



# Examining Workplace Outness, Fear of Disclosure, Sexual Identity Management, and Workplace Climate in Indonesia

The perspective of Indonesian LGBTIQ+ workers



Advocating for equality and justice for marginalized groups, especially gender and sexual minorities, as citizens through critical education, media information, culture, and policy change.

**Suara Kita Secretariat**

Jl. Kenikir No.82  
Kec. Beji, Kota Depok  
Jawa Barat  
16421  
Indonesia



+62 822 4601 9800 | OFFICE@PSK.OR.ID

# Table of Contents

Introduction .....	2
Methodologies .....	4
Result and Discussion .....	7
Workplace Outness .....	9
Fear of Disclosure .....	11
Workplace Sexual Identity Management-self efficacy (WSIM) .....	19
LGBTIQ+ Inclusive Climate .....	26
Expectation for more LGBTIQ+ inclusive workplace .....	35
Conclusion and Implication .....	37

# Introduction

Many businesses have tried to advocate for Diversity, Equality, and Inclusion (DE&I), including LGBTIQ+ inclusion, within their organization, as doing so provides a commercial advantage for the organizations. Evidence shows how DE&I provides commercial advantages for business organizations (Farndale et al., 2015; McKinsey, 2020). Commercial advantages of DE&I business organizations are performance improvement, higher level of innovation, and work involvement (Mor Barak et al., 2016). This positive outcome is crystalized as the organization members feel more accepted and can be their authentic selves, therefore boosting employee morale and satisfaction. The boosted morale and satisfaction enable employees to develop their abilities and knowledge fully, thus increasing their performance.

However, despite the growing evidence of commercial benefit of DE&I, there is a multifaceted challenge for advocating LGBTIQ+ inclusion in the workplace because social acceptance of LGBTIQ+ is still varied and especially low in emerging countries.

Nevertheless, there is an improvement in LGBTIQ+ acceptance in emerging countries, like India and Brazil that have shown more acceptance of LGBTIQ+ (such as same-sex acts), unfortunately this is not the case for Indonesia.

Legally, Indonesia does not have a single law that criminalizes LGBTIQ+ acts, but started in 2016; there has been a rise in intolerance against LGBTIQ+ individuals in Indonesia. From many of such cases are the controversy surrounding the rainbow flag in the British Embassy in Indonesia [1]. Moreover, Indonesia's conservative parliament members have tried to criminalize LGBTIQ+ acts by proposing a new bill to criminalize same-sex acts. In addition to that, in 2018, a tech startup in Indonesia, Gojek, received backlash from the public after the company expressed its support for promoting LGBTIQ+ inclusion [2]. This case might make business organizations also have less incentive to advocate LGBTIQ+ inclusion as such organizations are afraid of receiving backlash from the public for supporting/advocating LGBTIQ+ and implicitly strengthening the exclusion of LGBTIQ+ workers in their organization. Therefore, this research tries to shed light on LGBTIQ+ workers' experiences in their respective workplaces.

[1] <https://www.dw.com/en/indonesia-lgbtq-fears-crackdown-under-legal-reforms/a-62010297>

[2] <https://coconuts.co/jakarta/features/uninstallgojek-high-cost-supporting-lgbt-rights-indonesia/>

**Specifically, this research try to find answers for this five questions:**

1. What is the level of workplace outness (WO) among LGBTIQ+ employees?
2. What is the extent of fear experienced by LGBTIQ+ employees when it comes to disclosing their identity in the workplace (Fear of Disclosure-FOD)?
3. How confident are LGBTIQ+ employees in disclosing their sexual identity in the workplace (Workplace Sexual Identity Management-Self Efficacy)?
4. How accepting is the workplace (workplace climate) towards LGBTIQ+ individuals?
5. What are the expectations of LGBTIQ+ employees regarding workplace policies and interventions for more LGBTIQ+ inclusive workplaces?

The expected outcome of this research is a country report which provides insight of experience of LGBTIQ+ workers in their respective working life. The report consists of quantitative and qualitative reports based on surveys and interviews.

# Methodologies

## Data collection-quantitative phase

This research is designed as two-wave research. The first wave is a quantitative wave for answering research questions 1 through 4. Established instruments are employed for measuring the four chosen constructs– Outness Level, Fear of Disclosure, Workplace Sexual Identity Management–Self Efficacy, and LGBTIQ+ Inclusive climate. Below is the detail of each instrument that will be used in this research:

Table 1: Instrument Description

Instrument	Description
Work Outness Inventory (Mohr and Fassinger's, 2000)	The Work Outness Inventory consisted of five items: work peers, work supervisors, work subordinates, and consumers (e.g., customers, clients, students, etc.)
Fear of disclosure Scale (Ragins et al., 2007)	The 12-item scale is used to measure the degree of fear because of perceived consequences if an LGBTIQ+ individual fully discloses their sexual orientation in the workplace. The scale used a 4-point response format ranging from completely disagree (1) to completely agree (4). The final score is calculated by averaging the scores from each item. The higher the average value, the more fear that the individuals have in disclosing their identity.
Sexual Identity Management–Self-Efficacy (Tatum,2017)	This scale measures respondents' confidence in the way he/she disclose/hide their sexual identity in the workplace. The scale has 15 items.
Lesbian, Gay, Bisexual, and Transgendered Climate Inventory Liddle, Luzzo, Hauenstein, & Schuck (2004)	This 20-item Lesbian, Gay, Bisexual, and Transgendered Climate Inventory assesses the degree to which a sexual minority employee perceives their work environment as supportive or hostile. All 20 items within the measure contain the stem "At my workplace..." and sample items include "LGBT people consider it a comfortable place to work" and non-LGBT employees are comfortable engaging in gay-friendly humour with LGBT employees.

All the instruments were translated into Indonesian and distributed via an online link survey through purposive sampling. A person can be a respondent if the person meets two criteria, namely; 1) The person considers themselves as an LGBTIQ+ individual, 2) The person works full time in an institution/organization.

The survey was disseminated using a combination of purposive sampling and snowball sampling techniques. Initially, it was conducted through an online survey platform to ensure easy accessibility and convenience for respondents. The link to this survey was prominently announced on the Suara Kita social media account, tapping into its existing audience. Additionally, to expand the reach, the survey link was distributed across the entire Suara Kita network, allowing for a wider and more diverse set of responses.

### **Data Analysis 1**

Numerical data obtained from the questionnaire distribution will then be processed descriptively (central tendency). The survey data also clustered using several demographic identities such as LGBTIQ+ identity, type of company where the respondents work, gender identity, and the position that the LGBTIQ+ hold within their respective organizations. Besides that, the result will also be used as a reference for the subsequent interview.

## **Data collection-qualitative phase**

### **Semi-Structured Interview**

Interviews are conducted to add context to the data that are gathered in the quantitative phase. The interview examines the same constructs as the quantitative phase with addition of two factors—home disclosure, and expectation about more LGBTIQ+ inclusive workplaces. At the end, we were able to interview 23 people from various backgrounds and occupations.

The interview was conducted using a semi-structured protocol. This approach delved into subjects such as workplace outness, fear of disclosure, WISM-self efficacy, perceptions of the LGBTIQ+ climate, and expectations for fostering a more inclusive environment in the workplace. Detailed questions and the complete protocol can be found in the appendix. Below is the profile of the 23 interviewees of this research.

Table 2: Interviewees Profile

Number	Interviewee Alias	Profile
1	PH	Journalist-Male-Gay
2	AR	administration staff-Gay
3	NF	Engineer-Gay
4	KL	Human Resource Staff- Gay
5	MR	Program Manager-Gay
6	RV	Operation Supervisor- Gay
7	TT	Product Merchandiser-Male-Gay
8	HTR	Sales assistant manager-Gay
9	GAL	Lecturer-Transgender
10	JO	HR Lead-Transgender
11	KN	Project Officer-Bisexual
12	JEL	Translator-Transgender
13	CIS	Talent Aquisition-Lesbian
14	VE	Lawyer-Lesbian
15	PT	Foundation employee-Bisexual
16	MM	Hotel Manager-Gay
17	FJR	NGO Employee-Gay
18	NT	Engineering Supervisor-Lesbian
19	KZ	Marketing staff-Transgender
20	ANO	Customer Service-Gay
21	RZ	Associate Manager-Gay
22	JON	Non-administrative Staff-Gay
23	AI	NGO employee-Lesbian

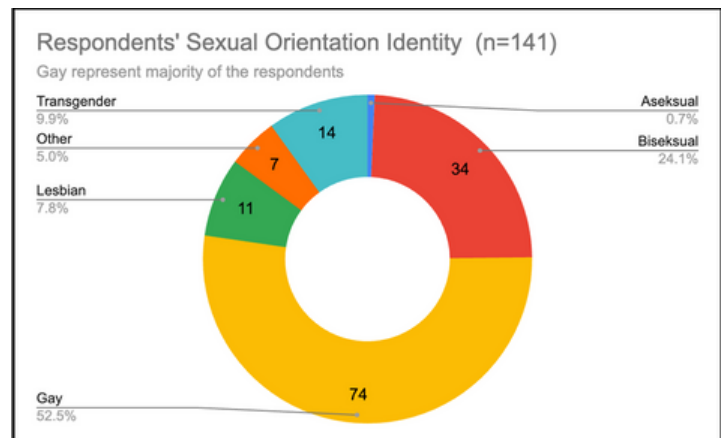
### Data Analysis 2-Thematic Analysis

The interview processes were recorded and then transcribed by our research theme. After the transcription, the transcripts were analyzed using thematic analysis. Thematic analysis is a qualitative research method that involves identifying, analyzing, and reporting patterns (themes) within data (Braun & Clarke, 2006). It is widely used in psychology, health studies, and other social sciences, and is also employed in market research and other applied fields. The theme then was used to provide more context-rich insight to the result of this research. The full interview guideline can be found in the appendix.

### Respondent Demographic Profiles

The survey was conducted from April 2023 to June 2023. In total there were 151 people who filled the questionnaire. That said, 10 responses do not fulfill the criteria of respondents, thus in the end, the survey yielded 141 valid responses. Below is the dispersion of the survey respondents based on their sexual identity.

Chart 1: Sexual orientation identity of the survey respondents





# Result & Discussion

For a clearer understanding of the distribution of survey respondents based on their sexual orientation identity and other demographic characteristics, we have provided a matrix table. This is presented in Table 3 below.

**Table 3 Key takeaways**

1. Gay and bisexual continue to be most common among the participants. This observation holds true across all categories such as sex assigned at birth, gender identity, company type, job position, tenure, and geographical location.
2. Private companies and NGOs still represent the majority of workplaces for the participants, whereas government institutions and state-owned enterprises have fewer participants.
3. Staff-level positions continue to have the most representation, with fewer participants in middle and top management roles.
4. The largest group of participants has a work tenure of 1-3 years.
5. The company locations in urban regions like DKI Jakarta and West Java host the majority of participants, while many other provinces show minimal representation.

Table 3 provides the demographics information on different sexual orientations, including lesbian, gay, bisexual, transgender, and others. The parameters analyzed include sex assigned at birth, gender identity, company type, job position, tenure, and company location.

