 5-item question of Diener et al (1985). One of the example question is "The condition of my life are excellent".

Both of question sets are accompanied by 5 point response format, ranging from (1, strongly disagree) to (5, strongly agree).

## 3.4 Data Analysis

In order to study the relation between all factors, SPSS has been adopted as the tool. Rather than using Microsoft Excel which can generate only rough result, SPSS on the superior level of providing the in depth data analysis for the research. Four analysis methods that can be found in SPSS are included.

### 3.4.1 Factor Analysis

Using for variables extraction. According to Robinson et al, (1991), an alpha of 0.60 or better is desired for any measurement scale which could represent those factors that are stable and internally consistent in the sample.

### 3.4.2 Reliability Analysis

In order to measure the consistency of the set of variables that are set into main independent factors, the Cronbach's Reliability Analysis will be used as a tool in this step. The acceptable rate which generally used of the coefficient rate of the question set should be at 0.7 – 0.8, the lower number should be considered of unreliability scale.

### 3.4.3 Correlation Analysis

Pearson correlation coefficient is used to measure the strength of linear association between each factors. The range of appropriate association should be between -1 and +1. The acceptable of association is expected at 0.3 to 1 or -0.3 to -1.0.

### 3.4.4 Multiple Regression Analysis

This tool is used to evaluate the value of independent variables toward dependent variable. It would provide the clearly vision of what variables that might causing the variation in the dependent variable. The rate of acceptable error is set at 0.05 the highest.

# CHAPTER IV
# RESEARCH FINDING

## 4.1 Demographic

**Table 4.1 Demographic distribution of disclosed LGB participant**

|  | N | % |
|---|---|---|
| Gender |  |  |
| Male | 166 | 74.44 |
| Female | 57 | 25.56 |
| Sexual Orientation |  |  |
| Gay | 147 | 65.92 |
| Lesbian | 46 | 20.63 |
| Bisexual | 30 | 13.45 |
| Education |  |  |
| Postgraduate | 88 | 39.46 |
| Undergraduate | 129 | 57.84 |
| High school | 6 | 2.7 |
| Type of the organization |  |  |
| Private sector | 174 | 78.03 |
| Public and voluntary sector | 49 | 21.97 |
| Level in organization |  |  |
| Operation | 147 | 65.92 |
| Middle management | 66 | 29.6 |
| Senior management | 10 | 4.49 |
| Level of disclosure in the organization |  |  |
| Out to everyone at work | 112 | 50.23 |
| Out to some people at work | 59 | 26.46 |
| Out to a few people at work | 52 | 23.31 |

Table 4.1 shows the demographic of LGB participants who responded to the questionnaire distribution. From all participants (N=223), physical gender is distributed to 74.44% of male and 25.56% female. The participants identified their sexual orientation at 65.92% for being gay, 20.63% for lesbian, and the rest 13.45% for bisexual. According to the education, only 2.70% of our samples are holding high school or equivalent, while 57.84% got bachelor's degree or equivalent, and 39.46% went to postgraduate school or higher. The proportion of participant working in private sector vs. public sector or voluntary sector is 78.03% to 21.97%. There are 4.49% that reported working in senior management level, while 29.60% are middle management and the biggest part is operation level which gains 65.91%.

Moreover, participants were asked in the second part of the questionnaire about their level of disclosure in the organization. There was only one question here which participants had to response to three answers of out to everyone at work, out to some people at work, and out to only few people at work. At the rate of 50.23% of all participants admitted to be out to everyone at work. There are 26.46% who disclosed their identities to some people at work while the rest 23.31% are out to only few people.

## 4.2 Factor Analysis Result

Originally there are twenty two questions represented independent factors and they are grouped into 3 parts. After running the factor analysis in SPSS, there are some questions removed. According to Robinson et al (1991), an alpha of 0.60 or better is desired for any measurement scale which could represent those factors that are stable and internally consistent in the sample. Therefore, after the data reduction process, there are only 16 questions left which still accompanied with over 0.60 alphas. Then again they are grouped into new three independent factors.

