

**GENDER DISCRIMINATION AT WORKS AND ITS IMPACTS:
THE STUDY OF TRANS-WOMEN'S EMPLOYMENT
EXPERIENCES FROM PRIVATE ORGANIZATIONS IN
BANGKOK METROPOLITAN AREAS**

Khemmanath Naradech

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Development Administration)
School of Public Administration
National Institute of Development Administration
2023**

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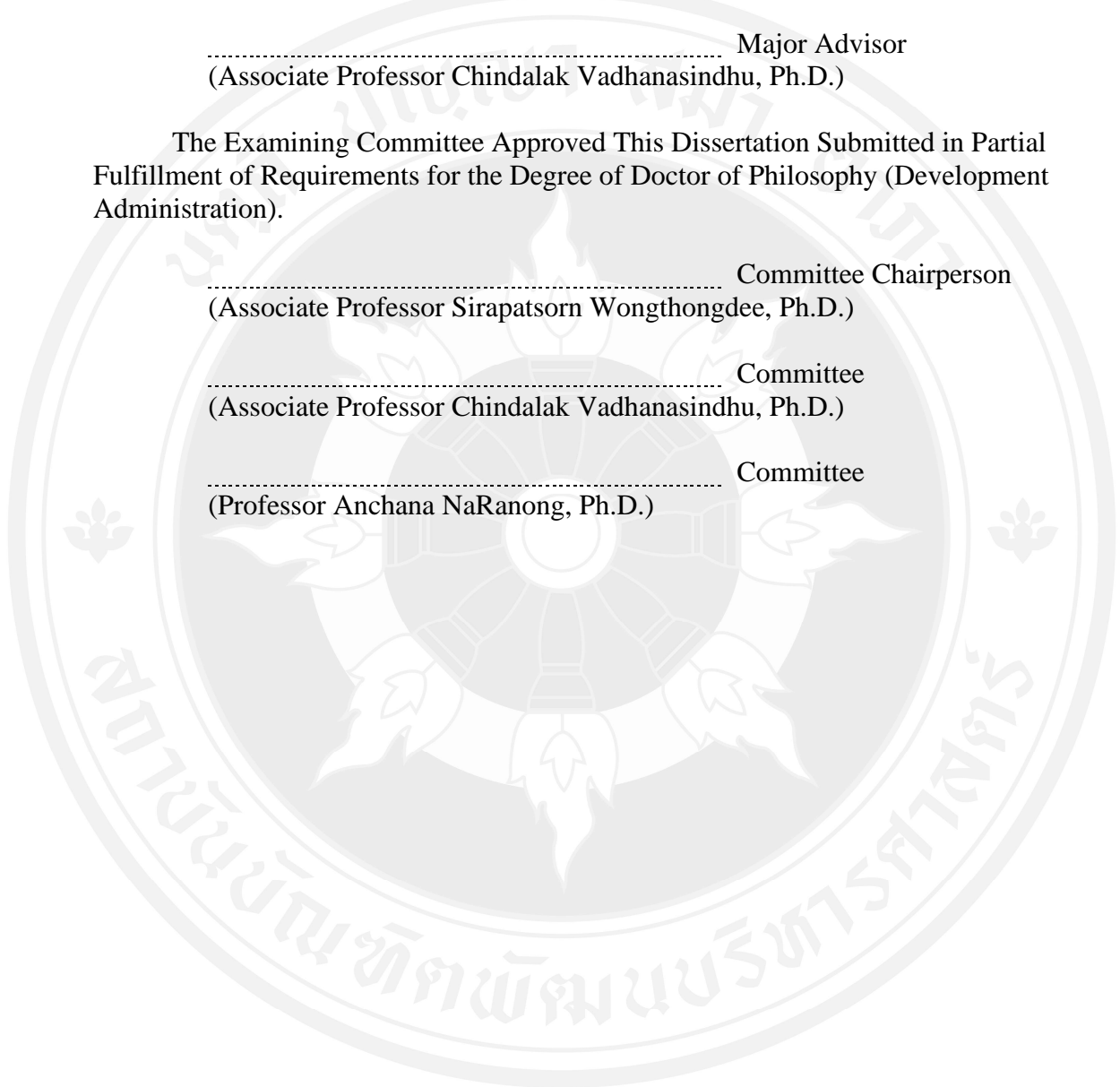
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ABSTRACT

Title of Dissertation	GENDER DISCRIMINATION AT WORKS AND ITS IMPACTS: THE STUDY OF TRANS-WOMEN'S EMPLOYMENT EXPERIENCES FROM PRIVATE ORGANIZATIONS IN BANGKOK METROPOLITAN AREAS
Author	Mr. Khemmanath Naradech
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Inequality issues on the grounds of gender discrimination against a protected group are a persistent problem in many countries. In contrast to Goal 5 of SDGs, gender inequality among trans-women individuals whose gender identity is incongruent to a sex assigned at birth, provides various adverse situations in many societies. Such challenges have been necessitated innovating better directions in order to foster them. In Thailand, trans-women persons frequently confront a unique challenge based on their identity regardless of their economic and social setting. We are still a long way from goal 8 of SDGs in terms of exclusion on employment opportunities toward trans-women employees, one way to mitigate this problem is to find related factors which can be adopted by pertinent agencies. This research commenced as an idea for raising the visibility and voices of trans-women's rights in respect to career advancement through elaboration of gender discrimination at work and its impact on private organizations located in Bangkok. By utilizing a combination of methods, the experiences of 437 trans-women employees working in private organizations were theoretically examined to determine what is the extent to which *individual factors*, *organizational factors*, *steps of transitioning*, and *sexual disclosure* affect *gender discrimination at work* against them. Comprehensively, qualitative investigation via observation and in-depth interviews were also conducted along the lines of LGBTQI diversity and inclusion forums and gender diversity experts as well as trans-women informants in order to clarify scenarios of this unjust situation. The research contribution, however, is expected to increase empirical information of the unbreakable glass-ceiling toward Thai trans-women's job

opportunity while proposing necessary recommendations for the related social agencies, private and public sectors.



ACKNOWLEDGEMENTS

The research results from the key elements of my strong and dedication to uplift trans-women and the LGBTQIN+ community in Thailand, since they have been the most vulnerable person excluded from various social settings. However, it would not have been possible without the kind support of individuals and organizations in conducting the research. I would like to, therefore, express my sincere thanks to all of them.

First and the foremost, it has been a great honor to pursue my studies for Doctor of Philosophy in Development Administration International Program at the GSPA (Graduate School of Public Administration), NIDA (National Development Administration). My appreciation goes to all professors and staff for giving me the opportunity benefit from the fruitful knowledge and incredible experiences I have received during my Ph. D. journey. From the bottom of my heart, I wish to thank my research advisor Associate Professor Chindalak Vadhanasindhu, Ph. D. for the time he has given in providing me with valuable suggestions to improve my project. He showed me great kindness and was always willing to give me the guidance through several perspectives in order to make the project to be empirically and theoretically sound. In addition, I would like to thank the Chairperson – Associate Professor Sirapatsorn Wongthongdee, Ph. D. and the Committee – Associate Professor Anchana NaRanong, Ph. D. whose solid recommendations enabled me to improve my dissertation.

Along my dissertation journey, the research topic based on real life experiences of a number of Thai trans-women was initiated based on my close friends' problematic issues. Frequently stripped of their fundamental rights, the trans-women that I have known from high school to graduate school, have faced discriminatory situations in their lives. Once, I had a chance to join the beauty pageant contest “Miss Tiffany Universe 2011” with the goal to raise trans voices and visibility in the Thai workforce, but I was not successful in winning the title. However, I built alliance with many trans-women friends during the competition. Later on, I also participated in the committee of the Transexual Association of Thailand where I came to realize that discrimination based on

individual's gender identity is a crucial matter especially as a unique challenge in employment opportunities of trans-women. These reasons are why the present project became the ultimate goal of my life.

Besides, I would like to sincerely thank the 437 trans-women who provided me the information I needed. Particularly, the six experts and the fifteen trans-women employees whose intellectual aspects and actual experiences were relevant to the research topic, dedicated time for clarifying and providing me with a comprehensive understanding of gender discrimination in the workplace. During the phase of data collection, I appreciated the kind support from the Rainbow Sky Association of Thailand, the Transsexual Association Thailand, the Foundation of Transgender Alliance for Human Rights, Tangerine Clinic, Transpiration Power Group, Trans for Career Thailand Facebook Fanpage, the Move Forward Party, Department of Women's Affairs and Family Development for giving me the opportunities in gathering information. Last but not least, the process would be impossible to finish without help from Amanda Mwang – my younger trans-woman sister.

Significantly, I would like to acknowledge that reaching the goal-oriented for studying for a Ph. D. could not be accomplished without my physical and mental efforts and well-being. That path, it was achieved through the most empowering persons in my life my mother, my family, and my life partner who have consistently provided me with the core support I needed. Finally, I would like to thank my close friends who gave me their moral support all times including unmentioned those whose names I have not mentioned who have all played a significant role in my passionate journey.

Khemmanath Naradech

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CHAPTER 1

INTRODUCTION

1.1 Problem Statement

“No one left behind” represents the main theme of commitment to equality and non-discrimination. Achieving gender equality and decent work are part of the 17th Sustainable Development Goals and therefore necessary for the human development agenda (UNDP & ILO, 2018). Gender discrimination at work is a persistent problem based on different attributes of employees such as race, religion, gender, gender orientation, age, disability and more. These characteristics are defined as protected groups who are treated unequally through the employment cycle in workplaces. The unique challenge, in general, includes various ranges of human resource management whether before employment (education, training, and recruitment); during employment (working conditions, equal pay, benefits of job, career development); or after employment (programs of retirement). Being a person from one of the protected classifications, most of the questions about employment discrimination against the workers can influence adverse circumstances in organizations.

Prevalent in many societies, employment discrimination against LGBT employees is a major problem when it comes to gender inequality that affects one’s socioeconomic status (Ridgeway, 1997). Incidentally, gender inequality, has become an issue in the workforce that encourages gender discrimination toward LGBT employees for instance, physical and mental health, wage gaps, employment opportunities, job satisfaction, and productivity. As for transgender individuals, they are the part of our families, communities, and societies, who have often confronted a unique situation related to gender or sexual identity and expression in various organizations. To illustrate, transgender people are unable to disclose themselves because they fear to be unaccepted in the organization. Similarly, since they are discriminated by

homophobic people, LGBT employees often face sexual harassment in their workplaces. The workplace therefore becomes a hostile environment in creating negative consequences. They, sometimes, suffered from mental illness such as anxiety, depression, illness, suicidal thoughts and so forth. Also, homophobia can cause many risks for LGBT employees, especially job opportunity barriers and well-being in workplace (Connell, 2010; Irwin, 2002; Sears & Mallory, 2011). Since there was no federal legislation protecting LGBT employees from employment discrimination in US, most of the statistical evidence relating to existing values and disciplines of heterosexism in the organizations has proven that there are persistent discriminatory practices toward them particularly the problem of lower wages compared to their heterosexual counterparts. Moreover, the reviews from the experimental study found that there has been differential treatment among LGBT employees especially, job candidate situations that increased the degree of discrimination toward them (King, Cortina, & Psychology, 2010).



Figure 1.1 Workplace Experiences among LGBT Employees Compared to Non-LGBT Employees

Source: Lloren, Parini, and Policy (2017)

In Thailand, the diverse-gender population, is often stigmatized in their workplaces. This is particularly so for transgender individuals, one of the gender minorities, who

have been excluded due to people's biases leading to the problematic issue of gender stereotype. Bound by stigmatization, transgender people have been stereotyped for being outside the gender binary system. Stigma against them is prevalent across Thailand, since most people judge them as unnatural, having some form of mental illness, are sexually promiscuous, dishonest and immoral person (APCOM, 2013). The stigma also extends to trans-women in various social settings such as religious beliefs, social beliefs, and discrimination in the workforce. As a result, trans-women's stigma breeds prejudice to become discriminatory practices in the workplace which have been widespread due to the lack of legislative support (Catalano, McCarthy, & Shlasko, 2007). The single law of Thailand enacted for protecting diverse gender and trans-women people, however, is the one which established the Gender Equality Act in 2015. Covering persons of all genders, UNDP & ILO (2018) compiled this law to combat discrimination based on sexual orientation and gender expression, gender identity, and sexual characteristics. Significantly, the employment legislations covering anti-discrimination based on gender issues are comprised entirely of Labor Protection 1998 No. 2 (protecting all workers in private sector by prohibiting sexual harassment), the Civil Service Regulation on Sexual Harassment 2010 (prohibiting sexual harassment against all civil servants), Thai Labor Standards stipulated by the Ministry of Labor Regulation (the regulation of social responsibilities 2007 in section sex and personal sexual attitudes prohibition against all workers), and the Regulation of National Welfare Promotion Commission under the Social Welfare Promotion Act 2003 (LGBTI officially recognized as a minority population group in Thailand). Initially, transgender individuals were classified on the official list of mental disorders including unapproved laws for changing the name title. However, employment-related legislations directly enacted and ratified for sexual orientation, gender identity or expression, and sexual characteristic have never been implemented in Thailand especially the national laws directly protecting LGBTI and trans-women discrimination in the area of employment.

Since gender systems vary from culture to culture depending on gender norms and expectations of a particular local setting, the processes may be obstructed by these values based on traditional institutions which can hinder policy change despite having

policy improvement (Case, Kanenberg, “Arch” Erich, & Tittsworth, 2012). Despite having a formal protection of support, gender inequalities can however be lessened but incompletely mitigated in the agencies with primary regulatory missions and goals. Inequalities, moreover, have been widespread and pervasively extended across the age and status of employees (Cech & Pham, 2017).

The trans-women population have been judged for working in entertainment and beauty industries. In some cases, despite being well- educated persons, trans-women often face the glass-ceiling of employment opportunities at all sectors. Disparities of social exclusion have established many barriers toward trans-women employees in the workforce (Sam Winter & Udomsak, 2002). In particular, recruitment and selection disciplines cause transgender employees to experience discrimination such as when their official documents for a job application have been uncovered. HR managers and recruitment staff, in other words, may hold adverse biases of transgender identity. Storrow (2002) likewise disclosed many cases of employment discrimination in the US discovered through the hardship of transitioning processes of trans-women employees despite the existence of legislations of anti-gender discrimination against LGBT. Sexual identity, moreover, cannot be disclosed in workplaces, since work colleagues have thought that it is unusual (Dietert & Dentice, 2009). Crucially, unemployment of Thai trans-women employees, is one situation gender discrimination that has existed. Besides, their colleagues are an important factor affecting such negativity in the workforce. The interview stage of recruiting and selection, especially, is an explicit example for illustrating whether trans-women employees have less opportunities in employment. For this reason, HR managers’ negative attitudes have pervasively existed. Gender discrimination against trans-women employees, have, thus, become the key element causing several chronic problems in Thailand.

Recently, an audit accounted for denied work of transgender employees in South-East Asia was conducted to prove that gender discrimination at workplaces have really existed in our societies. Figure 1.2 below shows the percentage of job candidate applicants who received negative response or refusal to hire at all business sectors.

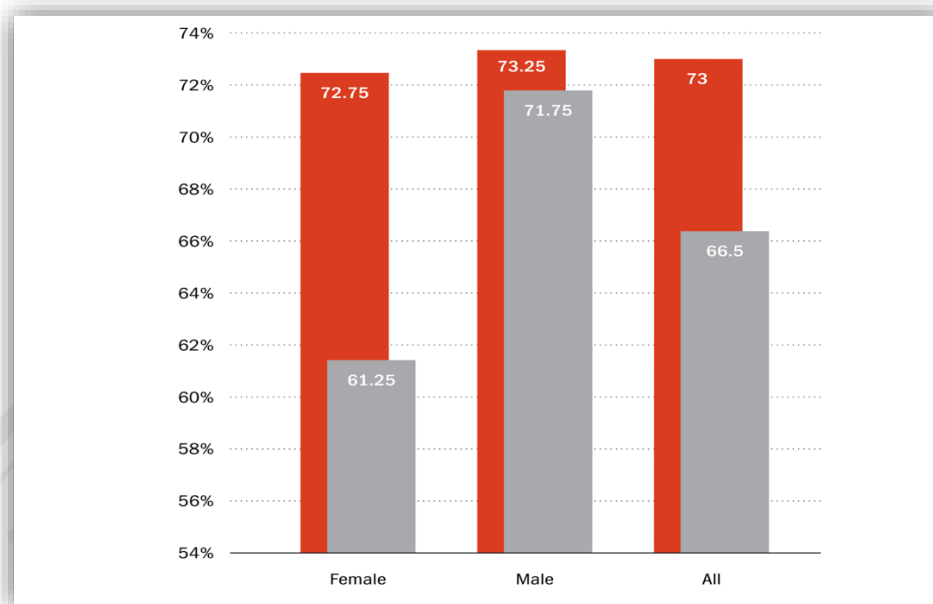


Figure 1.2 Percentage of Job Candidate Applications Receiving a Negative Response Compared between Cisgender People and LGBTI People at All Business Sectors

Source: S Winter et al. (2018)

Furthermore, the empirical evidence in job advertisement of UNDP & ILO (2018) explicitly showed that sexual orientation, gender identity and expression, and sex characteristics of LGBTI people were excluded in the job requirement especially in China, the Philippines, and Thailand. LGBTIs' dilemmas are that they are likely to face workplace discrimination, harassment and bullying victim by the fellows, and low level of job satisfaction. More than six hundred surveys covering the job search experiences and work experiences among LGBTI respondents were found in Thailand. Clearly shown in the table below, Thai trans-women have become a vulnerable group especially with the highest percentage of gender harassment and discrimination in workplaces. Particularly, all types of organizations established such adverse situations toward diverse-gender employees.

			Cisman	Ciswoman	Trans woman	Trans man	Other	Total
China	Experienced being harassed, bullied or discriminated against	Yes	25 (19.4%)	9 (13.8%)	8 (32%)	9 (40.9%)	5 (27.8%)	56 (21.6%)
		No	68 (52.7%)	37 (56.9%)	10 (40%)	7 (31.8%)	6 (33.3%)	128 (49.4%)
		Not sure	36 (27.9%)	19 (29.2%)	7 (28%)	6 (27.3%)	7 (38.9%)	75 (29%)
Philippines	Experienced being harassed, bullied or discriminated against	Yes	14 (20%)	5 (10.2%)	12 (54.5%)	11 (61.1%)	64 (32.3%)	106 (29.7%)
		No	48 (68.6%)	35 (71.4%)	7 (31.8%)	3 (16.7%)	112 (56.6%)	205 (57.4%)
		Not sure	8 (11.4%)	9 (18.4%)	3 (13.6%)	4 (22.2%)	22 (11.1%)	46 (12.9%)
Thailand	Experienced being harassed, bullied or discriminated against	Yes	14 (18.2%)	19 (13.6%)	21 (43.8%)	24 (40.7%)	14 (20%)	92 (23.4%)
		No	51 (66.2%)	95 (67.9%)	24 (50%)	22 (37.3%)	35 (50%)	227 (57.6%)
		Not sure	12 (15.6%)	26 (18.6%)	3 (6.3%)	13 (22%)	21 (30%)	75 (19%)

Figure 1.3 The Report of Gender Discrimination at Works in China, Philippines, and Thailand

Source: UNDP & ILO (2018)

		Type of organization				Total
		Public (national govt, local govt, state-owned enterprise)	Local (private local, small business, local NGO)	International (private international, international NGO)	Other (business owner, freelance, other)	
Percentage of LGBTI people reported NOT experiencing being harassed, bullied or discriminated against in the workplace	China	47.7%	50%	61.5%	41.9%	49.4%
	Philippines	53.5%	57.4%	57.6%	61.5%	57.5%
	Thailand	54.5%	62%	62.4%	49.5%	57.6%

Figure 1.4 The Report of Gender Discrimination at Works in China, Philippines, and Thailand

Source: UNDP & ILO (2018)

Moreover, WorldBank (2018) reported the analysis of quantitative data on economic inclusion of LGBTI groups in Thailand. The report showed that employment discrimination in Thai labor market based on sexual orientation and gender identity of

LGBTI population widely spreads across occupations and sectors. Especially in the figure 1.5, more than half of the survey's respondents, who identified themselves as a transgender person, have been discriminated in employment cycles.

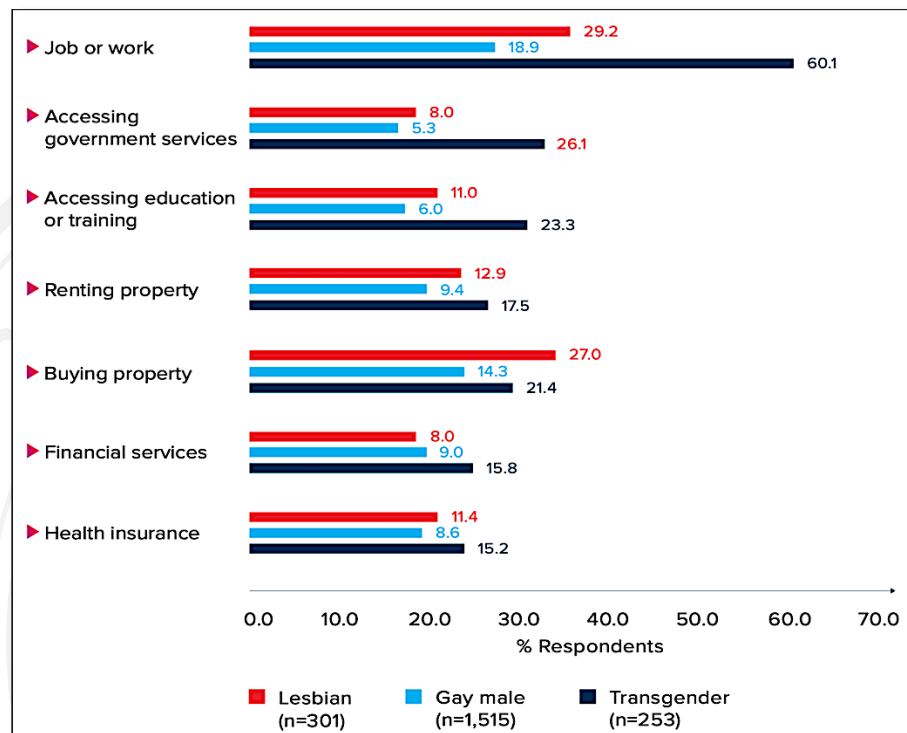


Figure 1.5 The Report of Discrimination against LGBTI People in Various Social Settings

Source: WorldBank (2018)

Gender discrimination at work against trans-women employees is an extremely crucial issue for many settings in social structures. The ceiling of career development in many industries exist to limit job opportunities of trans-women employees. Also, lacking protection for workplace discrimination against transgender employees is a situation that has not yet been improved through formulation of corporate policies. For these reasons, trans-women employees have often faced a large number of discriminatory situations especially in terms of turn over, job commitment, job satisfaction, mental illness, and anxiety. It is important to identify the factors related to the beneficial contribution in order to seek particularly positive approaches that can enhance the organizational climate for all. The LGBTI inclusion is well known

throughout the private sector since many multinational corporations have employed policies and practices including positive initiative supports in recruiting and retaining LGBTI talents in order to encourage a more diverse-gender market. Besides, the more diversity inclusions are provided, the higher country's per capita and levels of well-being (Badgett, Nezhad, Waaldijk, & van der Meulen Rodgers, 2014).

1.2 Significance of the Study

Gender inequality problems should be extensively and academically investigated in order to seek the appropriate direction in achieving the SDGs Goal 5. The empirical data of gender discrimination at work against trans-women employees in Thailand is insufficient to end some old-fashion rules with a fitting solution. Because of the glass-ceiling that exists in the world of work, trans-women employees have been excluded from many career settings even though the Gender Equality act has been enforced since 2015. To increase visibility and hear unheard voices through job opportunities, all organizational agencies should understand that the discriminatory practices based on their gender identity are in place. Hence, the present research, is expected to be one part of the field of scholarship in finding the reliable and valid information based on this social problem in order to formulate a particular practice influencing a better and more inclusive atmosphere in the private organizations. The main purpose of the study therefore aims to examine what are the factors affecting gender discrimination at works against trans-women employees in order to promote social awareness with the academic results that are able to provide recommendations and to further advocate them in the light of organizational policies and protocols to increase the opportunities for trans-women in the Thai labor market.

1.3 Objectives of the Study

The purposes of the study are:

- 1) To identify the factors related to gender discrimination at works against trans-women employees from private organizations in Bangkok Metropolitan Areas.
- 2) To investigate how the determinants related to gender discrimination at works impact trans-women employees in private organizations in Bangkok Metropolitan Areas.
- 3) To provide recommendation to organizations and related agencies that may increase gender equality and development of employment among trans-women employees.

1.4 Research Questions

The research aims to make an inquiry of:

- 1) What is the extent to which factors that significantly affect to gender discrimination at works against trans-women employees from private organizations in Bangkok Metropolitan Areas?
- 2) How do the determinants of gender discrimination at works impact the consequences of trans-women employees in private organizations in Bangkok Metropolitan Areas?
- 3) What are the recommendations for the aspects of factors affecting gender discrimination at works against trans-women employees in order to mitigate gender discrimination in organizations?

1.5 Scope of the Study

With mixed methods of quantitative and qualitative research techniques, the present study will be conducted through “individual level” for examining the related factors of gender discrimination at works in Bangkok private organizations faced by trans-women employees. The study, thus, attempts to investigate and capture these discriminatory issues of such trans-women individuals.

1.6 Terminologies

It is necessary to understand the existing terminology on diverse sexual orientations and gender identities in the present research. The researcher mostly employed various terms of gender diversity people of Suriyasarn (2014), which defined the characteristics of gender identities and sexual orientations that used internationally in English and Thai languages. However, the researcher selected the term of “trans-women” to conduct the research.

1.6.1 Key Terms of Diverse-Gender People

LGBT is an acronym of Lesbian, Gay, Bisexual, and Transgender.

LGBTQI is an acronym of Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex.

LGBTQIN+ is an acronym of Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Non-Binary, and other people whose sexual orientation and gender identity are different from sex and gender binary system.

Lesbian refers to a woman who has emotional, sexual, physical attraction to women.

Gay refers to a man who has emotional, sexual, physical attraction to men.

Bisexual refers to a person who has emotional, sexual, physical attraction to both men and women.

Queer refers to people who are not the mainstream heterosexuality, but many LGBT people are unsatisfied with this term because of negatively historical usages.

Intersex refers to a person who is born with both male and female sexual organs, but this term does not fit the typical definition of female or male reproductive.

Non-Binary refers to an umbrella term of gender identity outside gender binary system.

Transgender refers to a person who is more comfortable with a different gender and sexual identity which are incongruent to his or her anatomical sex at birth.

Transsexual refers to a person who was born with the physical characteristics of one sex, but that person has emotional and psychological feeling in accordance with a different sex. However, a transsexual person chooses to live in a different gender role as well as a different sex. Sex affirmation by a surgery and a hormonal treatment is a transsexual person's choice.

Trans-Woman refers to a person who was born with male sexual organ, but a trans-woman has emotional and psychological feeling as a genetic woman. However, the trans-woman prefers to live in a woman's gender role and a woman's sexual organ. Sex affirmation by a transitioning process of surgeries and estrogen hormone becomes a trans-woman's choice. The term "trans-woman", specifically, is used with caution as its assumption probably refers to two possible sexes of a transgender woman and a transsexual woman.

SOGIE is an acronym of Sexual Orientation, Gender Identity, and Gender Expression.

SOGIESC is an acronym of Sexual Orientation, Gender Identity, Gender Expression, and Sex Characteristics.

Sexual Orientation refers to a personal attraction based on emotion, affection, sex, including intimate and sexual relations with individuals of a different gender or the same gender or more than one gender.

Gender Identity refers to a person's deeply felt and individual experience of gender, personal sense of the body, and other gender expressions, all of which may or may be not congruent with the sex assigned at birth.

Gender Expression refers to the way of expression that a person manifests gender identity and perception by the other people. However, people express gender matched to their gender identity which may or may be not congruent with the sex assigned at birth.

Sexual Disclosure refers to a person's disclosure based on gender identities through environmental contexts. Sexual disclosure leads to people's perception.

Steps of Transitioning Process refers to a traditional term used for a transsexual person who wants to gain gender affirmation by the medical intervention such as reassignment surgery and hormones.

Stigma is identified as the crucial sort of relations between an attribute and stereotyping which influence an individual to be discredited by others. It interconnects stereotyping, prejudice, and discrimination in which are one of social elements evolved from the cognitive representation.

Self-Stigma or **Individual stigma** or **Internalized Transphobia** is the action of stigma avoidance or stigma concealment for diminishing the risk to face stigma situation which may be occurred by people's interaction. It incorporates stereotype awareness, stereotype agreements, self-concurrence, and self-esteem of labeled

individuals. However, transgender individuals would use it for defending discriminatory situations as an individual factor to avoid that situation.

Gender Discrimination refers to a situation where an individual or a group of individuals is treated unfairly, unequally, disadvantageously based on their sexual or gender identity.

Gender Discrimination at Works is one kind of discrimination based on gender or sexual identity of the employees within organizations.

The Gender Equality Act 2015 (B.E. 2558) is the single Thai law to protect all gender persons from the unfair situation based on sexual orientation and gender expression, gender identity, and sexual characteristic.

Diversity and Inclusion (D&I) refers to a person's unique attributes such as gender, age, race, religion, culture and so on, while inclusion deals with the idea that people want to feel a sense of belonging as well as feeling valued for their unique attributes.

Diversity supportive policies and procedures implicates the particular disciplines with the aim of diversity and inclusion in order to build value and cultures based on respect for individuals' differences within organizations.

Positively Organizational Environment for Gender Diversity means an inclusive atmosphere of the organizations that all gender diversity employees can use such services and facilities without prejudicial conditions on the grounds of the person's gender.

CHAPTER 2

LITERATURE REVIEWS

2.1 Introduction

Literature reviews are necessary for every researcher in revising their supportive ideas to be used in the research. Previous research studies are a critical contribution comprising consistent information, a pool of relevant knowledge, and theoretical frameworks which can provide an important roadmap for the researcher. The acquisition of knowledge, in addition, is one of the responsibilities researchers need to have before organizing their studies. The researcher therefore arranges the literature from various relevant fields to enhance the understanding of the current study thoroughly. This part comprises the reviews of related theories, frameworks, and the basic assumptions established by various fields of research with such theories as that of stigma, doing gender, equity, equality, institutional theory of organization.

2.2 Stigma Theory and Gender Discrimination against Transgender Individuals

2.2.1 Stigma and Its Conceptualizing

“We believe the person with a stigma is not quite human.”¹

Stigma theory has first been in discourse since Erving Goffman the Canadian sociologist and social psychologist contributed his *Notes on The Management of Spoiled identity* in fifth decades ago. He exerted in expanding stigma ideology in order to explain human’s inferiority. Goffman (1997) defined “*stigma*” as a crucial

¹ Erving Goffman, sociologist, wrote in *Notes on the Management of Spoiled Identity* in 1963.

sort of relationship between an attribute and stereotyping which influences an individual to be discredited by others. Furthermore, he categorized the concept of stigma within human society into three different ways. The first interweaves physical difference into stigma mechanism, the second includes perceived character deficiencies as the central factor for driving stigma process while the last are the tribal elements that people use to distinguish others such as race, nation, and religion. However, he also asserted that stigma stems from social construction linking attributes, stereotyping, and aversion which is embedded in language of relationships.

The model of stigma has been used in several fields particularly sociology and psychology. The central question to deal with is how stigma produces negative outcomes individually or socially and how an individual is treated under the situation of stigma. In sociological disciplines, Scheff (1974) proposed that stigma encompasses the individual's mental wellbeing as an important gear of deviant labels leading one to challenge self-perception and social opportunity, is also a part of the labelling theory. Socialization and daily enforcement can lead to mental illness and consequently play a major role in establishing stigma.

To illustrate, stigma has been conceptualized fundamentally based on the cognitive categorization that engages people's discredited action to judge one's attributes due to undesirable characteristics (Jones, 1984). When the situational cues and collective representations are built, societal elements can become a stigma that influences threatening processes to a person's well-being. Stigma can occur, if someone decides to judge others with the particular attribute and feature then the social identity will be devalued (Major et al., 1998). The concepts of stigma have been variously employed to explain labeling, stereotyping, cognitive separation, and emotional reactions. Stigma's explanations that support those institutions can cause a stigma to the societies themselves. Nevertheless, some individuals might confront the problems of status-loss and disadvantaged positions even in discriminatory situations (Link, Yang, Phelan, & Collins, 2004). Through the lens of social mechanism, the concept of stigma was structurally embedded by several factors of economics, politics, and history in society. This structural discrimination emerge, if an institution

enacts some policies and practices to exclude a particular group's opportunities (Corrigan, Markowitz, & Watson, 2004).

Additionally, stigma interconnects stereotyping, prejudice and discrimination which are one of the social elements that evolved from cognitive representation. These are the determinants that the present study critically uses as the key factors to investigate social reality that can also cause an individual's mental illness (Ottati, Bodenhausen, & Newman, 2005). In order to understand how stigma creates adverse consequences, the study of the individual's face to express stigma behaviors in the sense of moral issues in which conjoined physical experiences and moral emotions was conducted for clarifying both sides as stigmatized and stigmatizers (Yang et al., 2007). By the same token, Gregory M. Herek, professor of psychology in the University of California, proposed a theory and practice combating sexual prejudice characterized by an explanation of cultural phenomenon. Stigma from a psychological interpretation was determined through two essential manifests; that is *structural* and *individual manifests* (Herek, 2007). The former was theoretically justified through the idea of heterosexism that social institutions and ideological systems play a main role to legitimate what is appropriate to be between feminine or masculine. In contrast, sexual minority groups could be disadvantaged by institutional practices namely, religion, law, and medical institutions which historically prevailed over the inferior status according to the norms of heterosexuality in societies. To contribute a roadmap for social scientists in this field, Herek also subsumed individual manifests in three dimensions comprising *enacted sexual stigma*, *felt stigma*, *internalized stigma*. Enacted sexual stigma is identified as the explicit action with an overt behavioral expression which, for instance, verbal abusing, ostracism, overt discrimination, and the other forms of overt harassment have been doing to sexual minority groups. The second subgroup of individual level is the strategy used to avoid stigmatizing in order to minimize the risk of being discriminated and the harassed target. However, non-heterosexual people may also display this action to avoid labeling from a sexual minority group. Finally, internalized stigma or self-stigma is sometimes referred to in non-heterosexual term and comprises internalized homophobia, internalized heterosexism, sexual prejudice, homonegativity, is an individual's perceived

acceptance which is one element of a value system (Herek, 2007; Szymanski, Chung, & Psychology, 2003; Weinberg, 1972). The endeavor to clarify *sexual stigma* in terms of negative aspects especially as an inferior status that was consistent with non-heterosexual behavior, identity, relationship, and community has been a guideline to future studies in the sense of sexual stigma extensively. For this case, the cultural phenomenon of the individual's attitude is concluded as the important factor to produce sexual stigma especially socially shared recognition that devalue sexual minority community as people with a disorder.

In time, concepts of stigma have been revised in a combination of organizational frameworks. Models of stigma have been explored by grouping them into a type of stigma. *Public stigma*, the first kind of stigma, is possibly developed through cognitive process, affective process, behavioral reaction as well as the social attribute's devaluing. *Self-stigma* therefore is the product derived from public stigma that social and psychological impacts play vital roles to evoke an action of stigma. *Structural stigma*, in accordance with Herek's framework, is profoundly rooted particularly in societal ideology such as various forms of institution in societies that have stipulated some conditions invoking stigma. The final stigma category is settled by an association of *interpersonal reaction* of people. Therefore, stigma is the process driven by normalization and disease avoidance, whereas prejudice arises from intergroup domination and exploitation (Bos, Pryor, Reeder, Stutterheim, & psychology, 2013).

There has been a variety of contributions that sustains the stigma concept to discover a new school of thought in the field of gender diversity especially for transgender persons. For instance, *Institutional racism* (Jones, 1984) has been frequently used in gender diversity studies, because the model can be integrated with other perspectives on gender diversity and heterosexism in organizations. From this perspective, several models were conducted to assess the employees' harassment and discrimination based on sexual orientation in organizations. Waldo (1999), on the one hand, developed a model of heterosexism indicator to explore sexual minority stress in the workplace through the Workplace Heterosexist Experiences Questionnaires

(WHEQ). In addition, *the minority stress* framework of Meyer (1995) whose contribution has extended to study the sexual minority community. The perspective was drawn on three variables entailing the societal culture, supportive policies, and procedures in organization as well as disclosure of sexual orientation in workgroup composition. Likewise, stigma was extensively continued through the minority stress framework of Tebbe and Moradi (2016). The concepts of stigma were employed for exploring severity of relevant factors in the transgender population. Those factors of gender nonconformity, transition status, transphobic discrimination, health harming behaviors, and social status, are empirically analyzed.

2.2.2 Sexual Stigma and Negative Consequences in Transgendered Employment

Gender inequality issues of trans-women and other diverse gender population is popular subject at the global level particularly employment. *The blueprint for the provision of comprehensive care for trans people and trans communities in Asia and the Pacific* of the Health Policy Project, Network (2015), explains that when transgender people confront the problem of job denial and gender discrimination at work because of gender identity and sexual orientation, it will create a large impact in their lives.

Particularly, the framework of gender or sexual stigma has been contributed into several facets from heterosexuality to non-heterosexuality. Transgender persons, one of the sexual minority groups, are individuals whose gender is nonconformed with the sex assigned to them at birth. The explanation of transgender stigma is found in many fields of social science and social psychology. Likewise, the model of *Stigma at Multiple Levels* in transgender individuals, was thoroughly conceptualized to describe stigma's mechanisms against transgender people. Firstly, *structural stigma* engages the social norms, environmental conditions, and institutional practices of which constraint opportunities and well-being of transgender or stigmatized people, because power is exercised as the main character in stipulating and enacting any condition that may disadvantage individuals whose attributes are different from the

majority. Transgender people, by the same way, have been viewed as an individual with a disorder because nonconformity to the binary gender system has been practiced. Their gender identity and expression are incongruent to biological sex. Structural stigma interpreted as a form of symbolic violence has driven in community, institution and government which have enacted laws and policies with some restriction to transgender people (Valentine, 2007). Transgender people, for example, are limited to healthcare services access due to the policies and forms of structural stigma even though policy makers have attempted to formulate the policies balancing transgendered inclusivity of particular social system between cisgender people.

Within the middle of the social-ecological model of transgender stigma, *interpersonal stigma* is shaped via a societal norm and belief which can become an enacted stigma. In sum, this stigma level is a daily interaction of a transgender individual to other people such as familial rejection, lack of support institution, and economic reasons. For instance, organizational cultures constructed toward interpersonal relation and social interaction create the expectation of the LGBT participants in contribution of an inclusive policy in order to enhance their work life's quality such as job security, equitable treatments and fair policies for being a sexual minority within an organization, were the important elements to the LGBT. Even though the organizations have formal systems for giving opportunities to disadvantaged employees, they might experience discrimination in other forms. Since lacking the explicit commitment of management to LGBT issues is the major cause of these negative situations, the organizational policy about sexual orientation equality has never been formulated as the managerial disciplines including ignorance of diverse genders as an important issue (Priola, Lasio, De Simone, & Serri, 2014). Lastly, *Individual stigma* or *self-stigma* represents the continued processes of interpersonal stigma that the cognition and behavior are the key factors. Individual stigma is the action of stigma avoidance or stigma concealment for diminishing the risk to face stigma situation which therefore leads to avoiding interpersonal stigma (Hughto, Reisner, & Pachankis, 2015). Link and Phelan (2001) also contend that self-stigma is incorporated to stereotype awareness, stereotype agreements, self-concurrence, and self-esteem of labeled individuals. Individual stigma, moreover,

draws attention to internalized stigma of the persons who suffer from mental illness in order to clarify their stereotype endorsement in a given situation. This kind of idea also depends on internalized transphobia that transgender individuals would use for defending a discriminatory situation (Healy, 2011; Ritsher, Otilingam, & Grajales, 2003).