Table 3: Demographic Profile of the Survey Respondents

	Lesbian	Gay	Biseksual	Transgender	Other	Total
<b>Sex Assigned at birth</b>						
Man	0	72	16	12	3	103
Woman	10	0	12	13	3	38
<b>Gender Identity</b>						
Man	0	67	16	0	1	84
Transgender	0	0	0	25	0	25
Woman	9	0	10	0	0	19
Non-Binary	1	5	2	0	5	13
<b>Company type</b>						
Private company/institution	7	40	16	11	5	79
NGO (NGO)	2	24	6	9	0	41
Government institutions and ministries	1	5	3	4	1	14
State -Owned Company (BUMN)	0	3	3	1	0	7
<b>Position</b>						
Staff	7	48	21	23	4	103
Middle level manager	3	18	7	2	1	31
Top level manager	0	6	0	0	1	7
<b>Tenure</b>						
1-3 years	5	30	13	10	4	62
4-6 years	1	16	6	6	0	29
Less than 1 year	2	11	7	5	2	27
More than 6 years	2	15	2	4	0	23
<b>Company location</b>						
DKI Jakarta	6	32	16	11	3	68
West Java	2	11	6	1	2	22
Special Region of Yogyakarta	0	6	3	3	0	12
Banten	0	1	0	4	1	6
East Java	1	3	0	1	0	5
West Sumatra	0	4	0	0	0	4
Bali	0	1	0	2	0	3
Central Java	1	1	1	0	0	3
Other	0	13	2	3	0	18

With regards to sex assigned at birth, the majority of respondents assigned male at birth (103 in total), most identify as gay (72), followed by bisexual (16), and transgender (12). There are also a few who identify as others (3). Among individuals assigned female at birth (38 in total), the largest groups identify as transgender (13), bisexual (12), and lesbian (10), with some identifying as others (3).

In terms of gender identity, individuals identifying as men comprise the majority (84), primarily being gay (67) and bisexual (16). 25 individuals identify as transgender. The number of individuals identifying as women is 19, mostly lesbians (9) and bisexuals (10). 13 individuals identify as non-binary, with representation across all categories except transgender.

When we look at the company type, the majority of individuals (79) that work in private company, primarily identifying as gay (40) and bisexual (16). NGOs follow with 41 individuals, mostly gay (24) and transgender (9). Government institutions and ministries house 14 individuals with a spread across all categories, with most identifying as gay (5) and transgender (4).

Job positions indicate staff members to be the most represented (103), with a significant proportion identifying as gay (48) and transgender (23). Middle managers form the second-largest group (31), predominantly gay (18) and bisexual (7). Top-level managers represent the smallest group (7), primarily gay (6).

In terms of tenure, the 1-3 years category is the largest (62), followed by 4-6 years (29), less than 1 year (27), and more than 6 years (23). Across these tenure categories, the most common sexual orientations are gay and bisexual.

Geographically, companies in DKI Jakarta employ the most participants (68), with most identifying as gay (32) and bisexual (16). West Java has the second-highest number of participants (22), while the Special Region of Yogyakarta has 12. Many other provinces have minimal representation, with several having only one participant each.

## Workplace Outness

The first part of our survey is intended to measure the level of their outness to five different people in their workplace. The five people are work colleagues, direct supervisor, subordinate, board of directors, and customer/client. The chart below summarizes the result of the OI (in percentage) in our survey.

Chart 2 Outness Index by Workplace Relationships

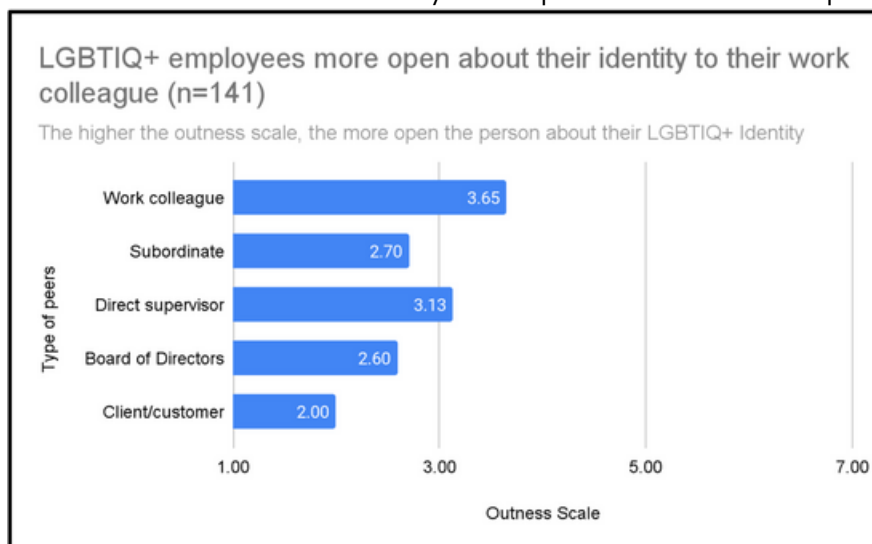


Chart 2 presents the outness level of individuals in different types of peers within the workplace. The outness level represents the degree to which individuals disclose their sexual orientation. The scale ranges from 1 to 7, with each level indicating a different level of disclosure.

Work colleagues have the highest outness level, with a score of 3.65. This suggests that individuals are very likely to be open about their sexual orientation with their colleagues, although the topic may not be frequently discussed. They feel a certain level of comfort in revealing their sexual orientation within this peer group.

Subordinates, on the other hand, have a slightly lower outness level with a score of 2.70. This indicates that individuals may be more reserved in disclosing their sexual orientation to their subordinates. They may feel less inclined to openly discuss their sexual orientation within this hierarchical relationship.

Direct supervisors have an outness level of 3.13, indicating that individuals are likely to disclose their sexual orientation to their supervisors. However, the frequency of discussion about this topic may be relatively low. There is a moderate level of openness between individuals and their supervisors.

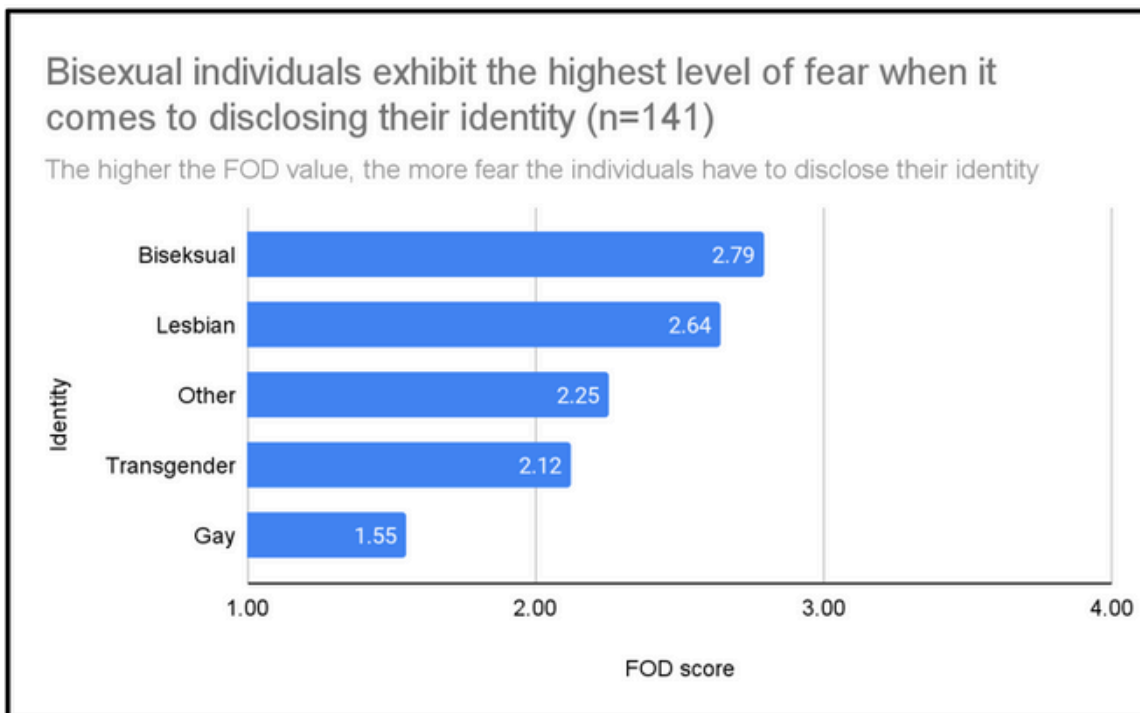
Board of Directors have a lower outness level with a score of 2.60. This suggests that individuals may be less likely to openly discuss their sexual orientation within this peer group. There may be less disclosure and discussion about sexual orientation at the higher levels of organizational hierarchy.

Client/customers have the lowest outness level with a score of 2.00. This implies that individuals are less likely to disclose their sexual orientation to clients or customers. They may prefer to maintain a more professional relationship without discussing personal aspects such as sexual orientation.

## Fear of Disclosure

One part of our survey aims to measure the Fear of Disclosure (FOD) of LGBTIQ+ people in their workplaces. The measurement used is a 12-item scale designed by (Ragins et al., 2007). The scale utilizes a 4-point response format, ranging from 'completely disagree' (1) to 'completely agree' (4). The final score is ascertained by calculating the average scores from each item. A higher average value indicates heightened fear among individuals to disclose their identities. Chart 3 below summarize the result of the survey for FOD:

Chart 3: Fear of Disclosure Score



The survey encapsulated responses from 141 respondents, each categorized by their self-identified sexual orientation. The participants identified as bisexual, lesbian, other, transgender, and gay. The fear of disclosure (FOD) values, representing the fear levels associated with revealing their sexual orientation, varied among these identities.

Bisexual employees demonstrated the highest level of fear with an FOD value of 2.79, indicating a substantial degree of apprehension about expressing their orientation at work. This fear is compounded by the misperceptions and stereotypes associated with bisexuality, leading these individuals to prefer keeping their sexual identity undisclosed.

Employees identifying as lesbians reported an average FOD value of 2.64, signifying considerable fear about openly disclosing their sexual orientation. The prejudice and discrimination faced by lesbians in different societal realms, including the workplace, can be attributed to this significant fear level.

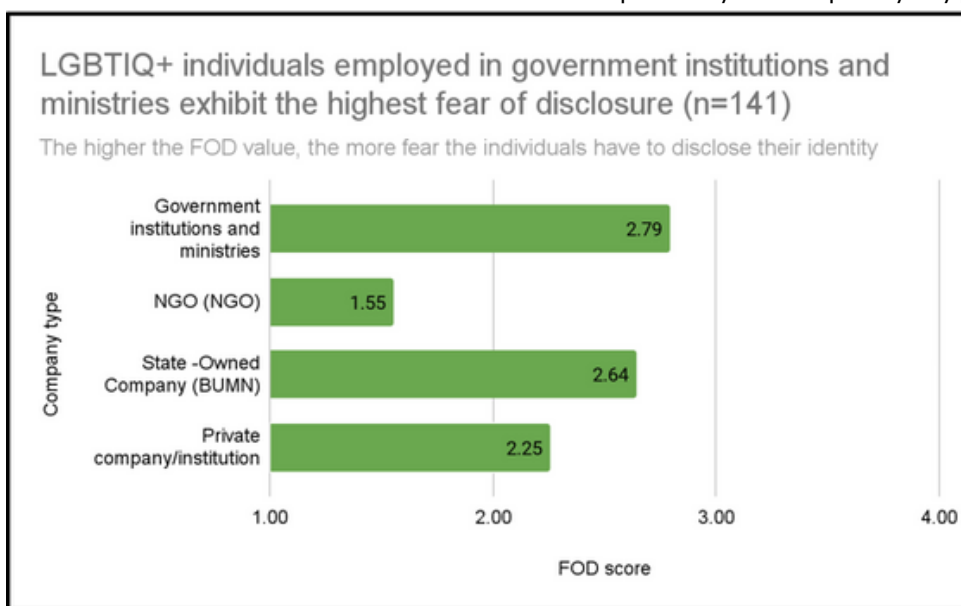
Those categorized as 'Other,' presumably encompassing orientations such as queer, questioning, intersex, asexual, and more, exhibited a lower average FOD value of 2.25. The fear of disclosure within this group might be influenced by a range of factors given the diverse identities it comprises.