The first factor is combined with eight questions regarding the supervisor support. The questions included are question number 1 to number 8. Therefore the first factor is Supervisor Support. The next five questions regarding the organization support are grouped into the next factor. The questions included are question number 17-21. Therefore the second factor is Organization Support. The rest three questions

are left to the last factor regarding the coworker support. The questions included are question number 12, 13, and 15. Therefore the third factor is Coworker Support. Table 4.2 shows the rotated component matrix for factor analysis result.

**Table 4.2 Rotated Component Matrix**

| | Component | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| 1.My supervisor values my contribution | .777 | | |
| 2.My supervisor appreciate any extra effort from me | .744 | | |
| 3.My supervisor will not ignore any complaint from me | .698 | | |
| 4.My supervisor really cares about my well-being | .826 | | |
| 5.My supervisor would not fail to notice if I did the best job possible | .772 | | |
| 6.My supervisor care about my general satisfaction at work | .844 | | |
| 7.My supervisor shows high concern for me | .776 | | |
| 8.My supervisor takes pride in my accomplishment at work | .829 | | |
| 12.Non LGB coworkers are aware of making comment about LGB issues | | | .805 |
| 13.Non LGB coworkers who are working directly with me are supportive of LGB coworkers | | | .681 |
| 15.LGB employees are not facing with hostility | | | .624 |
| 17.LGB employees are not required to be secretive | | .788 | |
| 18.LGB employees feel it is a comfortable place to work | | .691 | |
| 19.LGB employees do not fear of job loss because of sexual orientation | | .771 | |
| 20.LGB employees' identities do not seem to be an issue | | .818 | |
| 21.LGB employees are free to be themselves | | .789 | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Table 4.3 shows 15 components as variable in the initial solution. Therefore the accumulative percentage of initial eigenvalues is requested to be greater than 1 in order to reduce the complexity of the data. After the extraction, there are only first three components that been extracted as the solution. Nearly 67% of the

variability in the original fifteen variables been extracted. There are around 33% loss of information.

**Table 4.3 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 | 6.752 | 45.011 | 45.011 | 6.752 | 45.011 | 45.011 | 5.221 | 34.806 | 34.806 |
| 2 | 2.087 | 13.916 | 58.926 | 2.087 | 13.916 | 58.926 | 3.028 | 20.189 | 54.995 |
| 3 | 1.180 | 7.869 | 66.796 | 1.180 | 7.869 | 66.796 | 1.770 | 11.801 | 66.796 |
| 4 | .744 | 4.960 | 71.756 | | | | | | |
| 5 | .618 | 4.121 | 75.877 | | | | | | |
| 6 | .563 | 3.753 | 79.630 | | | | | | |
| 7 | .500 | 3.333 | 82.962 | | | | | | |
| 8 | .493 | 3.286 | 86.248 | | | | | | |
| 9 | .416 | 2.771 | 89.019 | | | | | | |
| 10 | .409 | 2.727 | 91.746 | | | | | | |
| 11 | .300 | 1.997 | 93.743 | | | | | | |
| 12 | .260 | 1.736 | 95.479 | | | | | | |
| 13 | .252 | 1.681 | 97.160 | | | | | | |
| 14 | .227 | 1.515 | 98.674 | | | | | | |
| 15 | .199 | 1.326 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.

## 4.3 Reliability Analysis Result

After grouping all questions remained into three independent factors using compute function. The three factors are evaluated to find the reliability level. The Cronbach's alpha 0.70 is used to standardize the result as an acceptable level (Nunnally, 1978). After running the analysis, the three factors generated the Cronbach's alpha of this study at rate 0.631, 0.691, and 0.551 for supervisor support, coworker support, and organization support respectively. Even the Cronbach's alpha

resulted from the expected rate, Hair, et al. (2006) suggested that the values near of 0.60 are accepted especially if the factors have only few items, the minimum set of 3 items is recommended. The guidance of using the acceptable Cronbach's alpha level is: unacceptable < 0.60; poor 0.60-0.69; acceptable 0.70-0.79. However, even Organization Support which has only 0.551 should be cut off, to have only 2 independent variables left could bring problems of model evaluation in the next future (Brown, 2006; Kline, 2005). Table 4.4 and table 4.5 show the references.

