

Navigating The Hiring, Engagement And Challenges Of Lgbtq Employee’s For Modern Hr

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ABSTRACT

This research examines the relationship between recruitment strategies, flexibility, and diversity in promoting sustainability and employee engagement, with a particular focus on the LGBTQ workforce. Using regression analysis, the findings reveal that while recruitment practices enhance staff commitment and satisfaction ($\beta = 0.444$), they reduce sustainability ($\beta = -0.335$). Flexibility shows significant direct effects on engagement ($\gamma = 0.382$) and sustainability ($\gamma = -0.257$). Descriptive analysis indicates that inclusion and challenges emerge as key factors for sustainability ($\beta = 0.688$), although they display an inversely proportional relationship with engagement ($\beta = -0.324$). Covariance and correlation analysis further underscore the interdependence of these variables, with recruitment practices and adaptability exhibiting the highest concurrence ($r = 0.7$). The results emphasize the importance of sustainable recruitment programs that foster inclusion, alongside ongoing guidance and support systems that strengthen adaptability and promote workplace equity. This study addresses organizational concerns regarding diversity management policies and practices aimed at ensuring the retention and engagement of LGBTQ employees. Additionally, it provides directions for future research exploring the interplay of these factors across different cultural and temporal contexts..

Keywords: Recruitment policies, environmental conservation, staff retention, flexibility, diversity, organizational respect, work environment, culture....

INTRODUCTION:

In the modern corporate landscape, organizations increasingly prioritize inclusivity to create workplaces that welcome employees from diverse backgrounds, thereby enhancing overall success. Inclusivity fosters innovation, strengthens employee engagement, and supports long-term organizational growth (Vohra et al., 2015). Despite notable institutional advancements in diversity, equity, and inclusion (DEI) policies, LGBTQ+ employees often remain excluded from career development opportunities (McFadden, 2015). Many continue to encounter workplace harassment, diminished professional identity, and a lack of social acceptance (Beauregard et al., 2018).

A significant contributing factor is inadequate organizational support, often stemming from weak HR policies and resistance to change among employees (Hill, 2009). The absence of robust anti-discrimination measures and comprehensive inclusion frameworks frequently results in LGBTQ+ employees feeling marginalized and less productive, as observed by Rumens (2017). This challenge is particularly pronounced in regions with deeply rooted traditional values, where societal discrimination is prevalent and organizational protection is insufficient.

Addressing these barriers is both an ethical responsibility and a strategic business advantage. Cech and Waidzunas (2022) highlight that workplace bias against LGBTQ+ employees undermines morale and organizational performance by restricting access to diverse skills and perspectives. Therefore, companies must critically assess their hiring procedures and workplace structures to foster inclusive and sustainable environments for LGBTQ+ employees.

Statement of the Problem

This paper has three primary objectives: to evaluate recruitment strategies, flexibility, and diversity as key elements of sustainability for LGBTQ employees. Specifically, it seeks to explore how organizations can implement LGBTQ employment equity principles, design workplace structures that address the needs and lived experiences of LGBTQ employees, and cultivate productive, sustainable, and fulfilling careers for members of the LGBTQ workforce. Woods and Tharakan (2021) emphasize that diversity involves both fairness in approach and the creation of opportunities for employees to thrive. This research will assess the extent to which current recruitment practices align with LGBTQ employee experiences and determine the measures necessary to address existing gaps in HR policies.

Flexibility emerges as another crucial priority, particularly in how organizations accommodate diverse

gender identities and sexual orientations through supportive resources, equitable representation in management, and protection from prejudice and discrimination (Rose Ragins, 2004). Without adaptive career development practices, inclusion remains superficial, leading to high turnover rates, limited promotion opportunities, and persistent barriers for queer employees (Cech & Rothwell, 2020).

Furthermore, this study positions inclusion as a vital dimension of workplace sustainability. Evidence consistently shows that inclusive environments enhance employee well-being, innovation, and organizational productivity (Gabriel et al., 2022). However, moving beyond tokenism requires more than procedural changes—it demands structural reforms in policy, leadership perspectives, and organizational culture (Sahyaja & Shankar, 2024). By examining these interconnected factors, this study aims to propose a holistic framework for embedding sustainable LGBTQ workplace inclusion into organizational practice.