Transgender employees reported a FOD value of 2.12, representing lesser fear of revealing their gender identity compared to bisexual and lesbian employees. However, the fear still exists, and it may arise from the potential misjudgments and bias these individuals could face in the workplace upon disclosure.

The least fear of disclosure was evident among employees identifying as gay, with an average FOD value of 1.55. This suggests that gay employees have a relatively lower level of fear disclosing their sexual orientation compared to other groups.

We also grouped the Fear of Disclosure (FOD) scores based on the type of company where the respondents are employed. Chart 4 below summarizes the results of this grouping.

Chart 4: Fear of Disclosure Score Grouped by Company Type



This table presents the average Fear of Disclosure (FOD) values for LGBTIQ+ employees across different types of organizations. The table reveals that government institutions have the highest fear levels, with an average FOD of 2.79. State-Owned Companies (BUMN) follow with a 2.64 average FOD, while private companies exhibit a lower, yet significant, average of 2.25. Non-governmental organizations (NGOs), however, have the lowest FOD at 1.55. When compared to the previous data, this table highlights that fear of identity disclosure varies considerably, not only by individual identity but also by the type of organization, underscoring the need for enhanced inclusivity measures across all organizational types, especially government and state-owned entities.

Moving on from the examination of Fear of Disclosure (FOD) across different company types, the analysis also turns its attention to the impact of gender identity. This extension of the analysis provides further nuanced insights, as it reveals the varying degree of fear experienced by individuals across the spectrum of gender identities.

Chart 5: Fear of Disclosure Score grouped by gender identities

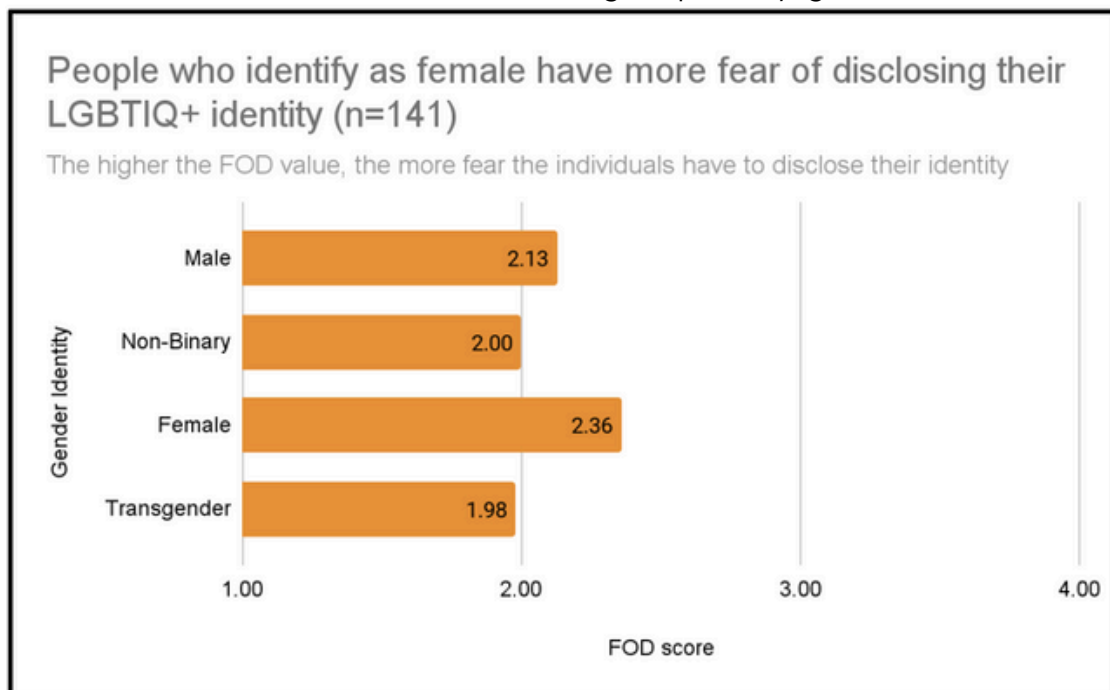


Chart 5 shows the average Fear of Disclosure (FOD) scores for different gender identities. Individuals identifying as female experience the highest level of fear at 2.36, suggesting a significant apprehension to openly disclose their LGBTIQ+ identity in their workplace. Male and Non-binary individuals follow with scores of 2.13 and 2.00, respectively, indicating less, but still notable fear. Those identifying as 'Transgender' report the least fear with an average score of 1.98.

Chart 6 below clusters the FOD scores based on three positions that employees hold in the company. The positions are staff, middle level manager, and top-level manager.

Chart 6: Fear of Disclosure Score grouped by positions



As shown in the chart 5, top-level managers have the lowest FOD score of 1.52, indicating they are most comfortable with disclosing their LGBTIQ+ identity. Middle-level managers show a moderately higher fear, with a score of 2.12. Staff members demonstrate the highest fear level, scoring 2.16.

We also examine the central tendency of each item of FOD to unravel the pattern of each item value. Table 2 shows the average value of each 12 items of FOD.



**Table 4 takeaways**

1. Certain fears associated with disclosing one's identity are more prevalent among LGBTIQ+ individuals.
2. The most common fears are being ostracized, coworkers feeling uncomfortable, and being avoided by others.
3. Bisexual individuals reported consistently high fear levels across most categories.
4. The standout fear is among Lesbians, who are significantly concerned about coworkers feeling uncomfortable around them.

Items	Lesbian	Gay	Bisexual	Transgender	Other	Grand Total
[FOD-1] I will lose my job.	2.00	1.90	2.36	2.24	1.67	2.05
[FOD-2] I will be ostracized from the informal relationship where I work.	2.60	2.04	2.57	2.16	2.50	2.23
[FOD-3] I will not get a job promotion.	2.20	2.04	2.39	2.20	2.00	2.15
[FOD-4] My prospect to be able to rise will be hampered.	2.20	2.15	2.46	2.04	2.17	2.20
[FOD-5] My mobility will be limited.	2.40	1.90	2.21	1.64	2.00	1.96
[FOD-6] I will not get a salary increase.	1.80	1.82	2.00	1.52	1.67	1.79
[FOD-7] I will be alienated.	2.80	2.01	2.57	1.96	2.67	2.20
[FOD-8] My career will be destroyed.	2.10	1.89	2.21	1.96	2.00	1.99
[FOD-9] People will avoid me.	2.80	2.15	2.75	1.96	2.67	2.30
[FOD-10] I will be harassed.	2.30	2.10	2.29	2.28	2.33	2.19
[FOD-11] I will lose the opportunity to get career mentoring.	2.10	2.00	2.25	1.68	2.00	2.00
[FOD-12] My coworkers will feel uncomfortable around me.	3.00	2.26	2.82	2.12	2.50	2.41

1	2	3	4
No fear	Slight fear	Moderate fear	Extreme fear

Analyzing the data presented in table 4, it is clear that fear associated with disclosure (FOD) varies across different LGBTIQ+ identities and the types of fear. Generally, the fear of being ostracized from informal work relationships (FOD-2), coworkers feeling uncomfortable around the individual (FOD-12), and the fear of being avoided by others (FOD-9) stand out as the most prevalent fears across all identities, demonstrating a considerable degree of discomfort that these individuals may experience in the workplace.

Interestingly, individuals identifying as Bisexual reported a consistently high level of fear across most categories, indicating a significantly heightened level of fear related to disclosure. In contrast, those who identify as Gay showed comparatively lower levels of fear.

A noteworthy point is the marked fear among individuals identifying as Lesbian that their coworkers will feel uncomfortable around them (FOD-12). This fear received the highest average score of all categories, demonstrating the exceptional challenges faced by individuals in this group.

## Interview insight

In our quest to better understand the experiences and fears associated with disclosure among LGBTIQ+ individuals, we conducted a series of interviews. The interviews highlighted three major themes - Fear of Gossip, Mockery, Insult; Fear of Social Exclusion; and Fear of Inhibiting Career Promotion. The following are selected quotes from these interviews that provide deeper insights into each theme.

### Theme 1: Fear of Gossip, mockery, insult:

Some participants expressed their fear of receiving mockery, insult or being gossiped about when we asked about their concern about their fear of disclosure in their workplaces.

- "Yes, so being flamboyantly gay in the office is considered a joke, like a source of laughter. [AR, Gay, administration staff]
- "True. Same. Since he appears more feminine, I think he is more of a bullying victim than me. He is often gossiped about like: 'where is your boyfriend?' Even if it's in just... he often becomes the victim. You mentioned coming out earlier, right? And, well, I tend to hold back, so it doesn't end up like that. I also have friends and a community like me outside of work. If I want to use feminine words or things that people consider very feminine, I can do it outside, but in the office, I cannot do it. Now, it's different with a friend who also appears, well, more feminine, so he often becomes a victim. Even if he laughs, I think that's part of the bullying." [HTR, gay, sales assistant manager]
- "What bothers me the most is probably the jokes, but it hurts. For instance they would say things like "if the lecturer is LGBT, how about the students? Or sometimes they would accuse "what if he dates his students?". For them it may be usual or normal but for us it feels like "whaaat??". Sometimes that happened to me, but those accusations are never proven. Some people who truly know me also would stand up for me and say "if he wants to make his students become LGBT, then he has been doing it for six years, how many of them should've turned to be LGBT?" [GAL, transman, lecturer]

## Theme 2: Fear of Social exclusion:

Some participants expressed their fear of being left out or isolated when we asked about their concerns regarding disclosing their sexual orientation in their workplaces.