Though the sexual stigma framework has been academically adopted for tackling the problem of gender inequality in transgender individuals, undesirable consequences in their communities have still existed. The evidence based on gender discrimination in employment among transgender people in public and private sectors in US, has been reported by a number of academic scholars. A survey of Transgender Law has shown that every two transgender respondents have been discriminated on job due to their gender identity. Transgender applicants, moreover, may not be employed, when they disclosed their personal documents or they risked being terminated because of their colleagues' biases against their gender identity (Broadus, 2006). The strongest association of economic discrimination can lead to some experiencing violence (Lombardi, Wilchins, Priesing, & Malouf, 2002). Koch and Bales (2008) similarly, argued that transgender-inclusive anti-discrimination laws of nine states in the U.S. had no consensus about the extent to protect transgender population. They showed several cases of gender-based discrimination in the workplace that transgender employees faced when they were in the transition process. Since complicate interpretation of sex definition in the Title VII has been broadly provided in the courts, vulnerable situations toward transgender employees in workplaces have existed. The areas of federal and state legislation, in this case, should carefully equip consistent frameworks or previous lawsuits to protect them effectively. Sears and Mallory (2011), to illustrate, elaborated that widespread and continuation of employment discrimination against LGBT people have been studied in the varieties of social research. They discovered that the transgender respondents have faced discrimination and harassment in relation to their gender identity more than LGB people.

The pervasive cycle of discrimination and prejudice among transgendered people has existed in many societies. Most Indian employers, for instance, denied employment the qualified and skilled transgender employees whose earning capacity has therefore decreased. Chakrapani (2010), in this case, proposed the social exclusion framework consisting of exclusion from social and cultural participation, exclusion from the economy, employment and living opportunities, and exclusion from political and citizen's participation to identify the relevant factors in society affecting India's transgender individuals. Also, education, personal development and employment for improving social status, are allowed to show extreme prejudice to locate disruptions in job opportunities toward transgender people (APCOM, 2013).

There has been employment discrimination based on sexual orientation and gender identity against transgender employees in Thailand. Sam Winter (2009) supported this occurrence by asserting that there was no legal protection and the effective anti-legal legislation for Thai transgender people. Undoubtedly, they have often faced numerous obstacles to get an employment opportunity and unacceptance in academic institutions that, in turn, could brought about negatives outcomes in the light of stressful situations such as suicide problems and mistaken decision makings to pursue higher education in universities. Employment discrimination in Thailand was widely reported to the International Labor Organization. It found that transgender applicants had to undergo psychological test many times and had been rejected in employment, while other applicants were not required to do the same. Rather, gender discrimination has still extended to training and development programs. As a result, they were devastated to work in mainstream jobs caused by segregation in stereotypical jobs, and with lower job security. The pride study of Suriyasarn (2014), besides, was an interesting study focusing on discrimination against LGBT people in the workforce in Thailand. Adopting the research framework of the ILO's Decent Work Agenda, the study covered four main pillars, which are fundamental principles and rights at work; employment promotion; social protection; social dialogue. Nevertheless, the findings were concluded that the major respondents felt that Thai society had still not formally accepted gender diversity population in terms of lack of understanding and misconceptions about gender diversity. Exclusion of trans-women

from mainstream jobs, for example, was located in both the public and private sectors. Most trans-females felt that they were completely excluded from employment in the civil service that forced them to wear male dress codes like sex at birth. Interestingly, Phakjira's case², one of the trans-woman respondents on her study, had her employment contract from Sartorius company in Thailand cancelled because of her cross-dressing as a woman. *The Experiences of Trans and Gender-diverse People of Thai Transgender Alliance (TGA)* was used to demonstrate that trans people were rejected in employment based on their gender identity especially, when their profile pictures, that did not match their title names, were disclosed in the recruiting process. 88% of 202 trans-respondents identifying themselves as trans-females on the survey, in fact, reflected that the career opportunities were limited. Also, trans-people still faced problems of discrimination in the formal jobs (Balzer, LaGata, & Berredo, 2016). Unfortunately, some trans-females, having lost their opportunities to work in the mainstream jobs, have entered sex trafficking leading to multiple problems in country. Facing the multilayer of stigma, they have also worked in a job involved with a large number of criminalization (Hughto et al., 2015).

2.3 Doing Gender Theory as the Blueprint of Gender Inequality and Discrimination in Transgender People

2.3.1 Doing Gender and Its Benefits to the Study of Transgenders

Doing Gender was a very special contribution of Candace West and Don Zimmerman whose statement has beneficially impacted gender studies in the new era. Doing gender is about what we are and what we do in human gender employing whether one conforms to gendered norms (West & Zimmerman, 1987). The theory has continually been socially reconstructed through concepts based on normalization of men and women which have been initiated across time, ethnic group, and social situation. In other words, the theory's explanation is concluded with the awareness of what has been employed when individuals act or behave in a particular social context. That awareness would be justified by what is deemed appropriate for being feminine

2 (Claes, 2011).

or masculine behavior, when the individual has to express themselves and act. Their perspective does, however, undermine the goals to eradicate an issue of gender inequality since its assumption ignores the connection of social interaction and structural change.

In terms of doing gender, most of the research questions have been explored regarding how gender is constructed. They include social situations where the person's behavior and expression would display the appropriate gender accordingly. Each social situation provides the fundamental elements to stipulate the criteria which distinguishes a gender role. For instance, the employee's gender of one workplace can be determined regarding his or her identity-based criteria. A number of sociologists have differently shaped doing gender's framework which places an emphasis on social interactions rather than biological processes. Similarly, the purpose of gender construction formed by social situations and practices was investigated by the ethnographical study in age, transsexual women, male to female, and transvestite in order to differentiate biological sex and social gender (Ekins & King, 2006; Garfinkel, 1967). Highlighting the gender attribution according to social interaction basically derives from *the visual information cue* and *the physical or invisible characteristics*. Physical attributes of human beings, incidentally, can differentiate what their gender is, while the invisible ones are conditioned through human chromosomes. Moreover, some of the sociologists who specialized in gendered entities have not implicitly labeled gender by the level of face-to-face situation or everyday life, but they have also considered gender via explicit concrete evidence entailing the level of policy decisions or legal cases and the level of imaginary inside media, opponent, or supporter. Especially, doing a gender framework based on the *cultural beliefs* have majorly incorporated the sanctity of gender binary system or the heterosexism that defines gender from nature and desirable sexual form. Cultural beliefs, nevertheless, have been academically issued by non-sexual interactions and media coverage in the late 2000s. Non-sexual contexts conducted through physical segregation such as the body differences, capabilities, interests, subcultural difference in the workplace, sport inclusion, prison housing, inclusion of transgender children at schools, employment

rights, and governmental documents - are the main determinants to be considered (Fenstermaker & West, 2002).

The uses of Doing Gender have extended to various kinds of research. To illustrate, West and Zimmerman (1987) conducted an empirical study which describes how gender differences are constructed and perceived through sport representatives, occupation rational economic for testing their framework. Similarly, Larsen, Stubbs, science, and engineering (2005) explored the justification of automobile workers in men that is suitably for the masculine occupation. Connell (2010) also theoretically contributed more on doing gender for proving that transgendered individuals can learn to interact by convincing other people to think that they are the actual members of a binary system. The study found evidence that transgender individuals may act or express themselves in an appropriate orientation associated with a culturally specific context especially in their workplaces producing discriminatory issues. Furthermore, the indicators of doing gender about how transgenders do gender on social construction have been empirically examined. The construct of congruence for conceptualizing the degree of gender identity and external appearance in transgender individuals was proposed to test a couple factors of the appearance, congruence and gender identity acceptance that are linked to doing gender's assumption. Because of the theory related to gender norms and non-sexual contexts (physical segregation), *transgender congruence scale* has also contributed to examining in sociological psychology disciplines such as life satisfaction and presence of the life meaning, anxiety and depression, body dissatisfaction, and social desirability in order to enumerate how gender constructed by societal norms and practices has been negatively or positively coped. The self-image, self-reflection, and self-expression were emphasized to provide insight on the extent to which transgender individuals experience about their physical attributes (Kozee, Tylka, & Bauerband, 2012). In the same way, gender identity of transgender employees has been conceptualized to find out the relationship of workplace antidiscrimination policy and job satisfaction. Gender identity of transgender people regarding the individual recognition at work, transitioning prior to employment at current organization, and planning to transition among transgender employees, has been thus examined (Christian, 2017).

On the other hand, doing gender had still left a questionable legacy to the area of Gender Studies. *Undoing Gender* perspective, an Anglo-American feminist theory begun in the 1990s, was later proposed by Judith Butler to reflect and discuss transsexual people's lives and limitations of sexes critically. Butler (2004) opposed the doing gender movement that gender has been regulated by institutionalization and normalization. Since gender regulation has been interpreted as the discourse for the subject of gender made the goal-oriented that gender should institute its own distinctive regulatory and disciplinary regime, gender has been itself specific. During 2009-2011, she investigated gender issues that have been questions around three liberal movements of gender determination criteria based on policies and court cases, all of which involve the proposals to prohibit gender discrimination in area of employment, housing, public facilities, the proposals to change sex markers on birth certificates, and the controversies among participants of transgender individuals in sport competitions. Institutionalization which is the supported tools for regulating persons' genders encompasses laws, rules, and policies to constitute legal mechanism. However, it would be wrong to stipulate this point due to the regulation exceeds and problematic of the gendered regulations in terms of the abstract. Other than the institutionalization, norms are concerned with societal and cultural factors to scope a person's gender. Norms are socially processed under any practices becoming explicit standards of normalization, formed by any particular actors that become social recognition. For this reason, if the person's gender is incongruent with norms, the power of norms can promote a paradox for thinking and restricting gender's definition.

By the way, the explanations of "gender" through doing gender perspective is recognized as the production and normalization of masculinity and femininity which are conclusively characterized by types of hormones, chromosome, physical body, and performative issues. Doing gender ignored gender perception that stemmed from the production of a gender binary system. To support undoing gender of Butler, the concept of gender vertigo was against the structural accounts that gendered differently arises from a distinct resources and the different social location that men or women accesses (Risman, 2004). Undoing gender has also been used to explain how gender is

undone at work and organization negatively or positively. This aspect was invoked in the discriminatory issues from doing gender that the negatively undone can be an important element of organizational pressure to do gender in the way of stereotyping (Czarniawska, 2006). To sum it all up, doing gender undermines socialization theory that solely concerns the difference of gender creating gender inequality since it focused on person's gender with appearance and naturalness. It is incompatible with the theory of change that reconciles the fact that gender must be continually reconstructed differently. Therefore, dealing with transgender individuals' experiences in employment is not rigid. Nevertheless, a few academic studies in respect to employment discrimination faced by the transgender population in Thailand has been a problematic concern since those previous literatures are mostly contributed from international sources.

2.4 Equity Theory

The equity concept was initially conceptualized for studying fairness in social relationships by Leventhal and Michaels (1969). They provided an alternative concept of equity through the process of inputs and outcomes in rewards, punishment, and resource allocations. Through the concept, norms of equity are rooted for a couple of rules in justice discipline consisting in *the distributional rules* and *the procedural rules*. The former characterizes the individual's contributions with his needs and the equity theory, while the latter are consistent by that individual's role within the social system. Equity occurs at all levels of the social system especially in the reward and resource distribution including punishment. All groups and organizations deal with these allocations for contributing effectiveness and satisfactions. However, equity differs from fairness which is judged from the consideration of the procedure's consistency. Fairness is the participatory concept employed to make decisions, to give equal opportunities, and to represent social institutions, but the judgement of equity is determined as standard acceptance of nature right on reasonably conforming without one prejudice, favors and any hardship.

The approaches should be considered in equity theory and involve the unidimensional approach of equity based on merit and the multidimensional approach of justice judgement theory. The first approach highlights fairness of an individual that would be solely judged in the merit principles. When reward allocation of any individual is proportionately contributed, fairness would occur. In this sense, fairness affected by contribution rule that the people with greater contributions will receive higher outcomes. Instead, some theorists suggested the multidimensional approach of the justice model because fairness has not occurred in the process of contribution rules only, but a need rule may force the individual to achieve the higher outcome as well as equality rule that the individual should evenly receive similar outcomes.

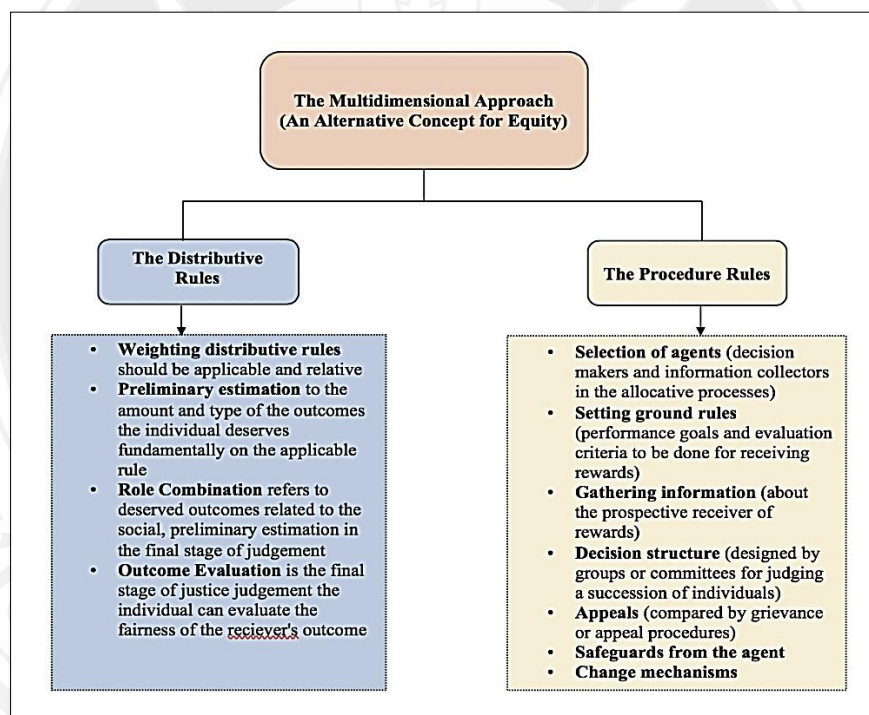


Figure 2.1 The Alternative Concept of Equity

Source: Leventhal and Michaels (1969)

For the multidimensional approach of the justice judgement theory, it is defined as an alternative concept for equity since fairness within proportional contribution is only one dimension in allocating rewards to the individual. A justice rule is stipulated as the main component of this approach that blends an individual's belief outcome of

distribution and its procedure to meet appropriately satisfied criteria. The rule is classified into two facets of justice that are *distributive rules* and *procedural rules*. The former emphasizes on specific criteria conditioning rewards, punishment, and resource that the distribution of these things must be fair to the contribution, needs, and equality of that individual, while the latter focuses on allocation based on the procedures of the individual that should be appropriately and fairly used for achieving the specific criteria. To judge distributive rules, the fundamental criteria must be evaluated in different times and according to different rules regarding four assumption stages.

Moreover, the procedural fairness of the allocative process regulated by a group, organization, and society considers the distribution of rewards and resources. The procedures would be acquired through an individual's perception or a perceived fairness in which the social procedure of each social system regulates those allocative processes. In other words, derived from the former procedures, the concept has become the individuals' cognition. Those procedures are sometimes inferred from structural components in cognitive maps of the allocative processes that comprise selection of agents, setting ground rules, gathering information, decision structure, appeals, safeguards from the agent, and change mechanisms. However, three issues in equity concepts to be concerned entail the unidimensional concept of fairness rather than the multidimensional concept of fairness since merit principles are solely conceptualized in the procedure. Distribution of reward, additionally, is an ending process that the equity theory stresses on, whereas the procedure generated with are not determined. Finally, equity concept gives more importance to fairness in social relationships.

The center of the equity theory on research mostly posits on input and output outcomes between individuals and the others. Cognitions in equity or inequitable events are also encapsulated as an equity norm in social science. The following area of equity has been focused on how individuals attempt to resolve the equity through performance enhancement. Equity model and behavior model have been together investigated to explore the concept of equitable treatments especially the minority and

women groups in organizations (Carrell & Dittrich, 1978). In *A New Perspective on Equity Theory: The Equity Sensitivity Construct* of Huseman, Hatfield, and Miles (1987), for instance, the perspectives of equity have been later proposed as a new framework covering a new construct, equity sensitivity and individual reaction to equity or inequity in organizations. Crucially, the equity sensitivity construct was proposed for classifying the different preferences to equity under the three dimensions of individuals. First of all, *Benevolents* or *givers* who socially sacrifice to contribute some beneficial things with their preparation and own interests for others. They are defined as the individual who think more of giving than receiving (Huseman et al., 1987; Rychlak, 1973). Benevolents, however, may be short term giver since they would need social acceptance and raise their self-images by which are concealed for being selfish reasons. For *equity sensitivity*, it represents the traditional equity theory model because it refers to the persons who are distressed when someone is overrewarded or under-rewarded. Lastly, *entitleds* are the ones who are satisfied when are overrewarded and distressed when they are under or equitably rewarded. These concepts of equity sensitivity construct have been implicated to employees in the organizations that a number of scholars have utilized for contributing equity research such as the study of the relationship of equity and an important organizational outcome or job satisfaction as well as equity sensitivity and organizational outcomes.

In their contribution, four propositions captured the objectives of equity are also exposed (Adams, 1963; Huseman et al., 1987). The first is that individuals would evaluate the relationships of the outcomes and inputs as well as the outcome against inputs each other. Later, the outcome or input ratios compared as equity and inequity as existed. In accordance with Adams and Freedman (1976), input as the investment is associated to what the individuals give. It may or may not be recognized and perceived as relevant by the other party. The third is that the greater perceived inequity of individual, the more distress of an individual's feeling. On the one hand, the greater distress of an individual's feeling, the harder it is to restore equity.

Furthermore, they contended that norms of equity on the allocation of rewards may be different because allocation adhering to the equity norms has not been universally acknowledged. Thus, the norms of equity should be considered about how one allocates them to other people. Equity, nevertheless, may be the cause of individual differences namely, demographic variables and nationality, personality traits, interpersonal orientation. Individual differences or demographic information have become the critical factors on equity perceptions. Its effects mostly relate to intelligence levels, social and religious values, education, age, sex, all of which can influence the individual's equity perception. In order to measure equity perceptions, fairness is one of alternative measurements which can evaluate its relationship of the input or output ratios toward individuals and compared ones. For example, inequity has been implied to the individual's outcome ratio that departs from the ratio perceived for the reference source or other people, since concepts of equity have been more investigated. Area of underpayment, in particular, has been often explored in light of the determinants of inequity and dissatisfaction caused from inequity as well as responses to dissatisfaction. Inequitable event commonly occurs when some consider themselves much harder workers than other employees, but they are paid equitably (Pritchard, 1969).

2.4.1 Equity and Transgenders' Well-Being

Equity on transgender individuals has been studied in several dimensions such as healthcare, employment, education, and housing. Gender equity has to be rethought in light of the transgender community's nature, mental health issues, and counseling intervention in order to improve attitudes and knowledge of counselors working with transgendered clients. The counselors must be openminded to understand sexual or gender orientation including adopting a trans-positive or trans-affirmative attitude for recognizing their bad experiences. By the same token, knowledge and skills should be placed fundamentally on trans-culture and trans supporting networks or communities as well as coalition between subgroups of LGBTIQ people (Carroll & Gilroy, 2002). Crucially, the importance of disparities on health of disadvantage populations by using the health equity promotion model to reach mental and physical health among

the LGBT by Fredriksen-Goldsen et al. (2014), for instance, was considered as either a positive or adverse relation circumstances. The model was derived from minority stress of Meyer (1995) and psychological mediation framework. They could identify risk factors for LGBT health disparities in heterogeneity and intersectionality within LGBT communities, the influence of structural and environment context as well as health promoting and adverse pathways in the processes of behavior, social, psychology, and biology. The contribution of the health promotion model has been beneficial in supporting policy and social justice among LGBT well-being. Similarly, equity on transgender health has been exposed through the model of multidimensional aspects of LGBT social exclusion in order to promote health equity in nursing policy and practice. To clarify LGBT experienced social exclusion, Fish (2010) used individuals' behavior and moral values, the role of institutions and systems as well as the issue of discrimination and lack of enforced rights to investigate various circumstances in nursing practices that they have faced unevenly.

In accordance with the structural and environmental factors influencing health disparities toward LGBT individuals, they are associated with stigma theory that much research has agreed with. Constituted by the social norms, environmental conditions, and institutional practices, the model of *Stigma at Multiple Level* in transgender individuals of Hughto et al. (2015), for instance, interweaved the structural factors can limit their opportunities and well-beings. To illustrate, equity on employment among LGBT and transgender people has been raised in academic studies. Githens and Aragon (2009) provide many approaches and case studies for recommending organizations in LGBT operation. The perspective of organization change has been manipulated to study in this field. Employing structured approach, building spaces and platforms for social, and adapting the consistent cases of healthcare services, for example, were utilized as a new goal and structure of organization to manage them. With an enhancement of LGBT employees' voices, equity, and economic consideration, partner benefits can improve recruitment and retention. Domestic partner benefits are proposed as an important part of an overall benefit package for employment among LGBT employees. Investigated broadening partner benefits, LGBT employees' experiences were investigated to improve

recruitment and retention in US institution of higher education through hypothesizing on Attraction – Selection - Attrition (ASA) Theory of Schneider, Goldstein, and Smith (1995) which is the concept of organizational change (Shrader, 2016). In addition, the concept of heterosexism of Herek (2007) and Waldo (1999) was integrated in order to bring about improvement of LGBT employees' voices, equity and economic consideration. The contribution offered insight into the LGBT experience in the workplace including emphasis on the people in organizations rather than organizational structure. Explicit anti-discrimination policy is one practical solution which can reduce turnover rates and increase job satisfaction in the workplace. The Job Description Index of Christian (2017) was employed to measure job satisfaction of transgender employees in organizations.

2.5 Equality theory

Equality is a buzzword obviously thought of something that needs the actual justification for determining with a particular condition. In the Cambridge Dictionary, it means the right that a group of people has to reach a similar social condition and to be treated equally³. Equality is the particular subject social science theorists have argued for seeking an approach to analyze and measure through resources, goods, liberties, and opportunities (Badie, Berg-Schlosser, & Morlino, 2011). In the 1776 US Declaration of Independence and the 1789 French Revolution, the discourse of equality began in human basic rights that “*Men are free and equal in rights*” and “*All men are created equally*” especially equal dignity and rights (UNDHR). There have been two different ways of equality interpretation that the connotation is juxtaposed between the dichotomy of the rationality of all social ethics and the value of distribution. Equality is exercised at all levels of individuals, groups, and institutions. Claims of group exclusion for justice, equality is defined as an ignorance of individuals' differences in order for a particular purpose in a particular context (Gordon, 1982; Walby, 2005). For this study, equality is used for individuals only.

3 (Definition of equality from the Cambridge Advanced Learner's Dictionary & Thesaurus © Cambridge University Press), Retrieved in <https://dictionary.cambridge.org/dictionary/english/equality>.

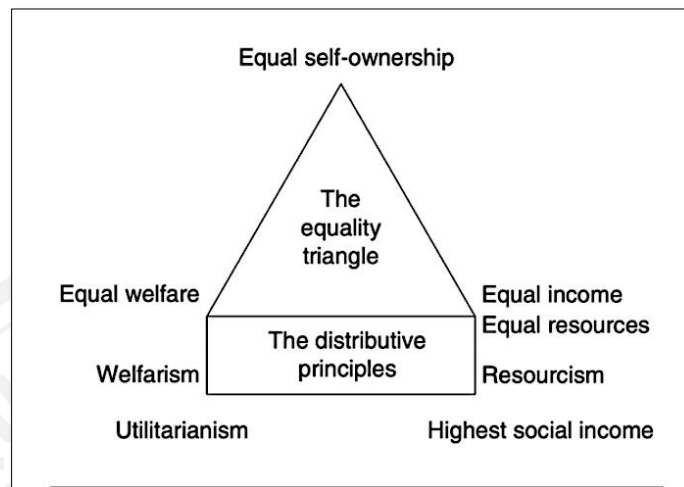


Figure 2.2 The Topology of Equality

Source: Topology of Equality of Kolm (1993) in Badie et al. (2011)

Two reasons behind equality's concept are differentiated into equality as logic or rationality and equality as non-subjection or liberty. The former applies to all issues whether economic, social, and political which, for example, exert the equal treatment's reason and the justification's logic including the pursuit of justifying equality through the causes of inequality, while the latter is justified by liberty and dignity entities. Equality as rationality is the product of some properties in which an equal treatment is the main character in justifying equality. Those permutable treatment of equals occurs when a person's characteristics is judged along unique consideration sufficiently for equality. As for equality as liberty, its core principles are covered by freedom for all individuals and equality in basic rights to the overall distribution. Domination thus is maintained by one whose power is used for forcing the other. Slavery, for instance, a status of the lower caste in the colonial era, exchanged with their services because they lacked their basic needs. Nevertheless, equality of liberty has the subtheme of taking *opportunity* into account. Equality of opportunity grasps a variety of justice issues based on social conditions to access particular benefits especially in the area of employment. Opportunity arises from ideas of the possibilities of choices and the standard judgement. Possibilities of choices would be chosen toward individual's objective, whereas justifying criteria of

a person may be interconnected with various types of discrimination. Equality of opportunity has three important forms that are *positive equal opportunity in action*; *negative equal in action*; *equal opportunity in action and result*. Moreover, equality could be a comparative argument when the relevant characteristic of the person is considered fundamentally on fairness.

Equality explanation has been explored by scholars in individualistic and communitarian arguments. The individualistic theorists exert that the intrinsic value of equality is the independent reason of individual right to favor economic equality as a good value through the distributive principles that may meet conflict to gain one's needs and interests. In other words, individualistic concerns of liberal egalitarianism stressing on theory of justice that equal protection of political and personal liberties is the center for justifications, whereas inequalities are justified based on benefit disadvantage. On the other hand, communitarian views equality as a good thing for society that conditions by the right kind of relation in the community. Hence, equality has to be assessed by the state of affairs and actions.

To illustrate, Gordon (1982) defines equality as an adjective used for specifying two characteristics in comparison carefully, and as a noun requiring the same two comparative specifications. Equality, in this sense, is portrayed as an intuitive moral appealing on the grounds of fairness. His equality concept is based on the principle of equality of opportunity and its results that point out to a certain criterion. Equality of needs and justice were also proposed for recognizing different degrees of needs that are evaluated by the poverty line in society. However, one realizes that perfect equality is impossible, though it could be better. If abilities and preferences of the individual still differ, equality of opportunity and income equality can therefore be a harmonized objective. *Social equality*, for instance, was interpreted as the ideal theory that the principle of justice has played the main role in a particular condition within a particular society. Equality, in reality, is mostly driven by inequality or injustice stemming from the problems rather than the ideal world, where is difficult to sustain. Like egalitarian contention, equality implicated to the distributive term requires of justice that equal share is necessary namely, resource, welfare, living standard, and

utility. To achieve equality goals, three positive ways were proposed. The approaches comprise the concept of good, a political liberal notion and a substantive liberal position. Furthermore, the problems of social inequality are existent due to poverty. Poverty is viewed as asymmetric and alienating social relations. This assumption stems from lacking the resources or necessary source to reach physical efficiency, refers to the marginalized subgroups of people who fail to fit into a mainstream society. Being treated as a second-rate underclass, low standards of living based on income inequality, the inability to gain social and behavioral acceptance – are the problems faced by the poor. From this case, a person's opportunities have become one goal of equality. Three essential elements to achieve that objective are indicated. The first is personal resources such as skills, talent, aptitudes, and strength. The external resources termed as financial factors such as income, finance, wealth, and social assets. Lastly, an extensive social network or social structure inheres in the cultural, legal, and material element in particular society (Wolff, 2015).

Generalized from equal treatments of a person, *equality of welfare* has moreover implicated for one crucial form of equality politically toward resource distribution. Providence of an appropriate value to allocate resource evenly has been necessary in producing social welfare, since the economists have asserted that the fundamental needs of human life relate to such welfare. This perspective necessitates the theory's success of social welfare where individual preferences to fulfill themselves is the key component along with the conscious-state theory. With various versions of equality, person preferences are classified into three different formations. Firstly, political preferences according to goods, resources and opportunities of the community should be distributed evenly and fairly. Secondly, impersonal preferences are referred to the ambitions of our own and other people's lives. For personal preferences, they interpret their own experienced situations as the equality of success. On the other hand, the conscious-state notion conducts some aspect of conscious life that highlights some sort of distributions and its relationships to people.

2.5.1 Gender equality

As the world enters a powerful wave of globalization, *gender equality* is the most relevant to the present study, because gender equality has not accomplished its objectives in our societies yet. The facets of gender interpretation were explained particularly, individual attributes, roles, and situated accomplishments. In the first concept, argued in terms of gender-binary system or dual sexes, gender requires the concept within dynamics of human interaction and institutional structures which emerge and are maintained by human interactions (Fenstermaker & West, 2002; Gerson, 1986). Roles and status have been proven as the relative gender conceptualization of feminism identified as women's tasks. From this perspective, an understanding of gender roles involves decoding some social interaction, it can expose an everyday activity of human related to gender inequality of each society. Gender stratification in one job, for example, is stipulated with an examination of the particular condition upon which is built and maintained through gender differences and attitudes. The stratification of gender interpretation can indicate the relationships of organizational and gender hierarchy as well as the interactions between role combination and individual attributes. Nevertheless, gender can be explicable as the situated accomplishment that its interactions have oriented to accountability of social norms. Human activities conduct the situated accomplishment that are fit for one's sex category. They have been institutionally initiated from normative conceptions, attitude, and activities. The essential characteristic of the idea concerns accountability in order to clarify people's activities as manly or womanly. Gender is not necessary for requiring hetero-social context emphasizing on the gender category's differences. However, accountability of one's action is not able to frame one gender regarding to interpretation of the other in society, but it constitutes the reproduction of social structures. Gender hence engages in actions that can possibly be explained. The perspective's beneficiary, essentially, is challenging the linkage of family roles and the labor forces. The traditionally gendered practices which are complex relations to the practice of works, can also increase inequality on employment. When gender-relevant occasions have been sought out in workforce, the principal elements, to confront the world of works, have been assessed by the structured status distinctions

encompassing at all social relations and considerations of diverse attributes as well as the organizational status (Fenstermaker & West, 2002).

2.5.1.1 Gender Equality and Feminism

The contested issues of the contemporary feminist conceptualization manifest gender equality. C. Hughes (2002) aim at eradicating the glass ceiling preventing higher positions for women and investigating a variety of meanings of equality by means of the particular predominance and the liberalists' successes along arguments and continuations of internal inequality. At the beginning, equality assumption was based on the "sameness" of all people. Equality, in this sense, is recognized as a universal concept that roles, norms, and principles are plausible to all people. The difference between sexes results from socialization or unequal treatment. "We are all the same nature that are born and treated equally" has been claimed to the logical idea. In particular, equal treatment cannot be conflated into a part. The idea therefore implies whether women can access to the public spheres of social life and whether its benefactions can be challenged for changing some legislations. Yet, it has been critically unchallenged about the measurement for ensuring equality, since the sameness has been characterized through a heterogeneous platform. Such evaluation is thus conducted by the normative standard of equality on the basis of men's lives, in which the analogy of patriarchy has been in existence for a longer time in society.

Collaborated liberal feminism is a later issue that tries to achieve equality in divisions of labor. Political, philosophical, and liberal theories have turned the critical points to citizen rights which are defined as the right to vote, to political participation, and to hold property. Women's rights to citizenship have become a new setting for the goal-oriented equality that might improve the legislations in order to secure the individuals' rights. As unchanged family responsibilities of women, the independences are less reliant upon their partner. Women have therefore played the important role in the world of work. For example, they have been more involved in a wider range of employment, especially the flexible jobs that have become associated with economic and social values. In turn, legislative impacts of this movement have

caused the emergence of social policies supporting women lives namely, childcare facilities, maternity and paternity leave, flexible working hours.

From this perspective, four types of equality of Ashiagbor (1999) according to legal terms and processes, were provided for apprehending gender equality. Equality consolidated the fundamental *equality of individual and collective; equality of opportunity; equality of conditions; equality of outcomes*. The first equality has been debated concerning an equal allocation of particular resources in society, whereas equality of opportunity has been critiqued as the limited conception of itself. Opportunities of women have been improved in the sense of policy changes based on difference such as the debate of motherhood and sex discrimination. Equality of conditions involves conditions of life related to social groups. In accordance with equality of outcomes, it has been disputed in terms of policies compensating for equality as the first aim such as affirmative action and its established measurement through justice rules. Besides, material equality was proposed for decreasing inequality toward the interests in capitalism and social classes, in which fragmentation of social class is included in the perspective. The idea descends from Marxism and socialist feminism emphasizing economic equality within societies. Material inequality, by the same token, deals with the policies required by wealth redistribution and a society's success. Since seeking the way to reduce conflicts arising from redistribution and recognition approaches to equality is the main goal, the political recognition based on identity and cultural expression have been addressed together.

Gender mainstreaming in Walby (2005)'s view, its characters involve challenges of the institutions to rethink about gender norms. Reconsideration should be concerned from the agenda setting and the approach of integration. Along with gender issues of agenda setting, they must transform and reorient the existing policy, change the decision-making processes, prioritize the main goals of gender equality, and rethink the policy ends. For the integration, it should not incorporate gender perspectives to effectiveness of the existing policy goals. Gender equality issues have to be constitutionally embedded or comprehensively marginalized within such settings. Sylvia Walby also explained the contested visions of and the routes to gender

equality through the model of gender equality based on three sorts of definitions in gender mainstreaming -- gender equality as sameness (equal opportunities or equal treatments), gender equality as difference, and gender equality along with its transformation. Those models are at least suggested various tactics for achieving gender equality's goals. The typology of gender equality models, however, is differentiated among inclusive models, reversal, and displacement. Incidentally, however, each vision and strategy are determined as a potential complement rather than being an alternative.

In the European literature reviewed, the concepts of gender equality are mostly confined to traditional equal opportunity policies. Women would gain equality if they could perform some tasks and attain the standards that are conditioned by men. Gender mainstreaming plays a role as the main task in the policy making process along with reorganization, improvement, and evaluation for instilling gender equality to all policies at all levels. Such concepts of gender equality posit the fact that differences between women and men have no effect on the barriers of gender equality that are surrounded by such components as societal participation, economic independence of individuals, and education. In contrast, the concepts of sameness between women and men can be a model of gender equality when the equal valorization of different activities present themselves in other domains, because each domain has its own history and goals toward a gender equality policy. In this case, it needs careful distinguishing and examining of the connections between domains. These actions are called integration of theoretical concepts and genuine policy, in which equal treatments and gender specific actions as well as a wider gender dimension are developed in the policies. Crucially, if such essential elements as equality standards for all genders; reference of specific policy actions and policy domains focusing on women's activities based on differences; combination of visional transformations related to care and employment - are established and gender equality could therefore be raised. In various political processes, gender mainstreaming, moreover, shows the conflict between the interrelationship of legitimacy in governance and gender expertise and democratization resulting in the policy implementation. Gender expertise is identified as concerning scientific specialists who

are politically neutral with a specific interest in gender issues, whereas democratized agencies are the involved dominant order while the individual or the institution that has the power to drive political mechanisms. They have been propelled by the theory and practice of gender mainstreaming interconnecting to accumulation of gender equality awareness in order to create the contextual factors within a political environment. Without accountability, it is difficult to implement the policy, because information and school of thoughts about gender equality must be thoroughly considered.

With the absence of the integration of women in the public sphere, breaking the silence of women by finding interrelationships among equality theories has strived in order to enhance gender equality. Firstly, the rational model of equality theory, grounded in a universal version of shared human nature, characterized along the rational principles related to the legitimate goal of a certain group. The legitimacy is seen according to what public interests are permitted to pursue. The model is depicted in terms of a judicial interpretation of the equal protection clause in a fair handed manner. Therefore, the legislation must provide equal protection that the product of bias has no affection in prioritizing some citizens over the others. In other words, legislative classification rationally considers the equal protection of public interests as a must for treating people alike. Nonetheless, the classification interpreted in terms of gender and race can probably be irrationality as an adverse affection, because a formal or legal ideal of equality toward gender or racial classifications may produce *the sameness and difference problems* that affect decision-makings politically. Influenced by such processes, the sameness and difference of gender or racial classifications based on particular trait of men and women parallel with the number of social issues is conducive to the model problems. For this reason, the rational model flaws itself because the false assumption of sameness and difference toward a goal of similar treatment supports only particular women groups. Similarly, because of the status quo of women, *the problem of subordination* in an equal protection has been penetrated to some policies that can protect the underclass or the deprived position of women only. Women's deprivation is integrated into the social context in which one sex dominates over the other. As a result, discrimination and unfairness are produced. *The pure*

protection, on the one hand, is viewed as unequal treatment when the logical requirement is simply concerned over the sovereign of people of the state.

Criticized equality as an acceptance model, sexual equality has been reconstructed by Littleton (1987). The model aims at responding to equality and power within the feminist' critiques; reassessing the social value relating to traditional female occupations and lifestyles; revaluing of women in these societies. The analysis of social institutions toward cultural artifacts and legislations including languages, was captured in the acceptance model. The core assumption of the model is that male and female difference must be costless relatively to each other. To explore a sexually equal society, emphasis on the sexual differences for portraying women's obstacles is the main direction to sort out themes highlighting the *symmetrical model* and *asymmetrical model* of gender equality. Together with social institutions, symmetry embraces concepts of assimilation and androgyny to support the acceptance model. Crucially, the logic is deduced by the judicial procedures that women should receive opportunities equally to men. Later, the concept is contended that women and men are at least on a par with each other. To do so, social institutions have to find a single norm incorporating equality for all gendered characteristics. On the other side, asymmetry is governed by the rules of special rights, accommodation, acceptance, and empowerment. Correlated with a special treatment, asymmetry underlines the special rights for institutions' concerns, since women are recognized as different in terms of biological sexes rooted in their cultural background. Accommodation, differential treatment of biological and cultural differences, are necessary for receiving equal treatment. Acceptance, also, is an important agenda for justifying inequality rather than disputing sexual differences, because asymmetry views that differences are not the problem. In addition, not only does empowerment reject differences due to the subject of inquiry, but it focuses on subordination and domination that violates gender equality.

The strategies challenging gender equality and difference of men and women in the employment context have been developed through historical evidence of jobs for women and economic considerations that offset the socialization's effects in

women' attitudes to employment including job segregation by sex which causes the employer's preferences (Kessler-Harris, 2007).

Moreover, perspectives on gender equality have been justified as a basic understanding from the individual level and its relationships to legal terms and political rights within public spheres. Bryson (2007) contended that women's employment in the division of labor is unfair especially with regard to the pay gap, lacking of positions for women, domestic violence, increasing of unequal and unpaid work, and male-dominance in terms of decision-making position in many settings. Men have been viewed as having the priority to propose the knowledge relying on their own experiences and perceptions. Women's equality would be achieved when their abilities and capabilities are the same as men, even though the starting point of such logic is ambivalent. However, women and men are still expected to be treated equally by an individual qualification. Feminism is always concerned with these rules of competition. Deeply instilled through all levels of family, education, media, and religious, gender rules are difficult to change. Furthermore, the approaches of individualist and collectivist are expressed in the study in order to capture how countries have developed gender equality issues in each spectrum. The collectivist approach has been used in the Nordic nations especially in the employment area that men and women can extensively leave for family reasons and education programs to challenge gender stereotyping in previous ages. In contrast, the individualist approach used in the US implicates each woman who can find her own solution to achieve equality of opportunity, but it is not developed for any public concern. Moreover, the critical proposition of a non-patriarchal approach by the author was indicated. The approach stresses on valuing the traditional activities and qualities of women as a possibility.

Several spectrums of gender equality's meanings are decoded from different visions along the sense of inclusion, reversal, and displacement including different geographical contexts that have inquired about gender inequalities in our societies. Gender equality has been often analyzed through the nations' policies. Compared with a wide range of issues within the policies and societal problems, gender equality can

probably be related to other inequalities. In accordance with those policies, gender equality includes a harmonious and a conflictual concept because of the overarching tendency in homogenizing diversity under a dominant norm and strategy within a concept in order to promote policy agenda and to be goal oriented. The different interpretations of gender equality across Europe cover the issues of family policies, domestic violence, politics, prostitution, homosexual rights, anti-discrimination, migration, all of which have been rooted by two structures of intimacy and citizenship. Intimacy signifies norms and values which institutionally control sexuality, reproduction, private and family life. As heterosexual identity, men and women involve different types of people depending on each other. Citizenship instead believes in human basic rights of the public and private sphere (Verloo & Lombardo, 2007).