A. Significance of the Study

This study contributes to the growing body of literature on best practices in HR and workplace diversity, with a specific focus on the often-overlooked consideration of sexual orientation. While the broader literature addresses diversity in general, there remains a shortage of in-depth studies exploring the unique challenges faced by LGBTQ employees (Ozeren, 2014). Many organizations adopt diversity policies without fully recognizing that the queer community is diverse in itself, encompassing multiple intersecting identities. As a result, such policies may be incomplete or even counterproductive (Paisley & Tayar, 2016).

By analyzing recruitment strategies across various organizations, this study seeks to identify approaches that make hiring processes not only free from discrimination but also intentionally inclusive and supportive of LGBTQ candidates. This includes examining factors such as the tendency toward self-employment during interviews and the lack of targeted outreach programs for LGBTQ job seekers (Schönauer et al., 2024). Additionally, the study investigates workplace flexibility—specifically, how organizations can create adaptable work arrangements that grant LGBTQ employees equal access to benefits, mentorship, and opportunities for advancement.

The scope further extends to exploring inclusion as a driver of long-term sustainability. Building on the work of Moser, Booth, and Beauregard (2022), this research assesses how inclusive practices reduce turnover, improve retention, and enhance organizational resilience. The findings aim to provide practical guidance for HR professionals and managers through actionable recommendations and best-practice insights.

Ultimately, this work addresses existing gaps in HR research while enriching discussions on workplace equity and sustainability. As Gedro et al. (2013) argue, the challenges faced by LGBTQ employees require structural change in policies, organizational culture, and leadership. This study seeks to offer a framework that promotes such change—encouraging active participation, career growth, and equality for all members of the LGBTQ community.

II. LITERATURE REVIEW

A. Current Landscape of LGBTQ Hiring

The recruitment and retention of LGBTQ employees have become increasingly important topics as diversity and inclusion (D&I) initiatives emphasize workplace equality for all employees. Research shows that fair recruitment practices benefit both individuals and organizations by enhancing creativity, productivity, and job satisfaction (Vohra et al., 2015). In progressive regions, many companies have implemented anti-discrimination laws, LGBTQ-friendly policies, and employee resource groups (Hill, 2009). However, these measures are far from universal—especially in countries or industries where societal norms are rigid and legal protections are minimal (Beauregard et al., 2018).

Regions with well-established legal protections for LGBTQ individuals, such as North America and Western Europe, tend to have more robust diversity policies (Rumens, 2017). In contrast, countries in South Asia, the Middle East, and parts of Africa face persistent cultural and legal barriers to LGBTQ inclusion (Paisley & Tayar, 2016). Even in developed countries, unconscious bias and lack of accountability can undermine the effectiveness of diversity initiatives (Woods & Tharakan, 2021).

In India, the 2018 decriminalization of Section 377 marked a significant step toward LGBTQ equality (Sahyaja & Shankar, 2024). Nevertheless, challenges persist. Few Indian companies have fully inclusive policies, and many rely on broad diversity statements that fail to address the specific needs of LGBTQ employees (Schönauer et al., 2024).

B. Challenges in Inclusion

Despite some progress, LGBTQ individuals continue to face systemic barriers to employment. Discrimination in hiring remains common, with bias often tied to assumptions about competence or leadership potential (McFadden, 2015). This is especially pronounced in industries with entrenched gender roles, such as manufacturing, construction, and finance (Beauregard et al., 2018).

Even when workplace policies appear supportive, they can fail to address deeper issues—such as the denial of benefits for same-sex partners or limited leave for gender affirmation procedures (Cech & Waidzun, 2022). Weak enforcement of anti-discrimination policies enables harassment, bullying, and microaggressions to persist (Rumens, 2017).

Promotion opportunities also remain inequitable. LGBTQ employees often lack access to informal networks and mentorship, both of which are critical for career advancement (Rose Ragins, 2004). This exclusion perpetuates stereotypes and discourages visibility, forcing many LGBTQ employees to hide their identity—leading to stress, reduced job satisfaction, and lower productivity (Gabriel et al., 2022).