**Table 4.4 Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .716 | .716 | 3 |

**Table 4.5 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 |
|---|---|---|---|---|---|
| SupSupport | 8.0637 | 1.908 | .532 | .303 | .631 |
| CoSupport | 8.3154 | 1.907 | .482 | .238 | .691 |
| OrgSupport | 7.8212 | 1.740 | .594 | .358 | .551 |

## 4.4 Correlation Analysis Result

Once again the three variables are brought to calculate the correlation between them using Pearson Correlation. The correlation rate ( r ) of 0.3 is used as a standard required. Table 4.6 shows all factors that met the requirement at rate 0.3. In detail, supervisor support has correlation with coworker support at 0.381 and or 14% (0.381 squared) with highly significantly (p < 0.0001). Supervisor support also shows the correlation with organization support at 0.529 (r = 5.29) or 27% (0.529 squared) with highly significant (p < 0.0001). While coworker support also has correlation with organization support at 0.461 (r = .461) or 21% (0.461 squared) also with highly significant (p < 0.0001). According to Pearson's theory, it means all factors has the

direct variation to each other and supervisor support and coworker support has the lowest association while supervisor support and organization support has the strongest association between them.

**Table 4.6 Correlations**

|  |  | SupSupport | CoSupport | OrgSupport |
|---|---|---|---|---|
| SupSupport | Pearson Correlation | 1 | .381** | .529** |
|  | Sig. (2-tailed) |  | .000 | .000 |
|  | N | 223 | 223 | 223 |
| CoSupport | Pearson Correlation | .381** | 1 | .461** |
|  | Sig. (2-tailed) | .000 |  | .000 |
|  | N | 223 | 223 | 223 |
| OrgSupport | Pearson Correlation | .529** | .461** | 1 |
|  | Sig. (2-tailed) | .000 | .000 |  |
|  | N | 223 | 223 | 223 |

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

## 4.5 Multiple Regression Analysis

According to the Hypothesis 1, one wants to study the job satisfaction that affected by supervisor support, organization support, and coworker support. One hypnotized that all three variables relate to the job satisfaction, using significant number at 0.05 as requirement. Nevertheless, the result after regression showing different from what we expected as formula.

$$Y1 = -0.158 + 0.756(X1) + 0.135(X3)$$

The result is showing that there are only two variables that really support the job satisfaction rather than three variables as expected. Those two components are supervisor support (B = 0.759, p < .05) and coworker support (B = 0.135, p < .05), offering partial support for Hypothesis 1. Table 4.7 shows the overall result.

**Table 4.7 Coefficients of Multiple Regression Model**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.158 | .282 | | -.559 | .577 |
| | SupSupport | .756 | .068 | .615 | 11.144 | .000 |
| | CoSupport | .135 | .062 | .115 | 2.175 | .031 |
| | OrgSupport | .122 | .068 | .103 | 1.795 | .074 |

a. Dependent Variable: JobSatisfaction

Not just the result of job satisfaction that is different from the hypothesis, the result of life satisfaction also different from what was expected. Hypothesis 2 also proposed that all three variables related to life satisfaction. However, the result found is showing that only supervisor support (B = 0.400, $p < .05$) related to life satisfaction because of coworker support and organization support did not meet the requirement of significant level at $p < 0.05$. Once again the result of the analysis offered only partial support for Hypothesis 2. Table 4.8 shows the result analysis.

$$Y2 = 1.345 + 0.400(X1)$$

**Table 4.8 Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.345 | .290 | | 4.636 | .000 |
| | SupSupport | .400 | .070 | .407 | 5.737 | .000 |
| | CoSupport | .060 | .064 | .064 | .942 | .347 |
| | OrgSupport | .070 | .070 | .073 | .994 | .322 |

a. Dependent Variable: LifeSatisfaction

## 4.6 Discussion

All the result of every analysis leads to final result. The result of this research shows that supportive environment is essential for LGB at work. It also reflects to both job and life satisfaction. However the result of two hypotheses shown here are different from the result of Huffman et al (2008).

Firstly, job satisfaction is related to two factors which are supervisor support and coworker support. This is quite similar to the result of the main comparing paper (Huffman et al, 2008) which aimed to evaluate whether the supervisor support has stronger relationship toward job satisfaction than coworker and organization support. They claimed that only supervisor support was significantly related to job satisfaction ($B = 0.43$, $p < .01$). However, in this research aimed to identify all factors. Coworker support also shows that it is another variable that significantly related to job satisfaction as well ($B = 0.145$, $p < .05$). Two researches have one common thing which supervisor support has the strongest relationship to job satisfaction. Therefore this study only partly supports the Huffman et al's hypothesis.