- "The acceptance of different sexual orientations is still hard to come by. But can we be friends and work partners? From what I see, the tendency to fully socialize in the office has decreased due to the stigma of 'why would you want to befriend someone waving the rainbow flag?' [HTR, gay, sales assistant manager]
- "Maybe, well, conversations outside of the office, or perhaps there are meetings outside the office, and they don't involve me in informal contexts." [PH, Gay, Journalist]
- "Almost everyone in the office, because in my office there's only my subordinate who is a woman, then there are janitors and security. They're all men. Definitely the older people, the janitors, security, that's it. The supervisor. Because they're all men. Only my subordinate is a woman. I fear the men. I fear that they won't want to hang out with me anymore because my friends here are only them. [RV, Gay, Operation Supervisor]
- "Mmm, i think there would be alienation, because well in my workplace there are way older colleagues, around 40-50, so i think I might get alienated, would not be included in any conversation, they would not give me any work. I think it would be like that. Possibly contract termination as well, I think maybe it would be like that." [JEL, Transgender, Translator]

## Theme 3: Fear of Inhibiting career promotion:

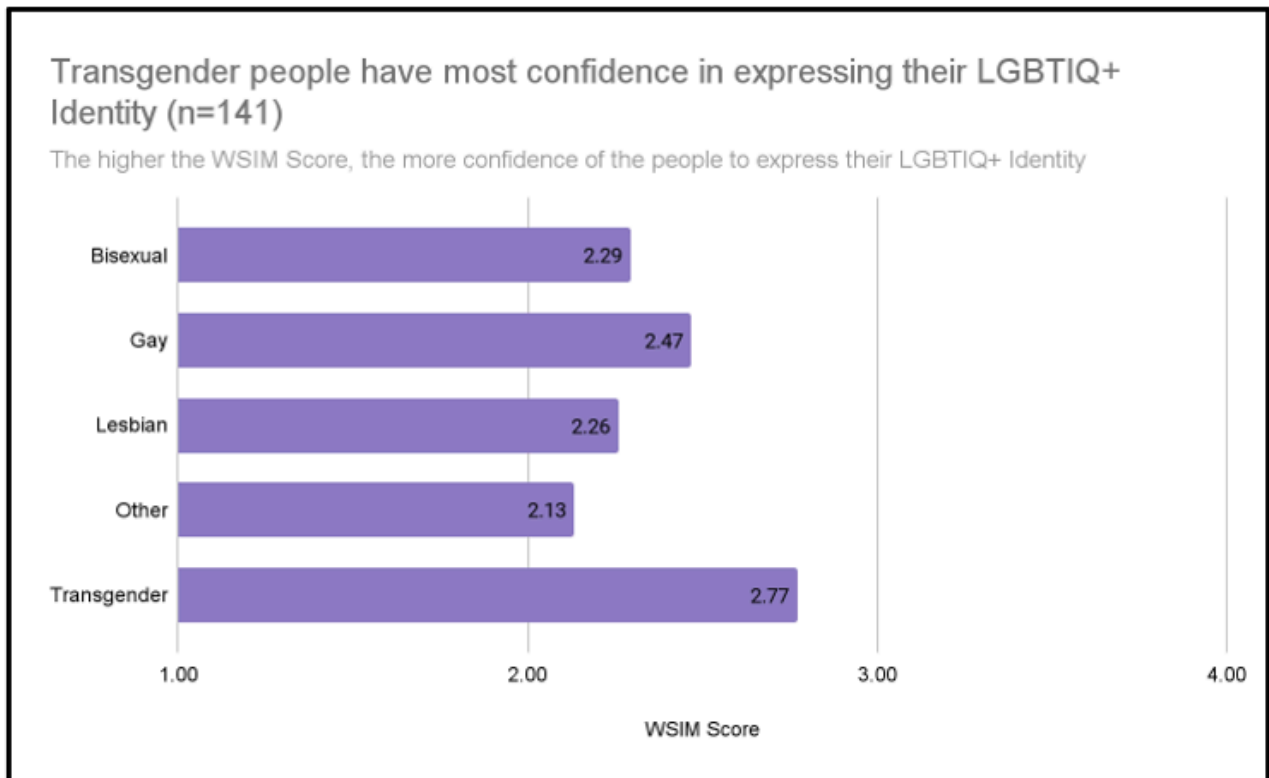
When discussing their hesitations about revealing their sexual orientation in the workplace, several participants voiced worries about it possibly holding them back from job promotions.

- "I think it does affect me. So, for example, if I act gay, I don't think I'll get promoted because they will consider me less competent unless I can get close to my boss." [AR, Gay, administration staff]
- "Maybe the most... well... I never really thought about it. I try not to think about it. Maybe, what I fear is if there are unfriendly coworkers, or anything that will affect work performance. Even if there is formal protection, I still have to maintain relationships with coworkers so that my work performance can be good. That will have an effect there. Then also, I might still be afraid that my contract will not be extended. They could say I'm not performing well, but maybe implicitly it's because of my sexual orientation." [KN, Bisexual, Project Officer]

## Workplace Sexual Identity Management-self efficacy (WSIM)

In our survey, we also measure the Workplace Sexual Identity Management-self efficacy of the respondents (WSIM). This construct reflects how confident a person is to disclose their sexuality. Chart 7 below shows the value of WSIM across different LGBTIQ+ identities.

Chart 7: WSIM values across LGBTIQ+ Identities



As shown in chart 7, among LGBTIQ+ identities, Transgender individuals have the highest WSIM score of 2.77, indicating a relatively strong sense of confidence in expressing their sexual and gender identity. Gay individuals also have a relatively high score of 2.47, followed by Bisexual individuals with a score of 2.29. Lesbian individuals have a slightly lower score of 2.26, while Other identities have the lowest score of 2.13.

The WSIM score is also grouped by company type (shown in the chart 8), and it is found that similar patterns persist, LGBTIQ+ people who work at government institutions and ministries have the least confidence to express their LGBTIQ+ identity as shown in the chart 8.

Chart 8: WSIM Score Grouped by Company Type

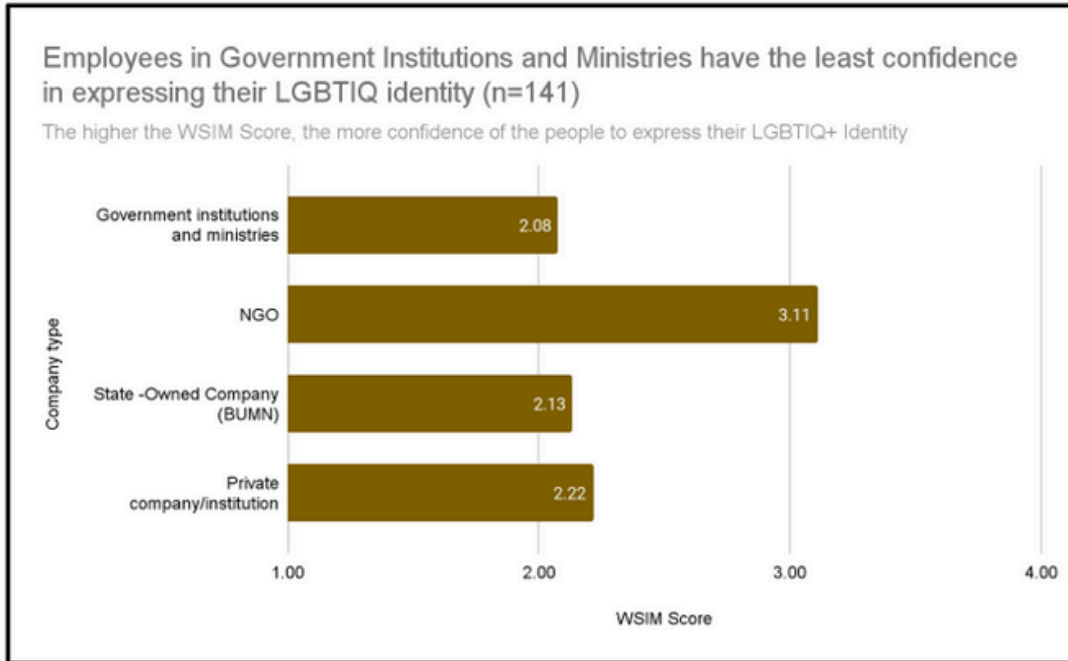


Chart 9 shows the WSIM across gender identities. Among the gender identities, Transgender individuals have the highest WSIM score of 2.77, indicating a strong sense of confidence in expressing their sexual and gender identity. Non-Binary individuals also have a relatively high score of 2.45, followed closely by Male individuals with a score of 2.38. Female individuals have a similar score of 2.39, suggesting a comparable level of confidence in managing their sexual identity. These scores highlight that individuals across different gender identities exhibit varying levels of confidence and comfort in navigating their sexual identities in the workplace.

Chart :9 WSIM Score grouped by gender identities

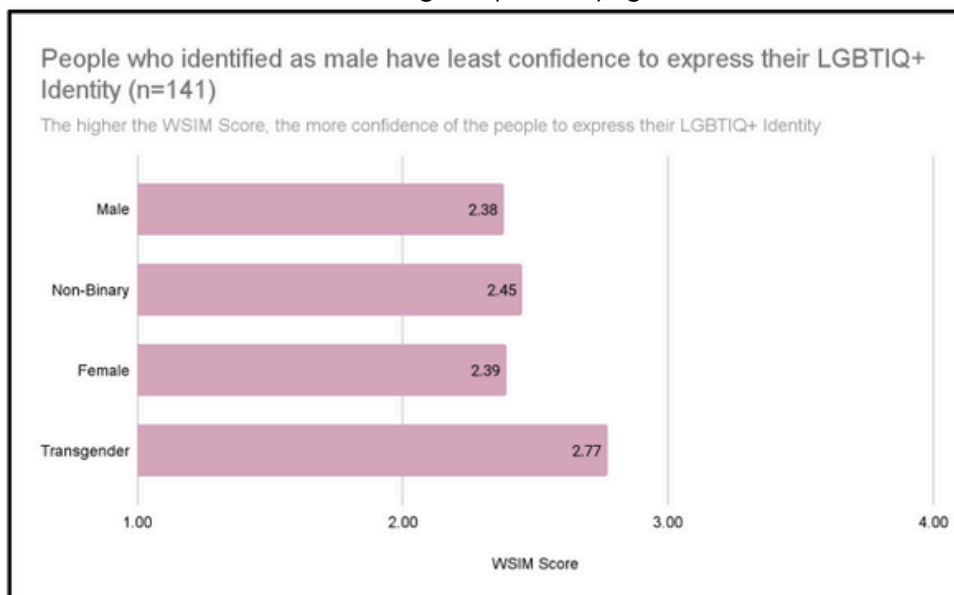
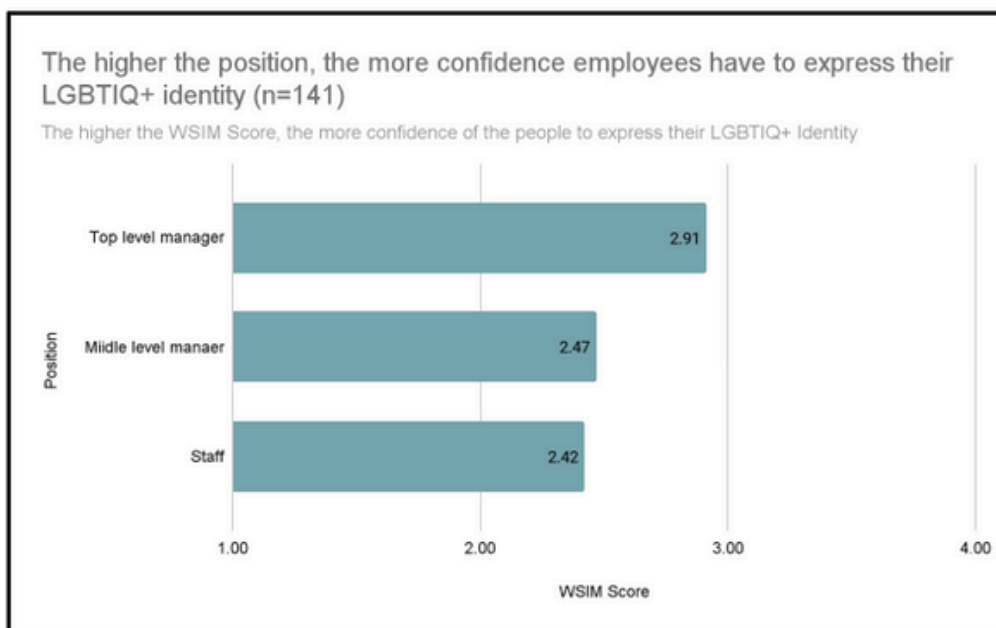


Chart 10 below depicts the WSIM scores across three different positions held by the respondents. The table displays the WSIM scores for different positions within the workplace, indicating the level of confidence individuals have in managing their sexual identity. Top-level managers have the highest WSIM score of 2.91, indicating a strong sense of confidence in expressing their sexual identity. Middle-level managers follow with a score of 2.47, demonstrating a moderate level of confidence. Staff members have a slightly lower score of 2.42, suggesting a comparable level of confidence in managing their sexual identity as middle-level managers.