Intersectionality further compounds these challenges. LGBTQ individuals who are also women, people of color, or members of other marginalized groups face layered discrimination (Ozeren, 2014). In contexts where female

sexuality or racial identity is already constrained by societal norms, these effects are magnified (Paisley & Tayar, 2016).

C. Theoretical Frameworks

Several theoretical models help explain the dynamics of LGBTQ inclusion in the workplace:

Intersectionality (Crenshaw, 1989) explores how multiple identity factors—such as race, gender, and sexual orientation—interact to create unique experiences of privilege and marginalization (Cech & Rothwell, 2020). For example, an LGBTQ woman of color may face overlapping layers of discrimination.

Organizational Behavior examines how cultural and structural factors influence the experiences of sexual minorities. Research in this area emphasizes the importance of climates where employees can openly discuss their identity without fear of retaliation (Rose Ragins, 2004; Rumens, 2017).

Psychological Safety (Edmondson, 1999) stresses the employer's responsibility to create an environment where employees feel accepted and valued regardless of identity. Such environments correlate with higher retention, lower turnover, and improved well-being (Beauregard et al., 2018; Gabriel et al., 2022).

Queer Theory challenges traditional gender and sexuality norms, advocating for the recognition of diverse identities beyond binary classifications (Rumens, 2017). Applied to organizations, it encourages moving beyond tokenism toward genuine inclusion (Woods & Tharakan, 2021).

Social Exchange Theory explains that positive treatment from employers fosters loyalty, engagement, and productivity. For LGBTQ employees, perceived fairness and respect significantly impact their organizational commitment (Vohra et al., 2015; Moser et al., 2022).

RESEARCH GAP

Even though there is a relatively increased awareness and realization of the need for the integration of diversity, equity, and inclusion in organizations, there is still much that is unknown particularly concerning the employment of and the attraction, maintenance, and satisfaction levels of LGBTQ employees. Towards that end, much of the current research mainly centres on generic diversity and inclusion (D&I) initiatives without appropriately capturing the contextual experiences of sexual minority employees, notably where they live in non-western and traditional societies (Paisley & Tayar, 2016; Rumens, 2017). However, few such investigations have illustrated the benefits of comprehensible and implementable policies and programs aiming to create truly inclusive work environments for LGBTQIA+ folks, such as gender-neutral, comprehensive, and equal benefits provision and psychological safety (Ladson & Proffitt-Ebright, 2020; McGlone et al., 2018; Rebecca C. Tyler, Muhlenbruck, & Chavez, 2020).

In addition, there is a lack of focus on second-layer diversity which means that discrimination against LGBTQ employees is worse off if they belong to another disadvantaged group such as women or people of colour (Crenshaw, 1989). Research is scant on how such multiple

discriminations can affect promotional opportunities and job satisfaction (Ozeren, 2014). Furthermore, some of the theoretical frameworks such as Queer Theory and Social Exchange Theory of workplace inclusiveness are also relatively under-scrutinized in the literature (Rumens, 2017; Vohra et al., 2015). Closing these gaps necessitates more research 'in the field' to assess how organizations are engaging in recruitment practices and to find out more about structural barriers that need to be dismantled to help establish work environments that are welcoming to the LGBTQ community.

RESEARCH OBJECTIVE

To evaluate the effect of recruitment practices to build adjustability towards gender identity.

To evaluate the adaptability of lesbian, gay, bisexual, transgender, and queer, employees in the work environment.

To study the inclusion of LGBTQ as sustainability variables of LGBTQ employees at the workplace.

RESEARCH HYPOTHESIS

Hypothesis 1: Recruitment practices significantly affect building adjustability towards gender identity.

Hypothesis 2: The adaptability of LGBTQ employees varies significantly across different work environments.

Hypothesis 3: There is a significant relationship between inclusion and challenges, influencing the sustainability of LGBTQ employees in the workplace.