Second, Huffman et al claimed that only coworker support that is significantly related to life satisfaction ($B = 0.39$, $p < .01$). However, the result of this study gives the completely different result from Huffman et al.'s hypothesis. Their hypothesis is that organization has the strongest relationship with life satisfaction. Their result also confirmed their hypothesis. This research again does not follow Huffman et al's on comparing the strength of each factors, but to find out whether any variables that really support the life satisfaction. Surprisingly, this study shows that not organization support just like them which has the strongest connection to life satisfaction, but shows that only supervisor support which offers the significantly related to life satisfaction.

The result of this study shows very interesting of the perception of LGB employees toward their workplace environment in different context of geography. In the western countries LGB recognize their supervisor as an essential of their job while the life satisfaction on the other hand is related to their organization only. In Thailand both job and life satisfactions are related to supervisor, with just a small influence from coworker in life satisfaction part. It is possible to say that Thai LGB are

concerned about their supervisor at high priority. The reason could be possibly from the further consequence of their living out of working time.

When we consider about the factors that might affect to the quality of living in general, working could be one of the most important concerns because job means money earning. The social security support in western country is commonly known that it is stronger than Thailand. Once a person lose his or her job, he or she would surly get support from the effective social security scheme and can surely survive for a while. In addition, the strong of law toward sexual discrimination case is adopted. In detail, many states in U.S. are adopting nondiscrimination legislation that requires equal employment rights for lesbian and gay men (Graham, 1986; Seal, 1991; Susser, 1986). Therefore the LGB workforces in western country are well protected both during their work and after they lose their job.

It is very different in Thailand; if ones lose their job, it means trouble, especially the financial problems. In Thailand, the laws that use to prevent or protect sexuality discrimination at work are not widely used as same as the western countries. The only law that was partly related to the supportive LGB at work is Corporate Social Responsibility TLS8001-2010. The even worse part is that it is voluntary adopted by companies. It means, there is no curtain guaranteed protection at work for LGB employees to be at ease. Further, the compensation that Thai people will get from social security scheme, if they join the program, is barely enough to survive the high living cost for only a few months. Hence, one way to ensure their security at work is staying in the job as long as possible. It means keeping a good relationship with their supervisor in order to ensure their place in the organization. It is very similar to Eisenberger et al that employees are expecting the reciprocation of their gesture from their supervisors especially when employees see that supervisors can provide them the tangible benefits (Thomas & Ganster, 1995; Allen, 2001). That could be the reason why organization support is meaningless toward life satisfaction comparing to supervisor support in Thailand context.

# CHAPTER V
# CONCLUSION

## 5.1 Main Learning

This research is aiming to study the effect of supportive working environment toward LGB in the workplaces. It is based on the literature that compared the important of the three supportive factors rather than finding whether the factors really affect to the job and life satisfaction of LGB or not. Therefore the data collected are interpreted in slightly different way from the main literature. Also the results reported the different direction. Even the first hypothesis might be partly identical but the second hypothesis is completely different.

According to the research finding, the first hypothesis is partly accepted. One hypothesized that all three factors which are supervisor support, coworker support, and organization support are related to job satisfaction of disclosed LGB workforces in Thailand. However the result shows only two factors that are included. Supervisor support is strongly related to job satisfaction while coworker support is slightly related. This result is also partly support the Huffman et al's hypothesis which is used as the main literature to follow.

This research finding once again only partly supports the second hypothesis. One hypothesized that all the same three variables to the first hypothesis are related to life satisfaction of LGB workforces as well. Once again, the finding is only partly support the second hypothesis because there is only supervisor support that is related to life satisfaction of LGB workforces.

However, surprisingly, the finding of the second hypothesis of this research completely rejects another hypothesis of Huffman et al. They claimed in their research that only organization support that has strong relationship to LGB workforces' life satisfaction. This research instead found that organization support shows no relationship with LGB workforces' life satisfaction, but supervisor support alone that has.

Therefore, it can be concluded that supervisor support plays a big role toward the job and life satisfaction of LGB employees in Thailand.