Chart 10: WSIM Scores based on The Employee's Position Within Workplace



After examining WSIM across demographic profiles, WSIM value is examined, the result is shown in the table.

**Table 5 takeaways**

- Gay individuals display a high confidence in expressing their sexual identity, as evidenced by higher scores in items such as [WSIM-1], [WSIM-2], and so on. They are notably comfortable in actions like introducing same-sex partners at workplace events and addressing homophobic behavior.
- Transgender individuals show similar high confidence scores as gay individuals in managing their sexual identity, feeling at ease with activities like taking same-sex dates to workplace events and openly discussing their relationships.
- Lesbian individuals, however, generally score lower in several items, indicating a potential discomfort or challenge in expressing their sexual identity. They might be less comfortable introducing same-sex partners or expressing pride in their LGBTIQ+ identity.
- Individuals identifying as Bisexual and Other have mid-range scores, suggesting a moderate confidence level in revealing and expressing their LGBTIQ+ identity in the workplace.

1	2	3	4
Not confident at all	Somewhat confident	Moderately confident	Strongly confident

WSIM Items	Lesbian	Gay	Biseksual	Transgender	Other	Grand Total
[WSIM-1] Take someone of the same sex to the event held by my workplace.	2.60	2.51	2.75	3.04	2.50	2.66
[WSIM-2] Introducing a person of the same sex as my couple or date.	1.70	2.36	1.75	2.68	2.00	2.23
[WSIM-3] Tell colleagues when I will attend events held for Lesbian, Gay, Bisexual, Transgender, Intersex, or Queer (LGBTIQ+) friends.	1.90	2.13	2.18	2.44	1.50	2.15
[WSIM-4] Wearing or showing off symbols commonly known as LGBTIQ+ symbols (for example, PINs, Jewelry, T-shirts, Bumper Stickers with rainbow-patterned cars).	2.30	2.14	2.18	2.48	2.17	2.22
[WSIM-5] Refer someone with the same sex when I talk about a romantic relationship and a date at work.	1.80	2.31	1.93	2.48	1.50	2.19
[WSIM-6] Correcting others when they think I am heterosexual.	1.80	2.36	1.93	2.24	1.83	2.19
[WSIM-7] will get the same benefits/facilities at my workplace.	2.40	2.94	2.89	3.12	3.00	2.93
[WSIM-8] recognizes my sexual identity at work.	1.90	2.29	1.86	2.44	1.83	2.18
[WSIM-9] tells most of my coworkers that I am lesbian, gay, bisexual, transgender, intersex, or queer (LGBTIQ+).	1.90	2.36	1.86	2.56	1.50	2.23
[WSIM-10] gives an answer honestly and is not excessive when I was asked whether I am lesbian, gay, bisexual, transgender, intersex, or queer (LGBTIQ+).	2.20	2.57	2.18	2.84	2.33	2.50
[WSIM-11] Allow my LGBTIQ+ friends to call me at work.	3.50	2.79	2.86	3.20	2.67	2.92
[WSIM-12] Tells my colleague of the topic or issues related to LGBTIQ+ that I am interested in.	2.50	2.51	2.68	3.12	2.50	2.65
[WSIM-13] Tell others about my opinion when a certain policy or law is discriminatory against sexual minority groups.	2.40	2.81	2.68	3.16	2.50	2.80
[WSIM-14] Let my coworkers know that I am proud to be part of LGBTIQ+.	2.00	2.39	2.11	2.72	1.67	2.33
[WSIM-15] Reprimanded others when I heard him commented or made a homophobic joke.	3.00	2.54	2.57	3.04	2.50	2.67



Gay individuals tend to have relatively higher scores in several items, such as [WSIM-1], [WSIM-2], [WSIM-5], [WSIM-6], and [WSIM-15], indicating a higher level of confidence in expressing their sexual identity in various ways. This suggests that they feel more comfortable bringing same-sex partners to workplace events, introducing their same-sex partners or dates to colleagues, openly discussing their same-sex relationships, and reprimanding others for homophobic jokes or comments.

Transgender individuals also display higher scores in items like [WSIM-1], [WSIM-2], [WSIM-5], [WSIM-6], and [WSIM-15], suggesting a strong sense of confidence in managing their sexual identity. They feel comfortable taking someone of the same sex to workplace events, introducing same-sex partners or dates, discussing same-sex relationships, and addressing homophobic behavior.

On the other hand, Lesbian individuals generally have lower scores in items like [WSIM-2], [WSIM-5], [WSIM-6], and [WSIM-14], indicating a relatively lower level of confidence in certain aspects of sexual identity management. This suggests that they may face challenges or have a lesser degree of comfort in introducing same-sex partners or dates, openly discussing same-sex relationships, correcting assumptions about their sexual orientation, and expressing pride in their LGBTIQ+ identity.

Bisexual and Other identities fall within the mid-range of the scale for most items, suggesting a moderate level of confidence in revealing their LGBTIQ+ identity. They exhibit a moderate willingness to bring same-sex partners to events, introduce same-sex partners or dates, discuss same-sex relationships, and express their LGBTIQ+ identity.

## Interview Insight–WSIM

Our interview also reveals several themes surrounding WISM. We grouped the theme based on two big categories, one is disclosure strategies and the second one is concealment strategies. Below is the detailed insight for each strategy.

### Disclosure strategies

All the following quotes were gathered from interviews, specifically when participants were asked about how they manage or express their sexual identity in the workplace. This segment focuses on the strategies they use for disclosure and how they navigate these personal decisions in a professional setting.

### Bringing same-sex couples

- participants mentioned instances where they felt comfortable bringing their same-sex partners to their workplace. One participant stated, "Well, coincidentally I got information about that job from a friend within the LGBT community, so they accept me and already know, and I didn't tell them I'm gay, but I have brought my partner to the workplace and told the owner of the company that they're my partner." [AR, Gay, administration staff]

### Showing attraction to same-sex people

- Participants discussed expressing attraction to someone of the same sex casually among friends they trusted. One participant mentioned, "There are rare instances where we say 'hey, I'm gay,' but it's more when we casually say, 'oh, that guy is cute.' So basically, there's never a moment where we say, 'hey, I want to talk about sexuality'". [KL, Gay, Human Resource Staff]

## Concealment strategies

As mentioned earlier, the following quotes were derived from interviews in which participants shared their experiences and approaches. This segment delves into the concealment strategies they adopt, shedding light on their reasons and methods for keeping their sexual identity concealed in the workplace.

- Limiting behavioral expression: participants expressed the need to be cautious and limit certain behaviors in the workplace to avoid discomfort or potential negative reactions. One participant explained, "At the office, I rarely talk to people, except for one or two individuals whom I consider safe and comfortable to have a conversation with, even if it's not about my gender or sexuality. But I still worry... like that incident at the café, they were trying, coincidentally, I was in a room where people were smoking and they were discussing it, so I tried to avoid it, either by leaving the room and coming back later, or usually, I try not to bring up that topic [JEL, Transgender, Translator]."
- Distancing oneself from work subordinates: some participants mentioned maintaining a professional boundary by not engaging with work subordinates on social media or providing limited personal information. One participant stated, "In the work environment, I never give my social media accounts to co-workers. Like when they asked for my Instagram, I only gave them my old IG account [KN, Bisexual, Project Officer]."
- Avoiding, or lying when talking about Sexual orientation or LGBTIQ+ topics: Participants mentioned remaining silent or not engaging in discussions related to sexual orientation or LGBTIQ+ topics in the workplace. One participant mentioned, "And maybe if there's a topic that touches on that, about sexual orientation, I just stay quiet" [KN, Bisexual, Project Officer].
- Defensive responses: participants shared instances where they used sarcastic responses to address intrusive or insensitive comments. One participant mentioned, "For example, when someone asks, 'Why aren't you married?' I respond with something like, 'Oh, do you want to pay for my wedding party?'. I immediately turn the conversation in that direction. So, I counter-tackle them again. It's like showing them a defensive attitude... well, that's it" [RV, Gay, Operation Supervisor]

## LGBTIQ+ Inclusive Climate

The second part of this survey aims to measure LGBTIQ+ Inclusive Climate, perception that LGBTIQ+ individuals hold about how accepting their workplace is toward their identity. As stated, the LGBTIQ+ inclusive climate is measured using a 20 items instrument developed by Liddle, Luzzo, Hauenstein, & Schuck (2004). Chart 5 below shows the LGBTIQ+ Climate (LCI) values clustered by the respondents' identities.

Chart 11 LGBTIQ Inclusive Climate (LCI) Value across Identity



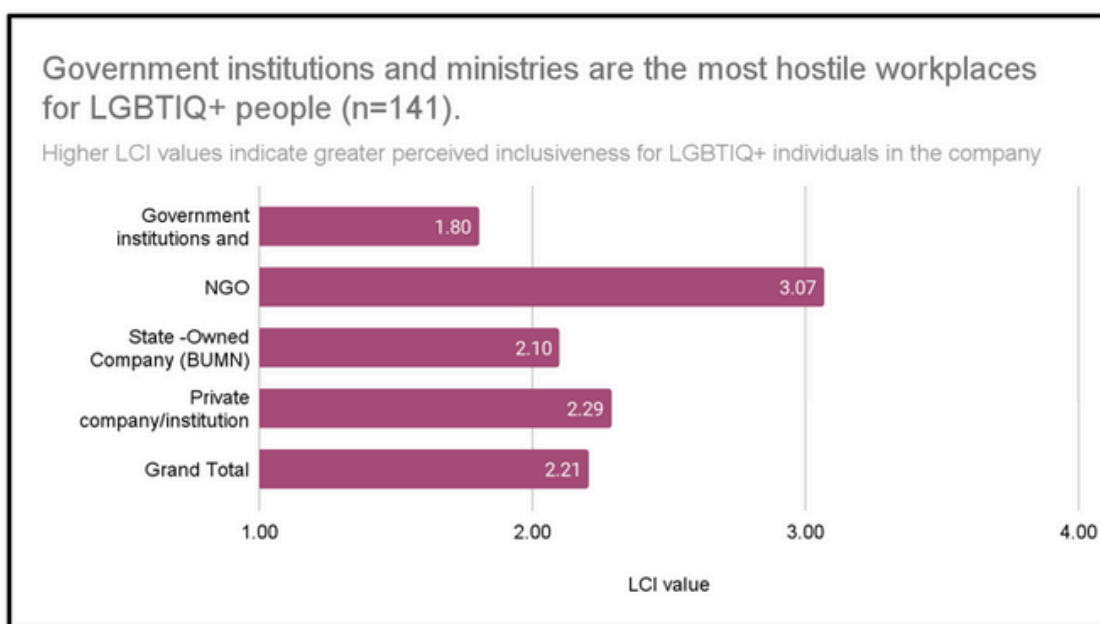
Chart 11 provides insights into the perceptions of employees regarding the LGBTIQ+ inclusive climate in the workplace. The values represent the average scores assigned by respondents to indicate the level of inclusiveness experienced by individuals with different sexual orientations and gender identities.