In feminist theory, gender equality comprises a variety of versions based on the achievement of a society free from domination or oppression of gender, and that is linked to equality of opportunity. A couple concept of gender equality relies on sameness or difference of individuals. Without challenges of male dominance, gender equality as sameness blends the principle of a gender-neutral into its core that women are equal to men. All individuals have the rights and opportunities to access every platform in societal settings. On the other hand, gender equality as difference takes gender into account by political reconstruction especially, stipulating the criteria upon which women should achieve in order to build equal settings such as employment, promotion, participation in making decisions within institutions. Contextualizing gender equality policies, for these reasons, must concern diverse visions and debates on gender equality in geographical locations to seek the problem of policy and its solutions, since each issue has had a different institutional and historical background.

2.5.1.2 Gender Equality and Transgender Individuals

The issues debated on diversity's boundaries of encouragement and discouragement have been driven on conservative or progressive contexts. Re-centering of inequality among diverse gender people has been approached along the

lines of determining inequality principles within the environment where the mechanisms of norm, value, resource allocation, power relation and institution have had the capacity to shape social dimensions and dynamics. In particular, people's sameness and differences have been seen as an interesting system to produce gender inequality toward transgender persons.

In virtue of justification on norms and values, *sameness* of people is concluded to be the essential element that establishes gender inequality. In Western developed societies, inequalities are divided into three dynamic groups that are composed of *eradication toward socioeconomic class, reassessment of meaning and its effects by age generations* as well as *insignificant forms of different genders*. Gender inequality has become a form of modality interconnecting social interactions and preferences that have been inadequately recognized due to the power relation generated by a gender binary system. In order to remove such perspectives, a modality or language in culturally social discourses and social possibilities has to be reconsidered through *a pluralist strategy and an approach of radically democratic interpretation*. The former exerts the freedom to make decisions in choosing values and identities including communities differently, but the latter occupies liberty and equality as the main direction. *Individuals' Differences* are also the factor of inequality circumstances. Encompassed with the normative and social order, difference is recognized as the traditional concern or social formation that influences a cultural subordination of a collective member. Challenges of those conditions need the non-normative practices and values which counter-normative social project can be an impulse for building anti-hegemonic space in order to create a more equal society for the diversity (Cooper, 2004).

Toward equality and diversity theory and practice including the labor forces' issues, Kumra, Manfredi, and Vickers (2012) argue that under the variety concepts, equality and difference have influenced the negative consequences in employment. Developed through legal theory, their equality meaning takes formal equality for granted. By equal treatment principles, formal equality deserves a symmetrical approach to its discipline. Everyone has to be treated equally. However, the principle itself has two

failed parameters covered up by a standard and a comparator to measure equality. Equality is fundamentally on the characteristics of given different properties of things and needs. Thus, if we set the conditions that one of the given things or persons cannot achieve, they might be inevitably disadvantageous and not treated equally. The comparator, likewise, is probably against whom to measure an equal treatment. For these reasons, the legal theorists have consequently re-conceptualized equality's concept in order to shift from the formal one to the substantive equality such as equality as dignity, equality and disadvantage, and equality and inclusion. Equality as dignity rectifies itself in sense of humanity and morality that must be shared to all. As humanity, people are all equaled upon their human worth despite having different attributes. With an equal treatment, recognition and valuation toward individuals' differences must be concerned for all. Equality and disadvantage, in contrast, are differently grounded on the interactions of people who establish difficulties in identifying a circumstance of disadvantage. Patterns of disadvantage and discrimination against certain characterize posit on the three essential grounds covering multiple discrimination as a less favorably treatment of person based on one or more protected class; additive multiple discrimination as a double discriminatory practice to a person; intersectional discrimination on the basis of several personal characteristics. Disadvantage and discrimination have often been examined in the area of employment especially in any forms of barriers in participating public spheres and activities. Similarly, discrimination occurs when the discriminatory decisions in basis of prejudice and negative stereotyping against certain groups including the informed criteria that is a certain degree of subjectivity in decision-making driven by own perceptions and experiences are conducted through individual's judgement within a particular social group. Not stereotyping is thus seen as a model of decisional probability that reinforces social distancing, but prejudice or individual's unfairly formed opinions is also implied the unsubstantial assumption with facts and evidence.

Along gender equality and its concepts through transgender individuals, Carver (2007) critiques theories and practices of trans-sexuality, technologies, same-sex marriages, and redefining the concepts of human person. Ascertained transgender identity terms, development of human person entities has been encouraged from

contemporary or post-structural feminism to queer theory. In accordance with the traditional and mainstream moral concerns, transgender identity is seen as marginalized people who are recognized regarding to ethical subject that a constitute outside and a set of overt including contrasting categories and stereotype are the social mechanisms for the capacity of understanding in gendered differences. Ethical impulses are managed along the constitution and legislation as well as public authorities in reproduction. Aligning traditional terms with the current practices, in turn, will be dominated by stereotypical exclusivity obviously. In order to reformulate those values, social, legal, and ethical practices should be receded from the terms and presupposition of dialogical ethics that traditional constituents have a big influence to drive societies. Also, as inequitable practices into ethical management, reproduction must be re-categorized especially in terms of contraception, technologies of fertilization, adoption, and family life. Inclusivity of transgender individuals has to innovate through medical intervention and relaxation of legal and ethical systems appropriately.

2.6 Institutional Theory of Organizations

Institutional theory is one of the organizational perspectives that provides a clear distinction between organization and institutions. There are two senses of the word in institutional theory. Firstly, an organization is viewed as an institution which is capable to constitute the established orders namely, rules and regulations, formal and informal structures, values and beliefs, and norms and standardized behaviors. Therefore, an organization has specific attributes such as persistence and stability. The other definition interprets institution as the environment that rules and formalizes organizations forced through the conformity and acceptance of another organizations. The key theme of this perspective is that organizations are constrained by external environmental factors. In order to survive, in this sense, organizations must conform to those external norms and requirements as expected by institutional environments.

Institutional mechanisms and institutionalization are driven by organizations passively through several forms of compliance or conformity. The institutionalization of

Selznick (1996), for instance, is viewed as a process of value instilled on what refers to the shared definitions and interpretations of reality toward social agencies. However, organizations can be any illusion when they fail to achieve the goals deriving from economic efficiency. Organizations based on this theory are externally or internally influenced by normative actions and pressures (Zucker, 1987). Besides, Hatch (2018) chronically identify institutional theory as a symbolic perspective that believes in subjectivity and interpretation have the power to form or change reality. In particular, institutionalization has been explicable along the *Isomorphism* process that one social unit or organization in the same environments adapts to resemble the other organizations encountering the similar set of environmental conditions. In other words, it is insinuated as the organizational tendencies for driving convergence towards homogeneity which mainly focus on the emergence of structuration of organizational fields and homogenization of those organizations. DiMaggio and Powell (1983) classified isomorphism into three essential patterns --*coercive*, *normative*, and *mimetic*. Political or coercive coherence, in practice, is exercised by the official authority for forcing organizations to change something in structure and operation such as governmental agencies and law enforcements. For normative process, it infers to cultural norms, customs, and values in societies which can affect organizations such as the practices of certain professions. Lastly, mimetic or social mechanisms are the pressures from social practices organizations confront and mimic the best practices of another organizations.

Most research questions from institutional perspective involve how organizations do start becoming so similar in terms of behavior and innovation. Initially, new organizational fields start out a fair diverse. Legitimacy, in turn, becomes more crucial than efficiency to organizations. In this case organizations are only responsive to these kinds of needs, but eventually they start responding to other organizations and the environments.

2.6.1 Institutional Theory and Transgendered Issues in Organizations

Institutional perspectives of organization have interacted with many aspects of transgendered issues. The mechanism of the institution has been mostly interpreted as the legitimate accounts and isomorphism that DiMaggio and Powell (1983) contribute during the period of neo-institutional theory. To understand how beliefs that are taken for granted rationalize some procedures and practices towards transgender and LGBTIQ employees, most researchers in organizational fields employ these mechanisms to reflect on the body of knowledge on cultural logics and institutional setting.

Institutions and people of diverse genders are studied focusing on the LGBT employees working in the organizations in terms of legitimating accounts and anti-discrimination policies affecting their employment. For instance, Creed, Scully, and Austin (2002) empirically explore how those mechanisms reflect on LGBT employees in organizations. They emphasize on the agents working at national and organizational levels are driving cultural accounts in order to construct legitimacy in the local settings. Furthermore, they indicate the theory relating to interactions of agents utilized for shaping meaning's system including mobilizing the collective action in order to change social arrangement. Although institutional perspectives intertwined legitimating accounts for rationalizing any myths, it can be used for enhancing or preserving legitimacy of all agents. In other words, legitimate accounts can make the construction of social identity become "an auto communicational message" that listeners would identify themselves with. The message may transform the institutions or organizations (Brint & Karabel, 1991; Creed et al., 2002). The analyzed framework of the study was represented as a solution to help support the organizational practices to make them LGBT friendly in order to justify equality through opportunity in employment policy and diversity training as well as domestic partner benefits. Moreover, Ruggs, Martinez, Hebl, and Law (2015) identified the framework underlying some protectively organizational policies. The study proved that the presence of organizational policies can facilitate an advancement of federal sexual orientation minorities through the establishment and legitimacy of societal

norms. Beliefs rooted in religious, morality and occupational stereotypes can cause prejudice and be impeding to certain individuals. Likewise, the policies of same-sex partner health benefits toward lesbian and gay employees were investigated through institutional mechanisms driving the Fortune 500 corporations from 1990-2003 (Chuang, Church, & Ophir, 2011). They attempted to find out how the controversial and socially stigmatized practices are diffused in the organizational fields via hypothesizing the institutional mechanisms of isomorphism especially state legal environment as a coercive force, benefits adopted from the best practices as a mimetic force and press coverage of the benefits as a normative force. However, the study admired the best practices organizations initiating same-sex partner health benefits such as New York's Village Voice Company, Disney, and Apple because they can be a good platform for diverse gender inclusions.

Institutional isomorphism of DiMaggio and Powell (1983) to capture mechanisms of the best practice organizations toward diversity management practices, has been contended again in the notion of organization best practices or institutional archetype. As organizations faced the same situations of institutional pressure, they will become isomorphic throughout the same environment. Coercive political and legal influences are referral sources to particular legislations which are not proactive the inclusion strategies. Also, whether cultural or cognitive standards can respond to reducing uncertainty becomes an important topic for the relationship of organizational protective policies. Lastly, normative or mimetic forces of institutional changes in the process of professionalization driven by professional association and a common ethical framework involve the practices of organizations. In this case, a distorted institutional fit was proposed as the optimal point organizations should employ for encouraging LGBT inclusion strategies. One tactic of those inclusions is diffusion of LGBT-inclusive practices and considering professional associations as a key component of normative institutional pressures in order to standardize organizations. Organizations are expected to achieve the exact standard set by normative pressures that the key roles are related to the ranking criteria, ranking systems, and ranking the leaders. The other is that organizations have to apply the strategies from a globalized institutional archetype. The Global Workplace Equality Index, for example, is an

essential tool for assessing activity in each operations and evaluating departments or individuals achieving the index's objectives (Tayar, 2017). Similarly, issues of LGBT aged care in Australia by M. Hughes (2016), was used for reflecting on how organizations under institutional forces develop their programs to respond to the social reality. Reputational ranking of the archetype may affect big changes to use symbolic activities based on program evidence for setting organizational rules.

The institutional perspective has been used as the grounded theory of qualitative research techniques. Employment experiences of transgender employees, for example, have been investigated in voices from beyond employment of Brewster, Velez, Mennicke, and Tebbe (2014) through the gender transition experiences of transgender employees while working in the workplace. A content analysis with grounded theory and phenomenological analysis has been included in investigations of experiences for examining how people construct their realities through words and how the participants construct events and meaning. In practice, this study encompasses four main factors which are composed of interpersonal, intrapersonal, systematic, or organizational, and logistics and planning factors. Both positive and negative workplace experiences among transgender employees are explained especially the roles of policies and institutional cultures in workplace transition. The benefits and protections implicitly and explicitly written in legal, medical, and other institutional policies associated in supporting gender transition, should be formulated. Also, a positive environment for gender diversity employees such as work uniforms, public spaces must be provided in organizations.

2.7 Conceptual Framework of the Study

The research framework is formulated from the previous literature reviewed. Every factor is carefully developed via the assumptions of stigma perspectives regarding discrimination on the basis of trans-women's gender identity; doing and undoing gender theories with respect to trans-women's gender identity and its key relevant elements to construct their sexual disclosure and steps of transitioning; institutional theory of organizations according to each consideration of institutional rules and orders as well as the organization's policies and practices itself. However, equity and equality have penetrated fairness and even treatments on employment among trans-women employees. Detailed- factors and their measurements will be illustrated in 3.4.2.

In figure 2.3, the conceptual framework of the study is exhibited by the followings: Firstly, individual factors between the individual factor and avoidance of being a discriminatory target, these elements are purged from the perspective that aims to identify several kinds of stigma. Both determinants involve the trans-women's fears of dealing with the situations at work which may stereotype them. For organizational factors, each variable was disclosed from institutional theory of organizations that attempt to portray how the organization externally or internally considers the formal rules and orders. In this case, the organizational factors posited on recognition of the Gender Equality Act 2015 (B.E.2558), the presence of gender diversity supportive policies and procedures, and the presence of positively organizational environment of gender diversity. Moreover, the mediator relies on trans-women employees' gender identity which refers to their level of sexual disclosure and steps of transitioning. Lastly, gender discrimination at work as dependent variable will be assessed thoroughly before employment and during employment. This factor was encapsulated from theoretical perspectives of stigma, equity, and equality.

In summary, the mentioned factors of the research framework will play a major role in the appraisal in the quantitative phase. For a complementary intent, qualitative

investigation is employed for clarifying a more comprehensive understanding of gender discrimination in the workplace.

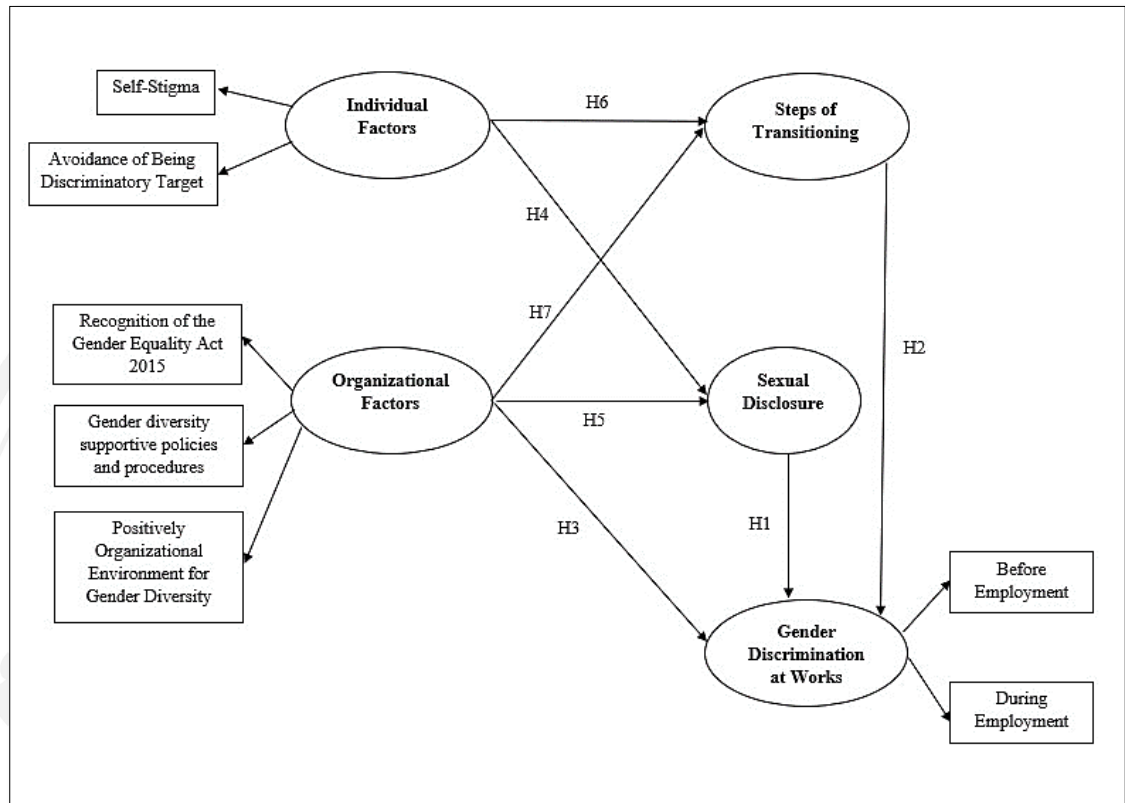


Figure 2.3 The Research Framework of Gender Discrimination at Works against Trans-Women Employees

2.8 Research Hypotheses

Table 2.1 Hypotheses Development of the Research

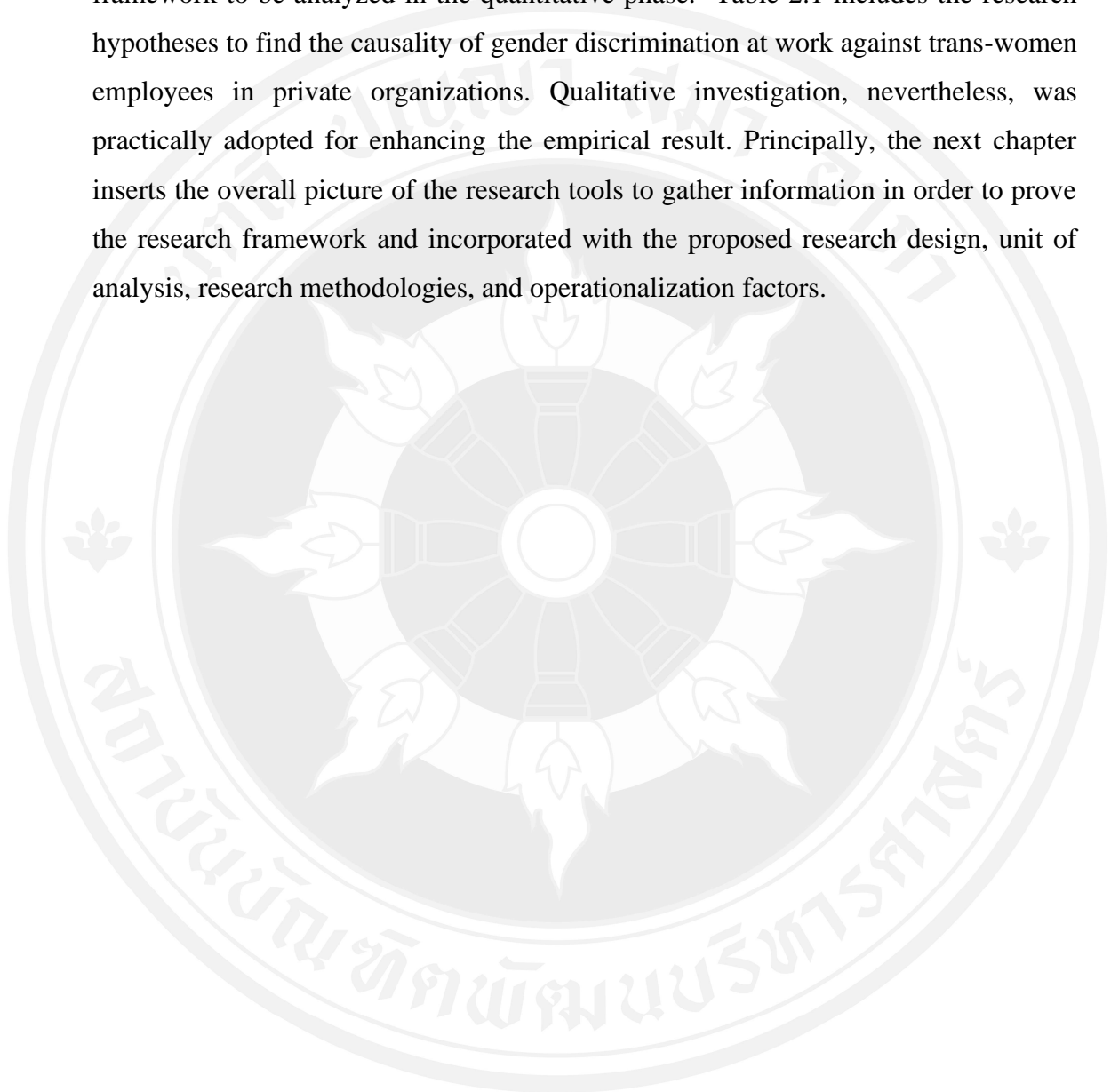
<i>Serial No.</i>	<i>Hypotheses</i>	<i>Direction Sign</i>
H1	Sexual disclosure has a negative effect on gender discrimination at work.	-
H2	Steps of transitioning have a negative effect on gender discrimination at work.	-
H3	Organizational factors have a negative effect on gender discrimination at work.	-
H4	Individual factors have a negative effect on sexual disclosure.	-
H5	Organizational factors have a positive effect on sexual disclosure.	+
H6	Individual factors have a negative effect on steps of transitioning.	-
H7	Organizational factors have a positive effect on steps of transitioning.	+

2.9 Chapter Summary

As a core contribution, the conceptual framework and research hypotheses were explored in great detail in this chapter. The related theories and perspectives in respect of organizations and gender discrimination at work against trans-women individuals, were purposively reviewed and revised to provide a certain direction for this research. Previous research related to gender discrimination against trans-women employees in many regions significantly cleared up all concepts of the predicted determinants within the conceptual framework and the research hypotheses. The framework in this study empirically serves the triple objectives which will be attained in the next phase. Organizational factors, individual factors, gender disclosure, steps

of transitioning, and gender discrimination at work, are all approached in determining the relationship.

The aforementioned, figure 2.3 presents the literature that reflects the conceptual framework to be analyzed in the quantitative phase. Table 2.1 includes the research hypotheses to find the causality of gender discrimination at work against trans-women employees in private organizations. Qualitative investigation, nevertheless, was practically adopted for enhancing the empirical result. Principally, the next chapter inserts the overall picture of the research tools to gather information in order to prove the research framework and incorporated with the proposed research design, unit of analysis, research methodologies, and operationalization factors.



CHAPTER 3

RESEARCH METHODOLOGIES

3.1 Introduction

After the literature review presented in the last chapter, the research objectives, research questions, research framework and research hypotheses will be developed. Chapter 3 sheds light on the research methodologies and their important elements which are utilized for accumulating the primary and secondary data notably, a research design, units of analyses, quantitative and qualitative methods. A mixed method is employed in order to explore the causality of gender discrimination against trans-women individuals in the workplace as determined in this study. The quantitative research method is the main instrument used to indicate this problematic situation. In addition to this, at the research phase, qualitative investigation is used via observation and in-depth interviews to complement the statistical findings and its interpretation.

3.2 Research Design

The researcher utilizes a mixed methodology to examine the extent by which organizational and individual factors as well as factors of trans-women's gender identity associated with gender discrimination are at work against trans-women employees in private organizations in Bangkok. The concept of causal relation is employed to determine the relationship between two important factors concerning gender discrimination at work toward trans-women employees. In practice, the researcher gathers the primary data via questionnaires as the crucial research instrument. The survey is used to question respondents of the study in the private sector within the Bangkok metropolitan areas in order to analyze the causality in the statistical techniques.

The study, moreover, will send questionnaires to trans-women employees who work in private organizations in Bangkok which includes diverse-gender associations and foundations as well as LGBTIQ activists in order to test its feasibility. The pre-test or pilot project is planned to determine the validity and reliability of the measurements of the research that are later examined in the actual phase of data collection. To find the causal relationship in the study, the author uses inferential statistics to analyze its hypotheses. The factor analysis is also adopted to grouping the sub variables in the study while statistical approaches such as T-test, correlation analysis and multiple regressions, are operated by the SPSS program.

The researcher also employs qualitative research techniques to investigate gender discrimination against trans-women employees. One important reason why the researcher cannot ignore the in the qualitative approach is that the social phenomenon is too subjective and complicated to quantify (Silverman, 2013). The social world is embraced by the subjective experiences of human beings and understanding of realities that can be changed over time. According to Liamputtong (2010), the purpose of doing qualitative research, therefore, aims to capture the experiences of human life and the meaning in the social world that people give from their own perspective. Similarly, the current study relies on trans-women's experiences faced with economic discrimination in the Thai workforce. Several tools and techniques of qualitative research are adopted for conducting the current study. The *Narrative style* is used to represent discipline orientation to investigate transgenders' experiences in particular situations in order to support the quantitative findings.

3.3 Unit of Analysis

Units of analysis are the things we examine to create summary descriptions of all units and explaining their differences (Babbie, 2007). Even though we cannot explore the entire population in the social world, at least we need to limit the units of analysis that we wish to study. In the first phase of collecting data, the researcher presents respondents at the *individual level*. Trans-women employees across Bangkok private organizations, are identified as the research population participating in the

quantitative survey and qualitative assessment in order to examine what factors create gender discrimination at work against them. It is impossible to conduct the study nationwide. The researcher, therefore, has to select a sample which can be collected and studied. The current study, therefore, collects data at the individual level from the trans-women employees whose workplace are in private organizations in Bangkok in order to analyze causal relationships of the organizational and individual factors related to gender discrimination factors faced by trans-women employees, and to gather information by means of observation and in-depth interviews with transgender advocates, policy formulators, and stakeholders of this field who have the knowledge and experience in the Thai workforce.

3.4 Quantitative Methods

After the research questions were clarified in relation to the research framework in Figure 2.3, the hypotheses based on particular factors affecting gender discrimination at work against trans-women will be tested by way of the quantitative method. The present section highlights the necessary elements in respect to the quantitative design. Along this process, population and sampling, operationalization, validity and reliability measurement, data collection method, and scale development and questionnaire construct may be described as:

3.4.1 Population and Sampling

3.4.1.1 Population

In the first phase of data collection, the study recruits the target population based on private organizations in Bangkok. The target population is mainly drawn on the estimated Thai trans-women population in the provincial level of the Bangkok region which is the equivalent of 1 % of the male population aged 18-49 years. Figure 3.1 and 3.2 show the estimated number of Thai trans-women population during 2013.

Item	Provinces	Regions	Estimated Trans-Women Population	Total for Regions	Remark
1	Kampangpetch	Middle	643	38,892	
2	Chainat	Middle	242		
3	Nakornnayok	Middle	226		
4	Nakornpathom	Middle	960		
5	Nakornsawan	Middle	818		
6	Nonthaburi	Middle	1,458		
7	Pathumthani	Middle	1,450		
8	Ayuddhaya	Middle	880		
9	Pichit	Middle	420		
10	Pitsanulok	Middle	773		
11	Petchaboon	Middle	751		
12	Lopburi	Middle	713		
13	Samutprakarn	Middle	2,030		
14	Samutsongkram	Middle	153		
15	Samutsakorn	Middle	792		
16	Singburi	Middle	163		
17	Sukhothai	Middle	491		
18	Suphanburi	Middle	719		
19	Saraburi	Middle	704		
20	Angthong	Middle	213		
21	Uthaithani	Middle	223		
22	Bangkok	Middle	24,070		
23	Chiangrai	Northern	969	4,954	
24	Chiangmai	Northern	1,558		
25	Nan	Northern	362		
26	Phayao	Northern	330		
27	Phrae	Northern	332		
28	Maehongsorn	Northern	178		
29	Lampang	Northern	519		
30	Lamphun	Northern	366		
31	Utharadit	Northern	340		
32	Chanthaburi	Eastern	453	5,018	
33	Chacherngsao	Eastern	716		
34	Chonburi	Eastern	1,705		
35	Trat	Eastern	215		
36	Prachinburi	Eastern	543		
37	Rayong	Eastern	894		
38	Sakao	Eastern	492		
39	Kalasin	North-East	686		
40	Khonkaen	North-East	1,537		
41	Chaiyaphum	North-East	770		
42	Nakornpanom	North-East	481		

Figure 3.1 Data Source of Estimated Thai Transgender Women Population in 2013

Source: Jommaroeng, Richter, Chamrathirong, and Soonthorndhada (2019)

43	Nakornratchasima	North-East	2,233	16,307	
44	Bungkan	North-East	296		
45	Buriram	North-East	973		
46	Mahasarakham	North-East	688		
47	Mukdaharn	North-East	316		
48	Yasothon	North-East	393		
49	Roiet	North-East	854		
50	Loei	North-East	475		
51	Sakonnakorn	North-East	822		
52	Surin	North-East	837		
53	Sisaket	North-East	817		
54	Nongkhai	North-East	879		
55	Nongbualumphu	North-East	386		
56	Udonthani	North-East	1,126		
57	Ubonratchathani	North-East	1,501		
58	Amnatcharoen	North-East	237		
59	Kanchanaburi	Western	732	2,707	
60	Tak	Western	387		
61	Prachuabkirikhan	Western	445		
62	Petchaburi	Western	436		
63	Ratchaburi	Western	707		
64	Krabi	Southern	364	8,169	
65	Chumporn	Southern	422		
66	Trang	Southern	564		
67	Nakornsithammarat	Southern	1,334		
68	Narathiwat	Southern	626		
69	Pathani	Southern	549		
70	Phangnga	Southern	211		
71	Phatthalung	Southern	421		
72	Phuket	Southern	463		
73	Ranong	Southern	173		
74	Satun	Southern	253		
75	Songkhla	Southern	1,426		
76	Suratthani	Southern	963		
77	Yala	Southern	400		
Total Estimated Trans-Women Population				76,047	

Figure 3.2 Data Source of Estimated Thai Transgender Women Population in 2013⁴

Source: Jommaroeng et al. (2019)

3.4.1.2 Target Population

The main objective of this study is to examine the causal relationship between the organizational and individual factors and gender discrimination at work against Thai trans-women employees in private organizations. Hence, the respondents of the study are Thai trans-women employees 18-60 years old, working and experiencing in

⁴ World Urbanization Prospective, UN, Department of Economic and Social Affairs

Bangkok. The researcher only sheds light on the trans-women employees because they have often faced problems of gender discrimination on the basis of gender identity.

From Figure 3.3 and 3.4, the Thai Transgender Alliance for Human Rights (TGA) reported Thai male citizens undergoing conscription during 2013-2017 were considered to be persons with mental disorder if they were transgender. However, it also shows that the number of trans-women required by law to be conscripted was just about 4,130 persons in 2017. Despite no records of accurate statistics regarding the Thai trans-women population in any studies in Thailand, the present study utilized Yamane's Population sampling for calculating the main population based on a total estimate of transgender women in Thailand as seen in Figure 9.

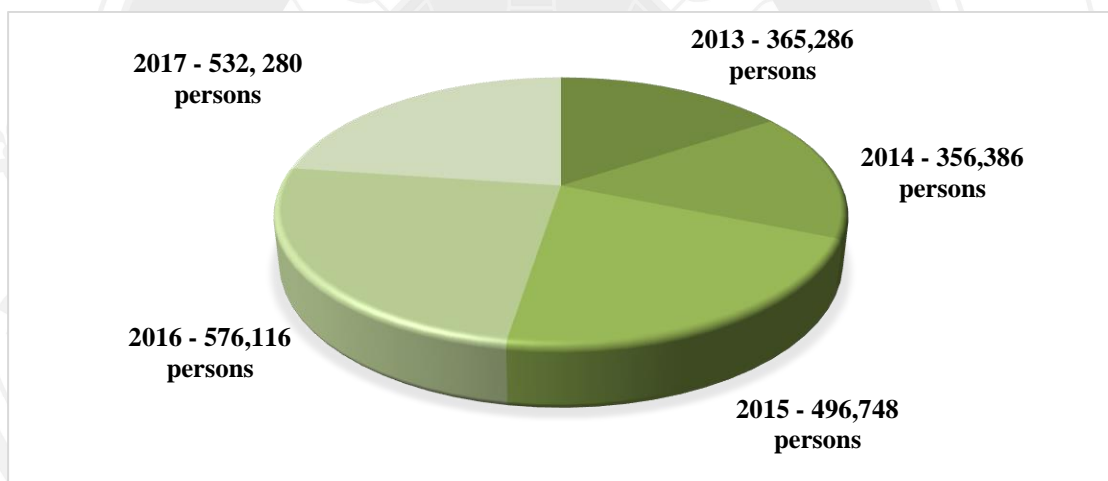


Figure 3.3 Thai Male Citizens undergoing military conscription during 2013-2017

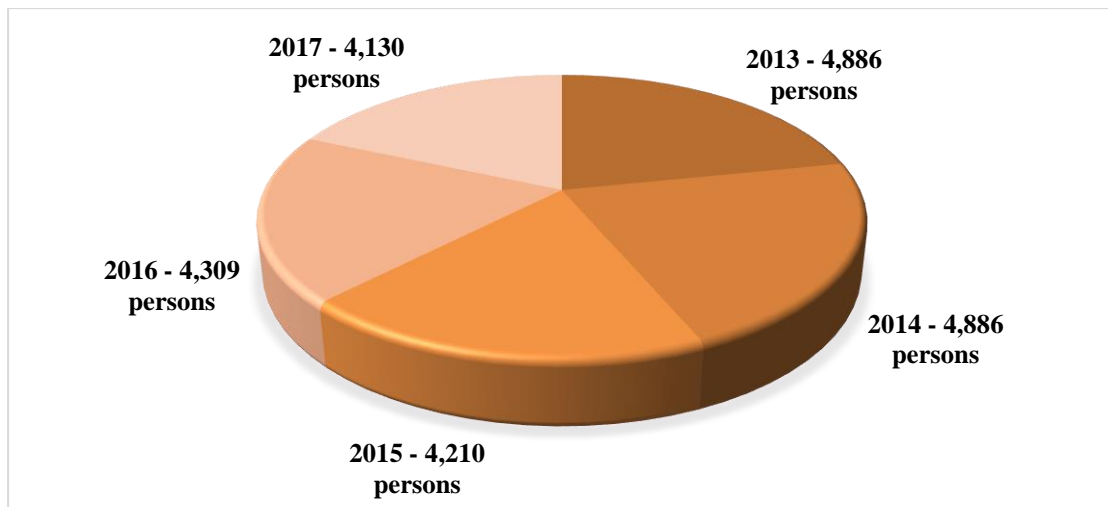


Figure 3.4 Thai Transgender Female Population in Conscription during 2013 – 2017

Source: The Foundation of Transgender Alliance for Human Rights

3.4.1.3 Sampling

The sampling size is an important part of the social research that determines the quantitative method. In other words, if the research has a huge sampling size, mistakes are less likely to occur. This research draws on a large scale of sampling to examine the results of empirical analysis.

This research aims to identify the factors affecting employment discrimination in trans-women employees across Bangkok's private organizations. The unit of analysis is at the individual level. As mentioned above, the research has estimated 394 units of analysis based on the Yamane population sampling techniques. The researcher has sufficient data and information for analyzing the statistics.

Like Babbie (2007), the research should draw on a sampling frame to clarify a list of elements the researcher selects to gather the data. In this case, this research focuses on private organizations in Bangkok, while the list of trans-women employees of each organization is the sampling frame. In conducting the units of analysis of the present study, the researcher, moreover, utilizes *systematic sampling* for selecting the research participants of the Bangkok metropolitan areas which are divided into 3 main

types; *purposive or judgmental sampling of non-probability sampling* to select a sample based on the knowledge of a population, its elements, and the purpose of the study.

To collect the required data, the researcher uses the online channel in distributing the questionnaire survey with which the objectives and the purposes of the study are informed to the respondents by using the URL link of the Google form. The feedback of this approach was gathered from 195 trans-women employees based on purposive and snowball sampling. Face-to-face strategy was adopted to collect the data from 242 trans-women employees in Bangkok metropolitan areas in order to avoid complications in terms of transgendered identity in the organizations, because the electronic forms of survey could be omitted. Therefore, the total respondents of both approaches are 437 units of analysis (trans-women individuals). However, this type of sampling may be beneficial to the study in terms of gaining insight data from the sampling that includes experiences from the actual situation about employment discrimination. The average score of all respondents will be calculated as the result of employment discrimination against trans-women employees from private organizations to gender discrimination at work and the factors affecting them.

Table 3.1 The Questionnaire Survey's Respondents from Face-to-Face Approach

Bangkok Metropolitan Area	Bangkok Districts	The Questionnaire Survey's Respondents (face-to-face)
Central Area	Phra Nakorn	6
	PomPrapsattruphai	2
	Samphanthawong	1
	Pathumwan	17
	Bang Rak	11
	Yannawa	6
	Sathorn	2

Bangkok Metropolitan Area	Bangkok Districts	The Questionnaire Survey's Respondents (face-to-face)
	Bang Ko Laem	8
	Dusit	2
	Bang Sue	3
	Phayathai	11
	Ratchathewi	4
	Huai Kwang	5
	Khlong Toei	8
	Chatuchak	7
	Thonburi	4
	Klong San	9
	Bangkok Noi	18
	Wattana	8
Inner Area	Prawet	6
	Bang Khen	10
	Bang Kapi	5
	Ladprao	6
	Bueng Kum	2
	Bang Plad	3
	Phasi Charoen	4
	Rat Burana	6
	Bang Na	3
	Thung Kru	13
	Bang Kae	13
	Wang ThongLang	3
	Sai Mai	13
Outer Areas	Don Mueng	5
	Taling Chan	5
	Nong Khaem	4

Bangkok Metropolitan Area	Bangkok Districts	The Questionnaire Survey's Respondents (face-to-face)
	Bang Khun Thian	6
	Thawi Watthana	3
Total		242

To avoid errors in this empirical study, the researcher uses 5% of sampling frame based on the Yamane strategy approximated 24,070 units in order to prevent incomplete and unresponsive data. Before distributing the survey, the researcher tested the validity and reliability by using a pilot test with 20 trans-women working in the private sector.

3.4.2 Operationalization

The research framework from figure 2.3 was developed by integrating previous literature of relevant theoretical concepts on the essential factors relating to gender discrimination at work against trans-women which are organizational factors and individual factors including gender identity factors through steps of transitioning and sexual disclosure. The factors deriving from the conceptualizing of Hughto et al. (2015) are developed through the stigma theory and the doing gender theory as well as institutional theory of organization. Since social elements based on norms and cultures can influence structural stigma among transgender individuals, gender discrimination in trans-women' lives have been increasingly issued. On the one hand, the concept of doing gender has been academically discoursed for investigating how gender is constructed. Social context, cultural belief, and physical segregation (non-sexual contexts) are conceptualized in order to explore human gender. Doing gender has also extended the heterosexual perspectives until various issues of gender inequality between men and women as well as sexual minorities have been produced. However, because social construction constitutes gender that may create gender inequality, the contribution of undoing gender is produced for opposing normalization and institutionalization that create gender role in human society. In this sense, social

elements and social construction identically can cause gender discrimination of transgender people in many settings becoming the main variables of the present study. The variables, moreover, must be well defined and categorized in order to gain an understanding of each definition. Operational definitions and measurement indicators are consequently explained in this part for clarifying the concepts of independent, mediate, and dependent variables.

3.4.2.1 Dependent Variable

From the research framework developed through theoretical reviews, it is posited that gender discrimination at work of trans-women employees accounted for the dependent variables of the present study. Gender discrimination at work is interpreted in various facets since discriminatory discourses have been discussed in many academic theories, concepts, and definitions. In this case, to consolidate its terms, the table below is theoretically summarized in the operationalization process of gender discrimination at work, which highlights equal employment opportunities, sexual harassment, disparate treatments, psychologically health problems of trans-women employees.