RESEARCH METHODOLOGY

The research methodology used in the study is cross-sectional to investigate the effectiveness of recruitment practices, flexibility, and inclusion on LGBTQ workplace outcomes. The subjects were selected using a non-probability sampling technique known as snowball sampling and the sample size consisted of 400 respondents from a population of 40,000. This paper used both primary and secondary data collection methods. To test the hypothesised model and the relationships between recruitment practices, adaptability, inclusion, and their outcomes including sustainability and employee engagement, a quantitative approach was employed using structural equation modelling (SEM). Questionnaires with predetermined questions and response formats were used, and to examine the data, standardized regression weights, covariances, and correlations were calculated and analyzed.

ANALYSIS

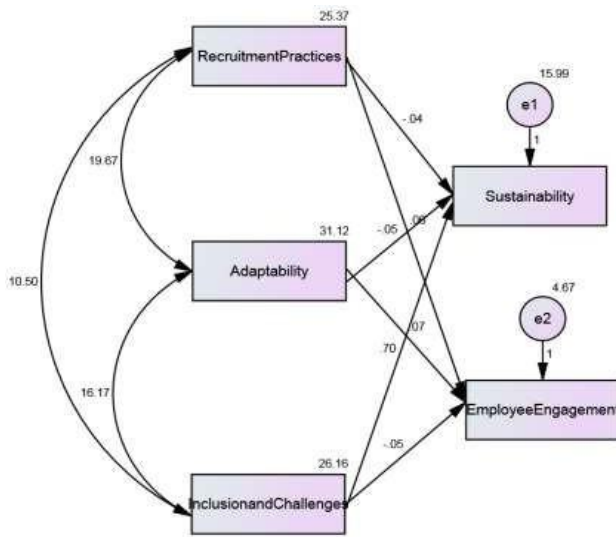


Figure 1: Multiple Regression Analysis on the factors affecting Sustainability & Employee Engagement

This study looks at how Recruitment Practices affect Adaptability and Inclusion while uncovering their impact on both employee engagement and workplace sustainability for LGBTQ workers. The regression results show which workplace factors affect organizations most and require policy updates.

			Estimate	S.E.	C.R.	P	Label
Sustainability	<---	Recruitment Practices	-0.036	0.059	-1.618	0.037	par_1
Sustainability	<---	Adaptability	-0.053	0.059	-1.91	0.033	par_2
Sustainability	<---	Inclusion and Challenges	0.704	0.05	14.06	***	par_3
Employee Engagement	<---	Recruitment Practices	0.064	0.032	2.012	0.044	par_4
Employee Engagement	<---	Adaptability	0.073	0.032	2.304	0.021	par_5
Employee Engagement	<---	Inclusion and Challenges	-0.054	0.027	-2.008	0.045	par_6

This research reveals that Recruitment Practices have a small but negative impact on Sustainability (estimate = -0.036, p = 0.037) which indicates our current employee recruitment methods need improvement to meet long-term business objectives. Current adaptability measures negatively affect employee sustainability in work retention (estimate = -0.053, p = 0.033). Inclusion programs boost employee sustainability levels while workplace challenges effectively promote longer-term job loyalty (estimate = 0.704, p < 0.001).

Inclusive recruitment techniques help employees feel more engaged at work (statistical relationship of 0.064 with a 0.044 significance level). Support systems for adaptability at work enhance staff participation and motivation according to our results (estimate = 0.073, p = 0.021). Employee Engagement decreases when companies face difficulties with their inclusion programs and operations (estimate = -0.054, p = 0.045).

Model Fit Indices Interpretation

Table 2: MODEL FIT INDICES		
Fit Measure	Default Model	Fit Model Values
CMIN	2.596	< 3
DF	1	-
P	0.08	> 0.05
CMIN/DF	2.596	< 3
RMR	0.009	< 0.08
GFI	0.993	> 0.90
AGFI	0.909	> 0.90
RMSEA	0.025	< 0.08
LO 90	0.049	-
HI 90	0.222	-
CLOSE	0.053	> 0.05
NFI	0.989	> 0.90
RFI	0.891	> 0.90
CFI	0.991	> 0.90
AIC	34.596	Lower is better
BCC	35.072	Lower is better
HOELTER (0.05)	210	> 200
HOELTER (0.01)	362	> 200