Overall, the data suggests that employees who identify as Gay and Transgender perceive the workplace as more inclusive, as evidenced by their higher average scores of 2.52 and 2.58, respectively. These individuals feel that the workplace fosters an environment that embraces and supports their identities.

Bisexual employees also reported a relatively high average score of 2.38, indicating a positive perception of inclusiveness in the workplace. They feel that their sexual orientation is acknowledged and respected. On the other hand, employees who identify as Lesbian and Other have lower average scores of 2.16 and 2.12, respectively.

After knowing the LCI values clustered by identity, our analysis also showed that there is a difference of LCI values across types of companies, as depicted in the chart 12.

Chart 12 Comparison of LCI Values by Workplace Types



Government institutions and ministries received a relatively low average score of 1.80, indicating that employees in these organizations perceive the inclusive climate to be less favorable. This suggests a potential need for improvement in creating an environment that fully embraces and supports LGBTIQ+ individuals.

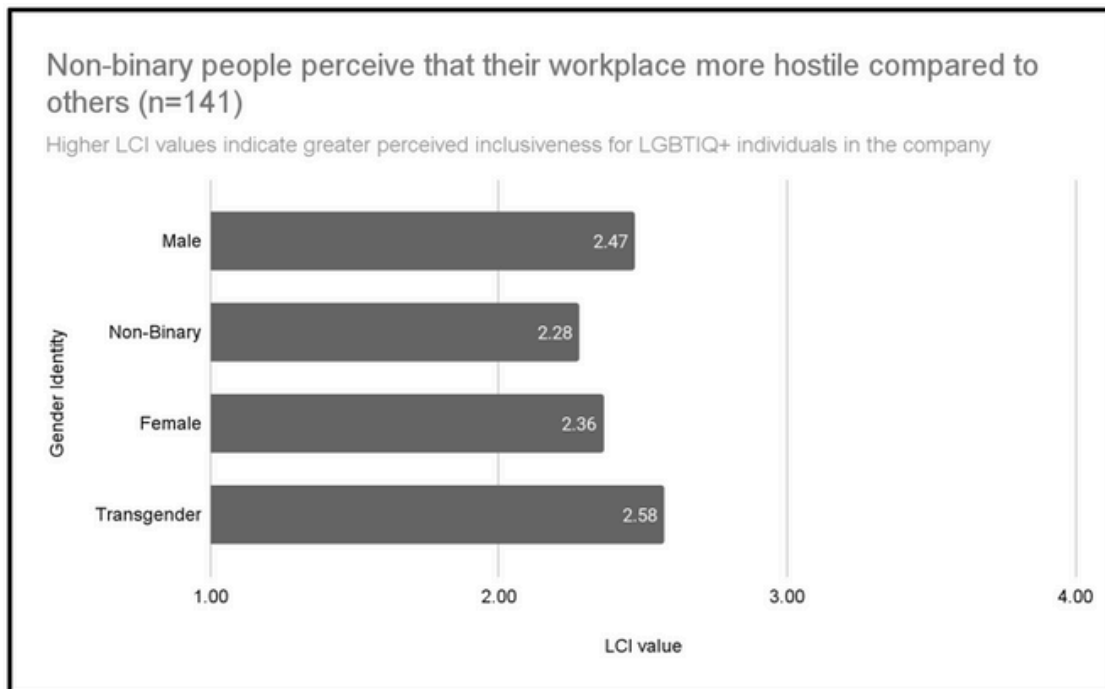
NGOs (Non-Governmental Organizations) obtained the highest average score of 3.07, indicating a more positive perception of inclusivity among employees in this sector. It suggests that these organizations have made significant efforts to foster an inclusive climate for LGBTIQ+ individuals.

State-Owned Companies (BUMNs) received an average score of 2.10, indicating a moderate level of perceived inclusivity. While there is room for improvement, employees in these companies generally feel that their workplace is relatively inclusive.

Private companies/institutions obtained an average score of 2.29, suggesting a relatively positive perception of inclusivity among employees in this sector. It indicates that private organizations have made efforts to create an environment that acknowledges and supports the LGBTIQ+ community.

Further, the LCI value of the survey is also clustered based on the gender identity of the respondents as shown in the chart 13

Chart 13: LCI Values Grouped by Gender Identity



As shown in the chart 13, among the different gender identities, Transgender employees have the highest average LCI value (2.58), indicating a more positive perception of inclusiveness within the company. Male employees follow closely with an average LCI value of 2.47, while Female employees have a slightly lower average value of 2.36. Interestingly, Non-Binary employees report the lowest average LCI value (2.28), suggesting a less favorable perception of inclusiveness in the workplace.

Lastly, the LCI value is grouped by the position that employees hold in their respective company, exhibited in the chart 13. As the chart shows, top level managers have the highest average LCI value of 2.81, indicating a more positive perception of inclusiveness within their role. Middle level managers follow closely with an average LCI value of 2.54, while staff members report a slightly lower average value of 2.41. These findings suggest that employees in higher positions may have a greater sense of inclusiveness within the workplace.

Chart 14: LCI value grouped by Employees' Position

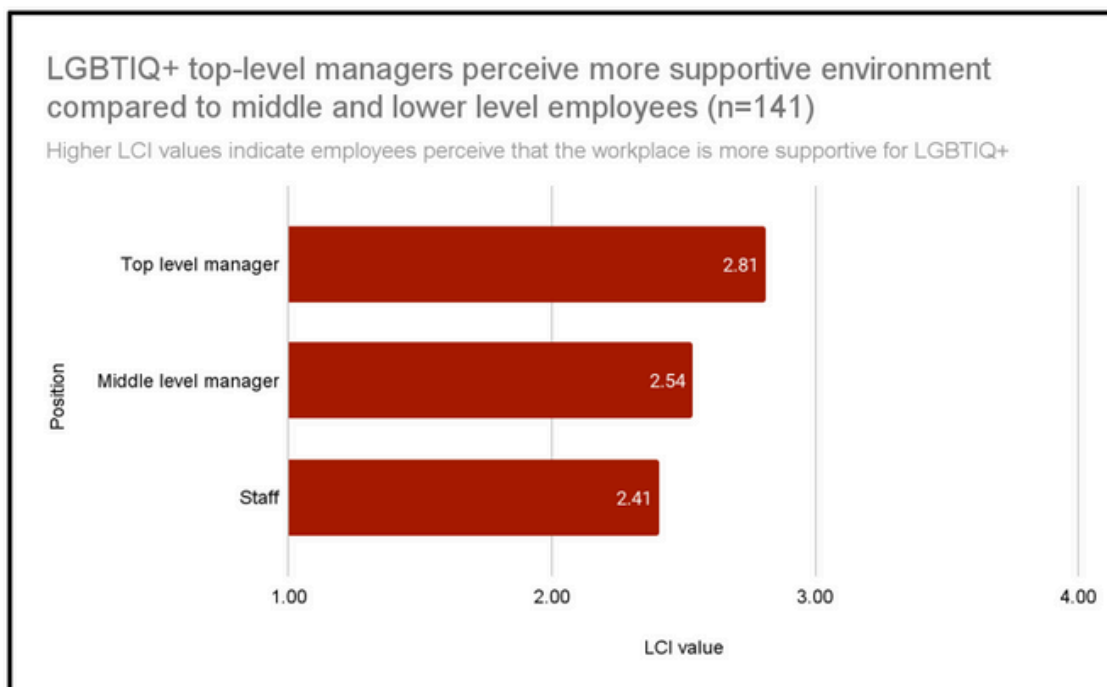


Table 6 Employees LCI Values of Workplace Support and Inclusiveness by LGBTIQ+ Identities

Table 6 takeaways						
<ul style="list-style-type: none"> <li>• Perceptions of workplace support and inclusiveness vary among different LGBTIQ+ identities.</li> <li>• Gay employees tend to report higher scores, indicating a more positive perception of the workplace environment.</li> <li>• Lesbian employees tend to report lower scores, suggesting potential challenges or a lesser degree of acceptance in certain aspects of the workplace climate.</li> <li>• Bisexual and Transgender employees fall within the mid-range of the scale, indicating a moderate perception of the workplace environment.</li> </ul>						
	1	2	3	4		
	Not describing at all	Somewhat describing	moderately describing	Very describing		
Item	Lesbian	Gay	Biseksual	Transgender	Other	Grand Total
[LCI-1] Lesbian, gay, bisexual, transgender, intersex, and queer (LGBTIQ+) employees are treated respectfully.	2.50	2.50	2.20	2.00	2.32	2.43
[LCI-2] LGBTIQ+ employees do not have to keep their identity or sexual orientation a secret.	2.32	2.47	2.20	2.33	2.40	2.40
[LCI-3] My coworkers are interested and ask about homosexual relationships like heterosexual relationships.	1.82	2.42	2.10	2.00	2.60	2.29
[LCI-4] LGBTIQ+ people consider this workplace a comfortable place for them to work.	2.29	2.54	2.10	1.83	2.64	2.45
[LCI-5] Employees who are not LGBTIQ+ feel comfortable to joke about LGBTIQ+ themed things with LGBTIQ+ employees (for example, joking about their dating).	2.14	2.51	1.80	1.67	3.00	2.44
[LCI-6] The atmosphere of the workplace oppressing LGBTIQ+ employees.	1.71	1.82	1.70	1.50	2.28	1.86
[LCI-7] LGBTIQ+ employees feel accepted by their coworkers.	2.39	2.72	2.00	2.00	2.68	2.57
[LCI-8] Colleagues often commented on the lack of concern for the issue of LGBTIQ+.	1.82	2.11	1.20	1.67	2.24	1.99
[LCI-9] Employees are freed to express in accordance with their gender identity (men may look or behave feminine or women may behave masculine)	1.79	2.28	2.00	2.17	2.20	2.14
[LCI-10] LGBTIQ+ employees are not worried about losing their jobs due to their sexual orientation.	1.89	2.06	2.40	1.33	2.00	2.01
[LCI-11] Team one division I support their lgbtiq+colleagues.	2.18	2.49	1.90	2.00	2.44	2.35
[LCI-12] LGBTIQ+ employees feel comfortable talking about their personal lives with other colleagues.	1.82	2.35	1.80	1.50	2.32	2.16
[LCI-13] There is no pressure for LGBTIQ+ employees to remain "closed" (hiding their sexual orientation or gender identity/expression)	2.14	2.29	2.40	3.00	2.16	2.28
[LCI-14] The identity of LGBTIQ+ employees is not a problem for the company.	2.71	2.61	2.40	2.00	2.52	2.57
[LCI-15] LGBTIQ+ employees are not treated with an unpleasant attitude (for example, with a cynical look or a cold tone of voice).	1.82	1.89	1.90	1.67	1.80	1.85
[LCI-16] The company or institution as a whole provides a supportive environment for LGBTIQ+ people.	2.07	2.25	1.40	1.67	2.24	2.13
[LCI-17] LGBTIQ+ employees are free to be themselves.	2.46	2.58	2.20	1.67	2.52	2.48
[LCI-18] LGBT people have the same opportunity to get career mentoring (guidance).	1.86	1.82	2.00	1.33	1.88	1.83
[LCI-19] LGBTIQ+ employees are released to display photos of their same-sex couples.	1.46	1.78	1.30	1.17	1.80	1.66
[LCI-20] The atmosphere for LGBTIQ+ employees improves (there are positive changes).	2.11	2.46	2.00	1.50	2.36	2.30



Analyzing the data presented in table 6, we can identify some patterns regarding the perceptions of LGBTIQ+ employees regarding their workplace environment. Overall, there is a variation in the levels of perceived support and inclusiveness for LGBTIQ+ individuals across different items. These variations indicate that the experiences of LGBTIQ+ employees in the workplace can differ based on their specific identities.