Table 3.2 Variable Dependent Construct

<i>Conceptualization Term</i>	<i>Definitions</i>	<i>Variables</i>	<i>Measurement</i>
<i>Gender Discrimination at Works</i>	One kind of discrimination based on gender or sexual identity of the employees within organizations	<ul style="list-style-type: none"> ▪ <i>Before Employment:</i> Accessing education and vocational training ▪ <i>During employment:</i> Accessing employment and employment service usages; Accessing to particular occupations; Conditions of work; Equal payment for work with equal value; Career development based on individual character, experience, ability, and diligence; Security of tenure 	<ul style="list-style-type: none"> ▪ LGBTI Employment and Job Search Experience Construct of UNDP and ILO (2018) ▪ LGBTI and Employment Discrimination Construct of World Bank (2018)

3.4.2.2 Mediate Variables

The mediate framework of the present study is solely based on gender identity of trans-women employees involving levels of sexual disclosure and steps of transitioning. The variables are summed up to a couple antecedents shown in the table below. However, mediate variables will explore the relationship to the other factors of the study by way of consistent indicators.

Table 3.3 Variable Mediate Construct

<i>Conceptualization Term</i>	<i>Definitions</i>	<i>Variables</i>	<i>Measurement</i>
<i>Sexual Disclosure</i>	To express and gain acceptance of one's gender identity to another	<ul style="list-style-type: none"> ▪ Sexual Disclosure 	<ul style="list-style-type: none"> ▪ Sample Semi-structured Interview Questions and Probes by Dispenza et al (2012)
<i>Steps of Transitioning</i>	The processes of physically and mentally changing one's gender or sex inconsistent to a sex assigned at birth to be the other one	<ul style="list-style-type: none"> ▪ Steps of Transitioning 	<ul style="list-style-type: none"> ▪ Level of Transgendering Processes of Ekins and King (2006) ▪ <i>Transgender Congruence Scale of Kozee et al (2012)</i>

3.4.2.3 Independent Variables

Independent variables are referred to the significant elements that comprise organizational factors and individual factors deriving from the relevant theories and theoretical conceptualizing that contribute for encapsulating gender discrimination in trans-women lives. The variables comprise four sub variables which are displayed in the table below. However, independent variables will be examined through the measurement indicators to explore gender discrimination at works among trans-women employees' lives.

Table 3.4 Independent Variable Measurement

Conceptualization Term	Definitions	Variables	Measurements
Organizational Factors	<ul style="list-style-type: none"> ▪ According to stigma and institutional theory, it refers to the factor engaging social norms, environmental conditions, and institutional practices that constraint opportunities and well-being of transgender individual. ▪ According to undoing gender theory, structural factors are related to social norms and institutions that differently regulate gender and strengthen gender inequality in society. 	<ul style="list-style-type: none"> ▪ Recognition of Gender Equality Act 2015 ▪ Gender diversity supportive policies and procedures ▪ Positively Organizational Environment for Gender Diversity 	<ul style="list-style-type: none"> ▪ Level of institutional racism of Jones (1972) ▪ Level of internalized homophobia (Martin & Dean, 1987) ▪ The multidimensional scale of perceived social support (Zimet et al, 1988) ▪ Level of the minority stress (Meyer, 1995) ▪ Degree of Workplace Heterosexist Experiences Questionnaires (WHEQ) of Waldo (1999) ▪ LGBTI inclusion index (UNDP and World Bank, 2015) ▪ Degree of interaction with heterosexuals (Phinney, 1992) ▪ Level of stress in minority (Meyer, 1995) ▪ Level of perceived discrimination (Griffin & Hebi, 2002)

Conceptualization Term	Definitions	Variables	Measurements
Individual Factors	<ul style="list-style-type: none"> ▪ According to stigma theory, it refers to daily interaction of transgender individuals to other people. They may avoid and conceal stigma for reducing the risk to face the stigma situation. ▪ In doing gender stream, it refers to an external appearance of transgender individuals relating to experiences of gender identity acceptance. 	<ul style="list-style-type: none"> ▪ Self-Stigma ▪ Avoidance of Being Discriminatory Target 	<ul style="list-style-type: none"> ▪ Internalized homonegativity subscales (Mohr & Kendra, 2011) ▪ Trans-inclusive measures of sex/gender (Bauer et al, 2017)

3.4.3 Validity and Reliability Measurement

3.4.3.1 Pre-Test

Pilot project, a preliminary process to assess the questionnaire, was utilized to test validity and reliability of the research. First of all, the researcher used the pilot project to clarify the core construct concept of determinants affecting gender discrimination at work against trans-women in order to increase the understanding about the constructed questionnaire. The pre-test was conducted through a preliminary survey into a small group of the actual field collection process to evaluate what results the researcher should adjust and modify before distributing the real survey. Ultimately, testing is an important part of the study since the researcher has to practice with real data collection to ensure the best results of the research issue. This pre-test will be analyzed through the SPSS program for measuring the study dimensions.

Finally, there were 30 respondents who participated in the pre-test. The result of all variables, such as organizational factors, individual factors, gender identity, and gender discrimination at work, showed a high reliability between 0.772-0.940 (Cronbach alpha above 0.70).

3.4.3.2 Validity Testing

1) Content Validity

Conventionally, validity is used for checking whether the concept can be measured in an empirical field (Babbie, 2007). For this reason, the researcher decides to utilize *content validity* to expose the range of meaning among gender discrimination at work against trans-women employees as well as the factors affecting those situations within the present study. To incorporate content validity of this study, the researcher must ensure that the measurement can be reflected to the construct. The present research particularly emphasizes on the factors affecting gender

discrimination at work against trans-women through a couple element regarding organization factors and individual factors. For dependent variables of the study, gender discrimination at work against trans-women employees will be assessed by employment experiences of trans-women employees in the employment cycles. In turn, the researcher constructed these concepts by reviewing literature in order to check whether the research is well defined with accurate meaning.

(1.1) Index of Item Objective Congruence

Index of item objective congruence (IOC) under the placement of index of homogeneity, developed by Hemphill and Westie (1950), was formerly designed for use in constructing personality tests based on the judgment of the content specialists. Later, personality dimension was substituted by the “objective” to be used for evaluating content validity at the item development stage. The process will be conducted through assessment of the content experts of a particular area. These subject matter experts were approached to give a rating to each item according to the research objectives. Traditionally, the items will be assessed with a rating of 1 (Clearly a measure of an objective), -1 (Clearly not a measure of an objective), or 0 (undecided that an item is not a measure of an objective.), which is a criterion for considering an item to be congruent with its objective (Rovinelli & Hambleton, 1976; Sireci, 1998; Turner & Carlson, 2003).

The researcher, therefore, adopted IOC for measuring the concept in order to increase content validity of the present research. The process, in practice, was considered by three content specialists whose experience and background involve transgender issues in Thailand. These experts giving a rating are entirely LGBTQI advocacies and activists who are the president of the Rainbow Sky Association of Thailand, the vice president of Transsexual Female Association of Thailand, and the Vice President of Thai Transgender Association (Thai TGA).

Collecting judgmental data, however, has no means for determining the statistical significance of IOC values, but the choice to cut-off scores of this index

separate “good” from “bad” items can be based on the absolute standard according to specific proportions of perfect ratings for the items. To illustrate, if one-half of the experts rated the items to be a perfect match to the objectives, while the others were not able to make decision, the value of the index would be 0.50. The researcher, therefore, would know that the minimum values are at least 50% of the experts’ rating to the items (Rovinelli & Hambleton, 1976). IOC’s value of the present research based on rating of the three experts, consequently, is 1 or 100% which is above than the minimum values.

Table 3.5 Average Score of Index of Item Objective Congruence’ Score by the Three Experts

Research Items of Each Factor	The Experts’ Rating of measurement
1. Individual Factors (Independent Variable)	
1.1 Self-Stigma (ID1)	
▪ S1	1
▪ S2	1
▪ S3	1
▪ S4	1
▪ S5	1
▪ S6	1
▪ S7	1
▪ S8	1
1.2 Avoidance of Being a Discriminatory Target (ID2)	
▪ A1	1
▪ A2	1

Research Items of Each Factor	The Experts' Rating of measurement
2. Organizational Factors (Independent Variable)	
2.1 Recognition of The Gender Equality Act 2015 (ORG1)	
▪ R1	1
▪ R2	1
▪ R3	1
▪ R4	1
2.2 Gender Diversity Supportive Policies and Procedures of Organization (ORG2)	
▪ P1	1
▪ P2	1
▪ P3	1
▪ P4	1
2.3 Positively Organizational Environment of Gender Diversity in Organization (ORG3)	
▪ E1	1
▪ E2	1
▪ E3	1
▪ E4	1
3. Sexual Disclosure (Mediate Variable / SXD1)	
▪ D1	1
▪ D2	1
▪ D3	1
▪ D4	1
▪ D5	1
▪ D6	1
4. Steps of Transitioning (Mediate Variable / STT1)	
▪ T1	1
▪ T2	1
▪ T3	1
▪ T4	1

Research Items of Each Factor	The Experts' Rating of measurement
▪ T5	1
▪ T6	1
▪ T7	1
▪ T8	1
▪ T9	1
▪ T10	1
5. Gender Discrimination at Works (Dependent Variable)	
5.1 Before Employment (GDW1)	
▪ GB1	1
▪ GB2	1
▪ GB3	1
▪ GB4	1
▪ GB5	1
▪ GB6	1
▪ GB7	1
▪ GB8	1
▪ GB9	1
▪ GB10	1
▪ GB11	1
5.2 During Employment (GDW2)	
▪ GD1	1
▪ GD2	1
▪ GD3	1
▪ GD4	1
▪ GD5	1
▪ GD6	1
▪ GD7	1
▪ GD8	1
▪ GD9	1
▪ GD10	1
▪ GD11	1
▪ GD12	1
▪ GD13	1

Research Items of Each Factor	The Experts' Rating of measurement
▪ GD14	1
▪ GD15	1
▪ GD16	1
▪ GD17	1
▪ GD18	1
▪ GD19	1
▪ GD20	1
▪ GD21	1
▪ GD22	1
▪ GD23	1
Total	1

(2) Construct Validity

Furthermore, the factor analysis should be employed to test the construct validity for classifying the variables because this process is a statistical instrument to reduce the number of variables into a smaller group and terminate the vague measure questions. After analyzing the variable groups, the constructs the researcher desires to study are more effective. Nevertheless, the varimax rotation will be applied in this factor analysis. Thus, if the factor loading has a score of lower than 0.5, it will be eliminated. Even though the concept of this research cannot be accurately ensured, the pilot project that explained in 3.3.2.1 will be used to conduct a preliminary survey in small group of collection for considering what results should be revised and adjusted before the actual data collection.

3.4.3.3 Reliability

Reliability is the accuracy of a measurement instrument which should be evaluated to constitute stability, dependability, and predictability. In other words, it is the crucial process to test the variables the researcher wants to observe and what

theory and concept the study wants to apply. Reliability test will be utilized through the SPSS program for measuring the important dimensions of this study. The value of reliability test is the Cronbach's Alpha that should be not less than 0.7. If the program indicates that Cronbach's Alpha Value is lower than standard, the survey derived from previous literature needs to be adjusted.

3.5 Data Collection Methods

The present research utilizes the primary source of data to conduct statistical analysis. Therefore, the survey approach is adopted to collect data to investigate the reality of discriminatory situation based on trans-women employees' gender identity. The questionnaires are sent to trans-women employees in Bangkok private organizations through online and offline procedures based on purposive sampling, snowball sampling strategies as well as face to face surveys at each Bangkok office zone. In practice, the researcher uses electronic mail and walk in-strategy with an official cover of NIDA symbol that identifies the objectives and the purposes of this academic research. In addition to receiving the feedback of survey, the researcher also clarifies the benefits which the study can contribute to the respondents, because this research topic is relevant to their businesses directly. However, the researcher ensures that the personal information of the respondents will not be disclosed to others.

3.5.1 Scale Development and Questionnaire Construct

The questionnaire of the present study consists of four parts i.e., personal information, factors affecting gender discrimination at work against trans-women employees as independent variable, gender identity of trans-women as mediate variable, and gender discrimination at work against trans-women employees as dependent variable. Details of variables and questionnaires are exhibited in the last section (*Appendix*).

3.5.1.1 Scale and Questionnaire Construct in Independent Variables

The independent variables of the study incorporate the concept of several factors affecting gender discrimination at work against trans-women employees. These variables comprise two dimensional factors which are organizational and individual factors. As sub-variables in the independent variables of the study, they were examined through supportive policies and procedures and supportive laws against anti-discrimination of transgender, interpersonal relationship of workgroup composition (Organizational factors). For the individual factors, it will be measured sexual disclosure and self-discrimination of the respondents. These sub variables will be measured on an ordinal scale. Moreover, the questionnaire utilizes the five points of the Likert scale that identifies the intensity levels in order to focus on the respondents' experiences of gender discrimination at work. Notably, the questionnaire detail will be indicated in the appendix, whereas scale and questionnaire constructs are described in the table.

3.5.1.2 Scale and Questionnaire Construct in Dependent Variables

Operated by the concept of gender discrimination at work against trans-women employees, the dependent variable of the study will be measured through the respondents' experiences in employment cycle grouped as the sub-variables. On the one hand, these sub-variables will be determined in the ordinal scale pattern for examining the intensity and awareness level of the respondents' experiences. The levels of agreement are composed of strongly agree, agree, neither, disagree, and strongly disagree. However, the scale and questionnaire construct of the dependent variables and sub variables will be explained in the table below.

3.6 Qualitative Methods

3.6.1 Target Population

The recruitment of research participants was begun by the researcher's connection and friends after suggestion of qualitative course study. The researcher had become acquainted with a number of trans-women when joining the Thai transgender beauty queen contest in 2011 (Miss Tiffany Universe Thailand 2011). By 2010, the researcher had also participated in the human rights campaign as a member of the Committee of Transsexual-Females Association of Thailand established by transgender activist Yollada Kirkkong Suanyos⁵. Moreover, the researcher had a large number of trans-women friends in the Thai diverse-gender community and had also joined conferences regarding gender equality issues about the LGBTIQ in workforce. However, population recruitment has been fundamental for the researcher's convenient sampling that the key informants of the study will be drawn from transgender and LGBTIQ activists, professors, HR managers, and the politician of related issues of employment discrimination in Thailand. Clarifying the population in table 3.5, the strategies for selecting the experts and key informants of the study are conducted through purposive and snowball sampling technique.

3.6.2 Sampling

The researcher utilizes a couple of sampling strategies for recruiting the key informants and participants of the study through purposive and snowball sampling. In *purposive sampling strategy*, it was an approach to specifically select the key informants or participants of the study relying on the researcher's own judgment particularly transgender activists who are experienced and have made contributions beneficial to the transgender people in Thailand, levels of education of the

5 A transgender woman who founded and chairs the Trans Female Association of Thailand, which advocates for transgender rights. She was elected to represent Mueang Nan District on the Provincial Administration Organization of Nan Province in Thailand, running unaffiliated with any political party.

participants who understood both purposes and goals of the study, and occupation of the participants who had the experiences associated with the topic of the study. Likewise, purposive samples often are involved with the selection of researchers' expert judgment and informants (Teddlie & Tashakkori, 2009).

This technique was used through social networks and technological channels for accessing these participants. Facebook, for instance, was one of the social network channels to contact the participants directly. Not using telephone calls was an effective tool for connecting the participants from Facebook, but Line application was also applied to make appointments and interview them. In the table below, lists of the experts and gender activists are described by pseudonym techniques.

Table 3.6 The Selective Experts of the Study

The Experts	Occupation & Position	Specialization
A Professor of the Top University in Thailand	<ul style="list-style-type: none"> ▪ Academician, Lecturer in Master and Doctoral Degree ▪ President, Advisor, Committee and Working Group of Government, Private and Civil Sectors ▪ The Committee of the Constitution Drafting Commission ▪ Thai Representative to attend the conferences of the international ▪ The Vice Rector for Planning and, the First Female Rector of a Top University 	Working extensively for gender equality and women rights

The Experts	Occupation & Position	Specialization
The Politician	<ul style="list-style-type: none"> ▪ The Member of Parliament ▪ Filmmaker 	<p>Advocating for LGBTQI+ issues through the films and mass media as well as the public policy</p>
The LGBTQI+ Activist	<ul style="list-style-type: none"> ▪ The President of Rainbow Sky Association of Thailand ▪ President of Purple Sky Network Foundation ▪ President and Advisor for LGBTQIN+ community in Thailand ▪ Counselor, Committee, and subcommittee on the Determination of Unfair Gender Discrimination (DUGD) 	<p>Advocating and collaborating to create awareness and comprehensive understanding LGBTQI+ issue in order to remove gender discrimination toward many social settings</p>
The Transgender Activist	<ul style="list-style-type: none"> ▪ Human Rights Campaign Advisor of Manushya Foundation ▪ Manager of TLBz Sexperts ▪ Former Project Coordinator of World Bank in Thailand 	<p>Advocating and calling out for transgender and LGBTQIN+ rights at all spectrums</p>

The Experts	Occupation & Position	Specialization
The Trans- Woman Activist	<ul style="list-style-type: none"> ▪ Former Outreach Coordinator of Rainbow Sky Association Thailand ▪ Former National Consultant of UNDP 	Advocating for trans-women community in Thailand
The Transgender Activist	<ul style="list-style-type: none"> ▪ Vice President of Thai Transgender Association ▪ Former trans-women model in USA ▪ Entrepreneur ▪ Co-Founder of Trans for Career Thailand Facebook Fan Page 	Advocating for transgender communities in Thailand

Furthermore, *snowball sampling strategy* is used for recruiting the research participants after observation as well as in-depth interviewing process with the key informants who were selected by the former procedure. Snowball technique is the process of collecting data from each located informant suggests other informants (Babbie, 2007). Data and information of each participant could not be done, unless the study utilizes both strategies for accessing them. Purposive and snowball sampling strategies are incredible approaches which helped to progress this qualitative study efficiently.

3.6.3 Data Collection Methods

3.6.3.1 Observation

Observation is a powerful method to conduct qualitative research in order to answer interesting phenomenon or situation investigators when curious about something special even in the body language of the informants in such incidents. This typical approach provides several advantages to qualitative researchers for improving the research by evoking curiosity, arousing interest, providing concentration on a subject matter, allowing for intuitive speculation, encouraging further explanation, taking nothing for grant (every little detail may count towards a total understanding), and reflecting the big issues or problems from the smaller issues. Observation skills can provide many benefits to qualitative researchers, even though they were only used for collecting data from some participants. When analyzing the data of the study, nevertheless, the general information and human behavior of the participants can contribute to the findings that supportively strengthen the results of the qualitative study.

As a complete observer, the researcher took the role to observe the research populations whose background and experiences are familiar with the research topic as well as related fields according to the relevant issues of gender discrimination against trans-women. This typical observation is a novel form of exploration that data collection can be conducted through eavesdropping in any kind of social setting. Complete observer refers to the roles of listening and observing without interaction to the insiders in order to understand “things” in their native environment. This observation aims at gaining and seeking more comprehensive understanding to the people we will study (Baker, 2006; Gold, 2017). The techniques for observing the participants of the study, moreover, are conducted with *unfocused observation* and *preliminary observation*. The former is employed because the researcher has never had prior experience in the settings of gender discrimination at work, while the latter is additionally utilized for addressing more emerging problems. Unfocused observation, to illustrate, can minimize misunderstandings about information within

the study that can probably occur. To make a new discovery, the decision to use this unfocused observation attempts to familiarize and to collect information from the correct population associated with gender discrimination at work against trans-women employees. On the one hand, more focused observation will unobtrusively run through informal conversation and casual questioning to engage trans-women population in order to prepare for more intensive study. The adopted role, however, relies upon the problems of the study, the insiders' willingness to participate, and prior knowledge of the researcher.

With ethical consideration, gaining access to a setting of the study has to be performed via an *overt strategy* by openly requesting for permission to observe the research participants. In order to gain their trust, the researcher will show the research proposal with its objectives and significances of the study to get permission. Significantly, building trust and confidence of an authority in the setting are essential. For example, the researcher will establish a good initial relationship with trans-women participants including maintaining friendly relationships with them. The prestige of the discipline is also helpful for getting the support from the participants. Though the permission's chance for gaining access to the participants is denied, the researcher will consent to the situation and use an apologetic approach for the solution. Along an observation, casual conversations will be unobtrusively conducted.

To maintain the validity of observation, the author is concerned about the three distinct rules of Chatman (1992) which incorporate *construct*, *face*, and *criterion* for the quality of investigation. Construct sheds light on the stage of analyzing how well the phenomenon study fits with the conceptual framework. Face is identified as making sense to fit into plausible forms of references. The criterion, ultimately, will be enhanced by the accurate findings collected on more than one date. Reliability, similarly, is considered through varying time and places to ensure the widest range of observational consistency.

3.6.3.2 In-Depth Interview

“The reason why we have two ears and only one mouth is that we may listen the more and talk the less...”⁶

Because the purpose of qualitative interviewing is to understand views of the people in a particular program, it is necessary to use this important approach for conducting the qualitative study in order to learn terminologies and their judgment including capturing their complexities within the perceptions and experiences (M. Q. Patton, 1987). In-Depth interview is also an essential element of qualitative research for evaluating that the investigator needs to have skills and knowledge for gathering information from the participants.

Before conducting the in-depth interview process, the researcher needs to develop an interview’s repertoire by observing and asking practical questions adopted from several scholars in the field of qualitative research. To access and understand the participants’ perspectives, three different approaches were used for doing qualitative research. Three interview techniques of M. Q. Patton (1987) are utilized to gather the participants’ perceptions and experiences. The *informal conversational interview, the general interview guide approach, and the standardized open-ended interview*, for example, is employed for capturing trans-women’s experiences in the actual workforce. Similarly, conversation with the purpose of gathering information through these procedures can be differentiated as three types which comprise standardized interview, unstandardized interview, and semi-standardized interview (De Jong & Berg, 2012). In conducting this qualitative study, the researcher elicits information of the participants with three different kinds of interview approaches. The informal conversation interview approach begins when questions are generated in the natural flow of an interaction spontaneously. The study uses informal conversation interview when the researcher has accidentally met some participants in daily life. Group interview, the standardized interview, the semi-standard interview, probing technique,

⁶ Zenon of Citium, 300 B.C. in M. Q. Patton (1987)

self-introduced technique, apologetic approach, voice recorder application, jotting notes or short notes approach are also included.

By structured and semi-structured styles of interview, the relevant questionnaires are initiated under two consistent forms depending on the research participants' type of research (the experts on transgender right issues or transgender activists, the trans-women informants). In making inquiries the transgender and LGBTIQ equality rights experts, transgender activists, related key informants, the formal interview, will be appropriately conducted about 30-45 minutes for the formal interview and 45-60 minutes for the in-depth interview. Before the interview starts, the researcher will inform the interviewee in a letter that states the research topic and other relevant information to the key informants of the study in order to create an affiliation. After that, the researcher and the key informants will together determine the schedule for conducting the interview via face-to-face communication. In case the key informants are not comfortable to be interviewed, the researcher will instead utilize online calling or telephone call. The interview will take 30-45 minutes approximately. More than an hour of every interviewing session for in-depth interviews for inquiries with trans-women employees whose job position and experiences are particularly interesting while also challenging to the topic of the study.

Without in-depth interviews, this qualitative study will not be adequate in analyzing the data process and the other parts of the study. Since it aims to overcome the lack of clarity of questions and answers and to fill the gap of the survey findings, qualitative researchers, and investigators, therefore, should not ignore this useful approach for conducting the research.

3.6.4 Trustworthiness of the Research

The concept of trustworthiness of the study has been developed by several strategies the researcher adopted for enhancing the quality of subjective data through

qualitative research. Trustworthiness will be raised over these criteria: *credibility*; *transferability*; *dependability*; *confirmability*.

Credibility is the internal validity to ensure that the present research can be tested through several disciplines. In particular, the researcher provided the use of triangulation between different methods, the institute's allowance of ethic consideration to ensure the sincerity of the researcher, the use of probes toward a wide range of informants and the explanation with thick description in order to achieve credibility. For transferability, it relies on the external validity that the researcher must determine the extent to which the research findings are able to apply to other circumstances. The researcher, for this case, conducted qualitative investigation by inquiring about the number of informants, gathering information with observation and in-depth interview which considers time and length of each session. Moreover, gaining dependability is portrayed by the details of data collection that the process of inquiry must assess its effectiveness. Lastly, confirmability relates to the researcher's bias. The researcher, for this reason, applied triangulation to encourage this criterion in reducing the effect of such bias.

Under the four strategies of Shenton (2004), the application used in the study, however, was operated through developing an engagement of participants, triangulation, data transcription, and various procedures of ethical consideration for ensuring trustworthiness of the research.

3.6.4.1 Developing an Engagement of Participants

In order to build the participant's trust, the researcher would proceed to engage with trans-women and other participants giving the benefits and time to the current study. The researcher will form a good relationship with all participants in the second phase through social network channels like Facebook and Line applications. However, this requires the permission of each participant to give their contact details because some might want to keep their distance and avoid unfamiliar people following their private life. The process of engaging with a participant begins before

conducting an in-depth interview. Some of the transgender participants are the researcher's friend from high school or university days. When starting this qualitative study, the researcher initially contacted them and invited them to be research participants, whereas other participants were found through connections including the snowball sampling technique in recruiting the participants.

3.6.4.2 Triangulation

In order to boost confidence in the findings, triangulation was adopted in this research for developing a comprehensive understanding of gender discrimination at work against trans-women employees. Triangulation, a combination of procedures in qualitative research, is frequently used through at least two or more data sources, investigator, method, and theory (Heale & Forbes, 2013; M. Q. J. H. s. r. Patton, 1999).

To achieve the goal-oriented technique of triangulation, the researcher conducted a qualitative investigation via a couple of techniques particularly method triangulation and data source triangulation. The former strategy was applied between two data collection opportunities for observation and in-depth interview for gathering information toward informants, the latter mechanism was in a research consideration in recruiting different types of key informants to accumulate a deep comprehension regarding discriminatory practices based on trans-women's gender identity in private organizations. Those key informants, referring to the experts on transgender and LGBTQI's issues of various occupational background and trans-women employees working as different job positions, were approached to be interviewed at different time and places in order to reduce the bias of the study. Methodological triangulation, nonetheless, is able to unveil a unique different from the information that the statistical result uncovered (Thurmond, 2001). In other words, interview and observation have a potential to generate confirmability for ensuring that the topic of gender discrimination at work against trans-women workers are significant problems. Data triangulation also increases the amount of data generated for interpretation

which provide a more comprehensive understanding of such adverse situations among the trans-women individuals in the Thai labor market.

Triangulation, in summary, has its own advantages to build trustworthiness of the research. Two different methods of observation and in-depth interview that capture the whole picture of gender discrimination at work, were used during the period of gathering information. Data source triangulation was also utilized in those methods to collect data from different fields of the experts and the trans-women employees in order to gain multiple perspectives and data validity of such discrimination. Before conducting data collection of quantitative and qualitative investigation, however, the researcher needs to evaluate the ethical considerations that will be described in 3.6.4.4.

3.6.4.3 Data Transcription

Facilitating the development of data analysis, data transcription refers to a procedure frequently used for converting verbatim into text in order to analyze qualitative research. The processes include several techniques of data management and control (McLellan, MacQueen, & Neidig, 2003). The researcher conducted data transcription fundamentally based on these elements: accessible data; documentation; data retention.

Transcription, progressed during the qualitative phase of in-depth interview, was considerably prepared through cost, time, and expertise of the interviewer or the researcher. Through these processes, the researcher considered “what is transcribed?” such as speech, specific words, body language and so forth. However, the research focuses on in-depth description of the knowledge, attitude, values, beliefs, and experiences of the interviewees especially experts and trans-women employees. Depending on each session of data collection, the researcher mainly utilized electronic gadgets (iPad and iPhone) to record conversations and to transcribe that information in every step of the interviews. With auto back up of such modern equipment, the researcher confidentially preserved each file, one by one, of an interviewed session

using the recorder application. Reviewing information was conducted through textual proof to gain research's validity and reliability. To avoid exposing the interviewees' sensitive information, the researcher, additionally, noted and reviewed transcripts beyond their real names.

Notwithstanding, one solution to mitigate problems of confidentiality is to collect data by means of anonymous completion questionnaires. Identifiers will be removed and eliminated at the completion of data collection. The researcher, furthermore, will retain research data for a year after publication. Located in back-up cloud and computer drive, all research data will be removed immediately.

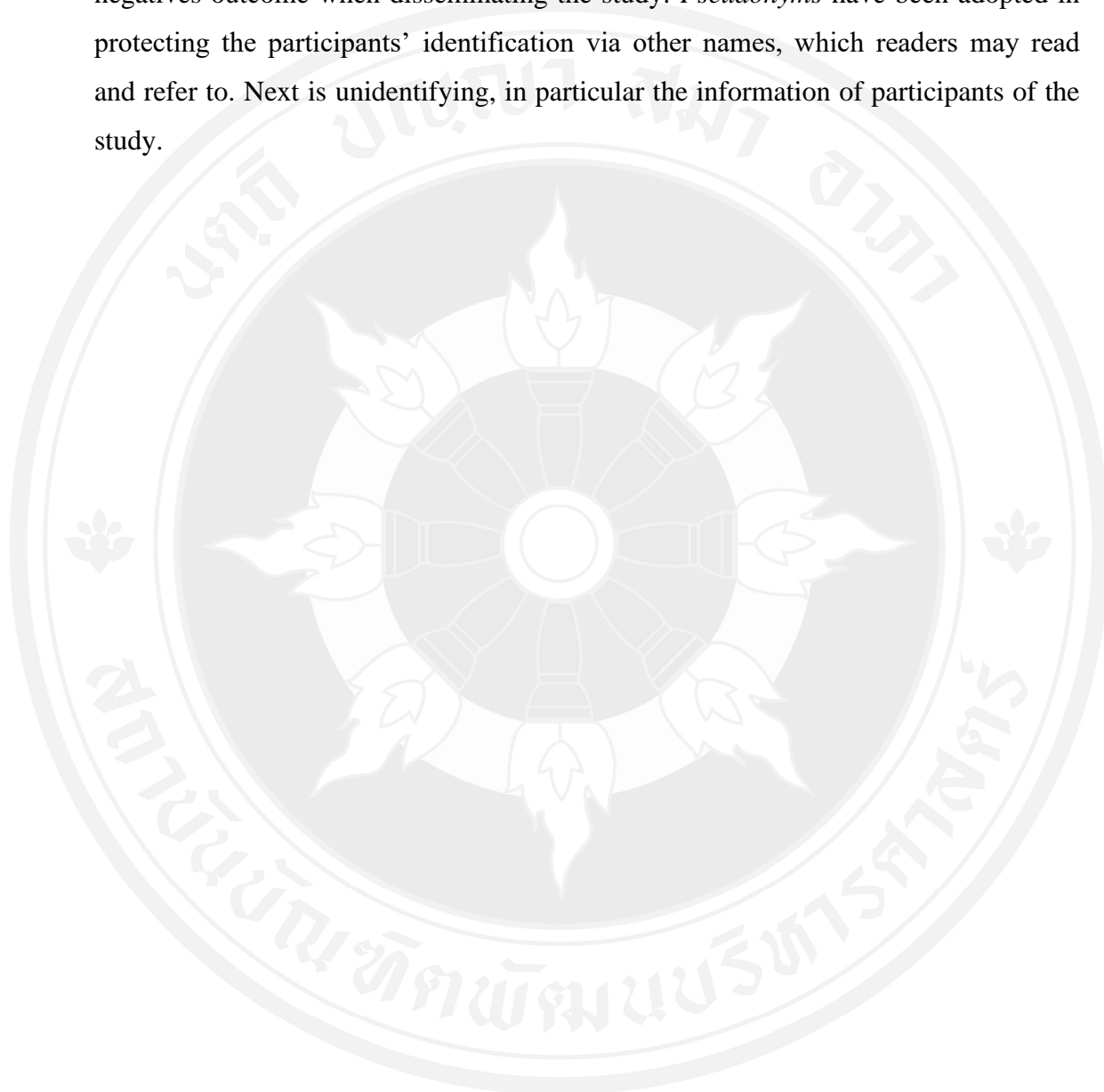
3.6.4.4 Ethical Considerations

It is important for the researcher to assure that the participants are protected from the possible negative consequences (Liamputtong, 2010). Human research involves the rights and dignity of people that all researchers need to be concerned about, especially with regard to the participants' safety and well-being. Ethical consideration, in this sense, is required for doing qualitative study to minimize and prevent risks that could occur in the research process.

The researcher submitted the necessary forms of ethical consideration to the Ethics Committee in Human Research of the National Institute Development Administration (ECNIDA) in order to inspect research methodologies addressed in quantitative and qualitative procedures. The researcher clarified essential material as a whole according to the study such as research procedures, study population, sample size, participant recruitment, termination criteria, replacement procedures when participants withdrawn from the study, participant recruitment methods and privacy, research site, protection and confidentiality, retention and elimination of research data, potential risks, incentives offered to participants, participant information sheet, informed consent form, survey questionnaires, interviewed questions and so forth. The process of ethic consideration took three months to provide proof and to adjust.

The researcher received an approval on human research protection with the certificate endorsed in October 2020.

Furthermore, the researcher used two important approaches to protect the negatives outcome when disseminating the study. *Pseudonyms* have been adopted in protecting the participants' identification via other names, which readers may read and refer to. Next is unidentifying, in particular the information of participants of the study.



CHAPTER 4

DATA ANALYSIS AND RESEARCH RESULT

4.1 Introduction

In the previous chapter the researcher described the research methodologies through a mixed methods approach. The present chapter will detail the research findings gathered from quantitative and qualitative data. The former was collected from trans-women employees working in Bangkok private organizations while the latter was elicited from transgender activists who have background and experiences relating to gender discrimination at work, and trans-women employees who have challenged career paths. Starting with the quantitative phase, this chapter will provide elaborated characteristics of respondents, data preparation, assessing measurement, and results of the research hypotheses. Qualitative results, however, will be additionally clarified in order to support the quantitative results.

4.2 Quantitative Analysis Result

Primarily, the data was presented via descriptive statistics which show the characteristics of respondents and initial data of all variables. Then, data preparation was tested for reliability and validity, and test the assumption of the data should not be violated. Finally, the research hypotheses were solved by using the structural equation model (SEM).

4.2.1 Characteristics of Respondents

The collected information about respondents is shown in Table 4.1. There were 187 trans-women giving their responses from online channels through social media, while 250 trans-women responded to the surveys offline or by face-to-face

approach. The larger percentage of the respondents was in the age group of 26-35 years (66.8%), followed by the age group of 18-25 years (20.1). Data reveals that they are all have Thai nationality (100%). The majority of the respondents hold bachelor's degree (65.9%), have their hometown in the central region (65.0%), stated Buddhism (89.9%) as their religion, with single (89.5%) marital status. Most of the respondents reported to be in the income group of 15,001 – 25,000 THB (38.2%), followed by 25,001 – 35,000 THB (20.6%).

Respondents stated that they did not recognize the Gender Equality Act (2015) (51.5%), whereas 48.5% stated they did recognize this Act. 55.6% of the sample group stated that the organizations did not provide gender diversity supportive policies and procedures, whereas 44.4% stated that the organizations provided these policies and procedures. 59.5 % of respondents had self-stigma and avoidance of being a discriminatory target in working situations.

The vast majority of samples in the study have work experience (95.2%); currently work in a private organization (82.8%); are full-time employees (67.7%); service staff/laborer (34.8%); worked in technology industry (16.7%); length of work period 1-3 years (37.8%); neutral level of job satisfaction (40.0%); was not seeking a new job (55.4%).

Over 50% of respondents perceived that their organization had moderately open attitudes toward transgender and diverse-gender people. Respondents stated that they did not have negative experiences because of being a trans-woman (51.7%), whereas 48.3% stated they had negative experiences. The majority of the respondents did not report discriminatory issues or problems in private organizations (70.3%), and if faced with negative experiences, they expect to report to supervisor (31.8%) and also not report to anyone (31.8%).

Table 4.1 Characteristics of Respondents

Characteristics of Respondents (n = 437)	Frequency	Percentage
Age (In Year)		
18-25	88	20.1
26-35	292	66.8
36-45	55	12.6
46-60	2	0.5
Nationality		
Thai	437	100.0
Non-Thai	-	-
Education Level		
Secondary School/Vocational Certificate	58	13.3
Diploma/High Vocational Certificate	57	13.0
Bachelor's Degree	288	65.9
Master's Degree	33	7.6
Doctoral Degree	1	0.2
Hometown (Region)		
Northern region	60	13.7
Central region	284	65.0
Eastern region	54	12.4
North-eastern region	12	2.7
Southern region	2	0.5
Western region	25	5.7
Religion		
Buddhism	393	89.9
Christian	19	4.3
Islamic	16	3.7
Hindu	1	0.2
No Religion	8	1.8
Status		
Single	391	89.5

Characteristics of Respondents (n = 437)	Frequency	Percentage	
Married	2	0.5	
In Relationship with Partner	44	10.1	
Income			
< 9,000 THB	20	4.6	
9,000 – 15,000 THB	76	17.4	
15,001 – 25,000 THB	167	38.2	
25,001 – 35,000 THB	90	20.6	
35,001 – 45,000 THB	32	7.3	
> 45,000 THB	52	11.9	
Recognition of Gender Equality Act 2015			
Yes	212	48.5	
No	225	51.5	
Provide Gender Diversity Policy in Organization			
Yes	194	44.4	
No	243	55.6	
Self-Stigma and Avoidance of Being Discriminatory in Working Situation			
Yes	260	59.5	
No	177	40.5	
Work Experience			
Yes	416	95.2	
No	21	4.8	
Currently Work in Organization			
Yes	362	82.8	
No	75	17.2	
Employment Status			
Part-time employee	53	12.1	
Full-time employee	296	67.7	
Employer/Business employee	Owner/Self-employed	45	10.3
Working in family business	23	5.3	

Characteristics of Respondents (n = 437)	Frequency	Percentage
Others	20	4.6
Position		
Entrepreneur/Business Owner	64	14.6
Director/CEO/CFO	70	16.0
Manager/Supervisor	55	12.6
Professional	57	13.0
Administrative staff	4	0.9
Intern	31	7.1
Volunteer	4	0.9
Service staff/Laborer	152	34.8
Industry		
Agriculture	8	1.8
Sports	8	1.8
Finance/Banking	22	5.0
Law/Business Consult	1	0.2
Transportation and Logistics	9	2.1
Education	21	4.8
Advertising	31	7.1
Human Resource Management	6	1.4
Mass and Media Communication/Journalism	18	4.1
Retail	3	0.7
Foods	27	6.2
Real Estate	26	5.9
Technology	73	16.7
Entertainment	20	4.6
Research and Development	27	6.2
Engineering/Construction	8	1.8
Energy	4	0.9
Manufacturing/Supply Chains	4	0.9
Health/Medical Services	24	5.5

Characteristics of Respondents (n = 437)	Frequency	Percentage
Arts and Design	34	7.8
Environmental Conservation	20	4.6
Tourism	5	1.1
Mining	1	0.2
Others	37	8.5
Length of Work Period		
< 6 Months	77	17.6
6 Months – 1 Years	81	18.5
1-3 Years	165	37.8
3-5 Years	60	13.7
5-10 Years	34	7.8
> 10 Years	20	4.6
Job Satisfaction		
Very Dissatisfied	20	4.6
Dissatisfied	50	11.4
Neutral	175	40.0
Satisfied	138	31.6
Very Satisfied	54	12.4
Attitude Toward Transgender and Diverse-Gender People		
Hostile	43	9.8
Not Open	51	11.7
Slightly Open	82	18.8
Moderately Open	146	33.4
Very Open/Accepting	115	26.3
Seeking a New Job in the Last 6 Months		
Yes	195	44.6
No	242	55.4
Negative Experience Because of Being a Trans-Woman		
Yes	211	48.3
No	226	51.7

Characteristics of Respondents (n = 437)	Frequency	Percentage
Had Reported the Discriminatory Issues		
Yes	130	29.7
No	307	70.3
Who Had to Report If Facing Negative Experience		
Not Report	139	31.8
Supervisor	139	31.8
HR Department	49	11.2
Executives	27	6.2
Ministry of Labor	10	2.3
National Human Rights Commission of Thailand	73	16.7

4.2.2 Data Preparation

Before the measurement model and hypotheses testing for structural equation model (SEM), Weston and Gore Jr (2006) stressed on which assumptions should be tested, such as normality, multicollinearity, and acceptable sample size.