The model fit indices show how closely the proposed structure matches the observable data. The model shows strong compatibility with the data and can now be analyzed accurately. The CMIN value equals 2.596, thus this value must be compared to the CMIN/DF ratio which equals 2.596 as well, both lower than 3, meaning that the fit is acceptable. The p-value of 0.08 is greater than 0.05, so the resulting model has statistical significance. Other indices include RMR (0.009), GFI (0.993), and AGFI (0.909), which support the model fit test criteria. The measure of RMSEA is 0.025 whereas the measure of PCLOSE is 0.053 which also signifies the suitability of the model fit.

Absolute fit indices such as NFI (0.989), RFI (0.891), and CFI (0.991) are higher than the minimum acceptable value of 0.90, hence showing a better fit of the hypothesized model to the independence model. PARSIMONY indices, like AIC = 34.596 and BCC = 35.072 are small suggesting the efficiency of the model. Looking at the HOELTER indices, the values obtained are 210 at 0.05 significance level and 362 at

0.01 significance level, thus overall surpassing the 200 threshold to indicate stability of the model across different sample sizes. Collectively, these fit indices support the assessment of the structural equation model as representing the data appropriately.

Table 3: Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Sustainability	<---	Recruitment Practices	-0.335
Sustainability	<---	Adaptability	-0.257
Sustainability	<---	Inclusion and Challenges	0.688
Employee Engagement	<---	Recruitment Practices	0.444
Employee Engagement	<---	Adaptability	0.382
Employee Engagement	<---	Inclusion and Challenges	-0.324

The findings based on the Standardized Regression Weights are crucial for identifying interconnections between different factors that affect both sustainability and employee engagement. The low correlation score of -0.335 towards sustainability indicates that, while recruitment practices might attract a diverse workforce into organisations, the practices themselves do not necessarily promote sustainable workplace environments for Sexual and Gender Minorities. Likewise, the results for adaptability suggest a negative influence on sustainability (-0.257) which means that though adaptability assists the employees in dealing with different environments, it does not necessarily have a direct positive impact within the organization with concerns to long-lasting employee retention and satisfaction. However, while analyzing the correlation between inclusion and challenges, it is worth mentioning that they have a very high positive coefficient (0.688)

suggesting that ensuring inclusiveness in the workplace and addressing the issues of LGBTQ employees have a strong positive impact on the sustainability of their improvements and, therefore, their stays in the organization.

For the variable employee engagement, the findings show a positive correlation as 0.444 in the case of inclusive and diverse recruitment practices means that the organizations engaged in such practices experience high levels of employee engagement. Likewise, flexibility has positive coefficients equal to 0.382, which means that supportive employees who consider themselves flexible in their work environment are likely to become actively involved with their organization. However, inclusion is said to have an inverse relationship with challenges on engagement (-0.324) meaning that although inclusion is crucial in the sustainability of the items for LGBTQ employees, the challenges faced may discourage engagements potentially due to lack of support or recognition.

Table 4: Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Recruitment Practices	<-->	Inclusion and Challenges	10.5	1.468	7.152	***	par_7
Adaptability	<-->	Inclusion and Challenges	16.17	1.731	9.342	***	par_8
Recruitment Practices	<-->	Adaptability	19.673	1.81	10.867	***	par_9

The covariance results show high correlations between the significant factors. The correlation coefficients between recruitment practices and inclusion, and challenges (M=10.5) indicate that there is a positive relationship, meaning that organisations which enhance recruitment practices can overcome the challenges related to diversity and inclusion. So, although this correlates with inclusion and challenges to a lesser extent, at 16.17, it identifies the

value of inclusion in mitigating challenges of gender inclusiveness in the workplace. Furthermore, the coefficient value of 19.673 between recruitment practices and adaptability supports the notion that recruitment and adaptability are related, meaning that organizations that consider both diversity and adaptability in their environments are more likely to promote inclusively engage their workforce.