In several items, Gay employees consistently report higher scores, indicating a relatively more positive perception of the workplace environment compared to other identities. This suggests that Gay employees may feel more respected, accepted, and comfortable in expressing their identities in the workplace. The higher scores in items such as [LCI-2], [LCI-7], [LCI-13], and [LCI-17] highlight the presence of supportive attitudes and inclusive practices in relation to sexual orientation.

On the other hand, Lesbian employees tend to report lower scores in items like [LCI-3], [LCI-5], [LCI-6], and [LCI-15]. These scores indicate that Lesbian employees may experience challenges or a lesser degree of acceptance in certain aspects of the workplace climate. It suggests the need for increased awareness, understanding, and support for Lesbian employees to create a more inclusive and supportive environment.

Bisexual and Transgender employees generally fall within the mid-range of the scale for most items, indicating a moderate perception of the workplace environment. This suggests that there may be both positive and challenging aspects in their experiences, and further attention may be needed to address their specific needs and concerns.

### **Interview Insight-Climate, policy, and practice toward LGBTIQ+:**

In addition to the quantitative result of LGBTIQ+ Inclusive Climate, the study explored participants' perceptions of the workplace climate, existing policies and practices by interviewing 20 People. The themes that emerged from the analysis shed light on the challenges and experiences faced by LGBTIQ+ individuals in their workplace environments. Understanding these perspectives is crucial for organizations to foster a more inclusive and supportive workplace for all employees.

#### **Absence of DE&I policy**

As previously highlighted, the subsequent quotes come from our interviews where participants discussed their workplace experiences. This segment centers on the 'Absence of DE&I (Diversity, Equity, and Inclusion) Policy,' capturing the sentiments and challenges faced by individuals in environments lacking these essential policies.

No specific rule and commitment about diversity, equity, and inclusion (DE&I) were identified. Participants mentioned a lack of knowledge or information regarding any existing policies or practices related to gender and sexuality in the workplace. The overall sentiment was that minimal awareness and knowledge were sufficient. One participant stated, "There is none. I have never read or known about any. It seems like there isn't any" [JO, Trans, HR Lead]. This quote highlights the participant's awareness of the absence of specific rules and commitments related to DE&I in the workplace.

#### **Discriminatory policies and practices**

One participant shared that they experienced discriminatory policies and practices where LGBTIQ+ are explicitly excluded in recruitment processes. One participant shared, "In my previous workplace, there were some rules from the foundation, and one of them was not accepting LGBT individuals as employees" [GAL, Transgender, Lecturer].

### **Gossip, mockery, insult:**

As alluded to earlier, the ensuing quotes are drawn from our interviews where participants reflected on the workplace climate for LGBTIQ+ individuals. This segment emphasizes the theme 'Gossip, Mockery, Insult,' providing a glimpse into the perceptions and experiences faced in environments that may not always be supportive or understanding.

Participants mentioned instances of non-verbal expressions of disgust or aversion towards content related to same-sex attraction, such as TikTok videos. These non-verbal cues were interpreted as a form of mockery or insult. One participant expressed, "Hmm... maybe not jokes, but it shows a sense of disgust, for example, when watching TikTok videos of guys and saying 'eww, why like that?' It shows non-verbal signs of disgust" [NF, Gay, Engineer].

### **Emphasize Merit-based evaluation:**

The upcoming quotes stem from our interviews with participants discussing the workplace climate for LGBTIQ+ individuals. This segment focuses on the theme of 'Gossip, Mockery, Insult.' Many shared the wish for a more merit-based evaluation, rather than facing judgments based on their sexual orientation. These quotes provide insight into the challenges they face when their worth is overshadowed by bias and prejudice.

Several participants emphasized that evaluations and assessments in their workplaces were primarily based on performance and merit rather than on sexual orientation. One participant shared, "In my case, "I perceive that they focus more on the work itself. As long as the performance is good and there are no issues, especially since the frequency of direct communication with leaders is not as frequent as with colleagues at the same level, they are not really aware of it. But whether there are conversations happening behind the curtain, I never know." [HTR, gay, sales assistant manager]

This indicates a positive aspect of focusing on meritocracy, as it ensures that employees are evaluated based on their abilities and achievements, rather than discriminated against based on their identity. However, it is important to note that solely relying on merit-based evaluations may overlook the importance of creating an inclusive and supportive work environment. It is proven that merit-based evaluation does not reduce the chance of discriminatory action in the workplaces, on the contrary, merit-based approach hampers DE&I (Castilla and Bernard, 2010). Thus, managers should strive to consider and value the diverse identities and experiences of employees, as this fosters a sense of belonging and enhances overall employee well-being. A balanced approach that recognizes both merit and the need for inclusive practices is essential for effective people management in organizations.

### **Sexual Orientation acceptance is power-dependent**

The forthcoming quotes are sourced from our interviews, where participants spoke about the LGBTIQ+ workplace climate. This segment delves into the theme 'Sexual Orientation Acceptance is Power-Dependent.' It underscores the notion that acceptance of one's sexual orientation often hinges on the power dynamics within the workplace. The quotes that follow offer a closer look at how these dynamics shape the experiences of the participants.

Some participants acknowledged that their acceptance in the workplace might be influenced by their positions of privilege or higher status. They recognized that individuals in lower positions, such as operators or staff members, might face greater discrimination based on their sexual orientation compared to those in higher positions. One participant shares "Yes, that's true, but I feel like I have enough privilege with my current position. However, for example, friends in different positions like operators or other staff who are not in higher positions than me might face more discrimination than I do" [TT, Gay, product merchandiser].

## Expectation for more LGBTIQ+ inclusive workplace

The last part of our research is aimed to unravel the number 5 question, "what are the expectations of LGBTIQ+ employees regarding workplace policies and interventions for more LGBTIQ+ inclusive individuals?". To answer this question, at the last part of our interview, we ask the interviewee the stated question. The answer from 20 interview participants then we conduct thematic analysis.

The thematic analysis revealed the diverse expectations of LGBTIQ+ employees regarding workplace policies and interventions. While some participants called for explicit policies, advocacy, and gender education, others expressed a sense of hopelessness and lack of expectations, particularly in the government institutions and state-owned enterprises. These findings highlight the importance of creating inclusive policies and practices to address the needs and expectations of LGBTIQ+ employees and foster a supportive and inclusive work environment. Below are the theme emerged from the analysis:

### More emphasis on LGBTIQ+ protection:

Participants expressed the need for formal policies that prohibit discrimination and support gender minority and sexuality. One participant stated, "There should be regulations that give protection against violence. It would be very nice, right? Because, again, sexual identity becomes... what's it called... vulnerable to discrimination and violence. So, if there are written rules, it can be beneficial. It can provide an extra safe space" [RA, Gay, Associate Manager].

### DE&I (Gender, Equality, Diversity, and Social Inclusion) enforcement:

Several participants stated that for making more inclusive workplaces, the first step is to ensure gender equality between men and women. Participants expressed their support for policies that promote the mobilization and promotion of women in the workplace. They emphasized the importance of creating opportunities for capable individuals and avoiding limitations in their career growth. One participant stated, "If there are policies that support the mobilization of women in the office for promotions and career advancements, I would strongly support it. There are capable individuals who are confined to certain positions and not given opportunities to progress" [MR, Gay, Program Manager].

### No expectations - Hopelessness:

One participant expressed their lack of expectations for their current workplace, particularly in government organizations and state-owned enterprises. They stated, "I'm not sure, but I don't have any expectations for the current workplace. In companies outside, especially those based in Europe and America, I believe that gender equality, including acceptance of the LGBTIQ+ community, is embraced. But in Indonesia state-owned enterprises, I can't expect anything" [HTR, Gay, Sales Assistant Manager].

## Conclusion and Implication

After explaining the result of our quantitative and qualitative analysis, finally we can draw several conclusions to answer the research questions.

### Research Question 1: Level of workplace outness (WO) among LGBTIQ+ employees

The average of Outness Inventory value indicates that LGBTIQ+ employees have varying levels of outness in different areas of their workplace. Among their work colleagues, individuals tend to be more open about their sexual orientation, indicating a certain level of comfort in revealing this aspect of their identity. However, when it comes to disclosing their sexual orientation to subordinates, individuals tend to be more reserved, possibly due to the hierarchical nature of the relationship. With direct supervisors, there is a moderate level of outness, suggesting that employees are likely to disclose their sexual orientation to their supervisors, but the frequency of discussion on this topic may be relatively low.

At the level of the Board of Directors, individuals are less likely to openly discuss their sexual orientation, indicating a lower level of disclosure and discussion about sexual orientation within this peer group. Finally, when it comes to clients or customers, employees tend to maintain a more professional relationship and are less likely to disclose their sexual orientation. These findings highlight the complexity of workplace outness among LGBTIQ+ employees and underscore the importance of creating inclusive environments at all levels of the organization.

## Research Question 2: Fear of Disclosure among LGBTIQ+

The study suggests the possibility of varying levels of fear of disclosure (FOD) among different groups within the LGBTIQ+ community in the workplace. Bisexual and lesbian employees show a pattern of potentially higher levels of fear, while transgender and gay employees demonstrate relatively lower levels. The type of company also appears to show a pattern, with government institutions and state-owned companies potentially indicating higher FOD compared to private companies and non-governmental organizations. Female employees may experience a pattern of higher levels of fear compared to male and non-binary employees.

Top-level managers tend to display a pattern of potentially lower fear of disclosure, while staff members exhibit a pattern of potentially higher fear. It is worth discussing the possible influence of power dynamics on the fear of disclosure results. The lower fear of disclosure observed among top-level managers compared to middle-level managers and staff members may be attributed to the power dynamics within the workplace hierarchy.