4.2.2.1 Multivariate Normality

Since SEM is a method which relies on the assumption that the data is normally distributed and sensitive to the data (Kline, 2005), so that skewness and kurtosis level were examined for assessing normal distribution. Trochim and Donnelly (2006) concluded that the skewness and kurtosis should be ranged between -2 and +2, which shown that the normality of the data still exists. The evidence was presented in Table 4.2. All observed variables have not impact on the violation of the multivariate assumption since the skewness and kurtosis were in an acceptable range between -1.067 and 0.465.

Table 4.2 Skewness and kurtosis of all observed variables

Variables	Skewness	Kurtosis
Individual Factors		
Self-Stigma	0.465	-0.350
Avoidance of Being a Discriminatory Target	0.074	-1.067
Organizational Factors		
Recognition of the Gender Equality Act 2015	-0.188	-0.292
Gender Diversity Supportive Policies and Procedures	0.128	-0.705
Positively Organizational Environment of Gender Diversity	-0.402	-0.587
Sexual Disclosure		
Sexual Disclosure	-0.899	-0.061
Steps of Transitioning		
Gender Identity Acceptance	-0.238	-0.520
Gender Discrimination at Work		
Before Employment	-0.462	-0.185
During Employment	-0.141	-0.749

4.2.2.2 Multicollinearity

Multicollinearity exists when an independent variable is highly correlated with other independent variables. It is a problem because it undermines the statistical significance of an independent variable (Allen, 1997). This was done to test whether separate variables are measuring the same thing and to ensure that they are distinct variables. If the variables are measuring the same thing and not distinct, it can cause issues while analyzing SEM (Kline, 2005). So that the bivariate correlate should be not over 0.85. The results of this bivariate correlation are shown in table 4.3. The highest correlation was 0.76, so the correlation between the variables were below 0.85.

Table 4.3 Bivariate correlation between observed variables

Variables	1	2	3	4	5	6	7	8	9
1. IND1	1								
2. IND2	.61**	1							
3. ORG1	-.16**	-.16**	1						
4. ORG2	-.23**	-.16**	.33**	1					
5. ORG3	-.39**	-.26**	.13**	.58**	1				
6. SXD1	-.40**	-.22**	.09	.36**	.61**	1			
7. STT1	-.35**	-.18**	.06	.25**	.51**	.76**	1		
8. GDW1	.29**	.16**	.03	-.28**	-.35**	-.24**	-.14**	1	
9. GDW2	.25**	.06	-.08	-.32**	-.46**	-.51**	-.47**	.18**	1

Note: IND1 = Self-Stigma
 IND2 = Avoidance of Being a Discriminatory Target
 ORG1 = Recognition of the Gender Equality Act 2015
 ORG2 = Gender Diversity Supportive Policies and Procedures
 ORG3 = Positively Organizational Environment of Gender Diversity
 SXD1 = Sexual Disclosure
 STT1 = Steps of Transitioning
 GDW1 = Before Employment
 GDW2 = During Employment

4.2.2.3 Acceptable Sample Size

According to Schumacker and Lomax (2010), for SEM analysis, an ideal sample size per observed variables will be 20:1 or at least 10:1. Due to observed variables studied in this study, there are 11 observed variables, so the sample size should be at least 110-220 cases. In this research, the sample size was satisfactory with 437 cases.

When the data is not violated the multivariate assumption, the next step is used the two-step approach which recommended by Anderson and Gerbing (1988). The first step is the measurement model in which each latent variable was assessed as an acceptable fit. This was followed by testing the hypothesized model which describes interrelationship among variables.

4.2.3 Measurement Model

Confirmatory factor analysis (CFA) was conducted for testing the measurement model. This research examined goodness how well the indices fit in order to assess the measurement model by considering the fit index: χ^2 , CFI, NNFI, GFI, RMSEA, SRMR. The acceptable goodness of fit indices was shown in table 4.4.

Table 4.4 The Goodness of fit indices

Fit Indices	Acceptable Level
Chi-square (χ^2)	Non-significant
Comparative fit index (CFI)	Greater than 0.90
Non-normed fit index (NNFI)	Greater than 0.90
Goodness of fit index (GFI)	Greater than 0.90
Root mean square error of approximation (RMSEA)	Less than 0.05
Standardized root mean square residual (SRMR)	Less than 0.05

There are five variables: individual factor, organizational factor, sexual disclosure, steps of transitioning, and gender discrimination at work. The CFA in each construct was as followed:

4.2.3.1 Individual factor

The measurement model analyzed the relationship of two latent variables: self-stigma, and avoidance of being a discriminatory target. Self-stigma has eight observed variables, and avoidance of being a discriminatory target has two observed variables. Considering the fit index: χ^2 , CFI, NNFI, GFI, RMSEA, SRMR. The initial fit of individual factor indicated poor fit. Thus, the model needs to adjust the model with modification index (MI). An item was deleted because of low factor loading with non-significant. After modification, this model provided a better fit ($\chi^2 = 28.55$, $df = 19$, $p = 0.073$, CFI = 1.00, NNFI = 0.99, GFI = 0.99, RMSEA = 0.034, SRMR = 0.023).

The factor loading of individual factor ranged between 0.62-0.84, which shown in Figure 4.1 and Table 4.5.

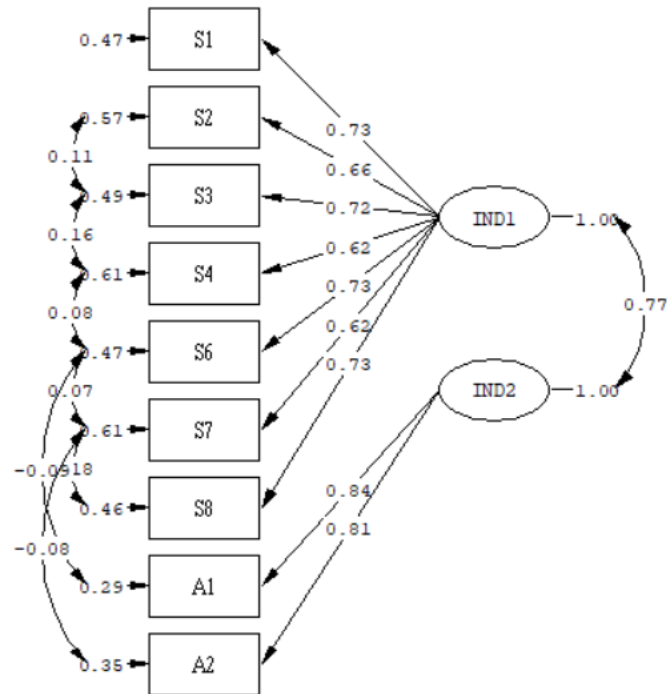


Figure 4.1 CFA of individual factor

Table 4.5 Factor loading of individual factor

Latent Variables	Observed Variables	Factor Loading	t-value
Self-Stigma (IND1)	S1	0.73	-
	S2	0.66	12.67**
	S3	0.72	13.80**
	S4	0.62	11.95**
	S6	0.73	13.92**
	S7	0.62	11.76**
	S8	0.73	14.20**
	Avoidance of Being a Discriminatory Target (IND2)	A1	0.84
A2		0.81	14.96**

4.2.3.2 Organizational factor

The measurement model analyzed the relationship of three latent variables: recognition of the Gender Equality Act 2015, gender diversity supportive policies and procedures, and positively organizational environment of gender diversity. Each latent variable has four observed variables. Considering the fit index: χ^2 , CFI, NNFI, GFI, RMSEA, SRMR. The initial fit of organizational factor indicated poor fit. Thus, the model needs to adjust the model with modification index (MI). After modification, this model provided a better fit ($\chi^2 = 43.30$, $df = 39$, $p = 0.293$, $CFI = 1.00$, $NNFI = 1.00$, $GFI = 0.98$, $RMSEA = 0.016$, $SRMR = 0.019$). The factor loading of organizational factor ranged between 0.58-0.96, which is shown in Figure 4.2 and Table 4.6.

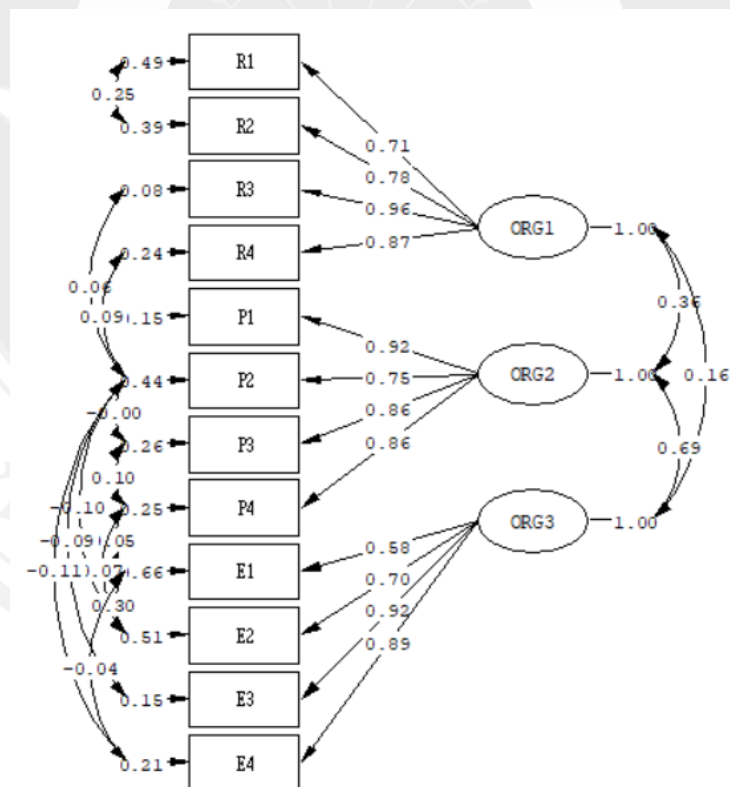


Figure 4.2 CFA of organizational factor

Table 4.6 Factor loading of organizational factor

Latent Variables	Observed Variables	Factor Loading	t-value
Recognition of the Gender Equality Act 2015 (ORG1)	R1	0.71	-
	R2	0.78	24.11**
	R3	0.96	18.43**
	R4	0.87	17.72**
gender diversity supportive policies and procedures (ORG2)	P1	0.92	-
	P2	0.75	19.68**
	P3	0.86	24.41**
	P4	0.86	25.27**
positively organizational environment of gender diversity (ORG3)	E1	0.58	-
	E2	0.70	15.99**
	E3	0.92	13.23**
	E4	0.89	12.78**

4.2.3.3 Sexual disclosure

The measurement model analyzed the relationship of a latent variable: sexual disclosure. This latent variable has six observed variables. Considering the fit index: χ^2 , CFI, NNFI, GFI, RMSEA, SRMR. The initial fit of sexual disclosure indicated poor fit. Thus, the model needs to adjust the model with modification index (MI). After modification, this model provided a better fit ($\chi^2 = 3.44$, $df = 4$, $p = 0.488$, CFI = 1.00, NNFI = 1.00, GFI = 1.00, RMSEA = 0.000, SRMR = 0.006). The factor loading of sexual disclosure ranged between 0.74-0.86, which is shown in Figure 4.3 and Table 4.7.

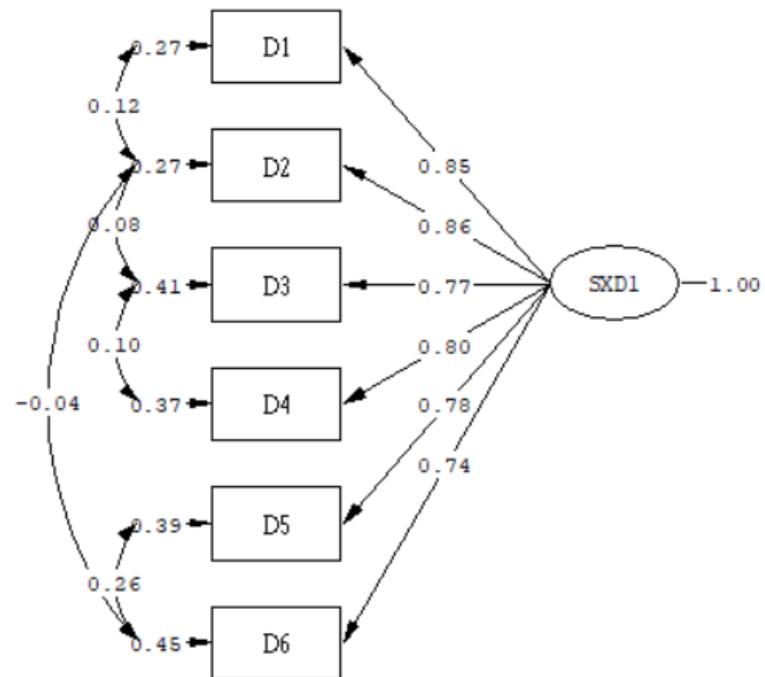


Figure 4.3 CFA of sexual disclosure

Table 4.7 Factor loading of sexual disclosure

Latent Variables	Observed Variables	Factor Loading	t-value
Sexual Disclosure (SXD1)	D1	0.85	-
	D2	0.86	28.82**
	D3	0.77	16.87**
	D4	0.80	17.85**
	D5	0.78	17.72**
	D6	0.74	16.42**

4.2.3.4 Steps of transitioning

The measurement model analyzed the relationship of a latent variable: steps of transitioning. This latent variable has ten observed variables. Considering the fit index: χ^2 , CFI, NNFI, GFI, RMSEA, SRMR. The initial fit of steps of transitioning indicated poor fit. Thus, the model needs to adjust the model with modification index (MI). Some items were deleted because of low factor loading with non-significant. After modification, this model provided a better fit ($\chi^2 = 15.63$, $df = 12$, $p = 0.209$, CFI = 1.00, NNFI = 1.00, GFI = 0.99, RMSEA = 0.026, SRMR = 0.017). The factor loading of steps of transitioning ranged between 0.54-0.92, which are shown in Figure 4.4 and Table 4.8.

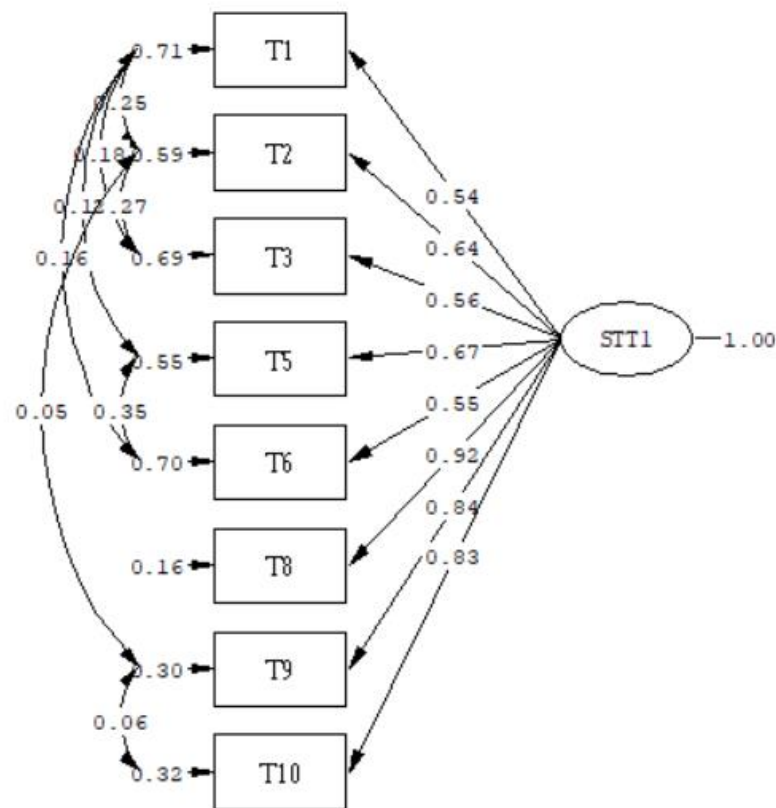


Figure 1 CFA of steps of transitioning

Table 4.8 Factor loading of steps of transitioning

Latent Variables	Observed Variables	Factor Loading	t-value
Steps of Transitioning (STT1)	T1	0.54	-
	T2	0.64	12.57**
	T3	0.56	10.71**
	T5	0.67	11.47**
	T6	0.55	10.30**
	T8	0.92	11.95**
	T9	0.84	11.53**
	T10	0.83	11.47**

4.2.3.5 Gender discrimination at works

The measurement model was used to analyze the relationship of two latent variables: before employment, and during employment. Before employment has eleven observed variables, and during employment has twenty-four observed variables. Considering the fit index: χ^2 , CFI, NNFI, GFI, RMSEA, SRMR. The initial fit of organizational factor indicates a poor fit. Thus, the model needs to adjust the model with the modification index (MI). Some items were deleted because low factor loading was non-significant. After modification, this model provided a better fit ($\chi^2 = 99.89$, $df = 98$, $p = 0.428$, $CFI = 1.00$, $NNFI = 1.00$, $GFI = 0.98$, $RMSEA = 0.007$, $SRMR = 0.041$). The factor loading of gender discrimination at work ranged between 0.52-0.87, which is shown in Figure 4.5 and Table 4.9.

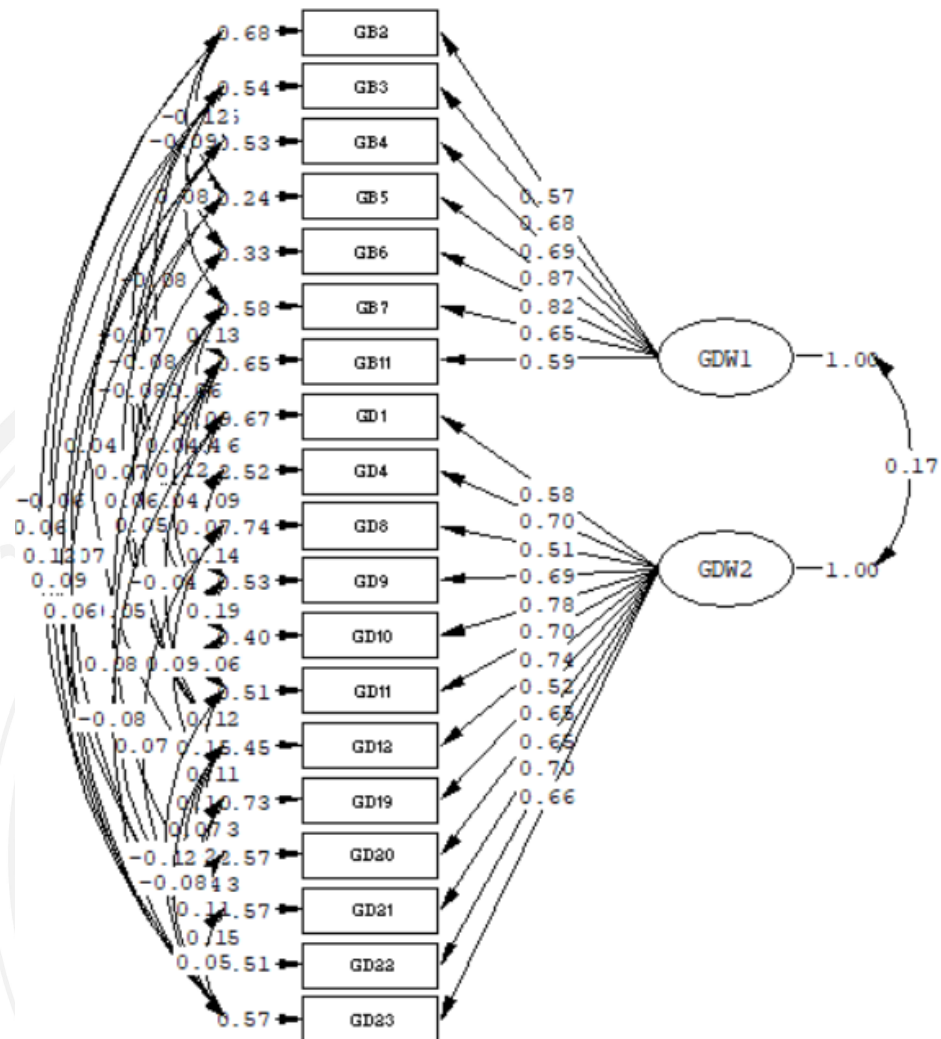


Figure 4.4 CFA of gender discrimination at works

Table 4.9 Factor loading of gender discrimination at works

Latent Variables	Observed Variables	Factor Loading	t-value
Before Employment (GDW1)	GB2	0.57	-
	GB3	0.68	9.60**
	GB4	0.69	9.67**
	GB5	0.87	10.40**
	GB6	0.82	10.29**
	GB7	0.65	9.43**
	GB11	0.59	9.10**

Latent Variables	Observed Variables	Factor Loading	t-value
During Employment (GDW2)	GD1	0.58	-
	GD4	0.70	11.46**
	GD8	0.51	9.53**
	GD9	0.69	10.67**
	GD10	0.78	11.35**
	GD11	0.70	10.54**
	GD12	0.74	10.59**
	GD19	0.52	8.56**
	GD20	0.65	10.16**
	GD21	0.65	10.11**
	GD22	0.70	10.67**
GD23	0.66	9.75**	

Each latent variable has multiple items which represent the indicators of each construct. Item parceling should therefore be used for structural equation modeling (SEM) analysis. Parceling involves summated or average item scores, resulting in a better model-data fit and less biased parameter estimated (Bandalos, 2002).

As a result, there are five latent variables; 1) the individual factor has two observed variables (self-stigma and avoidance of being a discriminatory target) 2) the organizational factor has three observed variables (recognition of the Gender Equality Act 2015, gender diversity supportive policies and procedures, and positively organizational environment of gender diversity) 3) sexual disclosure has an observed variable (sexual disclosure) 4) steps of transitioning have an observed variable (steps of transitioning) and 5) gender discrimination at work has two observed variables (before employment and during employment).

4.2.4 Hypothesis Testing

The research hypotheses, as mentioned in Chapter 3, were considered through assessing the full model, with both measurement and structural model. Next, the causal model of gender discrimination at work was analyzed.

The latent variables which contain more than one observed variable including individual factor, organizational factor, and gender discrimination at works were assigned to fixed values of 1.00. The latent variables with only one observed variable, is necessary to fix by using the following equation: the error variance is calculated by using $(1 - \text{reliability})$ multiply with variance (Brown, 2015).

An initial SEM analysis, the hypothesized model indicated poor fit ($\chi^2 = 227.18$, $df = 21$, $p = 0.000$, $CFI = 0.89$, $NNFI = 0.81$, $GFI = 0.90$, $RMSEA = 0.150$, $SRMR = 0.080$). An adjusted model was then tested by deleting a path of steps of transitioning to gender discrimination at work (non-significant); and add a path of steps of transitioning to sexual disclosure. It is possible that the steps of transitioning had indirect effect on gender discrimination at work via sexual disclosure. After modification, this model provided a better fit ($\chi^2 = 19.56$, $df = 13$, $p = 0.107$, $CFI = 1.00$, $NNFI = 0.99$, $GFI = 0.99$, $RMSEA = 0.034$, $SRMR = 0.026$), as shown in Figure 4.6.

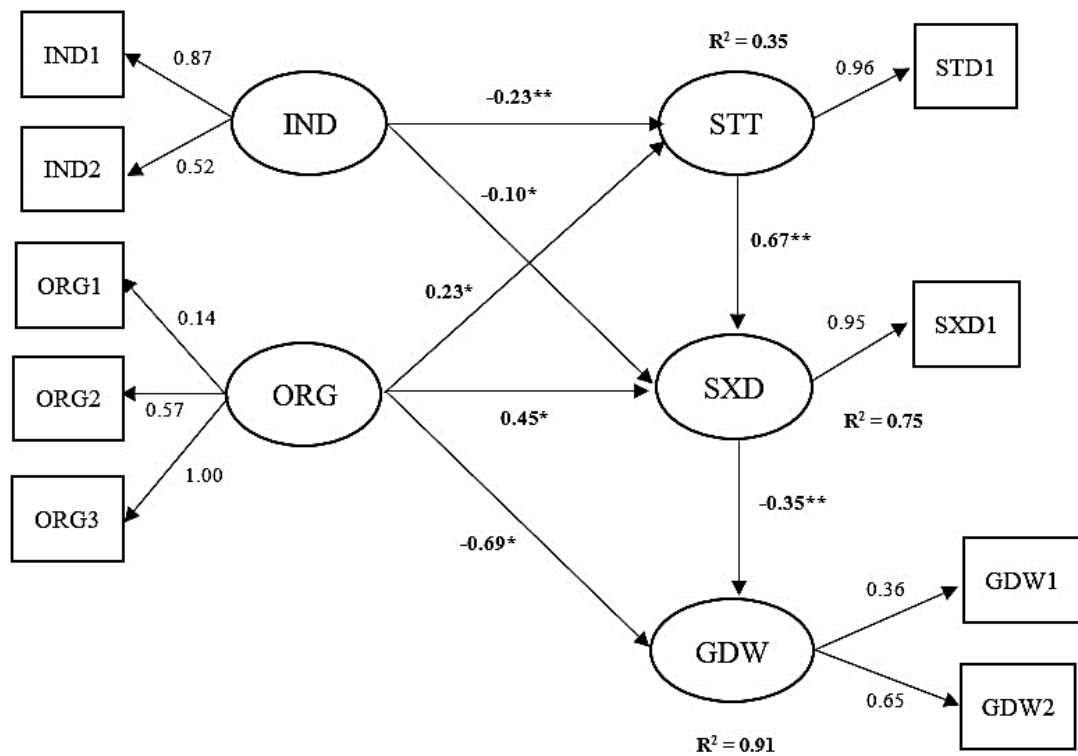


Figure 4.5 Full Model of Gender Discrimination at Works

Note:

IND = Individual Factor	IND1 = Self-Stigma
	IND2 = Avoidance of Being a Discriminatory Target
ORG = Organizational Factor	ORG1 = Recognition of the Gender Equality Act 2015
	ORG2 = Gender Diversity Supportive Policies and Procedures
	ORG3 = Positively Organizational Environment of Gender Diversity
SXD = Sexual Disclosure	SXD1 = Sexual Disclosure
STT = Steps of Transitioning	STT1 = Steps of Transitioning
GDW = Gender Discrimination at works	GDW1 = Before Employment
	GDW2 = During Employment

The results of hypotheses testing were illustrated as such:

H1: Sexual disclosure had a negative effect on gender discrimination at work.

$H_0: \beta_1 = 0$, where β_1 accounted for the standardized path coefficients from sexual disclosure to gender discrimination at works.

$H_1: \beta_1 \neq 0$

According to figure 4.6 and table 4.10, standardized path coefficients = -0.35 and p-value ($< .01$) was less than 0.01. The result revealed that the negative effect of sexual disclosure on gender discrimination at work was statistically significant. Sexual disclosure can significantly decrease gender discrimination at work. Therefore, this hypothesis was accepted.

H2: Steps of transitioning had a negative effect on gender discrimination at work.

According to SEM analysis, steps of transitioning and gender discrimination at work are non-significant, and this model provided poor fit, after removing this path, all fit indexes show an improvement to better fit. Transgender employees experienced the transition process, such as deciding to make a physical transformation to adapt their body to fit with their gender identity (Magalhães, Aparicio-García, García-Nieto, & Health, 2020). Because it is an internalization process, maybe it is irrelevant to gender discrimination at work. The acceptance by others is a key point to transition processes (Verbeek, Hommes, Stutterheim, van Lankveld, & Bos, 2020). Transitioning process has an effect on acceptance by others, and then leads to gender discrimination at work.

H3: Organizational factors had a negative effect on gender discrimination at work.

$H_0: \beta_1 = 0$, where β_1 accounted for the standardized path coefficients from organizational factor to gender discrimination at works.

$H_1: \beta_1 \neq 0$

According to figure 4.6 and table 4.10, standardized path coefficients = -0.69 and p-value ($< .05$) was less than 0.05. The result revealed that the negative effect of organizational factors on gender discrimination at work was statistically significant. Organizations which recognized the Gender Equality Act 2015, supported gender diversity policies and procedures, and built a positive environment of gender

diversity, can significantly decrease gender discrimination at work. Therefore, this hypothesis was accepted.

H4: Individual factors had a negative effect on sexual disclosure.

$H_0: \beta_1 = 0$, where β_1 accounted for the standardized path coefficients from individual factor to sexual disclosure.

$H_1: \beta_1 \neq 0$

According to figure 4.6 and table 4.10, standardized path coefficients = -0.10 and p-value (< .05) was less than 0.05. The result revealed that the negative effect of individual factors on sexual disclosure was statistically significant. Trans-women employees who have self-stigma and avoidance of being a discriminatory target can significantly decrease sexual disclosure. Therefore, this hypothesis was accepted.

H5: Organizational factors had a positive effect on sexual disclosure.

$H_0: \beta_1 = 0$, where β_1 accounted for the standardized path coefficients from organizational factor to sexual disclosure.

$H_1: \beta_1 \neq 0$

According to figure 4.6 and table 4.10, standardized path coefficients = 0.23 and p-value (< .05) was less than 0.05. The result revealed that the positive effect of organizational factors on sexual disclosure was statistically significant. Organizations which recognized of the Gender Equality Act 2015, supported gender diversity policies and procedures, and built positively environment of gender diversity, could significantly increase trans-women employees' sexual disclosure. Therefore, this hypothesis was accepted.

H6: Individual factors had a negative effect on steps of transitioning.

$H_0: \beta_1 = 0$, where β_1 accounted for the standardized path coefficients from individual factor to steps of transitioning.

$H_1: \beta_1 \neq 0$

According to figure 4.6 and table 4.10, standardized path coefficients = -0.23 and p-value ($< .01$) was less than 0.01. The result revealed that the negative effect of the individual factor on sexual disclosure was statistically significant. Trans-women employees who have self-stigma and avoidance of being a discriminatory target can have a significant impact on difficulties of transitioning processes. Therefore, this hypothesis was accepted.

H7: Organizational factor had a positive effect on steps of transitioning.

$H_0: \beta_1 = 0$, where β_1 accounted for the standardized path coefficients from organizational factor to steps of transitioning.

$H_1: \beta_1 \neq 0$

According to figure 4.6 and table 4.10, standardized path coefficients = 0.45 and p-value ($< .05$) was less than 0.05. The result revealed that the positive effect of organizational factor to steps of transitioning was statistically significant. Organizations which recognized of the Gender Equality Act 2015, supported gender diversity policies and procedures, and built a positively environment of gender diversity, can encourage trans-women employees' transitioning process. Therefore, this hypothesis was accepted.

ADD PATH: Steps of transitioning had a positive effect on sexual disclosure.

According to figure 4.6 and table 4.10, standardized path coefficients = 0.67 and p-value ($< .01$) was less than 0.01. The result revealed that the positive effect of

steps of transitioning on sexual disclosure was statistically significant. Trans-women employees who successfully achieve transition processes, can have significant impact on sexual disclosure.

Furthermore, the coefficient of determination (R^2) also showed that individual and organizational factors could explain the variance of steps of transitioning by 35 percent ($R^2 = 0.35$), then individual factor, organizational factor, and steps of transitioning could explain the variance of sexual disclosure by 75 percent ($R^2 = 0.75$), and finally, all factors could explain the variance of gender discrimination at works by 91 percent ($R^2 = 0.91$).

Table 4.10 The Conclusion of Research Hypotheses Results

	Research Hypotheses	Standardized Path Coefficient	P-Value	Support/Reject Hypotheses
H1	SXD → GDW	-0.35	< .01	Support Hypothesis
H2	STT → GDW	Delete Path	-	-
H3	ORG → GDW	-0.69	< .05	Support Hypothesis
H4	IND → SXD	-0.10	< .05	Support Hypothesis
H5	ORG → SXD	0.23	< .05	Support Hypothesis
H6	IND → STT	-0.23	< .01	Support Hypothesis
H7	ORG → STT	0.45	< .05	Support Hypothesis
ADD	STT → SXD	0.67	< .01	-

4.3 Qualitative Analysis Result

The qualitative methodology was utilized for unveiling the adverse situations stemmed from gender discrimination at work against trans-women employees. The aim of qualitative practices in this research is to clarify a more holistic understanding and causality of gender discrimination at work through the key informants' points of view that quantitative techniques are unable to indicate such crucial results.

Adopted for capturing the world of research participants, in-depth interview was used to achieve a broader understanding of related factors. The other determinants especially norms, values, and cultures in Thailand would additionally illustrate the problems of gender discrimination at work against trans-women individuals. Moreover, observation was also applied in this phase for interestingly responding to the relevant phenomenon that the author was curious about, and for accessing the research participants which encourage further explanation.

Considering the experiences and backgrounds in respect to gender discrimination at all facets of trans-women, the interviewees were totally recruited by purposive and convenient methods. However, the author adopted the same set of questions to maintain reliability and validity of the research. To strengthen research capacity, unfocused observation and preliminary observation were used for extending how the negative situations of trans-women employees are still issues at LGBTQI+ inclusive events.

4.3.1 Observation

Gender discrimination at work against LGBTQI+ people is a pervasive issue in this era. Proved as the most stereotyping target in the world of work, trans-women individuals have been reported that they are excluded from many social facilities based on gender identity. Similarly, they confront barriers through various setting of their lives such as healthcare, housing, unemployment experience (Garcia & Crosby, 2020). To investigate these relevant determinants, unfocused observation was

employed for gathering related information generally before starting this research. Preliminary observation was also adopted for collecting data through many related events of trans-women people during the period of data collection of the research.

Before starting this research, the researcher observed several conferences and forums according to gender inequality issues especially LGBTQI+ inclusion at workplaces. Organized and operated by international agencies and LGBTQI+ non-profit organizations, IDAHOT 2019, for instance, was an annual event to raise voices and visibilities of gender diversity people at all life shades. In relation to this research, the conference disclosed academic reports in respect of negative and positive public attitudes toward LGBTQI+ in Thailand in which the evidence of employment rejection was included. Equal rights, LGBT youth in family, transgender rights, and LGBT related issues were described and discussed by the key speakers of UNDP and Sasin Institute. Likewise, the *“Economic Inclusion among LGBTI Group in Thailand”* forum, HR management and LGBT at workplace, gave the business sector the chance to share ideas of inclusive policies and procedures including social reflection of economic exclusion through LGBTI employees. The discussion was indicated that the World Bank and ILO were involved in job opportunities of each sector in Thailand as well as the key survey of discrimination within Thai labor market. A trans-woman employee of Krungsri Bank (Bank of Ayudhya), the lesbian executive of IBM Thailand, and the cisgender speakers from HR professional and Mercedes Benz Thailand, shared their inclusive ideas and procedures toward LGBTQI+ employees. Most participants were LGBTQI advocates, foundation members, HR corporates including entrepreneurs. Moreover, the author also participated the conference entitled *“Communities make the difference to tackle HIV stigma & discrimination against transgender in Thailand”*. The guest speakers invited were gender diversity activists, beauty pageant contestants, and a politician from the Democrat Party to discuss and ratify the removal of stigma which aimed at increasing awareness of anti-discrimination among transgenders in Thailand. On the same day, the author also joined the forum *“Equality/ Dignity/ Social Justice”* by

HERO Awards⁷ and APCOM⁸ at the Australian Embassy. The three speakers invited were the Director of the International Human Rights Division (Ministry of Justice), the Director of Human Resource (Linfox International Group), and a Partner of Baker McKenzie law firm and together they discussed the matter with the Founder of LGBTI Capital.

Table 4.11 Details of Observation

Forums	Fields	Mode	Date	Time of Observation
Before Conducting Research				
1. LGBT Business Day	Sustainability & Entrepreneurship Center, Sasin (School of Management), Bangkok	Unfocused Observation	17/05/2019	3 hrs.
2. Economic Inclusion of LGBTI Group in Thailand	Thammasat Business School (Tha Prachan), Bangkok	Unfocused Observation	20/06/2019	3 hrs.
3. Communities Make	Tangerine Community	Unfocused Observation	21/11/2019	2 hrs.

⁷ The APCOM's fundraising event standing for HIV Equality and Rights to acknowledge outstanding service for the HIV response in Asia and the Pacific.

⁸ The Non-profit organization of Asia Pacific Coalition on Male Sexual Health to Encourage testing, to strengthen advocacy, to share information, to build leadership, to engage with global fund, and to amplify the voices of LGBTIQI+ community.

Forums	Fields	Mode	Date	Time of Observation
Differences to Tackle HIV Stigma and Discrimination against Transgender People	Health Center, Thai Red Cross Society, Bangkok			
4. LGBTI+ Rights	Australia Embassy of Thailand, Bangkok	Unfocused Observation	21/11/2019	4 hrs.
During Data Collection of the Research				
5. Thailand LGBTQI+ BIZ 2020	King Power (Rang Nam), Bangkok	Preliminary Observation	26/11/2020	6 hrs.
6. SCORA Webinar: Transgender	Online	Preliminary Observation	18/02/2021	2 hrs.
7. PATA Youth x IGLTA Webinar: Building Bridges, Breaking	Online	Preliminary Observation	1/06/2021	1 hr.

Forums	Fields	Mode	Date	Time of Observation
Barriers				
8. Related Issues of Career Opportunity toward Trans-Women Individuals	Online	Preliminary Observation	25/10/2020 - Present	Unavailable
9. Gender Fair 2022	Bangkok Art & Culture Centre	Preliminary Observation	8/04/2022	3 hrs.
10. IDAHOT Conference: Promoting Diversity and Inclusion of LGBTI+ People in the Workplace	Netherlands Embassy of Thailand	Preliminary Observation	20/05/2022	3 hrs.
11. Youth Pride 2022: Freedom & Justice	Bangkok Art & Cultural Centre	Preliminary Observation	11/06/2022	3 hrs.

Consolidating information into the research, the researcher uses preliminary observation to strengthen the quantitative results. Seven related events were observed. Firstly, the *LGBTQI+ Biz 2020* was observed to recheck that the issue of gender discrimination against trans-women does matter. The main organizer of this event was APCOM and the aim was to share experiences and ideas of what are cases of

LGBTQI+ inclusive businesses in Thailand and how can business be more inclusive. The key theme was to progress values and opportunities from cooperative interlinkage of the partner networking between the public and private sector for enhancing human rights among LGBTQI+ communities. In relation to this research, a group discussion of LGBTQI+ Biz 2020 highlighted on the challenges of employment opportunities among transgender people who often face formal and informal discrimination in the workplace. Besides, the key speakers focused on whether the private sector had the right to impose gender discrimination practices against LGBTQI+, since the most suitable job candidate has become their legitimate decision. The example of cases from the tourism industry argued that the business sector should take gender diversity inclusion into account because it has the potential to raise the GDP of the country if they genuinely support through formulation of the organizational policies and practices. To do so, the private sector should form alliances with the LGBTQI+ advocacy groups in the community to mutually translate diversity and inclusive policies into actual actions. Goal and standard setting should be established for encouraging a learning process through practical examples of private organizations to be best practices.

Later, *SCORA⁹ Webinar: Transgender*, an online forum with collaboration from the International Federation of Medical Students' Thailand (IFMSA-Thailand), aimed at increasing the understanding of SOGIE concepts of transgender people and their lives from three dimensions. The first session dealt with the topic of transgender and sensitivities of medical services, social, legal, and cultural issues shared by the project manager of Tangerine Community Health Service¹⁰. The next topic, which shed light on mental health issues of transgender persons resulting from psychological outcomes based on hormonal treatment for transitioning, thoroughly performed by medical practitioners of the Center of Excellence in Transgender Health (CETH),

⁹ The Standing Committee on Sexual and Reproductive Health and Rights including HIV and AIDS

¹⁰ Tangerine Clinic, established in 2015 under the HIV Research and Innovation Institute (IHRI), provides gender-sensitive and health care services to transgender people through sexual health care with gender affirming care including testing and treatment for HIV and other sexually transmitted infections.

Faculty of Medicine, Chulalongkorn University. The physical health of transgender people from the perspective of gender affirming services and contraception, ultimately, was the final topic raised through by the medical profession of CETH from the same institution. Eventually, this webinar that brought about discussions with medical students and LGBTQI+ advocates was able to raise awareness and provide a holistic understanding toward transgendered persons by providing academic and medical evidence.