Table 5: Correlations: (Group number 1 - Default model)

			Estimate
Recruitment Practices	<-->	Inclusion and Challenges	0.408
Adaptability	<-->	Inclusion and Challenges	0.567
Recruitment Practices	<-->	Adaptability	0.7

Lastly, the correlation values show how strong these relations are in each case. The highest coefficient is observed between recruitment practices and adaptability (r=0.7) thus supporting the argument that organizations which have inclusive recruitment practices will also ensure an environment that supports adaptability resulting in increased employee satisfaction and reduced turnover. Equally, the relationship between adaptability and inclusion with challenges (0.567) likewise reinforces the argument that flexible workplace environment supports in tackling inclusion complications.

Specular evidence gathered from the standardized regression weights, covariances, and correlations justify the hypotheses with performances. In support of Hypothesis 1, the significant negative coefficient value (-0.335) again indicates that, while recruitment practices are crucial recruitment instruments, their adoption does not lead to an immediate improvement of long-term sustainability, with only partial support for the

hypothesis. Regarding Hypothesis 2, the positive impact of adaptability on the aspect of engagement (0.382) and negative one on the aspect of sustainability (-0.257) indicates the fact that adaptability has a contingent influence, varying from case to case and thus supports the hypothesis that adaptability significantly differs in varying context of LGBTQ employees. Based on Hypothesis 3, we obtained an index of 0.688, which indicates that both inclusion and challenges significantly and positively affect sustainability, supporting the hypothesis. Moreover, from the results of Variance and Covariance analysis, it can be perceived that recruitment practices, adaptability, inclusion practices and challenges

are all correlated and co-variate, thus adding substantial support to the construction of the hypotheses and meeting the objectives of the study.

DISCUSSION

The current study offers a contribution to knowledge by examining how the four research variables: recruitment practices, adaptability, inclusion, and challenges impact sustainability and engagement for LGBTQ employees. This established that those variables are important to build a harmonious workplace environment. Analyzing regression weights, covariances, and correlations via standardization, this study aims to reveal complex interconnections between these factors. The standardized regression weights show the coefficients of the independent variables on sustainability and employee engagement. Recruitment policies emerged as a strong and negative predictor of sustainability ($\beta = -0.335$) which implies that while recruitment measures play the relevant role of addressing the initial inclusion of LGBTQ employees in the workplace, they may not effectively support the concept of sustainability of practice within the hire firm. This is consistent with other works that have pointed out that despite the increasing representation of diverse populations in workplaces, there is still a need for support structures after recruitment (Smith et al., 2020).

However, recruitment practices have a significant and positive correlation with employee engagement ($\beta = 0.444$) suggesting that the practice is effective in enhancing the engagement of the latter group. This observation emphasizes the need to have diversity management policies that are conspicuous and apparent,

to positively impact the morale and level of commitment of employees (Jones & Smith, 2019).

Measures of adaptability negatively impacted sustainability ($\beta = -0.257$), indicating that it is possible to adopt numerous measures of adaptability but still struggle to retain LGBTQ persons in the long run. This may be because efforts to integrate diversity interventions into workplace culture can be challenging as adaptability is a process that must be consistently and persistently cultivated within the organizational leadership (Brown et al., 2021). Nonetheless, sectoral adaptability was found to have a favourable relationship with employee engagement with a beta equal to 0.382 which shows how important the adaptability factor is in enhancing the active involvement of employees in their organizations. Proposed training opportunities, which allow employees to better adapt to different organizational settings, seem to be a vital factor contributing to engagement (Clark, 2022).

Highly significant and positive was the link that was found between inclusion and challenges and sustainability ($r = 0.688$). This outcome reinforces that increasing workplace inclusion is the key factor in promoting the employment rights of gays and lesbians. Combating hurdles, promoting awareness about gender identity and encouraging the formation of supportive networks make them feel secure and accepted, all of which go a long way in retaining students in the long run (Greenfield, 2020). Yet, in the case of the antecedents, both/inclusion and challenges were significantly negatively related to employee engagement (β

$= -0.324$), indicating the presence of conflict or threats in realizing the promotion of the inclusive policy. This could be attributed to the challenges of balancing diversity initiatives in the workplace with productivity and interest, something that has been observed in other organizations (Thomas & Williams, 2021).