## 5.2 Recommendation and Managerial Implication

According to the results which show the strong relationship of supportive from supervisor and coworker and the job satisfaction at work, result also demonstrated that there is a strong relationship between supervisor support and life satisfaction as well. It is a confirmation that the supportive environments are required. However, in the minimal level, the supervisor will support LGB or not depend on their perception toward LGB people. It is surely impossible to change all supervisors to think positively toward LGB employees in the same way. Therefore, even coworker and organization support are less effect in this study but they are actually parts of work place. They are formed into an organization structure which cannot be separated. One way or another they are connected and influencing the rest to move in the same direction. To create the supervisor support environment, another two have to join in.

Somehow the LGB supportive activities and environment create the "implementation gap". The sexual orientation issues still remain the poor relation within the organization (Young, 1992; Creegan et al, 2003). It is often misinterpreted that LGB projects would provide higher privilege in the organization for LGB which is actually they only call for the equality and fair treatment. Therefore organizations that will adopt the LGB support activities stated above should be carefully considered for the process of implementation. The purpose should be aiming to manage the adequate equality, prevent the discrimination issue, and support LGB who are in suffering rather giving any privilege. LGB as well will have to adjust to be aligned with the norm and not causing problem.

In western country, they might start by enforcing people by discrimination laws. The laws and regulations against sexuality discrimination have been enforced for quite a period. However, other activities such as diversity training, LGB supportive activities, LGB heroic, or LGB union are also needed to support the intrinsic change of individual rather depending on extrinsic factors like laws and regulations only. These activities are adopted widely and also increasingly welcomed. In order to stay firmly

in a competitive business environment, companies in Thailand should think about adopting these policies and activities to attract LGB talents as well. In example, to reduce the state of "tolerant but unaccepted" in Thailand, the diversity culture management and training about LGB should be implemented. The discrimination law is also important. Therefore it should be effectively enforced into the organization at first. In conclusion, the support from organization and overall coworkers will finally create the good climate of LGB at work and finally be the healthy environment for everyone at work.

## 5.3 Limitation

This study steps into a very sensitive area of complex social context. Therefore it comes with limitations which we have to carefully consider the approaching process of each step.

For the angle of targeted participant, the group of closet LGB who are not ready to step out from the shadow and express their identity are considered. It will be good to have them as a part of our sampling. However it will accompany the complex level of analysis which the disclosed and closet LGB reflect differently. Moreover, if they really want to conceal themselves, they will not be able to be seen surly. Therefore the closet LGB will be left untouched. It means the smaller of or sampling targets.

For the angle of collecting data, even the sampling targets are disclosed LGB, the concern is still about the comfortable environment answering the questionnaire of participants. Online questionnaire is offered expecting the participant to do it wherever they feel most comfortable. However this also brings along the difficulty of controlling over the number of participant since the sample distribution process is not focusing strategy which aims for specific number of participant in specific area of questionnaire distribution. Therefore it is risky to wait for the adequate number of participant only, especially within the very short period of data collection.

## 5.4 Recommendation for Future Research

Firstly, since the objective of implementing all LGB supportive activities are created from attempting to prevent, reduce, recover issues that related to sexual orientation discriminations, it is recommend to study if the discrimination is remaining in Thailand context or at particular organization as well.

Secondly, this study does not include the demographic analysis concerning of the complexity of analysis level. However, there are a few points that are high possibly affecting to the result. For example, from each particular sexual orientation of LGB, they might have different perception toward their working environment. The level of education and position in the organization are also important since they affect to how LGB behave according to their social status or position. Type of organization is actually evaluated in one of main literature as well since they approach their LGB employees in different way. Therefore these types of different demographic might bring the different result of satisfaction. It means the different approaches to be implemented in the next future.

Thirdly, the effect of level of disclosure is the topic that is excluded from this study. Participants are asked about the level of disclosure but the results are not brought to study further. It actually probably has the relationship with other factors as well. Actually it was studied by many researchers before and there are always relatedness of it and the level of satisfaction somehow. However, in Thailand context which people are too humble to speak out of what they really think, this subject is rarely to be found. Therefore it is interesting to be further studied for its effect.