In addition to the Pacific Asia Travel Association (PATA) and the International LGBTQ+ Travel Association (IGLTA), “*Building Bridges, Breaking Barriers*” was the topic of discussion on how to increase the inclusion of hospitality and tourism toward LGBTQ+ people. Key points to be observed were to determine the challenges unique to LGBTQI+ travel; how can allies advocate for LGBTQ+ travel safety; what are some best practices in LGBTQ+ tourism. From the panel discussion, it was found that the Thai trans-woman speaker of this conference had received a Ph. D. scholarship to study tourism management in Hong Kong. She identified that the key basic factors that obstruct gender diversity inclusion and opportunity in gaining income to domestic tourism involve understanding of LGBTQI+ terms and their problematic issues. Gender discrimination against these people in all settings must be educated and made aware in various sectors of the industry. The impact and effects of lacking adequate laws to protect and support should be considered. For example, personal identity cards and legal documents that remain unchanged in Thailand have been a sensitive issue when transgender people travel or access the facilities. The solutions of the speakers highlighted the importance of consideration of gender diversity training programs from all cultures and providing direct engagement toward the LGBTQI+ communities in the country. Additionally, the organizational leaders must share the vision to initiate hard and soft approaches in which the former connects actual and active policies to protect LGBTQI+ people, while the latter induces training and development in corporate communication internally. Moreover, Trans for Career Thailand (TFCT), the online platform to increase awareness and comprehensive understanding toward trans-women and LGBTQI+ people by Facebook fan page, founded on 25 October 2020 is helping Thai

trans-women to find career and employment opportunities including to change social perceptions in respect of gender stereotyping and discriminations against them (Chaiyong, 2022); (Fontana & Siriwichai, 2022); (Vongsoontorn, 2021). On a personal level, the author was one of the co-founders of TFCT to share trans-women's job experiences in breaking the glass ceiling in Thailand and to inspire Thai trans-women to access decent jobs. TFCT team expects to eradicate job stereotyping of people whose views are prejudicially forcing trans-women to be confined in seeking employment within the entertainment and beauty industries only. TFCT has attempted to raise voices and visibilities of trans-women individuals whose potentials and capabilities are the same to people of all genders through posting challenging jobs in different industries such as finance, engineering, education, food, marketing and so on.

Interestingly, *Gender Fair 2022*, first established under cooperation between the Ministry of Social Development and Human Security, and the Department of Women's Affairs and Family Development, was a public event with support from many sectors. Such organizations namely, PTTOR (Petroleum of Thailand, Oil and Retail Business Company), True Corporation, CPF (Charoen Pokphand Foods), P&G (Procter and Gamble, a US Company), SEC (the Securities and Exchanges Commission, Thailand), and Adecco (a recruiting company from Switzerland), took part in the events as a business supporter for all gender equality's issues. The main activities of this event were labeled as shopping, showing, and talking. Various booths of local goods, a gender equality exhibition from the Department of Women's Affairs and Family Development including beverage sponsors of Café Amazon were provided to participants. At the beginning, the Minister of Social Development and Human Security delivered an opening speech about the overall objectives of Gender Fair 2022. Jiraporn Kaosawas, Director and Secretary, and Acting Chief Executive Officer and President of PTTOR, moreover, participated in the campaign to support women and LGBTQI+ rights. Interestingly, her employee at the fair was a trans-woman that PTTOR had promoted to be the representative of equal opportunities. For on stage activities, there was a show with the theme "We're different, we're the same" to turn old-fashioned attitudes of gender stereotyping among women and LGBTQI+

people into a more inclusive society. Gender talk among the gender advocacy groups, executive trans-women, and a delegate of UN Women discussed the question on whether the key theme on the issues of a society of gender equality is inclined to start from us and how we can pioneer an alliance that promotes gender equality. The most familiar issue of gender inequality of the debate, however, usually connects to the unbreakable proverbial glass ceiling of women and trans-women in job settings that exists in our society.

Furthermore, *IDAHOT Conference: Promoting Diversity and Inclusion of LGBTI+ People in the Workplace* was a closed event organized by the Embassy of the Netherlands which required participants to register prior to their joining. The author had the chance to be invited there by other gender activists in the LGBTIQ+ community. The conference comprised three sessions: presenting the UNDP & LGBTIQ+ inclusion project; sharing inclusive ideas from the public and private sectors; listening to the voices of transgender and queer members. The UNDP inclusion project consists of three research phases -- the first deals with benefits and obstacles received among LGBTIQ+ people working in Thai companies, the next phase learns explores the successful diversity and inclusion policy (D&I) from international frameworks in order to develop a blueprint for Thai corporates' policies, and the final phase pioneers work in selected organizations to implement D&I. Later, the session of D&I policy and procedures among public and private organizations was explained and exemplified by the Stock Exchange Commission (SEC), Sansiri (a Thai real estate property company), CP (Charoen Pokphand Group), Unilever, IBM, FWD Insurance (Multinational corporation). To illustrate, SEC the public organization authorized to support, monitor, and develop the Thai stock market identified the D&I mission to foster innovation, promote gender diversity talent, develop the ESG criteria as the main standard to regulate listed companies, establishing D&I code of conducts, implementing internal guidance with respect to promoting gender equality and human rights awareness and reinforcing by prohibiting discrimination laws. Regarding the private sector, Sansiri discussed how to evolve D&I standards to be implemented in its organization. Sansiri's representative, for instance, applied the milestone of the Universal Declaration of Human Rights that is the most important foundation of

gender diversity welfare and policy in the organization before empowering this notion to the other companies. FWD insurance company, likewise, attempted to build awareness and welfare for gender diversity employees such as leave days and monetary compensation (10,000 Thai baht) for a trans-women employee to get sex reassignment operation. The best practice of D&I in the private sector was noticeably described through standards proposed by IBM. The vision and missions of IBM consider the equalized benefits and facilities between LGBTQI+ and cisgender employees, welfare of gender affirmation and so on. Building allyship to gender diversity activists and advocacies, being active and continually setting are the most powerful factors to progress D&I in the organization. Successful practices begin from putting LGBTQI people into the D&I team in order to formulate the inclusive policies according to their basic needs. The last session of the conference put a spotlight on sharing experiences and speeches given by trans-women employees from Unilever and Food Panda Thailand, who inspired and recommended all sectors of organizations to consider inclusion for gender diversity genuinely without interest of corporate image and pink wash marketing, because of the reality that so many trans-women have been left behind in the world of work.

Lastly, *Youth Pride 2022: Freedom & Justice* was observed at the Bangkok Art and Cultural Centre. Established for supporting and promoting youth leadership and network, this public event had the main objectives to remove violence, stigma, harassment, discrimination based on SOGIE in order to leverage the power of the new generation of LGBTQI+ youth. The event was officially opened by the American Ambassador to Thailand and included representatives of the Department of Juvenile Observation and Protection who addressed the participants at the event in their speeches. A number of LGBTQIN+ domestic and international advocacies and non-profit organizations such as TEAK, Young Pride, SWING, Tomorrow's Leaders, ThaiTGA, GirlxGirl, Payao University, Save the Children, Queer Rights and so on, participated in this activity. The most relevant part to the research was discussed under the topic of social movement in the respect of LGBTQIN+ rights, media, disability and social contexts. An array of LhaveQIN+ youth speakers such as a gay, blind trans-woman, non-binary, and lesbian agreed that job opportunities of

transgenders has been obstructed by a huge barrier based on people's attitude. The non-binary speaker suggested that welfare and benefit of leave days for trans-women should be started equally to cisgender people's leave days, especially leave days for getting gender affirmation.

The outcome of observation, in summary, found that all the LGBTQI+ forums and conferences included the problem of gender discrimination at work against trans-women and LGBTQI+ people which exists in the present era. Most solutions point to diversity and inclusion policy and procedure that the government and the private sector should take into account. Despite less concentration on alliances, cooperation between LGBTQI+ advocacy and private sector needs to be done to generate the right to basic needs.

4.3.2 Selected Key Informants and Related Issues of Gender Discrimination at Work against Trans-Women Employees

4.3.2.1 Observing the Key Informants of the Study

Gender discrimination at work against trans-women employees has become a huge problem for the transgender community, since the glass-ceiling restricting job opportunities have been a recursive situation in many organizations located in Thailand. The present section describes the rationale to recruit insiders. The trans-women employees, to be interviewed in the qualitative phase, were randomly drawn lots in order to be selected for making interview. 12 districts of Bangkok were selected to observe the trans-women insiders. During the period of the study, observation was further conducted.

Beginning with assessing context and environment in relation to the research issue, the preliminary observer utilized a simple question about whether the insiders have time or be convenient to talk to. Every inquiry was started via the researcher's self-introduced conversation and the question about their job. To approach the interview schedule through the informants, the participants' contact was required after

completing the questionnaire survey. The researcher, moreover, conducted interviews through their personal phone numbers and social network channels such as Facebook or Line application. Table 4.12 indicates the quantity of the trans-women employees in each area of Bangkok by drawing lots.

Table 4.12 The Key Informants of the Study from Observation

Bangkok Metropolitan Area	Bangkok Districts	The Questionnaire Survey's Respondents (face-to-face)	The Observed Participants (Drawing Lots)
Central Area	Phra Nakorn	6	
	PomPrapsattruphai	2	
	Samphanthawong	1	
	Pathumwan	17	3
	Bang Rak	11	
	Yannawa	6	
	Sathorn	2	1
	Bang Ko Laem	8	
	Dusit	2	
	Bang Sue	3	1
	Phayathai	11	1
	Ratchathewi	4	
	Huai Kwang	5	
	Khlong Toei	8	1
	Chatuchak	7	1
	Thonburi	4	
	Klong San	9	
	Bangkok Noi	18	
	Wattana	8	1
	Inner Area	Prawet	6
Bang Khen		10	

Bangkok Metropolitan Area	Bangkok Districts	The Questionnaire Survey's Respondents (face-to-face)	The Observed Participants (Drawing Lots)
	Bang Kapi	5	2
	Ladprao	6	2
	Bueng Kum	2	
	Bang Plad	3	
	Phasi Charoen	4	
	Rat Burana	6	
	Bang Na	3	
	Thung Kru	13	
	Bang Kae	13	
	Wang ThongLang	3	
	Sai Mai	13	
Outer Area	Don Mueng	5	
	Taling Chan	5	
	Nong Khaem	4	
	Bang Khun Thian	6	1
	Thawi Watthana	3	1
Total		242	15

15 trans-women participants were observed in three important areas of Bangkok such as the central area, the inner area, and the outer area. Working in the central area, the 9 key informants were approached from Pathumwan, Sathorn, Bang Sue, Phayathai, Khlong Toei, Chatuchak, and Wattana. The 4 key informants, doing jobs in the inner area of Bangkok particularly Bang Kapi and Ladprao, were also observed for subsequent interviewing. For the outer area, districts of Bang Khun Thian and Thawi Wattana were investigated with the 2 key informants.

4.3.2.2 Selection of Experts on Transgender and Gender Diversity's Issues

The rationale of how to select experts who are familiar with the issues of trans-women and gender inequality in society, was conducted via purposive sampling and snowball sampling based on the author's connection. To clarify, the author has participated in several conferences and forums regarding gender discriminations against transgender persons and gender diversity at all dimensions, especially social and economic issues. Moreover, the author, has the existing connections gained while working in the Transsexual Female Association of Thailand, which coordinates several related agencies. In this case, the explanation of the present section involves gender diversity activists, scholars, and politicians.

Table 4.13 Experts of Gender and Transgendered Issues in Thailand

Number of the Interviewees	Pseudonym of the Interviewees	Specialization
1	Dan	<ul style="list-style-type: none"> The President of Rainbow Sky Association of Thailand working for all aspects of LGBTIQ+ in the settings
2	Nda	<ul style="list-style-type: none"> The trans-woman activist working for all issues related gender discrimination, gender harassment and violence against Thai trans-women people
3	Pin	<ul style="list-style-type: none"> The Vice President of Trans-woman Association in Thailand working for trans-women's rights
4	Sarina	<ul style="list-style-type: none"> The trans-woman entrepreneur and activist of TGA

Number of the Interviewees	Pseudonym of the Interviewees	Specialization
5	Than	<ul style="list-style-type: none"> ▪ The first transgender politician working for gender diversity rights in Thailand
6	J	<ul style="list-style-type: none"> ▪ The academician and professor working extensively for gender equality and women's rights

Regarding inequality matters towards trans-women living in Thailand, the main method to capture the experts' views depends on their intellectual backgrounds and experiences.

4.3.3 The Trans-Women Employees' Views of the Factors of Gender Discrimination at Works against Trans-Women Employees in Private Organizations

The present section presents the views of trans-women individuals working in the private sector throughout the Bangkok area. Recruited via general observation, the 15 key informants were approached to give an interview at the purposive appointment time. Both phone calls and face-to-face conversations were together conducted with the use of a recorder application. With regard to the general questions, the critical point was to inquire: "do you have experience of gender discrimination at work?" and "what factors affect gender discrimination at work against trans-women employees in private organizations?" In classifying the responses about a job title or a position, there are three main parts related to the explanation of the qualitative results that can be used to ascertain the real situation regarding gender discrimination at work against trans-women employees. Three distinctive types of information such as level of operation, managerial level including professional job, are illustrated below.

4.3.3.1 Trans-Women Employees in Positions of Operation

The interviewees in this part occupy operational level positions of private organizations. Four trans-women employees were interviewed to portray a general view regarding the factors affecting the problem of gender discrimination at work against trans-women employees.

First of all, the interview session was conducted with a trans-woman employee in the sports industry. *Sherbet*, 24 years old trans-woman sale and customer service staff at a sport complex, related how she was often denied a job from the other fitness centers and hotels in Bangkok because of her gender identity. Similarly, *Koko*, an Internal Communication and Diversity & Inclusion Senior Specialist of a Food Delivery Company, assured that the old-fashioned attitude of people like the patriarchy system is an interesting factor of gender discrimination against trans-women even in the British company that she worked for. Low interest from the public sector to support laws in order to strengthen gender diversity inclusion, must be determined rather than labelling this social concern as “pink washing marketing”. To illustrate, she confirmed her experience that the previous organization she was working with did not assign a job that allowed her to be working on stage due to her gender identity. Similarly, *Susie* the financial analyst from Toyota Leasing Thailand, observed that social attitudes hardly accept trans-women. In the perception of Thais in general they show a negative notion about individuals whose characteristics are different from the gendered norm. To prove themselves, trans-women individuals usually confront more barriers from lower percent of capabilities than cisgender people. In addition, *Ef* who is an analyst and marketing staff of a well-known energy corporation, maintains that her organization has no awareness and recognition of the Gender Equality act, but that she was treated equally to other cisgendered colleagues. The highest form of gender discrimination in her eyes points to social perceptions stemming from education and understanding. She was also curious why trans-women must have more knowledge and abilities in order to gain acceptance in social settings. For instance, job promotion and career advancement are based on these perceptions.

The other key factor to establish gender discrimination against trans-females, refers to a hidden agenda produced through the top management of organizations.

The above interviewees were confronted by discriminating situations both before employment and during employment. The problems they faced before working have to do with the candidate selection processes that impeded interviewees from the time, they started their job interview. Along with their gender expression and identity as trans-women, the job interview becomes the most daunting stage for them, since the questions are associated with the creditability of the company, uniforms of the worker as well as external appearance of the candidate. A long decision in the selection process, moreover, occurs when the organization has never employed a trans-woman employee. Disadvantageous opportunities, likewise, are transmitted to trans-women workers during employment, particularly job assignment that the assigner prioritizes corporate image. Verbal abuse with gender stereotyping by a trans-woman's colleagues has been occasionally reported in work environments.

4.3.3.2 Trans-Women in Professional Jobs

In this area, the interviewees have held professional careers in private organizations. Five trans-women employees namely, dentist, pharmacist, engineer, and programmer revealed their experiences according to the factors affecting gender discrimination at work in organizations.

For trans-women working in professional jobs, *Ris* a dentist in her own private clinic, viewed gender discrimination at work against Thai trans-women to be inclined toward being a hidden agenda in the job selection process. The problem is that Thailand is yet to have a legislation of gender recognition for this group of people. She proposed that trans-women individuals should continue to develop themselves. In other words, keep up the efforts in order to raise the voice and visibility which is necessary for equity and equality in society. *Kitty*, a 29-year-old pharmacist for a global medicine corporation, also agreed that it is because some HR staff have the outmoded mindset that stereotypes trans-women because of their gender identity.

Every time she submitted her biodata to apply for a job, she took care never to identify her gender identity and title name. *Palmy*, the pharmacist, proposed that the solution of gender discrimination problems against trans-women workers is gender recognition laws affecting trans' title names including negative attitudes prevalent in a conservative society. Moreover, *Moo* the computer programmer, also viewed that Thai culture mostly relied upon the patriarchal system deeply ingrained in many aspects of life. Organizational management, by the same token, is usually operated by men especially in such areas as engineering. Although she had graduated from this field of study, she needed to move her career setting to work in the IT industry instead. As a computer programmer, she is capable of working anywhere. Like *Bella*, she shifted her job industry from engineering to marketing since she was often faced with discrimination in private organizations. In her view, the engineering industry, especially HR departments, have obsolete attitudes leading to inappropriate practices in the organization. For example, during a job interview, some questions were raised about whether or not she has undergone gender affirmation and how does she deal with customers as a trans-woman. Similar to *Palm's* experience, she is a pharmacist whose organization does not understand why offering leave days for gender affirmation is necessary for trans-women employees.

As for the problems experienced by trans-women employees inside operational positions, many professional jobs produce a great number of issues to transgender community. During the phase before employment, access to higher education in some job industries was restricted for trans people. Job selection, also, becomes the main stage of gender discrimination at work against trans-woman individuals, since a specific area of employment traditionally entails a sex at birth of the trans candidate. Furthermore, leave days for a particular purpose, are unevenly considered for trans-women employees during their employment.

4.3.3.3 Trans-Women as Managerial Echelons

In this part, viewpoints through job experiences of six managerial position trans-women are uncovered in respect of the factors affecting gender discrimination at

work in organizations. The interviewees have occupations such as Business Partner, Executive of HR department, Director of Public Relations, Fund Manager, Vice President for Marketing that have different issues in their organizations.

First of all, gender discrimination at work was portrayed through *Meme* a 39-year-old Assistant Vice President of a corporate HR department, who has never been discriminated on employment due to being trans-woman. She instead faced family problems with her father who had not talked to her for 12 years because of her gender identity. She made the effort to take her father to travel on a trip overseas before he died. She could not be employed in a school, nor could she find other work in private companies after graduating from the Faculty of Educational Psychology. She understood that organizations would select the applicants based on the best qualification and performance in regard to each particular occupation. She kept on with her efforts to herself a job and was finally recruited to work in the HR department of a major bank in Thailand. To illustrate more, *Muay* the PR director of a media company, proposed the idea that trans-women individuals are the victim of societal thoughts. The conservative society in Thailand has become such a deep-rooted factor to establish gender discrimination at work against trans-women employees. She herself used to be the target of gender discrimination at work through the top management's decision while working in the hotel management industry. Even though the hotel line is a global brand managed by an expatriate corporation, she was screened out from the hotel's competitive managerial program. She also suggested that private organizations should include inclusiveness of the diversity of the employees in order to build a talent that is more beneficial to the firms. Corporate leaders must not allow anyone to be left behind. In relation to *Maysa's* view, she works as the vice president for marketing in an engineering firm and her gender identity usually became the target of gender discrimination. The final response of the job interviewer was connected to the low possibility of career advancement that the organizations claimed corporate image and creditability as the rationale for their refusal. Hardship from working abroad, was also another reason for HR departments since the title name of trans-women are still that of a male citizen. In the financial industry, moreover, *Mai* a fund manager of a financial corporation shared her idea

that prejudicial attitude establishes an unbreakable glass ceiling in the world of work. In this sense, corporate image and creditability of the organization has been used as a justification for HR departments and top managements to deny employment opportunity among trans-women employees.

Although the fashion industry is viewed as a friendly occupation for transgender and gender diversity, *Rin* the marketing manager of a shoe corporation saw a contrast in that gender discrimination at work is established from the inability to control people's perception and leader's visions. Differences of individuals must not play a role as the key factor of job selection. The government should enact supporting laws for us in order to mitigate this negative situation. Nevertheless, *Khao* the business partner shared her viewpoint the inability of organizations to educate the staff on how to work with diversity employees. Her gender identity was the target of unfair practices since she had been contacted by the HR staff by phone, but her voice was incongruent to her profile picture on her applicant form.

The managerial echelon refers to high positions of organizational administration which is a trans-woman's ultimate intention to be promoted or selected is difficult and totally out of reach for them. Selected procedures in recruitment utilizes a double standard for trans-woman candidates, since reference of inadequate creditability has been recognized in a job interview. Viewed as the explicit problem, business attire is frequently mentioned in job selection. Career progression also turns to the point of consideration.

4.3.4 Views of The Expert of Transgender and Gender Diversity Issues toward the Factors of Gender Discrimination at Works against Trans-Women Employees in Private Organizations

Working on overall issues of gender equality, scholars, politicians, and transgender activists have been approached to expand on the problematic factors that produce a glass ceiling toward trans-woman individuals. The same set of question was

used to investigate about what factor affects gender discrimination at work against trans-women workers. The insights will be discussed as follows.

4.3.4.1 The Transgender and Gender Diversity Activists

Intellectual views of the gender diversity activists are distinctively encapsulated in the present section. For the first activist, *Dan* is the president of the association working to reduce health problems and to increase the quality of life for a diverse-gender community. He navigates more than hundred employees in an organization along with coordinating with the Thai Red Cross Society AIDs Research Centre in order to deconstruct misbeliefs regarding gender diversity and people's stigma. The association, moreover, encourages formulation of diversity and inclusive policies fundamentally for LGBTIQ+ in Thailand. He believes that the private sector should further recognize the gender-based problems against diverse gender people. Lack of understanding of gender diversity has become a serious syndrome generating gender discriminations at work unintentionally and intentionally. Inadequate supporting laws to regulate the negative situation in employment, is identified at all dimensions of LGBTIQ+'s quality of life, even though the Gender Equality Act was implemented in 2015. He insists that the major problem of gender discrimination against trans-women people has been due to the lack of gender recognition laws, negative perception beyond a gender binary system, insufficient education for understanding diversity as well as unsustainable inclusive practices for diversity. In particular, SOGIE's terms have been not explained well enough to the Thai people.

Nda, a Human Rights Campaign Advisor and Freelance Consultant in Human Rights and Gender Equality Laws, is the second expert of the study. She, likewise, proposed that the private sector inactively promotes the laws protecting gender-based discrimination especially the Gender Equality Act 2015 along with gender diversity inclusion programs in organizations. The organizations, moreover, are less concerned about policy assessment of gender diversity inclusion programs. A few corporate might engage in practical solutions which may mitigate the situations among marginalized people. An obscure consideration of selective agencies in some

organizations deliberates on the external appearances of trans-woman candidates more than their qualifications. Gender identity and expression of trans-woman workers are presumed as the main factor to discredit them from work. Rooting for gender discrimination against trans-woman individuals, the other factors, moreover, are produced by values, norms, and cultural beliefs in the society, particularly the patriarchal system, which obviously influences gender inequality in management. Those uneven practices, in other words, establish a glass ceiling for women including trans-women.

According to *Pin*, the third expert who is the part-time committee member of one trans-woman association in Thailand. Almost two decades ago, her association was able to build a gender recognition of trans-woman terms toward Thai society. The masterpiece project to help trans-woman people access without paying for sex reassignment operation was created under this association. Nowadays, she works as the secretary of a CEO of a hotel in Bangkok. She argues that the main factor which increases gender discrimination at work against trans-woman individuals is because of unregulated gender recognition laws. Gender recognition law, referring to the title name of transgender people, impacts possible dimensions of their existence. “Nang Sao” and “Nai”¹¹, the title name for trans people who have a gender identity nonconforming to sex assigned at birth, have not yet been formulated as an inclusive legislation in Thailand. During corporates’ processes of selection, trans-woman candidates, as a result, have to expose their profile documents which are probably screened unfairly, since they have used the title name as a male person. Lacking gender recognition law, in addition, leaves several problems for trans-women such as hardship of traveling abroad, difficulty of attending one’s commencement ceremony, adversity of medical treatment and so on.

Sarina, the President of the Transgender Alliance Foundation of Thailand, dedicates herself for enhancing gender equality and human rights for trans-women

¹¹ A title name using by above age 15 people in Thailand. In order to create people’s official citizen documents, man utilizes “Nai”, whereas woman uses “Nangsao”.

and LGBTIQ+ people. Collaborating with trans-woman friends, she also established a Facebook page titled “Trans for Career Thailand” which aims to build social awareness in the sense of mainstream-job opportunities for trans-women employees through a social network platform. Since she herself used to be a target of gender discrimination in her own daily life, she requested the solutions from a nightclub that excluded trans-woman clients due to the management’s policy. The night club cited the problems that trans-women people were perceived as a thief or a sex worker who might bother customers. After the news was spread out, she filed a petition to the National Human Rights Commission (NHRC) for a better treatment toward trans-women people in Thailand.

4.3.4.2 The Expert as The Politician

Than, a former member of Thailand’s House of Representatives and a film director, was the first transgender politician representing an opposition party since 2019. She agreed that the factors affecting gender discrimination at work against trans-woman individuals have been accelerated by the long-held stigma on their gender identity. Trans-women and diverse-gender people have been stripped off their rights of humanity and underrepresented for far too long. Resulting in such ingrained thoughts that being like this is as good as it gets, which is a form of oppression and stigmatization even to be politician or leader of an organization.

4.3.4.3 The Expert as the Academic Scholar

Professor J, one of Thailand’s leading academics and women’s advocacy movements, has dedicated herself to broaden gender equality and women rights as well as trans-women’s rights in country. Collaborating with Transsexual Female Association of Thailand, she impelled the laws enhancing trans-women’s life in terms of gender equality rights and gender recognition. The proposed legislations, however, were not approved by the Thai Government in 2008.

The core determinants originating the problems of gender discrimination against trans-women persons at all dimensions of life, have stemmed from people's attitudes. Educating society is the most powerful mechanism that establishes many beneficial outcomes. Gender Equality, therefore, requires a good start from youth. Socialization through educational structures and family institutions, for instance, must instill a significance of equity to the youth. Embedded learning of human diversity in scholastic curriculums should include the pros and the cons, so that children may perceive the differences in the other's flaws. Individuals' preferences, particularly that of beauty privileges affecting the viewing of others' human characteristics, should be faded out from all processes of organizational management. Stereotyping in society labels marginalized people as deviant and unusual. Everyone, in this sense, should not be treated differently.

4.3.5 In-Depth Interview Results

The present section mainly demonstrates how the research questions are illustrated through the key informants' views. To make sense of shared meanings and experiences, qualitative investigation is thoroughly examined via thematic analysis in order to identify an essential theme of the interview summary. Thematic analysis refers to a method of systematical identifying and organizing as well as offering an insight into a particular theme (Braun & Clarke, 2012). The interviews were conducted toward important research participants comprising trans-women employees, transgender and gender diversity activists, a politician, and an academician. To enhance reliability and validity, the same set of questions was inquired as follows:

Table 4.14 Table of the Interviewees

Interviewees' Pseudonym	Gender Identity	Main Occupation	Industry	Interview Date	Mode	Length of Interview Session
Dan	Gay	LGBTQI+ Activist and the Committee of the Determination of Unfair Gender Discrimination	NGO and Public Sector	5/11/2020	Face-to-Face	2 h. 48 min.
Nda	Intersex/Trans-Woman	LGBTQI+ Activist and Advocate	NGO	10/02/2021	Face-to-Face	44.11 min.
Than	Trans-Woman	Politician and Film Director	Politic Public Sector	2/09/2020	Face-to-Face	36.43 min
Pin	Trans-Woman	Trans-Women Rights Advocate and CEO secretary	Tourism and Hospitality	9/10/2020	Face-to-Face	23.52 min.
Sarina	Trans-Woman	LGBTQI+ Rights Advocate and Entrepreneur	Foods and Retails	15/02/2021	Face-to-Face	52.19 min.
J	Cisgender Woman	Instructor and Academician	Education Public Sector	1/04/2021	Face-to-Face	52.54 min.
Sherbet	Trans-Woman	Sale and Customer Service	Sport	17/11/2020	Face-to-Face	29.55 min.
Moo	Trans-Woman	Software Engineer	Technology	16/11/2020	Online	22.32 min.
Susie	Trans-Woman	Financial Analyst	Finance		Online	
Ris	Trans-Woman	Dentist	Health	28/10/2021	Online	37.58 min.
Kitty	Trans-Woman	Pharmacist	Medicine		Online	
Bella	Trans-Woman	Mechanic Engineer and BA Student	Engineer	11/11/2021	Online	43.08 min.
Rin	Trans-Woman	Marketing Manager	Clothes and Fashion	28/10/2021	Online	39.52 min.
Maysa	Trans-Woman	Senior Commercial Marketing	Engineer	N.A.	Online	N.A.
Mai	Trans-Woman	Fund Manager	Finance	15/05/2021	Face-to-Face	41.59 min
Ef	Trans-Woman	Analyst and Marketing Staff	Energy and Retail	10/03/2021	Face-to-Face	27.04 min.
Palm	Trans-	Pharmacist	Cosmetic		Online	

Interviewees' Pseudonym	Gender Identity	Main Occupation	Industry	Interview Date	Mode	Length of Interview Session
Koko	Woman Trans-Woman	Internal Corporate Communication and Diversity & Inclusion Senior Specialist	Logistic	14/08/2021	Online	1 h. 4.12 min.
Khao	Trans-Woman	Entrepreneur	Foods and Tourism	9/06/2022	Face-to-Face	1 h. 3.10 min.
Meme	Trans-Woman	Assist Vice President of HR	Finance	20/04/2021	Online	1 h. 5.26 min.
Muay	Trans-Woman	PR director	Media	9/03/2021	Face-to-Face	48.52 min.

4.3.5.1 The Result Based on Questions 1 and 2 Relating to Organizational Factors

- **How do you think private organizations recognize and interpret the Gender Equality Act 2015?**
- **Do you think that whether gender diversity is supportive of policies and procedures benefits to trans-women employees in organizations or not (If any)?**

Outside and Inside Policies as Organizational Factors Affecting Gender Discrimination at Works against Trans-Women Employees

The first key theme encompasses outside and inside policies of organizations, which relate to the culprits of gender discrimination at work against trans-women employees. The Outside policy to support trans-women employees, in this sense, refers to a particular law which protects all Thai citizens of all genders. Implemented to provide appropriate fairness for those who are the subject of unfair gender discrimination, the Gender Equality Act was promulgated in March 2015 in order to dispel such negative situations. Trans-women employees, in this case, can adopt that law for protecting themselves when the relevant situation is performed unequally. In

addition, inside policies involve gender diversity supportive agendas to broaden a positive environment of the organizations and to equalize relevant benefits to trans-women and diverse gender workers. These practices are mostly initiated by top management of private organizations or mother corporations. The interviewees of the study, however, identified that both of the particular policies inevitably connect to gender discrimination at work against trans-women.

“Dan said that only 7% of people within the Thai context know the actual details of the Gender Equality Act 2015, while 80% of such quantity negatively interpret it that this legislation is formulated for supporting LGBTIQ+...”

With reference to the gender activists’ opinions, *Dan* argued that Thailand had signed a memorandum of understanding at the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) since the 1980s which honors the principles of substantive equality. Thai laws have in turn been formulated through the main constitution - Thai Constitution 2007 (2550 B.C.) – *Third paragraph to Thai Constitution 2558 (2558 B.C.)* – seventh paragraph. The good point is that Thai legal agencies together with Thai Diverse-Gender Activists have attempted to interpret the Third Paragraph. Nine days before the formulation, an MOU was made with 31 organizations until The Gender Equality Act was promulgated on 5 September 2015. He expected that the private organizations in Thailand should recognize the problems of gender discrimination against all kinds of genders. A lack of understanding of the act is a vital factor decreasing the dignity of the equality law. This act is reasoned for gender consequences that all genders can use for protecting themselves. However, the UNDP’s research showed that only 7% of people within the Thai context know the actual details of the Gender Equality Act 2015, while 80% still negatively interpret that this legislation is formulated for supporting LGBTIQ+. In this case, almost 93% of Thai people do not recognize and understand the content of the law. Even the provincial public servants under the Ministry of Social Development and Human Security still do not know the legislation. These situations reflect the extent of the awareness in our context of the Gender Equality Act 2015. It is similar to the

controversial argument of the Equal Marriage Act and the Same-Sex Marriage law, at which some people point out to gender separation and to recursively stigmatizing diverse-gender people. Based on the Gender Equality Act 2015, a new curriculum about gender diversity has been introduced to the main protocol of Thai education from primary school to high school two years ago in order to promote knowledge and understanding regarding gender identity and expression, and sexual orientation of diverse-gender people. Nevertheless, false references in the former curriculums and a lack of comprehension of the teachers are a negative consequence when disseminating the knowledge to the students. The teachers may or may not find the idea acceptable.

The Gender Equality Act 2015, in addition, can unveil all issues of gender diversity. Rule of laws must be more valued for all people in society. In this sense, gender recognition and marriage law of trans-women status including other diverse-gender people such as prefix names of transgender people, must be stipulated explicitly by the civil servants. Especially, the issue of how un-transitioning trans-women prisoners are classified in jail, remains an ambiguous solution. Nowadays, we still do not have the consensus regarding the rule of laws. The main problems include lack of gender recognition law, misbelief in LGBTIQ+ people, negative attitudes to gender diversity, lack of knowledge regarding SOGIE.

As a member of the Committee on the Determination of Unfair Gender Discrimination (the Committee of DUGD), *Dan* attempts to build a body of knowledge, information about gender diversity inclusion and to spread the Gender Equality Act 2015 throughout Thai society. For inside policies of organizations, he argued that some organizations had learned about such materials already, but they still discriminated against trans-woman employees. Against the legislation of gender equality, any announcements of the organizations must be proclaimed without gender criteria. Good attitudes exist but discrimination against transgender people remains a problem. Despite having the explicit policies and procedures, organizations probably exercise gender discrimination against trans employees. He said that he does not trust them, since they might cancel their own inclusive policies anytime. He has fought to achieve sustainability for all our LGBTIQ+ community. To clarify, the Organization

has a new CEO to manage the new policy. It is about a leader's initiative. The present executives' good attitude even those regulations opposed to gender discrimination against trans-women employees are still lacking in sustainability established from good intentions and attitudes. Some trans-women employees, therefore, are not happy with the unsustainable policy of the organization. State laws of diverse-gender people to sustain our well-being, should be continually promoted to the public.

For *Nda* another gender activist, she contended that although the government jurisdiction now realizes the gender equality term, it is insufficient to distribute core information of the legislation to the public. The Act was publicized in several forms of media and gender equality campaigns, but people seem to not have paid any attention which makes it quite evident that the law lacks active efforts to promote it. Organizations have their own particular structures that each department is assigned a specific role for achieving the ultimate goals. Gender discrimination at work is probably performed via a hidden agenda determined by the top management of the organizations. The labor laws are incapable of accessing white- and blue-collar workers. Labor courts dictate support for the labor force. Such employees, nevertheless, sue their organization when faced with gender discriminating situations. With these lawsuits, their job profiles are most likely to suffer, if the future company considers or fears such incidents. The 2015 Gender Equality Act, however, can address related problems of gender discrimination to all genders of Thai citizens. Even small points concerning the gender issue are covered by this law. To clarify, how a person dresses, their profile picture, and any personal matter can be judged as a vague consideration that trans-women employees have often confronted. Existing through the mechanism of gender stigmatization and stereotyping, the creditability of trans-women is encapsulated in one determinant propelling gender discrimination at work. For these reasons, impact assessment must be exercised when using this law. The corporate sector, whose gender equality campaign is activated, should be directly familiar with gender activists. Overlooking gender issues refers to a possibility of risks that could occur in the organizations. Top management need to be more concerned in gathering information about the issues and to find the best practices of other corporates such as corporate ranking. In addition, the relevant agencies like the

Ministry of Labor have still not determined the issue of gender diversity in the workforce. She additionally contended that LGBTIQ+ inclusive policies are claimed in corporates, therefore, have not covered overall gender especially “T” even the top 100 corporates in United Kingdom. Lacking welfare of leave without pay for trans-women employees when getting sex reassignment operation, is one of the problems trans-women employees facing. Nevertheless, supportive policies and procedures for trans-women and gender diversity employees are relied upon in the corporate driving. For example, Kawazaki, the global brand of automotive technology, identified gender diversity inclusions in the corporate plan, while some Thai corporates have clarified themselves how they receive some benefits in implementing those policies.

In relation to *Than*, the trans-woman politician’s opinion is that the intention of the law was good to enact the protection of gender equality rights, yet it leaves many ambiguous questions about what gender or between what gender is to protect. The Act has not been very practical yet. People have not been able to interpret and understand the Act very well yet. When employment discrimination against trans-women produces (career path, recruitment etc.), the act is unable to decrease the negative situations especially, trans-women working in the public sector. Some cases have been in the law process. The direct law (about gender discriminations of 9 marginalized groups). The essential core to shrink a good formulation of the 2015 Gender Equality Act of Thailand, related to state-security, norms, and culture in particular the areas of police and the army. Only exercised at the area of department level, the authorization of Wor Lor Por has limited power to absorb the worst-case scenario against trans people. They, therefore, cannot handle some cases in some institutions. She also proposed that leaders of the organization, civil society, and public servants play the main roles to establish positive participation to formulate such ideas in organizational policies. The Chanthaburi provincial announcement, for instance, recently declared that LGBTIQ+ public servants can dress according to one’s sexual orientation and gender identity. The formal announcement impacts many organizations including the business sector. However, established friendly LGBTIQ+ policy in organizations by leaders’ initiatives has to be determined by its objectives whether it can promote LGBTIQ+ employees’ career paths evenly, and whether

LGBTIQ+ employees are treated equally, and using the public space within their organizations etc. Training and developments in issues of gender diversity, moreover, can positively affect the solutions of gender discrimination at works against trans-women employees. To illustrate, she endeavored to educate entrepreneurs and staff of a manufacturing factory, but they refused to allow her to confer with the HR staff, because they thought her team were going to brainwash the employees. She thought that if such education were provided, it would develop a more friendly LGBTIQ+ policy. Training and living together with gender diversity in order to support LGBTIQ+ people, may make changes both positively and negatively. She used to operate some of them disputed that they have treated and been sufficiently open minded to the LGBTIQ+ sufficiently, but their attitudes more conversely reflected some practices such as dressing according to their gender identity and sexual orientation. Though it was supposed to provide an adequate opportunity, a friendly LGBTIQ+ policy may probably provide trans-women with gender diversity, but it is not really equal. However, organizations' goals and missions including the exercising of power of the leaders through such policies must be reconsidered as truly inclusive achievements for their work life. Trans-women are consequently accustomed with those traditions that are a better solution for their job opportunities without having to demand for them.

Likewise, *Sarina* believed that the 2018 Gender Equality Act is a good beginning for combating gender inequality in Thai society. From her direct experience, gender discrimination occurred when she sought access to certain places in Bangkok. She tried to provoke society to realize how the unfair practices impact trans-women's lives. She, nevertheless, explained that all genders are able to use the law for protecting themselves, if an unsatisfactory situation based on gendered reasoning appears. She encourages the idea of supporting policies and procedures for gender diversity for employees because they would improve their performance for the benefit of their organizations such as in terms of productivity, corporate image, employees' engagement and so forth. The organizations should not ignore these values from trans-women workers. The stock market, furthermore, has to build listed

company standards which blend the global economy's issues especially ESG¹² into conditions required before registration. Gender equality within the workplace has become the main pillar of various sustainable goals throughout the world economy. Gender discrimination at work against one gender individual, by the same token, is identified as one standard of ESG criteria corporates have to be concerned about in order to build trust from the investors. In the context of investment in the Thailand economy, however, the private companies are improving this issue into their management's mechanisms, but it is insufficient to create a sustainably inclusive environment for trans-women employees in the workforce.

Professor J, the expert on gender equality issues, moreover, clarified that the Thai legislative agency which is responsible for the 2018 Gender Equality Act should become more active in proposing significant details of the law to the Thai citizens. The law, in other words, lacks social communication in the case of general usage. A certain explanation of the law is necessary for the Thai people. Convincing society on how to access and utilize the law, however, must be conducted continually. For the inside determinants, the policies initiated by the top management which are less concerned about gender diversity of employees, is a major problem for gender discrimination at work, whereas the multinational firms stipulate those conditions as a standard business practice.