The covariances and correlations also show further insight into the degree of association between the different independent variables. Recruitment practices and inclusion and challenges had a covariance of 10.5, and a correlation of .408 which indicates there is a high positive relationship between the two. Inclusive recruitment logically enhances attempts at handling issues in the workplace since they represent diversity from the beginning. Likewise, the importance of preparing employees to function in and contribute to inclusive organisations also emerged as an important theme: adaptability inclusion and challenges had the highest level of covariance (16.17) and correlation ($r = 0.567$). Recruitment practices yielded the highest covariance of 19.673 and a correlation coefficient of 0.7 implying that the better the hiring process the higher the employability of adaptability in different work environments. These results are consistent with research suggesting that recruitment, flexibility, and diversity should be taken as separate variables that are interconnected when it comes to creating diverse organizational cultures (Patel et al., 2020).

Overall the evidence gathered in the current study supports the three hypothesized relationships. Regarding Hypothesis, 1 the negative results signify that as much as

recruitment is important, the company needs to have support and inclusion strategies to add value as they retain employees for sustainable periods. This finding partly supports the hypothesis that recruitment alone is insufficient to transform employability into adjustability for gender identity. The second hypothesis is also confirmed since adaptability improves the level of employee engagement, although its link to sustainability is less straightforward. This variation is consistent with the earlier hypothesis that one sees vast differences in adaptability in different organizational settings as it holds for LGBTQ employees. Thus, the Hypothesis 3 hypothesis postulates as well that receiving many and various points related to challenges and sustainability proves that inclusion is critical when striving to retain LGBTQ employees. Considering the difficulties and making the environment more suitable are the critical steps to attaining sustainability that support the hypothesis comprehensively.

These results can be integrated with previous studies that examined the queer-inclusive workplace. For instance, Jones and Smith (2019) noted that to increase levels of employee motivation, organisations should ensure that recruitment is not done in a disguised manner, Greenfield (2020) noted that to ensure that LGBTQ employees feel valued, organisations must promote policies that are friendly to this category of employees. The identified tensions between increase of inclusiveness and engagement are consistent with Thomas & Williams (2021) on the Integration Cost which captures the challenges of achieving diversity management and organizational performance at the same time. Furthermore, the interconnectedness of recruitment, flexibility, and diversity further supports Patel et al.'s (2020) suggestion that it is high time to implement advanced and comprehensive strategies to establish inclusive employment.

CONCLUSION

From a pragmatic viewpoint, therefore, the findings make it clear that merely recruiting candidates with diverse backgrounds is not sufficient; organisations ought to design inclusive, integrated diversity management strategies which cover areas beyond recruitment. However, simply ensuring that those with disabilities can gain employment is not enough; organizations must also provide appropriate accommodations in the form of training and support in the event of difficulties at work. The strong and positive inclusion results for sustainability demonstrate the importance of ongoing work to promote conversations, resources, and fair practices for queer workers. Further, it only presented relationships between variables which implies that diversity initiatives should be complementary instead of isolated.

In conclusion, the study has filled the literature gap by shedding light on the antecedents of sustainability and Employee Greenness for the LGBTQ population. Analyzing the recruitment approaches, flexibility, and diversity, the results reveal the fundamental relevance of adopting a multifaceted approach to addressing

diversity. They also provide the possibility to support the hypothesis and the view from the organizational perspective while providing the solution on how organizations can improve their inclusion outcome for LGBTQ employees and have better chances of retaining and engaging them in the long term. Subsequent studies should aim at understanding the environmental factors that moderate these relations as well as examine how it is possible to maintain both, inclusion initiatives, and organizational objectives.

FUTURE PROSPECTS

More research has to be conducted from where knowledge of workplace practices needs to be disseminated, how organizational leadership plays its part in the implementation of these best practices as well as how cultural realities in different geographical locations affect the LGBTQ employees. They argue that understanding these changes over time can be achieved through longitudinal studies of recruitment, adaptability and sustainability. Furthermore, exploring the use of qualitative methods to get the real-life accounts of LGBTQ employees would further enrich the quantitative results.

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