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APPENDICES

# APPENDIX A: Questionnaire (Online)

## แบบทดสอบเพื่อการวิจัยเรื่อง "ปัจจัยสนับสนุนที่ส่งผลให้เกิดความพึงพอใจด้านชีวิตและการทำงานของกลุ่ม เกย์ เลสเบี้ยน และ ไบเซ็กช่วลที่เปิดเผยตัวเองในที่ทำงาน"

งานวิจัยนี้เป็นส่วนหนึ่งของงานวิจัย หลักสูตรปริญญาโท สาขา Leadership and Human Resource Management มหาวิทยาลัยมหิดล โดยมีวัตถุประสงค์ เพื่อการศึกษา ปัจจัยสนับสนุนที่ส่งผลให้เกิดความพึงพอใจในด้านชีวิตและการทำงาน ของกลุ่มเกย์ เลสเบี้ยน และไบเซ็กช่วลที่เปิดเผยตัวเองในที่ทำงาน

ข้อมูลที่ได้รับจากท่าน ทางผู้จัดทำวิจัยจะเก็บรักษาไว้เป็นความลับ และจะถูกนำไปใช้เพื่อการศึกษาอย่างเหมาะสม จึง หวังเป็นอย่างยิ่งว่าจะได้รับความร่วมมือจากท่านในการตอบแบบสอบถาม การตอบแบบสอบถามทั้งหมด ใช้เวลาประมาณ 10 นาที มีคำถามทั้งหมด 36 ข้อ
ทางผู้จัดทำการวิจัย ขอขอบคุณทุกท่านมา ณ โอกาสนี้

* Required

1. **ระดับการศึกษาของท่าน** *
   *Mark only one oval.*

   ◯ มัธยมศึกษาตอนปลาย หรือ ประกาศนียบัตรวิชาชีพชั้นสูง

   ◯ ปริญญาตรี หรือ อนุปริญญา

   ◯ ปริญญาโท หรือ ปริญญาเอก

2. **เพศ** *
   *Mark only one oval.*

   ◯ ชาย

   ◯ หญิง

3. **รสนิยมทางเพศของท่าน** *
   *Mark only one oval.*

   ◯ เกย์

   ◯ เลสเบี้ยน

   ◯ ไบเซ็กช่วล

4. **ประเภทของหน่วยงานที่ท่านทำงานอยู่** *
   *Mark only one oval.*

   ◯ หน่วยงานภาครัฐ และ งานอาสาสมัคร

   ◯ หน่วยงานเอกชน

5. **ระดับงานในหน่วยงานที่ท่านประจำอยู่** *
   *Mark only one oval.*

   ◯ ระดับปฏิบัติการ

   ◯ ระดับหัวหน้างาน

   ◯ ระดับผู้บริหาร

## ระดับในการเปิดเผยรสนิยมทางเพศของท่าน

6. **ระดับในการเปิดเผยรสนิยมทางเพศของท่าน** *
   *Mark only one oval.*

   ◯ เปิดเผยรสนิยมทางเพศกับทุกคนในที่ทำงาน

   ◯ เปิดเผยรสนิยมทางเพศกับคนส่วนหนึ่งในที่ทำงาน

   ◯ เปิดเผยรสนิยมทางเพศกับแค่บางคนในที่ทำงาน

## การสนับสนุนจากหัวหน้างาน

7. หัวหน้างานให้ความสำคัญกับการทุ่มเทในการทำงานของท่าน
   *Mark only one oval.*

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

8. หัวหน้างานยกย่องการทำงานของท่านมากทำท่านทุ่มเทมากขึ้นกว่าเดิม
   *Mark only one oval.*

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

9. หัวหน้างานจะไม่ละเลยการร้องทุกข์จากท่าน
   *Mark only one oval.*

   | | 1 | 2 | 3 | 4 | 5 | |
   |---|---|---|---|---|---|---|
   | ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

10. หัวหน้างานให้ความสนใจกับสวัสดิภาพของท่านอย่างแท้จริง
    *Mark only one oval.*

    | | 1 | 2 | 3 | 4 | 5 | |
    |---|---|---|---|---|---|---|
    | ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

11. หัวหน้างานจะรับรู้เมื่อท่านทำงานบางอย่างได้อย่างยอดเยี่ยม
    *Mark only one oval.*

    | | 1 | 2 | 3 | 4 | 5 | |
    |---|---|---|---|---|---|---|
    | ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