¹² ESG is a criteria abbreviation of Environment, Social, and Governance identified as a set of standards that corporates apply in operation. Investors use ESG to consider how the corporation manages related issues of environment, social, and governance. Gender Equality is one index of ESG.

Table 4.15 Conclusion of the Emerged Theme in Question 1 and 2

The Experts	The Gender Equality Act 2015			The Gender Diversity Supportive Policies and Procedures		
	Good Intention	Inactive Roles to Promote	Misinterpretation	Lack of Social Communication in General Usage	Unsustainability	Less Concern
The Gender Activist 1 st	√		√	√	√	
The Gender Activist 2 nd		√		√	√	√
The Gender Activist 3 rd	√				√	
The Gender Activist 4 th						
The Politician	√	√	√			√
The Gender Professor		√		√		√

4.3.5.2 Results Based on Question 3 and 4 Relating to Gender Identity/ Sexual Orientation and Transitioning Processes

- **Do you think that gender identity/ sexual orientation affects gender discrimination at works against trans-women employees in private organizations?**
- **Do you think that transitioning processes affects gender discrimination at works against trans-women employees in private organizations?**

Gender Identity and Discriminatory Situations at Work

Emerged in the present session, the second theme is captured through the interviewees' explanations regarding trans-women's gender identity, sexual orientation, as well as transitioning processes. Those distinctive factors affecting gender discrimination at work are viewed as an unusual attribute of trans-women employees in Thailand's workforce. To illustrate, *Dan* the LGBTIQ+ activist assured that the culprits of gender discrimination against trans-women at all social dimensions originated from the negative perception based on a gender binary system. Insufficient education to enable a better understanding of human diversity, moreover, was continually identified in Thai society, so much so that verbal abuse and sexual violence toward transgender individuals have constantly occurred. Inclusive practices for gender diversity, in the same way, is unsustainable enough to cover LGBTIQ+ employees evenly. The terms of SOGIE¹³ of gender diversity people are not well-explained to all Thai people. The gender recognition law, for example, has never been successfully formulated in Thailand.

In accordance with *Nda* the transgender activist also agreed with this essential factor relating to gender identity and sexual orientation which absolutely affects gender discrimination at work against trans-women employees, since every stage of

¹³ SOGIE refers to Sexual Orientation, Gender Identity, and Gender Expression

sexual transitioning has been issued in the organizations. Fit to genetic women sent a value to Thai trans-women, is applied as life strategy of living. In this sense, trans-woman employees complete transitioning may face less problem of gender discrimination at work. *Pin*, the vice president of a transsexual female association in Thailand, also supports these ideas that sexual transitioning genuinely is associated with the problem of gender discrimination at work against trans-women workers. Related to all trans-woman individual's being, transitioning process can unlock self-esteem and self-confident to enhance quality of life. If they conceal what they are, it could give them a vague feeling to themselves. *Professor J*, on the one hand, described the feeling when one trans-woman asked about what should do if fit-in woman becomes trans-women's belief was broken. Not a fit-in to genetic woman, that trans-woman made self-stigma, since her appearance did not conform to a type of beauty standard.

Sarina the president of Thai TGA., on the other hand, has a positive view to both degrees. She extended her opinions about trans-women's gender identity and sexual orientation that are probably the product of stereotyping instilled in our cultures. It is difficult to change society abruptly. As an inevitable prey of gender discrimination at all social layers, we need to increasingly raise our voices with regard to these unfair situations to the public in order to build more awareness and understanding about our problems. She moreover has had many chances to meet up with several leaders of the private organizations, where they have yet an explicit agenda of gender equality. Some corporates already implemented policies valuing all gender people in the organizations, but some staff within the organizational department have never known those objectives. In practice, the organizations must create effective relations to all departments in order to minimize gender-based discrimination which establishes a negative image of themselves.

Table 4.16 Conclusion of the Emerged Theme in Question 3 and 4

The Experts	Gender Identity	Sexual Orientation	Transitioning Processes
The Gender Activist 1 st	√	√	√
The Gender Activist 2 nd	√	√	√
The Gender Activist 3 rd			√
The Gender Activist 4 th	√	√	√
The Politician			
The Gender Professor	√		√

4.3.5.3 The Questions Relating to Individual Factors

- **Do you consider self-stigma and avoidance to be a target of gender discrimination affect gender discrimination at work against trans-women employees or not?**

Trans-Women's Internalized Elements

According to the experts, *Dan* contends that there are two types of trans-women to respond to these factors. Firstly, trans-women who have been taught that educational materials and societal values are a reality. Platforms of gender discriminations against trans-women individuals us are indeed a reality. Trans-women, in this sense, consent to all unfair situations. We have consequently accepted such rules. The other is trans-women who otherwise disagree with those beliefs in society to produce prejudice stemming from gender stereotyping. They would raise

their voices through a social movement according to gender equality's issues for eradicating such negative biases in society. *Nda*, similarly, assured that self-stigma could affect gender discrimination at work. Beauty privilege, unfortunately, also impacts societies to judge someone who has none of the mainstream preferences and characteristics of such standards. Not only are transgender people criticized, but all gender people without the unjust standard are also discriminated upon. *Professor J* additionally demonstrated that one trans-woman required some advice in regard to the beauty standard which impacted her job opportunities. With dark skin and unfit preference to feminine looks, trans-women might suffer from people's bias through stereotyping in their recruitment. *Than*, likewise, agreed to the question because those elements have produced a gender stigma that has existed for a long time. Trans-women have been stripped of their rights of humanity and have been underrepresented for far too long in Thailand. In spite of holding a position in the political arena, she used to be stereotyped by many people in the parliament. Regarding *Pin's attitude*, many people commonly seek a decent job after their graduation because they need to earn money a living. Self-stigma is a negative attitude which can reduce the chance for job opportunities for trans-women. Furthermore, *Sarina* told her story that she used to avoid being a target of gender discrimination after her graduation. From that time, she feared that society may judge what gender she was. Though she studied engineering, she never applied for a job in this industry. Moving to New York to pursue her dream in the fashion industry was the final decision to expand career chances, since Thailand has left her behind for work opportunities. She in turn participates in several groups of the LGBTIQ+'s movement to seek solutions of the problematic issues when she returned to Thailand.

Most interviewees, in summary, highlighted on the self-stigma accustomed throughout Thai people's perception. In accordance with screening candidates, the deep-rooted factor is established from the social rules entailing the decision making of organizations' leaders or human resource staff toward job opportunities and employment of trans-women employees. Some trans-women individuals commonly absorb those situations which can limit their chances for job advancement. As a result, their career paths are very limited. A variety of job industries among trans-women

possibly raising the social awareness on their work performance rather than gender identity, becomes one of the controversial issues in the transgender movement.

Table 4.17 Conclusion of the Emerged Theme in Question 5

The Experts	Self-Stigma	Avoidance to be a Target of Gender Discrimination
The Gender Activist 1 st	√	
The Gender Activist 2 nd	√	
The Gender Activist 3 rd		
The Gender Activist 4 th	√	√
The Politician	√	√
The Gender Professor	√	

4.3.5.4 The Question Relating to Other Factors

- **What do you think are the other factors affecting gender discrimination at works against trans-women employees?**

Other factors affecting gender discrimination at work against trans-women employees, in the present section, encompass several ideas of people within society. Accustomed to believing or behaving in reality, it is difficult to conduct a measurement of such entities using the quantitative approach. The interviewees of the study propose the other factors capturing dominance of the religious, societal norms and values, traditional culture, as well as a particular system of society in Thailand to broaden our understanding of the problem.

Beyond the religious views, LGBTIQ+ activist Dan finds that people still believe in gender binary system in all walks of life. The mainstream aspect contributes to the circumstances linking the gender roles between men and women. The body of knowledge about gender diversity's SOGIE, moreover, has never been recognized and well-understood in society. People can overlook the traditional system and also cope with the laws supporting transgenders. He assumed that religion gives people the beliefs for doing a good thing, but its principles should not cloud people's judgment.

Similarly, Transgender Activist *Nda*, supports the notions that ideas, values, norms, beliefs of Thai institutions and the historical background, can be the root cause of gender discrimination against trans-women. In particular, the patriarchal system is summed up for gender inequality. The Trans-women politician **Than**, also explained that religious institutions, cultures, and norms – patriarchy and gender binary system, have established particular traditions for organizational values in which men mostly have the upper hand and the potential to be leaders in organizations. We can clearly see that the top management has more average proportion toward men than women. In a patronization system, men support the notion that since men can be ordained to become monks the monk has to be a man, it has left the question of how women are classified in their religious settings. Being LGBTIQ, similarly, is considered as a sin. Therefore, any states ingrained with religion will become a culture that men have more power in the societies. In particular, under the process of screening the public hearing, the equal marriage law must be promoted to include all genders people. Everyone needs to be treated equally in our society.

Table 4.18 The Thematic Summary of Question 6

The Experts	Other Factors				Insufficient Protection
	Values	Norms	Cultures	Religious	
The Gender Activist 1 st				√	√
The Gender Activist 2 nd	√	√	√	√	
The Gender Activist 3 rd					
The Gender Activist 4 th					
The Politician	√	√	√	√	√
The Gender Professor					

4.3.5.5 Gender Discrimination at Works

The present part deals with interview's results of trans-women employees working in the private organizations. With distinctive occupations, the different situations of gender discrimination at work against them are investigated via in depth interviews in order to additionally illustrate the experiences of gender discrimination at work. Fifteen trans-women employees were recruited to undergo qualitative investigation. For each interview session, the author conducted an in-depth interview for about one hour in the process.

(1) Before Employment

Before employment's explanation of the study points to career movements relating to accessing education, internship, and recruitment processes, which people

take part before they join the workforce. The present section shows the in-depth interview's results of trans-women employees, who have had job experiences in private organizations. Trans-women employees' gender identity, interestingly, is posited on the negative perceptions regarding creditability to do a job.

Sherbet said that “not fit-in genetic women or a value's standard is my key point. Therefore, I feared to apply for any jobs...”

Sherbet, a multinational fitness brand's sales and customer service employee was not allowed to dress in a woman's uniform when she contacted the well-known fitness center. Initially, she faced gender discrimination when working in a part-time job of some hotel in Bangkok. She claimed that the manager did not allow her to assume the position of a full-time employee due to *corporate image and creditability*. Not fitting in with a genetic woman's standard or value was the key point of her job rejection. She was fearful to send her curriculum vitae to apply for any jobs and has never returned to work in the hotel management industry and shifted her attention to work in fitness management instead. Her present employers are genuinely concerned about inclusive policies for gender diversity. She is fortunate to have been supported by the senior manager since the parent corporation located in England has inclusively recognized diverse gender people as an important issue of organization. Contrary to that, one of the managers told her that she should play on the male team due to her gender identity during corporate sports day. Even though this unfavorable situation occurred, the other managers disagreed with that particular manager and eventually she was able to play on the women's team. Some male colleagues gossiped about her gender identity and another issue appeared when a Thai manager of the personal training department refused her a position of personal trainer because of creditability. She, therefore, was shifted to work in reception instead and was expected to progress in the field of customer service and be assured of a raise in her salary.

Moo said that “I was rejected from more than hundred corporations After being interviewed. In the engineering industry, firms always hire men rather than women...”

In **Moo's** opinion Thai parents value educational success, which is interwoven through traditional occupations such as doctor, teacher, soldier, police and so forth. Convincing their children to advance their future, the parents usually insist that the science program is essential for their progress. As a software engineer of a telecommunication corporation, **Moo** confirmed this notion by pursuing her higher education at the Faculty of Engineering at Suranaree University of Technology. She had high expectations for her job opportunities in engineering but soon turned hopeless after she was rejected by more than hundred companies after she had been interviewed. In general, engineering firms tend to hire men rather than women, since they claim some rationale to employees' safety as their major decision. In her case, she confirms that the firms have a particular choice with regard to hiring personnel. She then shifted to work as a programmer in the IT industry because the nature of the job does not require her to meet with other people.

Similarly, **Susie** a financial analyst of Toyota Leasing Thailand, passed her CFA certificate¹⁴ approved by the Charter Financial Analyst Institute. Her job performance is to analyze financial and fund investment. After graduating from Assumption University, she recently applied for a job, but she was denied employment when getting to the interview process, particularly for a big commercial Bank, which left her very slim chances to find work. Susie's potentials were not the job selection's objective, but key determinant was that her *gender identity and expression* are incongruent to the sex assigned to her at birth. Always willing to fight on in all adverse situations, she attempted to seek new opportunities. She, finally, could get a job in Deutsche bank. Even though she would not require a high salary,

¹⁴ the Chartered Financial Analyst (CFA) designation regarded by most to be the key certification for investment professionals, especially in the areas of research and portfolio management

she preferred to work in a Western company since they have good understanding of issues of gender diversity rather than the Thai companies.

Ris said “I went through many stages of gender discrimination to be a dentist due to my gender identity. The first time was during the time I was an undergraduate. The second time occurred while pursuing higher education. Finally, the last time was during the period when I was applying for a job...”

This particular case involves several characters. **Ris**, the dentist, has been through three stages of gender discrimination at work. The situations comprise the undergraduate stage, the stage of higher education, and full maturity stage. In the first stage she needed to address gender discrimination from the professors at the school of medicine. She graduated with a bachelor’s degree and went on for a master’s of dentistry at a Thai public university. Since the time she was studying in university she identified herself as woman and dressed like a woman. Even though some professors were of diverse genders, they never understood her gender identity. She was often curious about dressing in which way that probably affects the patients’ feedbacks. When she got an internship in a local hospital, she was able to prove that being a trans-female was not the problem for her job assignment. At the stage of pursuing higher education, later, she was refused the opportunity to study for a master’s of dentistry at a well-known public university because of her gender identity. This phenomenon caused her much suffering which brought about a level of self-stigmatization to enhance her career opportunities. After this, negative attitudes have somehow dissipated, and she tackled problems based on her gender identity. For this case, she pursued a master’s degree in another university instead. After her graduation, she applied for a job as a lecturer in dentistry in several public organizations. She was refused again. Sometimes, she gave up fighting with her family about her career. While she was recovering, she looked for the academic scholar at the doctoral level specializing in dentistry between Germany and Japan. As a result, she chose Japan where was the most conservative country for gender diversity people with. The academic agency had no problem about what she was or what gender she identified. She, finally, could pursue a Ph. D. of dentistry in Japan

including the certificates from the top rank university in the U.S. which brought her to the last stage of her career. Through the last stage, she invested herself in education in order to raise her job performance. She challenged her job opportunity again at the same university by applying as the dentist lecturer with full performance and qualification, although she truly knew what would happen in the field of dentistry. She, however, was denied again. She argued that the problem is the *gender recognition law* for us. The rationale to apply for a job in the public university, besides, was to show herself up to the people who used to discriminate her. Nowadays, she is a well-known dentist in her own practice.

Similar to *Kitty*, 29 years old, a pharmacist of the global medicine corporation, who had experienced being discriminated by the HR manager. With her intention to be a product specialist, her negative experience occurred while disclosing her official documents such as identity card and transcript in the selection process. This was the first time she was discriminated after her graduation. She, however, maintained her optimism about the situation, because she might not have had work experience at that time. She then applied for a job at Pfizer Corporation due to a recommendation from a friend. This firm was established in the US. and has always genuinely supported gender equality and social inclusion issues in the organization. A job advertisement, in this sense, did not require a particular gender for the job position. She sent her resumé to the HR department of the corporation and, finally, achieved her goal, after the manager politely interviewed her with an open mind and delicately avoided any inappropriate conversation by referring to her gender identity. Instead, she explained herself to the manager what she is though the manager did not show any concern about her gender identity. The job requirement also did not identify what gender could be recruited.

“Bella said “I used to be asked whether I had got a sex reassignment operation or not. I felt insulted because of my fair skin that sometimes was judged when it came to job performances in the engineering field...”

As in the other cases, **Bella**, a student pursuing a master’s degree in marketing in London, was previously expected to study Bachelor of Engineering following her sister. In her family, she was treated as the only son to her parents. She believed that her sister’s successful career path led her to her decision in life. Consequently, she studied mechanical engineering at Thammasat University. Without any problem with her dressing on campus, senior students always treated her as a real woman. The most difficult problem based on gender discrimination at work began when she went for a job interview. Applying for a job in a multinational insurance firm, for example, she once had her application turned down after corporate HR people claimed that the organization had no place for her due to her being a trans-woman. She was disappointed at the rejection for a gender-based reason that she was not capable of solving. The other bad situation appeared in the engineering industry when she was applying for a job as an engineering salesperson. The HR staff often wondered how she dressed to meet the customers, since the employee card had been titled as a man.

Moreover, at the job interview the question asked by the corporate manager had to do with whether she had had a sex reassignment operation or not. Because of her fair skin, sometimes, was also judged to not be able to meet the expectations of work performances in the engineering field. She believed that human attributes should not be involved in any judgment. Instead of judging us based on our qualifications they usually place more emphasis on our external appearance. Because of the established self-stigma from gender discrimination at work, self-respect and self-esteem have been minimized on her mind as well as on other trans-women. Fortunately for her, she has always had her mother’s support and understanding. The silver lining of a new career opportunity, however, appeared when an energy engineering firm offered her a job. Moreover, a work and holiday project in Australia, provided her with another chance she received from Department of Women's Affairs and Family Development to enhance her intangible assets. According to her, job

application forms in Australia do not allow the applicant to insert their photo in order to prevent instances of prejudice when processing job recruitment. She added too that the recruitment practice in England also utilizes the same ethical practice in screening a job candidate. However, after the Covid-19 pandemic, she realized that studying marketing might fit her goal-oriented jobs in the future and therefore decided to pursue her higher education in England.

Rin, a marketing manager graduated from well-known college in New York and now works for a leather-product firm in Thailand. The firm's branding is very popular among young woman and is also trans-women customer friendly. In her opinion, studies and internships never focused on gender as a main factor such as checking attendance in classrooms while job applications relied only on one's experiences and abilities. The US work culture, for example, makes it an opened-mind country for all people, while Thai corporate culture is not. She had never been discriminated on when she was working abroad. The HR department of the fashion company in the US, for instance, had never let other employees know her gender identity because it was unrelated to her work performance. Similarly, bank accounts in the US never identified her title name or gender identity in bank documents. The worst case for Rin occurred when applying for a job as brand manager at a high-end fashion company. She received a warm welcome during the job interview, until she was notified by the HR manager to work in the company. Unfortunately, after she sent her identity card and address transcript, the manager suddenly denied her the job because of corporate policy regulated via the top management. She believed that this hidden agenda was formulated in the Thai context only. They asserted that the company could hire gay men for working instead, whereas trans-women could not be employed due to the brand's image. She suffered because of her sex at birth and gender identity with the prejudicial factor that she could not change anything at all. This was prejudice in her eyes. She, however, was able to accept the situation, and she has always tried to develop herself to overcome this injustice. Interestingly, she proposed that there are social elements influencing Thai people's prejudice. We only need a basic right to enact changes regarding to gender diversity namely, related-legislative protection, positive mindset and new media. To stigmatize trans-women,

informal jobs have become one of the significant determinants in a society that has prejudice in judging them. In her case, she believes that if she applies for a job in hundreds of companies in Thailand, she will be questioned about her gender identity. Gender discrimination at work, consequently, must be an issue of concern.

Maysa, a senior commercial manager in a Thai brand engineering firm, confronted employment discrimination two years ago. In the process of recruitment, an interview for selecting the procurement manager was conducted. She then submitted her personal official documents to the HR staff. During an interview with the Managing Director, it took three hours in the conversation to determine what her gender identity is. Because of her gender identity, the MD asserted how her career path should progress. From that time, she already knew the reason why she was denied the job. On the other hand, she had a chance to be interviewed for the position of coal procurement manager at another company. It was directly related to her qualifications, but the HR manager rejected her due to the hardship she might face in her future career path such as low creditability, hardship of business trip to middle eastern countries where the religious issue becomes a critical factor.

Mai said “even though I was an outstanding student and had earned a Bachelor of Economics With second-class honors and had a CFA certificate. I was rejected by the bank due to my gender identity...”

When applying for a job at a well-known bank in Thailand, *Mai* confronted gender discrimination before gaining employment. The HR managers often inquired about her daily clothing. The questions, for instance, were about what she wore on a routine basis. She agreed with the HR that she lives like a woman, but HR never gave any response about the job application. *Mai* contended that even though she was a well-qualified and outstanding student and could be an asset for the investment industry, they ignored her credentials. She knew that she was really refused due to being a trans-woman whose creditability is insufficient for the profession. These experiences had an adverse effect on all trans-women employees in Thailand all of whom want that gender equality not be a privilege.

After a long process waiting for the board of director's decision that included all the organizational departments following the interview, *Ef* became a marketing staff of a well-known energy corporation in Thailand, she had been the first trans-woman candidate for the job. The recruitment result was announced in October 2019. The decision process, additionally, mentioned about her gender identity and the fact that the organization had never employed any a trans-woman before.

The above interviewees confronted gender-discrimination situations before their employment. When starting a job interview, the problems mostly involve the processes of a candidate selection that the interviewees feel block their career opportunities. Inevitably associated to trans-women's gender identity and expression, the interview becomes the most distressing stage of the job selection process for them since the questions often relate to the creditability of the company, uniform, or attire of the worker as well as the external appearance of the candidate. A long decision in the process of selection, moreover, occurs when the organization has never employed a trans-woman employee before. Disadvantageous opportunities, likewise, are endured by trans-women workers during their employment, particularly job assignments that the superintendent claims are for the corporate's image. Verbal abuse based on gender stereotyping by trans-women's colleagues in the workplace environment has been occasionally reported.

(2) During Employment

Working for public and private organizations, the other job experience occurred in *Palm's story*. The problem of being a trans-woman employee emerged during her employment when she proposed a leave of absence to undergo transitioning surgery. Palm, a highly feminine trans-female, is a pharmacist who graduated from Chulalongkorn University. With regards to her gender identity, she has never faced discrimination when she applied for a job, but she experienced a negative situation from the person she was working with. Lacking understanding toward trans-women people was sometimes prevalent in the workplace. She, thus, was unable to take leave for transitioning in order to become completely a woman. Sexual transitions include many typical treatments for better living a life in the expected gender. Those transitioning processes, for instance, may rely upon usage of Estrogen hormones and surgery in particular, breast augmentation and sex reassignment operation. She, nevertheless, expected to make the sexual transitioning in accordance with her true inclination.

Koko said "My job wasn't assigned to me because of my gender identity. Corporate image was claimed as a legitimate reason from my former firm..."

Furthermore, *Koko* the Internal Communication and Diversity & Inclusion Senior Specialist of a food delivery company, had no control of the situation in the previous corporation in terms of job assignment. Based on her gender identity, the senior staff limited her job opportunities to speak out on some occasions since the organizational image was claimed as the main reason to refuse giving her assignments. In this case, she decided to resign from this company. As for the entrepreneurs, *Khao* the business partner in a Thai restaurant changed her career path from employee to be entrepreneur since she was tired of people's attitude toward trans-women. To illustrate, she argued that her voice and official document were the main obstacle in getting a job in Thai companies. Even when she was in the tourism industry, the tour agency did not give her a chance because the organization feared the

customers' complaints. When dealing with suppliers, her trans-women's gender identity was also a challenging issue in the business world.

*“Muay said “being a trans-woman got me lost from the fast-track
The Program Manager job competition in the hotel management industry...”*

Based on the high position of the organization, *Meme* the assistant vice president of the HR department in a well-known bank confirmed that she had the experience of applying for a job in more than 20 organizations but did not receive any response. Ultimately, she got a job in the IT industry. She also revealed that her father had never talked to her due to her gender identity until she had found herself a good occupation. Gender discrimination in employment is illustrated by the director of media relations and communication at the media firm. *Muay* was discriminated on the basis of gender identity while joining a job competition in the hotel management field. A couple of negative situations was a lesson for her while progressing on her career path. When the fast-track program manager to recruit the top manager for a high-end hotel group was judged by the hotel's executive personnel, her feeling was devastated after the result was announced. She insisted that she passed to the final round of competition, which, along with the general manager of the hotel, focuses on testing skills and performances, a workshop, as well as an interview session. Her name did not appear on the hotel announcement board, but she initially thought that her abilities were insufficient. The plot twisted surprisingly after she had a conversation with a colleague, who was the winner of the present project. As a trans individual, her gender identity became the critical point of her suspicion. Her friend revealed that she had been dropped from the selected list even though she had been in the top three score. A similar occurrence, likewise, happened when she aimed for the position of talent management at the hotel, but the HR director replied that because she is a trans-woman, she might lack creditability. As a result, she was denied the position. She, finally, reported the situation to her senior manager even though the response was still the same.

Table 4.20 Conclusion of Emerging Themes through Gender Discrimination During Employment

Emerging Problems of Gender Discrimination Before Employment	The Interviewees (Trans-Women Employees)				
	Palm	Koko	Khao	Meme	Muay
Unassigned work due to being trans-women		√			√
Unapproved leave days for transitioning processes	√				
Refused a Job Position due to being trans-women					√
Gossiped about or verbally abused in the organization due to being trans-women					
Gossiped about or verbally abused from customers, suppliers due to being trans-women			√		

4.4 Integrated Quantitative and Qualitative Research Result

The mixed method, noticeably, has five distinctive purposes: *triangulation* to seek convergence of the results from the different methods, *complementarity* to enhance the result from one method with the result from the other method, *development* to utilize the result from one method to help develop the other method, *initiation* to discover the contradiction of new frameworks from one method with the questions or results from the other method, and *expansion* to extend a range of inquiry by applying the different methods (Greene, Caracelli, Graham, & analysis, 1989). As a core component, integration is required for interpretation of the results processed from a mixed method, which relates to the research involving multiple sources, types of data, and several approaches. Bazeley (2017) suggests that integration should be conducted when the study has to be analyzed between different sources or methods. Integration, in this case, must be done to draw the study to its final stage of conclusion.

From 4.1 and 4.2 including the research design mentioned in chapter 3, the present research uses a mixed method's purpose of complementarity design which aims at achieving better understanding of the results from different methods. The complementarity intent highlights on elaboration, enhancement or illustration, and

clarification of the results (Greene et al., 1989). To enhance quantitative research project, a complementary integration analysis was adopted for examining different facets of a social phenomenon, which is gender discrimination at work against trans-women employees across private organizations in Bangkok. In order to leading to a more holistic understanding of such negative situations, supplementation via qualitative interview can increase the validity of findings from the survey.

Along the process of the research, the qualitative purpose at first commenced for supplementary explanation of discriminatory issues based on gender toward trans-women individuals. In detail, the ultimate goal to be achieved in this research starts with elaboration to additionally elicit the “How” and “Why” where a particular set of results emerged. Employing probation in the interview technique, it hits the goal of some sets of research questions. *Illustration* to enhance the validity of the statistical results, moreover, depicts the fundamental findings derived from the survey. This integrated strategy highlights the comprehensive aspects accumulated via the numerical data. *Clarification*, by the same token, attempts to build clear examples of the quantitative data, which the research participants in the qualitative phase can draw upon through their real experiences on each interview session. The three assumptions of the complementarity purpose are intended to supplement the strength to find structure, and to build a certain direction in terms of what we gain from the quantitative method.

Qualitative investigation, in the researched processes, plays the main role in describing the additional details of how and what the factors related to gender discrimination at work against trans-women employees across the private organizations are. The qualitative information has the potential of deep presentation in order to convey greater explanation parallel with the quantitative data which can initiate a new possible path for a conceptual framework including related factors unidentified in the core quantitative results. In conclusion, this research employs the qualitative technique based on the complementarity purposes to generate supplementation.

4.4.1 Utilizing the Qualitative Method to Elaborate Results from the Surveys

In the quantitative phase, the research utilized the Structural Equation Model (SEM) to analyze and multivariate. SEM together with the mechanism of the Confirmatory Factor Analysis (CFA), at first, was constructed to ensure that all the observed variables were fit for the latent variables in respect to specific theories. The structural model was later approached for testing the research hypotheses through causality. The five latent variables, theoretically identified by organizational factors, self-factors, gender disclosure, step of transitioning, and gender discrimination at work, were then assessed.

Analyzed under the CFA, it showed that the observed variables were fit for the latent variables at an optimal degree. The relationship between the observed and latent variables was examined through the regression estimated from the specific measurement items. A single use of the SEM to find the relationship among the latent variables, however, only demonstrated the overall picture, while the deeper explanation and the reasons of the effect in particular event according to gender discrimination at work against trans-women individuals were not investigated to capture the whole story and related issue. Qualitative approaches, therefore, were employed to encourage the thick description of the targeted research participants' feelings, opinion, and experiences. The main purpose of this typical equipment is to achieve deeper insights with holistically understanding of human experiences in a specific setting (Denzin & Lincoln, 2008; Rahman, 2020). For these reasons, the present research requires qualitative results to supplementary elaborate deeper information of how each variable affects gender discrimination at work against trans-women employees, including what additional factors influence this social problem. Directly interviewing the experts and the trans-women employees, the results clarified their deep insight.

Even though all findings evaluated from the quantitative analysis significantly affected gender discrimination at work against trans-women employees, the step of

transitioning was statistically proven that it not associated to the problems. To further investigate this factor, the qualitative results can elaborate more on whether the transitioning processes among trans-women involve discriminatory experiences.

4.4.2 Utilizing Qualitative Method to Illustrate Result from Surveys

Further illustrations connecting gender discrimination at work are beneficial contributions of the study that typically involves the use of the qualitative method. This investigation can render a new exploration of the statistical findings. In other words, the qualitative techniques along with the complementary purpose, is suited for developing deeper explanations that did not exist in the quantitative results.

There are several events related to 4.2.2.2. (The experts' view). Toward the issue of gender discrimination at work, the additional illustration to clarify further or other results from the surveys. The relative questions were congruent to organizational factors, individual factors, sexual disclosure, steps of transitioning, as well as gender discrimination at work, all of which were crystallized from the theories of institution, doing gender, and stigma. The qualitative results showed interesting examples regarding the results from the survey. For instance, the step of transitioning on the path to gender discrimination at work was statistically deleted since it found a poor fit. After being removed, the fit indexes showed improvement. The finding that shifted the causality to the acceptance by others was the key point leading to gender discrimination at work. The in-depth information gained from interviewing the experts and the trans-women employees, revealed the other side. The interviewees displayed other distinctive outcomes. The experts on gender equality issues illustrated more aspects in respect to the steps of transitioning among trans-women. Fundamentally claimed as the conformable value that they concern to disclose SOGIE in the same manner as the real genetic women, fit-in to feminine appearance becomes an important goal. Without that standard, trans-gender women have consequently struggled through many parts of life. Discrimination at work based on gender identity and expression among them could appear unless they still have masculinity on their body. In these cases, acceptance by others through the steps of transitioning among

trans-women employees could not capture the whole finding process via quantitative analysis, but the deep information gained from the LGBTQI+ experts and the trans-women interviewees produced a more comprehensive understanding involvement factor. Since the processes of sexual transition require a large expense, the necessary purpose to their lives seems to be difficult. Even parts of economic living since employment does entail a glass ceiling and many other problems, the corporate policies to encourage trans-women's right in filing for leave of absence for surgical procedures have been unavailable for them in a number of private organizations. Moreover, the state laws enacted by related governmental institutions to support the leave days in relation to such surgery, have never been enacted.

Illustration of the other factors affecting gender discrimination at work against trans-women employees, resulted from the trans-women interviewees, manifest several influences as follow: gender binary system, patriarchy system, religious, insufficient laws, press media and so on. For instance, the heterosexual people viewed those trans-women individuals as outside the box of gender mainstream. Hiring them, it is probably the bias of people in gender binary. Denied a job in the respect of woman who do not fit in and the official documents entailed was another problem that people's prejudice can drive the discriminatory mechanism. The patriarchal system across the engineering industry, besides, turned the career attitudes of one interviewee in shifting a job since she was rejected more than a hundred times to work in this industry. Over the past decade, lacking the protected laws to encourage transgender and gender diversity people's rights has become the major influence on the career problems in regards of gender identity. Never being officially established in the country, the gender recognition law, to illustrate, leads to invisibility and unheard voices of trans-women people. After uncovering the public records, for example, some trans-woman interviewees were rejected from the HR staff or their employers. The trans-women, nevertheless, have been recursively propagated as subject to jokes by the media leading to public unacceptance.

4.5 Chapter Summary

This chapter aims to indicate the research findings in three distinct parts. The first presented the quantitative results characterized through descriptive and inferential data statistically. Assessing the research hypotheses was conducted via the SEM. Some parts of the hypothesis were removed since they were a poor fit. The second part, however, designed for attaining the depth of information in respect to gender discrimination at work against trans-women was detailed, and how (or why) such a negative situation could impact their employment. With qualitative methods, observation and in-depth interviews were employed to capture the issue. Lastly, integration, under the mix-method's purpose, was approached to extend the statistical results. Fundamentally on additional elaboration and illustration of the relevant issues, complementarity intent further exemplified the quantitative and qualitative results.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Restatement of Objectives

Discrimination based on gender identity among individuals becomes a problematic issue in all dimensions of life in many countries throughout the world. Transgender persons, who identify their gender identity with incongruence of sex at birth, are empirically discovered as the people who mostly face barriers from gender discrimination in their lives (Bränström, Pachankis, & epidemiology, 2021). Stripped of their rights as a human being for belonging to the LGBTQIN+ population, they thus confront numerous problematic situations that bring about gender discrimination stemming from public agencies' ignorance and personal bias toward diverse-gender people. Insufficient state-laws to protect transgender rights such as the gender recognition law or the equal marriage law are unfolding across many countries especially in Thailand. People's prejudice toward transgender person particularly trans-women, however, remain rigid since they have been excluded from the mainstream system of gender binary. Similarly, in the professional world, creating the so-called glass ceiling on trans-women's career opportunities probably limits their well-being in the future including limiting them only to informal employment.

As aforementioned, the number of academic studies related to gender discrimination at work against trans-women, shows that trans-women employees mostly confront barriers in employment compared with other genders (Fontana & Siriwichai, 2022; Mishra & Negi, 2021; Singh et al., 2014). Even though Thailand enacted the Gender Equality Act in 2015 to protect all gender people's rights from unfair discrimination, it has still met with low public awareness. Established through structural hierarchy, social and legal institutions exacerbate the negative situations toward trans-women in many settings especially employment (Pravattiyagul, 2022). A small number of

academic reports aimed at finding out the causality of gender discrimination at work against trans-women individuals in Thailand, nevertheless, results from the problem of supporting plausible solutions as well as the intention to broaden their voices and visibilities. Regarding this problematic issue, several theories described in the literature review help to conceptualize the interesting idea pertinent to this research. Investigating the factors contributing to such problems, in this case, is a challenge to define the primary objectives of the study which aims to theoretically identify the factors affecting gender discrimination at work against trans-women employees across private organizations in Bangkok.

In accordance with the problems of gender discrimination at work against trans-women, the study of its impacts on their hardships in seeking employment must be disclosed in order to advise certain solutions to the relevant agencies in Thailand. The next objective of the research inevitably associates studying how the determinants of gender discrimination at work impacts trans-women employees in private organizations located in the Bangkok Metropolis. The solutions, notwithstanding, could not be sufficiently created without the possible guidance from the study's results. Ultimately, the third aim in this research was proposed for providing recommendation to organizations that may increase gender equality and development of employment among Thai trans-women employees.

In summary, the research objectives are mainly about the causality of the factors affecting gender discrimination at work against trans-women employees in private organizations. Those objectives, therefore, are studied through a mixed methodology integrated between quantitative and qualitative analysis. In order to enhance reliability and validity of the study, the research design sequentially inserts the qualitative investigation to complement the statistical results examined on the quantitative one.

5.2 Conclusion of Findings

Quantified from the preconditions and their processes, gender discrimination at work against trans-women employees in private organizations, does exist, especially in

Bangkok, which has the highest trans-women population in Thailand (See figure 3.1). Two major factors of gender discrimination at work have precisely appeared in the statistical results. First of all, organizational factors related to trans-women employees' job challenge have a low maturity in the private organizations especially, the awareness of the 2015 Gender Equality Act, the presence of gender diversity supportive policies and procedures as well as the presence of a positive organizational environment of gender diversity. As a result, the less external and internal disciplines to encourage trans-women employees' employment, the more gender discrimination at work in the organizations.

Another factor relies upon the individual factors of trans-women people whose self-stigma and avoidance of being a target of gender discrimination are associated with the main objectives of this study. Some trans-women, for this case, found that their job opportunities were limited since it was perceived that Thai society has stereotyped them thus confining them to only a limited circle of employment. Crucially, gender disclosure and steps of transitioning among trans-women employees enable the possibilities of gender discrimination at work. The qualitative findings, nevertheless, put more clarification on several paths of the research hypotheses especially the organizational factors associated with trans-women's gender identity based on their steps of transitioning and sexual disclosure as well as gender discrimination at work. The individual factors, by the same token, were driven via the mediating factors of transitioning processes and sexual disclosure of trans-women employees which can lead to discriminatory circumstances in private organizations.

The inferential statistics, however, showed that the preconditions and their processes were found to be significantly distinctive. With supportive confirmation of the qualitative investigation, the research findings are confirmed that there is gender discrimination at work against trans-women employees in private organizations in Bangkok.

5.2.1 Finding of Research Question 1

The first research question aims at investigating “*What is the extent to which factors significantly affect gender discrimination at work against trans-women employees across private organizations in Bangkok?*” in order to identify the related ones stemming from gender discrimination at work in private organizations. Against this backdrop, the relevant theories implicated in organizational factors, individual factors, gender disclosure, transitioning process, and gender discrimination at work, are explored in the following.

5.2.1.1 Organizational Factors

In accordance with organizational factors in the quantitative analysis, the results include institutional theory of organization through the formal orders that organizations have to cope with (DiMaggio & Powell, 1983). Here, those determinants referred to gender diversity’s inclusion as well as the positive organizational environment for trans-women employees. From the survey, the statistical data supported hypothesis 3, 5 and 7 of the study. These hypotheses were accepted by the empirical data which the organizational factors could significantly decrease gender discrimination at work against trans-women employees, and organizational factors can encourage sexual disclosure and steps of transitioning of trans-women employees. From the research data, the value of factor loading in organizational factors showed that the private organizations in Bangkok had only 0.14 awareness and recognition of the 2015 Gender Equality Act in building the future policies and procedures to benefit trans-women employees. Internally, even though the organizations had a high value of the positive environment for gender diversity employees of about 1.0, the supportive policies and procedures for gender diversity employees had a moderate value of about 0.57 which is slightly below average. These factors had a negative effect of about 0.69 to influence gender discrimination at work against trans-women employees. However, the organization factors could be positively affected on trans-women’s gender disclosure and steps of transitioning, if each of them is provided in the organizations. As a result, the more organizational

factors through the formal policies and procedures to support trans-women employees, the less gender discrimination at work.

Furthermore, in terms of the characteristics of the respondents it was found that 51.5 % or more than half of the sampled group did not recognize the 2015 Gender Equality Act. Even though this law was enacted for protecting people of all genders when faced with unfair situations on the basis of their gender, it is insufficient to communicate to the public since the organizations with trans-women respondents working with had a low awareness of the law. The data, moreover, shows that 55.6% of the private organizations in Bangkok where trans-women employees have been working with did not provide gender diversity supportive policies and procedures including building a positive environment of gender diversity for their employees. Over 50% of the organizations, however, had a moderately open attitude toward trans-women employees, though 48.3% of trans-women employees had confronted negative experiences at work.