12. หัวหน้างานให้ความสนใจกับความพึงพอใจโดยทั่วไปในที่ทำงานของท่าน

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

13. หัวหน้าเป็นแสดงออกถึงการเป็นห่วงเป็นใยกับท่านอย่างมาก

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

14. หัวหน้างานรู้สึกภาคภูมิใจในความสำเร็จในการทำงานของท่าน

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

# การสนับสนุนจากเพื่อนร่วมงาน

15. เพื่อนร่วมงานมักจะพูดคุยเกี่ยวกับความสัมพันธ์กับแบบรักเพศเดียวกันของท่านเหมือนกับคุยกับคนรักเพศตรงข้ามทั่วไป

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

16. เพื่อนร่วมงานมักจะพูดคุยอย่างสนุกสนานและเป็นกันเองกับท่านในเรื่องรสนิยมทางเพศของท่าน (ตัวอย่างเช่น มีการหยอกล้ออยากเป็นกันเองมากท่านมีนัดกับเพื่อนเพศเดียวกัน)

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

17. ท่านรู้สึกถึงการยอมรับของเพื่อนร่วมงานโดยทั่วไป

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

18. **เพื่อนร่วมงานของท่านจะหลีกเลี่ยงถึงการแสดงความคิดเห็นที่รุนแรงกับประเด็นของผู้ที่รักเพศเดียวกัน**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

19. **ผู้ที่ร่วมงานกับท่านโดยตรงให้การสนุนเพื่อนร่วมงานที่เป็นผู้รักเพศเดียวกันเสมอ**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

20. **ท่านสามารถพูดคุยถึงเรื่องส่วนตัวของท่านกับเพื่อนร่วมงานได้อย่างสบายใจ**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

21. **ท่านไม่รู้สึกถึงการแสดงออกอย่างไม่เป็นมิตรจากเพื่อนร่วมงานของท่าน**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

# การสนับสนุนจากหน่วยงาน

22. **ท่านได้รับการปฏิบัติอย่างเท่าเทียมและเป็นที่เคารพ**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

23. **ท่านไม่จำเป็นต้องปกปิดรสนิยมทางเพศของท่าน**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

**24. ท่านรู้สึกว่าที่ทำงานของท่านเป็นที่ที่สามารถทำงานได้อย่างสบายใจ**

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

**25. ท่านไม่จำเป็นต้องกลัวถึงการตกงานหากท่านเปิดเผยรสนิยมทางเพศของท่าน**

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

**26. รสนิยมทางเพศของท่านไม่ได้เป็นปัญหาที่ต้องถูกพูดถึงในที่ทำงาน**

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

**27. ท่านมีอิสระในการเป็นตัวของท่านเอง**

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

**28. มีการพัฒนาเรื่องบรรยากาศในการทำงานที่เหมาะสมกับกลุ่มรักร่วมเพศ**

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

# ความพึงพอใจในการทำงาน

**29. โดยทั่วไปแล้วท่านชอบงานของท่าน**

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

30. **โดยทั่วไปแล้วท่านรู้สึกพึงพอใจกับงานที่ทำอยู่**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

31. **โดยทั่วไปแล้วท่านชอบทำงานที่นี่**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

# ความพึงพอใจในชีวิต

32. **โดยภาพรวมแล้ว ชีวิตของท่านใกล้เคียงกับอุดมคติที่ท่านฝันไว้**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

33. **สภาพชีวิตในด้านต่างๆของท่านดีมาก**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

34. **ท่านมีความพึงพอใจในชีวิตที่เป็นอยู่**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

35. **จนถึงปัจจุบันนี้ ท่านได้รับสิ่งที่สำคัญตามที่ท่านต้องการในชีวิตแล้ว**
*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |

36. **ถ้าท่านสามารถย้อนกลับไปในอดีตท่านแทบจะไม่อยากแก้ไขอะไรเลย**

*Mark only one oval.*

|  | 1 | 2 | 3 | 4 | 5 |  |
|---|---|---|---|---|---|---|
| ไม่เห็นด้วยเป็นอย่างยิ่ง | ◯ | ◯ | ◯ | ◯ | ◯ | เห็นด้วยเป็นอย่างยิ่ง |