To clarify more conclusions, the qualitative result complemented the greater comprehension of the organizational determinants influencing negative situations among trans-women. With regard to such factors, the key theme of “outside and inside policies” links to the organizational factors, which are able to strengthen hypotheses³. The outside policy, here, implicates a state law which is the 2015 Gender Equality Act enacted for protecting people of all genders in Thailand. For this reason, trans-women individuals can use this law, if they find themselves being the subject of unfair discrimination with the fundamental cause of gender. In relation to the inside policy, it refers to explicit or implicit orders established via top management of private organizations that highlight gender diversity supportive policies to ensure a positive environment, and to equalize benefits for trans-women and gender diverse people in private organizations. Through in-depth interviews with experts who have a background on gender inequality issues, they demonstrated why the related policies affect gender discrimination at work against trans-women employees. The problem is that the 2015 Gender Equality Act was viewed as a good start to combat unfair situations based on gender reasons even in employment, but the

formal one has an inactive role from the governmental agencies to promote a better understanding throughout the society. Policy's information lacks continuation of public communication in terms of legislative usage, user's benefits, processes of the law. Fewer concerns in the private sector toward the law lead to problematic situations that downplay trans-women's rights in employment. In addition to the Gender Equality Act, gendered terms are difficult to interpret in detail about what gender is applied in the eyes of the law. With a lack of social communication, people fail to understand how the legislative process can be useful in general. Nevertheless, the expert interviewees confirmed that the 2015 Gender Equality Act is inadequate as a remedy of the law to protect trans-women's employment. Proposed as a solution to gender discrimination at work, the state should enact more fundamental laws to support transgender persons especially those concerning gender recognition in order to alleviate structural stigma (Bränström et al., 2021). To sustainably formulate a good policy for trans-women employees, creating and instilling easy access to understanding with respect to gender diversity knowledge must be provided in organizations in a formal and continual manner. Besides, in terms of creating a supportive policy and procedures along with a positive environment for gender diversity employees, the expert interviewees affirmed that the organizations' leaders and top management should show genuine concern to these crucial plans and ensure their continuity and sustainability. Not only should the organizations benefit from providing a positive climate which can rise job opportunity and lessen the situation of gender discrimination at work for trans-women employees since they are able to engage their talent to better build the corporation's interest.

5.2.1.2 Individual Factors

In relation to the stigma theory, trans-women's self-stigma have a loading factor of approximately 0.87 which is a high value for effecting their sexual disclosure and steps of transition leading to gender discrimination at work. These mediating factors connect to the research hypothesis 4, 6 that the individual factors of self-stigma and avoidance to being a discriminatory target had a negative effect on sexual

disclosure and steps of transitioning of trans-women employees which can transmit the effect to gender discrimination at work.

According to the characteristics of the respondents, it indicated that 59.5% of trans-woman employees had a tendency to make self-stigma and avoidance to be a target of gender discrimination in the quantitative finding. In this case, it means that trans-women employees would have self-stigma unless people in the organizations accepted their sexual disclosure and some process of gender affirmation.

In qualitative findings, it can clarify an understanding of hypotheses 4 and 6. The experts on gender diversity's issues put a highlight on the perception of trans-women who accept discrimination in social settings since they are used to gender stereotyping as a normal occurrence in their lives. The trans-women, in this group might fear job applications.

Trans-women employees, in this sense, have the tendency to limit themselves to the gender stereotyping from within their society for a long time. This negative judgment based on their gender identity, forces them to keep to informal jobs which could recursively produce other forms of prejudice toward trans-women individuals.

5.2.1.3 Sexual Disclosure and Steps of Transitioning

In the quantitative process of analysis, a trans-woman's gender identity along the sexual disclosure factor and the steps of transitioning factor took on the roles in the research hypotheses 1, 2, 4, 5, 6, 7 as mediators. The factor loading showed that trans-women placed similar values on steps of transitioning and sexual disclosure. Sequentially, the value of sexual disclosure and steps of transitioning were 0.95 and 0.96, which can imply that the trans-women employees consider these factors as necessary elements in their lives. The quantitative results linking to these determinants, moreover, revealed that sexual disclosure of the trans-women employees can reduce gender discrimination at work.

The hypothesis 2, nonetheless, deleted the steps of transitioning to gender discrimination at work since it was found to be a poor fit, but it instead related to the acceptance of other people. Adding the steps of transition to sexual disclosure based on the factor loading value at 0.67, it can be implied that trans-women employees considered these two essential elements to raise acceptance to themselves and other people. Those factors, thus, can elaborate the variance of gender discrimination at work.

In relation to gender perspectives, the characteristics of the respondents showed that 437 trans-women employees commonly identified their gender identity and expression as a trans-woman according to the gender norms of cisgender women. It, nevertheless, leaves questions about physical appearances that some of them still have masculinity in their bodies. For steps of transitioning, the factors showed a positive relationship on trans-women's gender disclosure after testing the hypotheses. Transitioning, in other words, is the internalization process that trans persons make affirmation to their gender in order to ensure satisfaction in their lives after transition (Devor & Psychotherapy, 2004; Kuper, Wright, & Mustanski, 2018). This factor involves the process of hormonal usage and gender affirmation operation including aesthetic treatments to transition in order to be like a woman. The steps of transitioning, for this reason, are a necessary process that trans-women have to cope with even though each step involves economic factors. In this case, acceptance of the people in their organizations is presumed as the important mechanism that produces discriminatory situations toward trans-women employees. To clarify, transition among trans-women employees relied on the organizational policies that more than half of the private organizations have hardly formulated or include in order to support them. Finally, these determinants of gender discrimination at work were confirmed under the doing and undoing gender perspective. The qualitative investigation can elaborate a more holistic understanding of trans-women employees' gender identity in respect to gender disclosure and steps of transitioning.

In the qualitative investigation, the insight results among 10 trans-women interviewees showed that gender identity was a major determinant to originate gender

discrimination in the stage before employment. The job interview phase is the period they mostly encounter such adverse situations. Gender identity (sexual disclosure and steps of transitioning) and the organization's formal policy were closely engaged in producing gender discrimination at work. Fortunately, some multinational companies do incorporate corporate policies based on the principles of gender diversity inclusiveness such as Pfizer, IBM, Foodpanda and so on. Conclusively, the employees' gender identity is not a condition for employment. Trans-women working in this kind of workplace might have a low rate of gender discrimination in the screening process. Gender identity, in contrast, can be a factor of direct or indirect discrimination when applying for jobs and attending a job interview. Introduced by the top management, some private organizations' policies create a hidden agenda for trans-women candidates. After trans-women expose their officially personal data such as ID card, address and education transcript, passport and so on, the HR department would make contact with them later refusing them the job without stipulating any clear rationale. A clear-cut reason based on trans-women's gender identity in denying employment, may be an informal policy hidden in the organization in order to protect corporate image, lawsuits, and social arguments. Trans-women employees' gender identity, moreover, are prejudicially viewed as an indicator of low creditability and opportunity for career advancement. As a result, they were mostly denied the jobs before employment, or they would encounter a problem during employment with job assignments due to their gender identity.

5.2.2 Findings for Research Question 2

The second research question inquired "*How do the determinants of gender discrimination at work impact the consequences of trans-women employees in Bangkok private organizations?*". The quantitative results could provide a picture of the overall impact that trans-women may face in their work life. The qualitative findings additionally ensured why such identified factors of gender discrimination should be considered.

In the quantitative findings, the factor loading indicated that the organizational factors had a negative effect on gender discrimination at work of about 0.69. The private organizations have to take these factors into account, since they could have a positive effect on trans-women's gender disclosure and steps of transitioning, if each of them is provided in the organization. The factor loading of gender discrimination at work during employment was 0.65 which directly reflects the point that those discriminatory situations among trans-women employees do exist. As a result, the more organizational factors through formal policies and procedures there are to support trans-women employees, the lesser gender discrimination at work.

Moreover, the characteristics of trans-women working in the private organizations approximately indicate that recognition of the 2015 Gender Equality Act had 48.5% and providing gender diversity policies in organizations had 44.4%, but negative experiences because of being a trans-woman employee was 48.3%. From these backdrops, it implies that most private organizations in Bangkok only moderately realize the formally supportive tools to minimize the problems of gender discrimination at work. The organizations probably have less recognition of the problems, since 70.3% of the trans-women employees had never reported discriminatory experiences in the workplace. The organizations, however, should increasingly learn and understand the negative issues if they are hiring or are going to deal with trans-women candidates.

Keeping their suffering and problems to themselves is not an appropriate solution for trans-women employees and organizations. In the working situation, self-stigma, and avoidance of being a discriminatory target based on trans-women sexuality were 59.5% since acceptance depending on most people's perception and gender stereotyping toward trans-women individuals continues to exist in society. These circumstances lead to decreases in job opportunities due to self-factors. For instance, a trans-woman interviewee in the sports industry used to stigmatize herself because of job rejection in the hotel. This situation led to her being fearful when applying for a future job. Nonetheless, qualitative findings further elaborate the impact consequences of trans-women employees.

The qualitative investigation allows us to capture those related factors concerning gender discrimination at work. In terms of organizational factors, gender diversity and inclusion along with the corporate policy and procedures lack an explicit outcome since the vision and missions of these ideas have not been established in the organizations. Based on qualitative results, most companies, however, ignore issues of gender discrimination at work against trans-women, while some well-known corporations had a better start in their project of diversity and inclusion within the organizations through issuing memorandum of understanding on LGBTQI+ inclusiveness and establishment of alliances with LGBTQI+ advocacies.

5.2.3 Finding of Research Question 3

The third research question aimed to inquire “*What are the recommendations for the aspects of factors affecting gender discrimination at work against trans-women employees in order to mitigate gender discrimination in organizations?*” The statistical findings could be deliberated through organizational and individual factors.

In the quantitative phase, the organizational factors engaged in the external and internal orders of the private organization formally implicated the Recognition of the 2015 Gender Equality act, the presence of gender diversity supportive policies and procedures, and the emphasis on cultivating a positive environment for gender diversity. These determinants connect the research hypotheses 3, 5, 7. After testing, it indicated that if the organizations have less awareness and recognition of the gender equality act and the supportive policies and procedures including providing positive environments for gender diversity people in organizations, gender discrimination at work against trans-women employees increase proportionately. The organizations can mitigate this problem with more concern and action through those factors. Hypothesis 5 proved that organizations can more shed light on those elements to raise more understanding and acceptance of people in the organization in terms of sexual disclosure of trans-women employees in order to increase their self-value and self-

respect. Hypothesis 7, similarly, shows that the organizations need to consider the organizational factors to encourage the transitioning process among their trans-women employees.

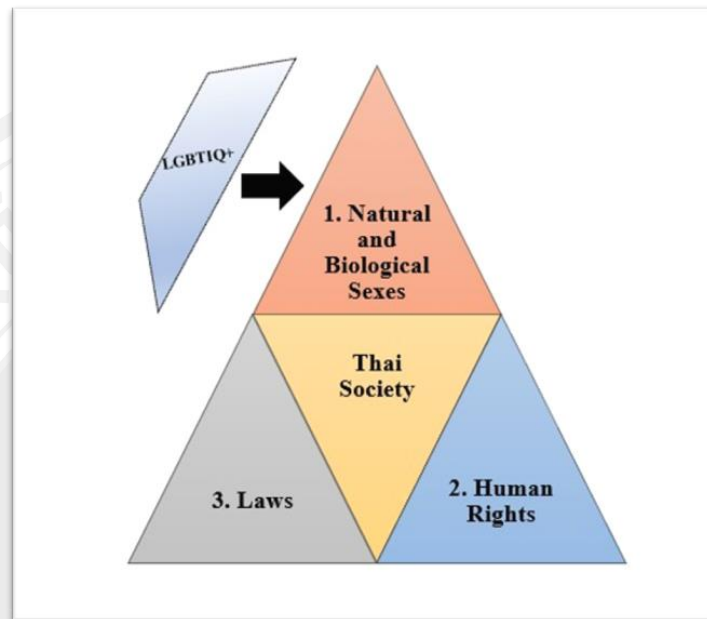


Figure 5.1 Proposed Box of Three Essential Things in Thai Society

Through qualitative investigation, the expert, as an LGBTQIN+ advocate proposed three essential elements of Thai society that should have improved in terms of understanding and knowledge toward person's SOGIESC. In figure 5.1, the first entity engages a person's natural and biological sex that leave trans-women and LGBTIQ+ outside the box. Thai society should increase its understanding of this box before skipping to the second box. It is because this involves public health and biological sexes of gender diverse people. The second one deals with human rights since people have been assured of their human rights more than 80 years ago. We cannot move on to the next box, unless the first box has been managed. Incidentally, the third box which refers to laws supporting trans-women and LGBTIQ+ individuals in the country remains unavailable.

Regardless of that, both the individual and organizational factors can be improved through the following:

5.2.3.1 Proposed Best Practice Model to Minimize Gender Discrimination at Works against Trans-Women

The research findings of 437 trans-women respondents and 6 experts allow us to have a deep comprehension of the negative challenges that trans-women employees possibly confront in the work setting. Gender discrimination at work against LGBTQI+ people is, indeed, not a new issue to the other side of the world, but it does still occur in our society especially for trans-women individuals. The 437 units of analysis demonstrate to us more than 400 private organizations in the Bangkok metropolitan area, where the examined factors influencing gender discrimination at work have been raised in their employment. Nevertheless, the proposed solutions in this sector incorporate the recommendations which put more concentration on the *governmental level, organizational level, and individual level*. The best practice model of three private organizations in Thailand will be exemplified to portray the overall picture for mitigating the discriminatory problems toward trans-women employees.

1) The National Level

Government administration is the most important pillar to provide public facilities across the country. “No one left behind” identified as a core theme for enhancing, progressing, protecting all people with UNDP’s sustainable development goals, has been the Thai government’s ultimate goal. The 2015 Gender Equality Act was one inclusive product for reducing gender inequality issues in society but has been insufficient in providing coverage for trans-women’s rights. As citizens who live and pay taxes to the country, Thailand’s trans-women have still been treated unevenly in various social settings. Most importantly, the basic laws for identifying and protecting a trans-woman’s life have not been determined. Few legal protections against gender discrimination among trans-women are not completely enforced. The obscure route

for trans-women to receive their legal documents according to their gender identity especially the title name on official documents has left numerous barriers to their basic rights. For instance, they often confront discrimination and exclusion when the situation requires an identification card, passport, and other documents unmatched with their gender identity. Excluded from education, healthcare service, employment, housing, and financial transaction, trans-women individuals are stripped of these basic needs to secure life in the country (UNDP, 2018).

In the same way as the career dimension, the research evidence, here, showed that the private sector had a low factor loading 0.14 of awareness and recognition through the 2015 Gender Equality Act, since it lacks sustainable promotion and communication with the public. However, the other laws embracing basic human rights of trans-women individuals should be established covering *“The Gender Identity, Gender Expression, and Sex Characteristics Act”*. This proposed gender recognition laws which guarantee that diverse-gender people including trans-women can fit themselves into the boxes of their preferred SOGIESC¹⁵. In transgender terms, the title name is confirmed as a problematic issue after official documents are shown for particular transactions, if unmatched with their SOGIESC it could lead to a negative situation of gender discrimination at work. To secure employment and to be treated equally with dignity and respect, therefore, this limitation needs to be addressed in order to enhance their quality of life resulting from the lack of a gender recognition law.

With the core purpose of basic human rights' principles, the legal gender recognition enacted regarding the right to be legally approved and the right to be protected from unlawful medical treatment including the right to obtain standardized healthcare, should certainly be enforced for transgender individuals. The gender recognition law needs to cover the necessary issues which can obstruct trans-women's basic needs. Recognition and protection of gender identity, gender expression, and sex characteristics of diverse gender persons must be identified in the legislation. In-detail registration of gender recognition especially trans-women and LGBTQI+ individuals have to be clarified and verified in order to for them to be practically used in reality.

¹⁵ SOGIESC refers to Sexual Orientation, Gender Identity, Gender Expression, and Sex Characteristics.

In respect to the LGBTQIN+ database, no law enforcement of the gender recognition has made an impact on the population statistics of the National Statistical Office in building raw data that can be utilized for developing the country and various other social affairs. Sexual health services regarding to SOGIESC, moreover, should be provided for LGBTQI+ and trans-women people appropriately. Inevitably, specification of discriminatory protection fundamentally on gender fairness toward trans-women should also be included in the legal provision.

In terms of what can be provided by the government, another need for trans-women and their employment is “*The Equal marriage law*” that directly affects trans-women whose tax payment will be fairer in terms of getting tax reduction. Career benefits for same-sex or heterosexual couples in the workplace, significantly, are going to be more equal.

2) The Organizational Level

The organizational area can initiate better inclusive practices and environment into the corporate world. Based on the results of the research, the level of awareness and recognition toward organizational factors such as the 2015 Gender Equality Act; gender diversity inclusive policies and procedures, positive environment, are lower than the average. The proposed recommendation to raise voices and visibility among trans-women employees need to be improved in those elements. Figure 5.1 is a deeply rooted example of proposed recommendation from the gender activist from the Rainbow Sky Association of Thailand. Moreover, three private organizations have emphasized that more LGBTQI+ inclusive disciplines are vital, especially policy and practice implementation. Related programs of trans inclusive campaign, including building alliances with gender diversity advocacies in order to create a blueprint for enhancing trans-women’s career paths.

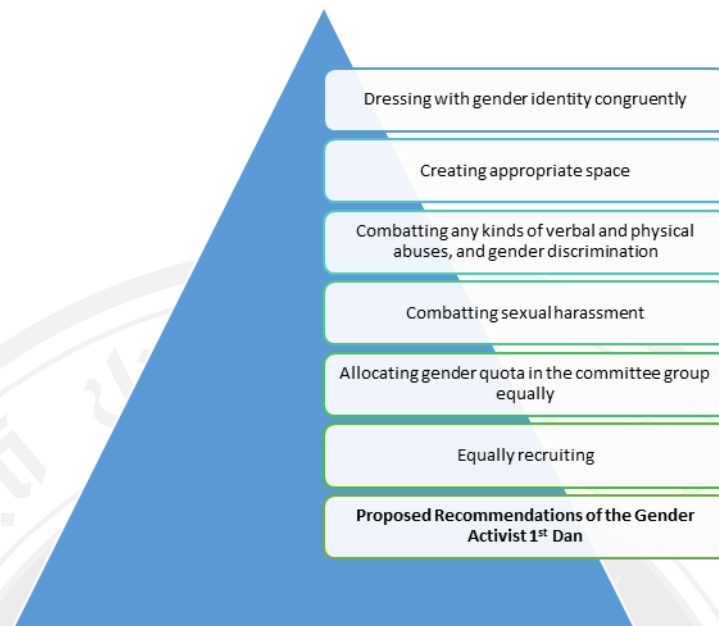


Figure 5.2 Proposed Recommendations of the Gender Activist 1st

(1) IBM

Firstly, IBM has incorporated a program of diversity and inclusion that aims to provide an inclusive culture and belonging of IBM employees, as well as to establish trust among them. This technological and innovative organization has four strategic priorities to drive this contribution. Accountability, to illustrate, must achieve communicating progress with the employees. Supportive action and donation to diversity advocacies including establishing engagement through alliances in order to learn and comprehend gender diverse people's needs. Nevertheless, every voice is respected and heard within a psychologically safe and supportive environment in the workplace. Diversity employees' experiences have to be empowered in order to indicate the program benchmark that is able to further develop diversity and inclusion activities. According to trans-women and other transgender employees, IBM (2018) initiated an internal system to enhance inclusive welfare along *the gender transition support framework* to minimize negative challenges against them all. Based on IBM's comprehensive approach, the supportive journey includes the necessary implementation for transgender employees that they can choose their name unless

there is a legal gender recognition law for changing the title name. Besides, promoting education of how their pronouns must be through real practice such as laptop stickers with pin badges, internal communication via video. The organization also aims at removing a stigmatized environment for diverse-gender employees such as providing medical and educational benefits for HIV employees. In particular, helping the transgender employees in making a transition at work in Figure 5.1 is proved through four essential courses which comprise introduction, preparation, workshop, and support. The leader and his teamwork together cooperate through planning, communication, planning, as well as implementing the gender transition support policy. IBM attempts to learn more on policies and practices including expectations such as gendered concepts or terminology, background on the current challenge faced by the transgender community.

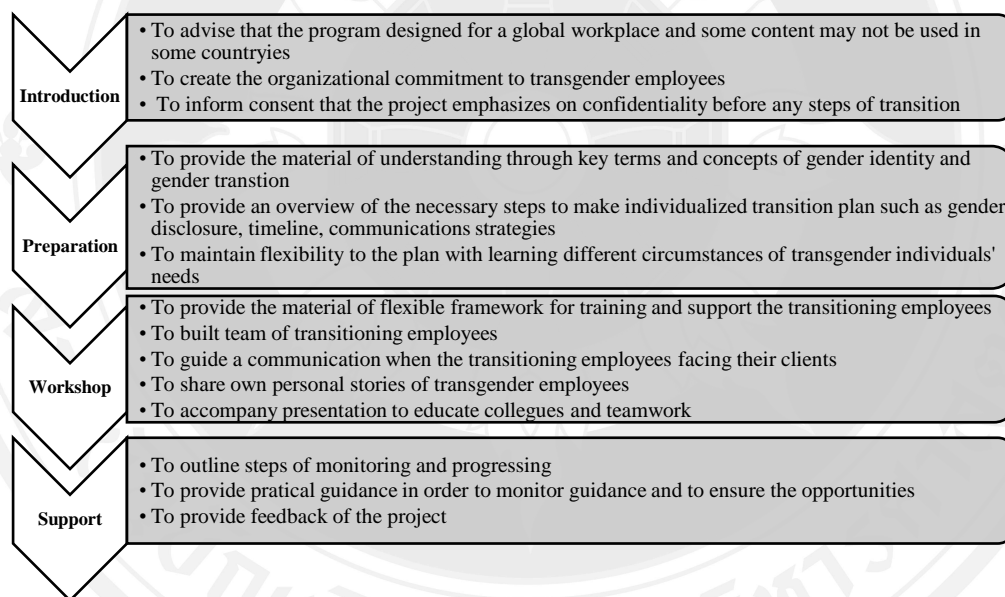


Figure 5.3 IBM's gender transition support framework

(2) Foodpanda Thailand

Under the organizational value in respect of equality and diversity, “*Win through diversity*” becomes the inspired belief instilled by Foodpanda Thailand which is the well-known food delivery platform at the global level. Because this company believes

that every organization needs good talent to build potential in order to achieve the organization's goals, and to drive the organization's success.

Foodpanda has, therefore, enacted diversity and inclusion policies according to corporate standards in Germany and Asia Pacific Countries. Refusing to leave gender diversity employees behind, Foodpanda initiated senior diversity and inclusion specialist to demonstrate that the organization encourages individual visibility especially for its LGBTQI+ employees. The company has increased communication on diversity issues and support through training programs such as use of pronouns, excluded experiences and so on. Embracing diversity within the organization's atmosphere, Foodpanda advanced a structural policy through transition leave for its transgender employees (Tiamsai, 2022). From the leadership level to lower positions of all departments there has been concern for the human center strategy consisting in those policies and practices.

(3) Dtac Thailand

With Dtac's vision and mission, it makes it very clear of how the organization emphasizes the value of diversity and inclusion which can enhance efficiency. Dtac believes that diversity employees innovate creativity to their products and customers, since numerous academic reports have shown that the more the organizations support employee diversity the more successful, they are in comparison with organizations with least diversity employees. In this sense, employees' race, religion, skill, gender expression are individual rights that all people in the organization should respect. This collective value encourages Dtac's culture to embrace LGBTQI+ employees to raise their voice and visibility with their participation and a good atmosphere. The organizational environment provides a safe and secure workplace in which they are happy to work.

Dtac's inclusivity, in practice, starts from a core value of respect for all people's differences to strengthen organizational culture via policy implementation (Dtac, 2021). Non-discriminatory practices are applied to all levels of the organization, not

only in the HR department. Adopted as a code of conduct, ESG is considered to advance LGBTQI+ human rights in their career setting within the workplace. Shared experiences of trans-women employees and other counterparts have been distributed on the corporate reports in order to empower diversity internally and externally. Beyond this discipline, Dtac's gender diversity inclusive policies also extend to LGBTQI+ employees' lives, marriage, health, and parenting across the organization. Human and employees' rights influenced a non-discriminatory policy cover setting zero tolerance for discrimination based on gender identity and sexual orientation, providing legal needs for same-sex couple in committed relationships, offering parental leave for adoption and medical leave for transgender employees to obtain sex reassignment surgery for 30 days. Benefits for the same-sex couple, moreover, includes matrimony leave of up to 6 days with an allowance of 5,000 Thai baht, funeral leave for 18 days with an allowance 10,000 Thai baht, and provision of family health plans and health check up at the corporate rate.

In summary, developing trans inclusive policies and practices within the organizational level is initiated with the clear vision and mission of the organizations in order to determine a clear direction to foster trans-women employees' careers. These certain paths linking to the real action of the organizations are able to make positive changes for the trans-women in the world of careers.

3) The Individual Level

At the individual level, the present research involves how trans-women employees perform some beneficial actions to progress themselves in their careers. The recommendation based on the research evidence posits on three dimensions particularly increasing of self-development, self-respect, self-esteem, and building alliances to gender diversity advocacy.

At the beginning, empowerment is significant for LGBTQIN+ individuals who have been excluded from socially sensitive issues such as identity development, disclosure, social stigma, and discrimination. Empowering, in general, emerges when gender

advocacy helps them to maintain a positive self-concept, and provides them with basic needs, especially employment as well as social justice in society. According to this concept, trans-women employees should push themselves along their capacity's realization in order to build a positive performance to the employer and other colleagues within the organization (Chattopadhyay, 2017). In other words, empowering themselves together with self-development is a way that the trans-women should realize in order to raise their capabilities at work.

Trans-women employees, moreover, should not allow self-stigma to play a role over their decision making in how they choose to lead their lives. Self-respect and self-esteem of Bozani, Drydakis, Sidiropoulou, Harvey, and Paraskevopoulou (2019), identified as a sense of a person on their own value, confidence based on their ability to achieve their goals, are mentally powerful elements to increase trans-women's self-development. Self-esteem, in this backdrop, influences employees' self-efficacy and well-being which can advance their employment status, occupational status including income. It also improves their job performance, job satisfaction, organizational performance, work skills along with the ability to cope with stress. If the workplace has positive inclusive actions, trans-women employees' self-esteem will be enhanced to develop their career settings.

Alliance engagement, nonetheless, should be considered by trans-women employees since the state law and organizational policies and practices have not entirely secured their identity that influence discriminatory issues at various settings of society. Alliances, moreover, produce beneficial outcomes such as personal growth, positive changes to people's attitudes and behaviors towards the minority group. Identified as a kind of relationship to particular groups of particular support and advocacy for the oppressed population, allyship is able to build a continuum of diversity and inclusion of momentum to encourage trans-women (Fletcher & Marvell, 2021). To propel such a drive toward career opportunities, trans-women employees should take an allyship to transgender advocacy of their community into account.

5.3 Discussion

The present section attempts to further analyze the research findings' contribution in 5.2. Along with a depiction of the congruent perspectives according to the proposed factors influencing discriminatory circumstances against trans-women individuals, the discussion takes on the main role to portray a view of gender discrimination at work and its determinants including its impact toward trans-women's employment in the world of work across private organizations.

Back into the research framework's development, the factors affecting gender discrimination at work against trans-women employees have shed light on the organizational factors, the individual factors, and the mediator particularly trans-women's gender identity in respect to sexual disclosure and steps of transitioning. These variables prove that the negative challenge on their employment opportunity exists at the moderate stage to establish discriminatory situations in the organizations.

Several perspectives regarding gender discrimination at work in organizations highlight the institutional theory of organization separated into dimensions. The first spectrum determines organization through the lens of institutional logic which is capable of constitute the established orders such as rules or regulations, formal or informal structures, values, beliefs and so on. Moreover, the counterpart of the institutional aspect interprets the institution as the environment that is formalized across the conformity and acceptance of other organizations (DiMaggio & Powell, 1983). Coercive isomorphism of Stavrou and Ierodiakonou (2018), as legitimate accounts, becomes the assumption of which a legitimated setting rationalizes procedures and practices towards trans-women and LGBT employees. The legitimated mechanism affecting the core of gender discrimination at work, for this study, considers relevant rules of organizations in particular, awareness and recognition of the 2015 Gender Equality Act, gender diversity supportive policies and procedures of organizations, and the positive environment of organization for gender diversity as a formal mechanism in order to encourage trans-women's employment and work in the organizations.

Fewer concerns of the corporate sector are able to encourage such unique challenges through trans-women's employment. However, the research findings prove that more than half of the private organizations trans-women employees worked at or are working with have only a moderate level of awareness and recognition of these organizational factors. In relation to almost half of the trans-women employees facing the negative challenge in employment, the research evidence, moreover, discovered that the private organizations also have just a moderate level of open attitude toward trans-women individuals. The friendly gender diversity policies and procedures constituted by the public and private sectors are a good initiative, but the inactive role of all agencies to communicate and to campaign for LGBTQI+ inclusion in society has low sustainability. For these reasons, the private organizations should concentrate on the inclusive projects according to actual implementation of supportive policies and procedures toward trans-women employees in order to strengthen people's perception and to mitigate gender discrimination in the public and private sector. The organizations need to facilitate learning by doing of gender diversity knowledge and understanding internally and externally. Especially, the public sector should enact other inclusive procurements such as the gender recognition law and the equal marriage law to enhance trans-women's opportunities at all settings.

Secondly, individual factors of trans-women employees based on self-stigma and avoidance of being a discriminatory target. *Stigma*, in the realm of this idea, is often interpreted in academic discourses of social science and psychology. To understand its terms, stigma is identified as a type of relationship between attribute and stereotyping, both of which are judged via social construction through three-dimensional distinctions such as physical difference, deficient character, and tribal element (Goffman, 1997). This perspective was explored in depth in a combination of the organizational framework after Herek (2007) classified it in several terms. To illustrate, enacting sexual stigma, the explicit action expressing an overt behavior is interconnected with the negative aspects of an inferior status inconsistent with heterosexual setting. In the same way, internalized stigma engages a self-feeling associated with perceived acceptance. Collaborated to clarify gender discrimination, the stigma perspective was developed in terms of trans-women's interactions with

other people in order to avoid and conceal stigma with the aim of minimizing possible risks in a stigmatized event.

Besides, sexual disclosure and step of transitioning, the mediators of the research framework, were implicated by *doing gender* of West and Zimmerman (1987) and *undoing gender* of Butler (2004). These couple perspectives toward people's gender have their own characteristics to become factors of gender discrimination at various facets of social setting. Here, the research stresses on the negative challenge of the world of work based on the individual's gender identity that all Thai trans-women employees have tackled with for a long time. In the first wave, *doing gender* has the core contribution of how gender is constructed, what we are or what we do through the gendered norm, but the theory ignored social interaction and structural change. The theory mainly focused on the biological processes of humans. In the second wave, the perspective differently turned the framework to put a highlight on the social interaction rather than genetic. The sociologists broadened the area of gender interpretation through the visual information cue and physical attributes, as well as invisible characteristics. In other words, those physical attributes differentiate the people's gender, while the invisible ones are stipulated via human chromosomes. Gender, moreover, is considered with an explicit concrete influenced by policy and legal decision, and media. Cultural belief consequently established the gender binary system. *Doing gender*, however, has left many problematic spectrums that can stereotype those people who are outside this box. In contrast, *undoing gender* was mainly encapsulated of how gender is undone since it has been regulated by social institutionalization and normalization. This perspective issued along three liberal movements of gender discrimination according to policies and court cases that involved anti-discrimination based on gender identity in area of employment, housing, and public facilities. As such, institutionalization, which is relevant to the formal orders and rules of laws in a particular society, is recognized as the essential mechanism to regulate a person's gender. Norms formulated by particular actors becoming social recognition that scopes person's gender. Gender, in these senses, is itself specific and may pressure people to do gender in the way of stereotyping. The power of both gears can encourage a paradox of thinking which limits the gender

terms to those people who have gender incongruent to the gendered norms. Those people, in this area, refers to trans-women persons who confront the unconventional challenge in employment based on their gender identity, which branched off into gender disclosure and steps of transitioning.

The researcher, in addition, presents the contribution of the research by proposing a modified conceptual framework in figure 5.2. It was found to be significantly connected to each path. A new discovery becoming the added path of the framework from hypotheses testing in chapter 4 which found that a trans-woman's steps of transitioning had a positive effect on their sexual disclosure. Such variables were statistically significant. Trans-women employees who successfully achieve the transition processes, can have a significant impact on sexual disclosure. For this reason, gender identity of trans-women which can influence them in constructing gender, perform reflection of doing gender theory.

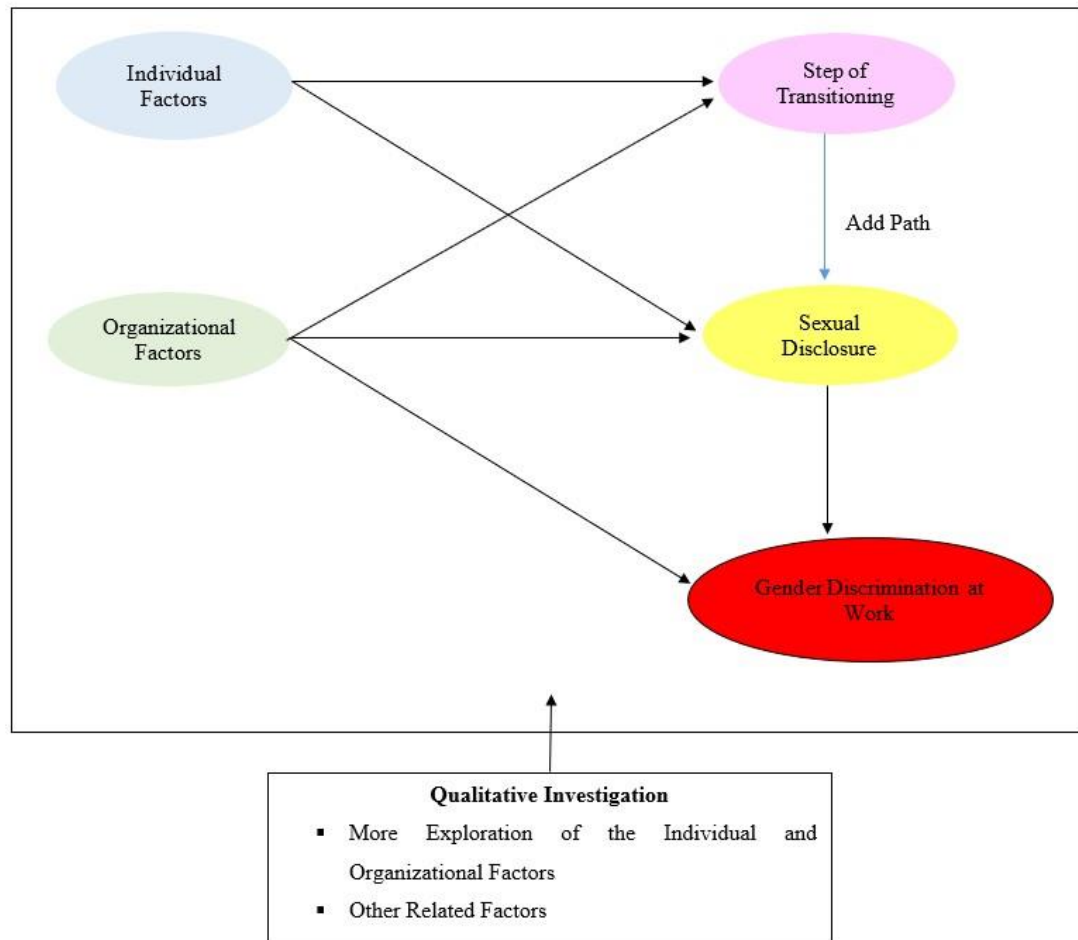


Figure 5.4 Modified Future Conceptual Framework

Finally, based on institutional theory of organization, stigma theory, undoing gender perspectives, the empirical data is able to explain discriminatory situations among trans-women employees in the context of private organizations. However, the solutions are not considered to be the only best way since such negative situations deal with people's biases leading to acceptance. The present research only summarized that the organizational and individual factors as well as trans-women's gender identity along their steps of transitioning and sexual disclosure can be associated with gender discrimination at work against trans-women employees in general.

5.4 Contributions of the Study

In accordance with the goal of achieving gender equality, Thailand has been going round in circles even with the 17 SDGs goals implemented since 2016 to building the principle of “leaving no one behind” (United Nations, 2015). A small number of academic evidence regarding gender discrimination against trans-women is a problematic issue as to why we are unable to achieve certain solutions. To reflect the gap for our community, the research, here, was theoretically conducted with highlighting the glass ceiling problem among Thai trans-women employees. Believed as the most discriminated persons on the basis of gender identity compared to other gender diversity people, transgender individuals are reported that they mostly face barriers in order to get jobs (Suriyasarn, 2016). With ever-growing numbers of academic publications on the topic according to gender discrimination at work against trans-women, they often report them through qualitative investigation. However, this research attempted to contribute integration between the quantitative analysis and the qualitative findings that posits on the trans-women population in Thailand, whose jobs are based especially in the Bangkok Metropolitan Areas.

Based on this research’s findings, the recommendations are that an active role in LGBTQIN+ inclusive policy implementation and practices of the government and business sectors needs to be driven continually and sustainably, since the empirical data on gender discrimination at work against Thai trans-women indicates that the private organizations had insufficient awareness and recognition toward the 2015 Gender Equality Act including moderately supporting their own rules to embrace trans-women employees. Building collective beliefs and perceptions of gender diversity’s inclusivity in the workplace which are able to innovate and raise up the private organizations’ efficiency as well as organizational performance, should be taken into account for retaining their trans-women talents and also increasing work engagement. Within the organizational culture, corporates have to exercise their reputation power and leader initiatives to stipulate inclusive campaigns for gender diversity in the workplace in order to be the best practices that others would conform and develop themselves.

Beyond the unbreakable glass-ceiling of trans-women's career opportunity, less awareness and recognition on the 2015 Gender Equality Act among the business sector reflects that the government administration lacks stimulation of the LGBTQIN+ supportive campaigns. Probably, it is because of insufficiently allocated staffs and budget to strengthen the transgender inclusive idea. In this sense, the governmental agencies should revise their active and practical plan to increase this inclusive law. Cooperative conferences and necessary activities with the private organizations and the civil society organizations as well as LGBTQIN+ advocacies are the most powerful strategies to break the out-of-date practices for developing social interest through enhancement of trans-women and the other gender shades' lives especially on the employment spectrum.

5.5 Limitations and Directions of Future Research

Under spectrums of gender discrimination at works, the present research was solely conducted among private organizations located in Bangkok during mid of 2020 to 2022. Based on employment experiences, trans-women employees were ethically inquired when participating in the research in the quantitative and qualitative phases. However, other trans-women people may have distinctive jobs in different sectors. The finding of the study thus could be inapplicable to the other types of organizations such as governmental, state-enterprise, non-profit organizations, and social enterprise organizations.

Most social science research, philosophically, contains biased issues. This research was conducted through a passive style of investigation toward a single side of trans-women and gender advocacies' attitude. The researcher attempted to minimize such flaws through several tools. Firstly, two strategies of triangulation were employed to improve the limitation of the study. Using data triangulation for improving all research's phases, it was analytically processed by primary data and secondary data. Besides, the limitation of insufficient validity in the quantitative survey was solved via qualitative investigation to building more validity after the generalization process. The qualitative findings, in other words, were able to fill that gap from raising more

clarification and illustration of gender discrimination at work against trans-women employees. With the adoption of method and data source triangulation, the qualitative analysis also conducted these kinds of validation between observation and in-depth interviews including data collection based on different informants. LGBTQI+ activists, a trans-women politician, the so-called professor of gender equality issues, and the trans-women in distinctive occupations were interviewed regarding their research topic. Eventually, crossing check the answer was operated for bias reduction.

The other ideas of societal elements are complex to measure causality of the problematic issue with regard to the present study. Gender discrimination stems from a variety of social settings which rest above the variables in this research. The study of gender discrimination at work against trans-women in private organizations here put a highlight on the independent factors especially organizational or self-factor through which are quantified via quantitative instruments.

In accordance with the findings of this research, future research probably stresses on the other determinants of organizations such as organizational culture, organizational structure, and the other organizationally emerged policies (Unenacted legislations of LGBTQIN+ rights in Thailand). For individual factors, besides, the other perspectives in purifying the related variables may involve family relationship, peers' support, and individual personalities which can affect gender disclosure and steps of transitioning. As dependent variables of the present research, gender discrimination at work against trans-women employees probably produces from the other elements such as leadership, job industries, organizational justice as well as law enforcement.

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