Additionally, we identified several themes related to this fear. LGBTIQ+ employees expressed concerns about gossip, mockery, and insults based on their sexual orientation or gender identity. They also feared social exclusion and the potential impact on career promotion. These fears can contribute to a less inclusive and supportive work environment.



### **Research Question 3: Workplace Sexual Identity Management-Self Efficacy among LGBTIQ+**

In conclusion, the study highlights varying levels of Workplace Sexual Identity Management-self efficacy (WSIM) among different LGBTIQ+ identities. Transgender individuals demonstrate the highest confidence in expressing their sexual identity, followed by gay, bisexual, lesbian, and other identities. The type of company may impact WSIM scores, with government institutions potentially showing lower levels of confidence compared to private companies and non-governmental organizations. When considering gender, transgender and non-binary individuals exhibit higher levels of confidence than males and females in managing their sexual identity. The study also uncovers specific strategies employed by individuals, including both disclosure and concealment tactics, such as bringing same-sex partners, limiting behavioral expressions, and deflecting discussions about sexual orientation.

#### **DISCLAIMER**

**Please note that while the study indicates higher levels of Workplace Sexual Identity Management-self efficacy (WSIM) among transgender individuals, it is important to include a disclaimer.**

The WSIM scores do not necessarily reflect the extent of reduced discrimination and hostile behavior experienced by transgender people in the workplace. It is essential to recognize that WSIM is a self-reported measure of individuals' confidence in managing their sexual identity and may not capture the full spectrum of challenges and systemic barriers faced by transgender individuals. Furthermore, it is crucial to acknowledge the limitations of the study, particularly in relation to the transgender sample size. As the survey only consists of 25 transgenders, the findings may not be fully representative of the broader transgender population. The small sample size restricts the generalizability of the results and highlights the need for further research with larger and more diverse samples to obtain a comprehensive understanding of the experiences of transgender employees in the workplace.

## **Research Question 4: LGBTIQ+ Inclusive Climate**

In regards to LGBTIQ+ inclusive climate the study provides insights into the perceptions of employees regarding the LGBTIQ+ inclusive climate in the workplace. Overall, gay and transgender individuals perceive the workplace as more inclusive, while lesbian and other identities have slightly lower perceptions of inclusivity. The findings also reveal variations in perceptions across different types of companies, with NGOs generally perceived as the most inclusive and government institutions and ministries as the least inclusive. Gender-wise, transgender employees have the highest perception of inclusivity, followed closely by male employees, while non-binary employees report the lowest perception. Additionally, top-level managers tend to have the highest perception of inclusivity within their roles. The study also uncovered themes from interviews, highlighting the absence of DE&I policies, discriminatory practices in previous workplaces, experiences of gossip and mockery, emphasis on merit-based evaluations, and the influence of power dynamics on acceptance. Participants expressed expectations for explicit policies, protection against discrimination, gender equality, and opportunities for career advancement.

## **Research Question 5: Expectations of LGBTIQ+ employees for creating more LGBTIQ+ inclusive workplaces.**

Based on the interview of 20 people, participants expressed the need for formal policies to protect against discrimination and support gender minority and sexuality. They highlighted the importance of regulations that prohibit violence and provide a safe space for individuals with diverse sexual identities. Additionally, participants emphasized the enforcement of Gender, Equality, Diversity, and Social Inclusion (DE&I) principles, with a focus on promoting gender equality and creating opportunities for career advancement. They called for policies that mobilize and promote women in the workplace, ensuring that capable individuals are not confined to certain positions and have equal chances to progress. However, some participants expressed a sense of hopelessness and lack of expectations for their current workplace, particularly in government organizations and state-owned enterprises, where they believed gender equality and acceptance of the LGBTIQ+ community may be less embraced.

Based on the aforementioned findings, we have developed implications for institutional leaders and government officials. Given that Indonesia is still considered a hostile environment for LGBTIQ+ individuals, we recommend adopting subtle approaches to support and advocate for LGBTIQ+ employees. This is due to the sensitivity surrounding explicit support for LGBTIQ+ individuals in the country.

### **Implications for Institution and Organization leaders**

**Foster Inclusive Environments Sensitively:** While promoting inclusivity, organizations in a context with hostility towards LGBTIQ+ should approach it sensitively. Instead of explicitly advocating for LGBTIQ+ rights, focus on creating a safe and respectful work environment for all employees. Emphasize diversity and inclusion initiatives that promote equality, respect, and fairness for everyone, without singling out specific identities.

One immediate action that leaders can initiate is to advocate more inclusive language. Instead of assuming a certain honorific or pronoun, try to ask employees what honorific or pronoun that they are **comfortable** with. Please do not use "prefer" as the word implies that the employees have options regarding their identity, like what has been shown, use the word "comfortable" is more appropriate.[3] Aside from being mindful about honorifics and pronouns, leaders may evaluate the use of language in their several human resources documents to make sure that the language in the documents is more gender neutral. One website that can help leaders to advocate gender neutral is by using this gender decoder (<https://gender-decoder.katmatfield.com/>)

[3] <https://www2.education.vic.gov.au/pal/inclusive-workplaces/policy-and-guidelines/lgbtiq>

Provide support in a subtle manner: implement support systems and resources for employees without explicitly focusing on LGBTIQ+ identities. Offer confidential counseling services, diversity training programs, and employee assistance programs that address a wide range of concerns and can be accessed by all employees, regardless of sexual orientation or gender identity.

Engage in education and awareness: Conduct educational sessions on diversity, inclusion, and respectful workplace practices, ensuring they cover a broad range of topics without singling out specific identities. Promote empathy, respect, and understanding among all employees to foster a more inclusive work environment.

Referring to Society of Human Resource toolkit,[4] immediate trainings that can be conducted right away in a LGBTIQ+ hostile context such Indonesia, are as follow:

- Training for preventing and handling harassment, discrimination, and bullying—the objective of the training is to equip employees with know-how to rightfully prevent and handle harassment, discrimination, and bullying happening in the workplace.
- Training for understanding and managing implicit bias—the objective of this training is to raise awareness that implicit bias exists and can affect the decisions made by leaders.
- Inclusive language training—the objective of this training is to train employees about the use of more gender neutral or gender inclusive language.

## Implications for the Government

Government should actively promote equal treatment and non-discrimination in the workplace, ensuring that all employees are protected from any form of discrimination, including discrimination based on sexual orientation or gender identity. While explicitly mentioning LGBTIQ+ identities in non-discrimination policies may not be feasible in the short term, immediate action can be taken to ensure the safety of LGBTIQ+ individuals in the workplace. This can be achieved by effectively implementing and enforcing the newly enacted Eradication of Sexual Violence Bill, which requires organizations and institutions to understand and comply with its provisions. Additionally, it is crucial for the government to enforce existing labor laws that address workplace discrimination. To further support this effort, the government can consider expanding the scope of support centers, such as the one for Eid Mubarrak allowance, to also serve as a dedicated labor complaint center. This would provide a platform for individuals to report workplace discrimination and seek appropriate recourse.

**Collaboration with NGOs and Private Sectors:** The government should actively seek collaborations with non-governmental organizations and private companies to promote workplace diversity and inclusion initiatives. By engaging in broader discussions about diversity, gender equality, and respect for all individuals, these collaborations can contribute to creating more inclusive work environments. Through such partnerships, the government can regulate, enforce, and revise policies and interventions that ensure a win-win solution for all stakeholders.

**Sensitization and Training for Government Employees:** It is essential to provide sensitization and training programs for government employees, emphasizing the values of respect, empathy, and fair treatment for all individuals. These programs should aim to foster an inclusive work culture that values diversity and guarantees equal opportunities for everyone. The list of training programs for government employees can be referenced to the suggestions provided earlier.

## References

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2), 77-101.

Castilla, E. J., & Benard, S. (2010). The paradox of meritocracy in organizations. *Administrative science quarterly*, 55(4), 543-676.

Company practices to follow when terminating an employee in Indonesia. *ASEAN Business News*. (2023b, May 8).

<https://www.aseanbriefing.com/news/company-practices-to-follow-when-terminating-an-employee-in-indonesia>

D. Oetomo and K. Suvianta, "Being LGBT in Asia Indonesia Country Report," 2013.

Ekawati, A. (2022, June 2). Indonesia's LGBTQ community fears legal crackdown – DW – 06/02/2022.dw.com.

<https://www.dw.com/en/indonesia-lgbtq-fears-crackdown-under-legal-reforms/a-62010297>

Farndale, E., Biron, M., Briscoe, D. R., & Raghuram, S. (2015). A global perspective on diversity and inclusion in work organizations. *International Journal of Human Resource Management* (Vol. 26, Issue 6, pp. 677-687). Routledge.

Human Rights Campaign. (2018). A workplace divided: Understanding the climate for LGBTQ workers nationwide. Retrieved from <https://www.hrc.org/resources/a-workplace-divided-understanding-the-climate-for-lgbtq-workers-nationwide>.

Inclusive workplaces: LGBTIQ. [education.vic.gov.au](http://education.vic.gov.au). (n.d.).

<https://www2.education.vic.gov.au/pal/inclusive-workplaces/policy-and-guidelines/lgbtiq>

Lent, R. W., Morris, T. R., Tatum, A. K., Wang, R. J., Moturu, B. P., & Ireland, G. W. (2021). Predictors of workplace sexual identity management behaviors: A test of the social cognitive career self-management model. *Journal of Vocational Behavior*, 127, 103566.

Lisa Nagele-Piazza, J. D. (2021, July 7). LGBTQ inclusion in the workplace: Updating policies and training. SHRM, <https://www.shrm.org/ResourcesAndTools/legal-and-compliance/employment-law/Pages/LGBTQ-Inclusion-in-the-Workplace-Updating-Policies-and-Training.aspx>

McKinsey. (2020). Diversity wins: How inclusion matters. <https://www.nytimes.com/2020/03/31/us/equal-pay-coronavirus-economic-impact.html>

Meidlinger, P. C., & Hope, D. A. (2014). Differentiating disclosure and concealment in measurement of outness for sexual minorities: The Nebraska outness Scale. *Psychology of Sexual Orientation and Gender Diversity*, 1(4), 489–497.

Mohr, J., & Fassinger, R. (2000). Measuring dimensions of lesbian and gay male experience. *Measurement and evaluation in counseling and development*, 33(2), 66–90.

Mor Barak, M. E., Lizano, E. L., Kim, A., Duan, L., Rhee, M. K., Hsiao, H. Y., & Brimhall, K. C. (2016). The Promise of Diversity Management for Climate of Inclusion: A State-of-the-Art Review and Meta-Analysis. In *Human Service Organizations Management, Leadership and Governance* (Vol. 40, Issue 4, pp. 305–333). Routledge.

New Global Champions Why fast-growing companies from emerging markets are embracing LGBT+ inclusion. (n.d.).

Prati, G., & Pietrantoni, L. (2014). Coming out and job satisfaction: A moderated mediation model. *Career Development Quarterly*, 62(4), 358–371.

Pawestri, T. (2022, May 24). Indonesia finally has a law to protect victims of sexual violence. but the struggle is not over yet. Indonesia at Melbourne. <https://indonesiatmelbourne.unimelb.edu.au/indonesia-finally-has-a-law-to-protect-victims-of-sexual-violence-but-the-struggle-is-not-over-yet/>

Ragins, B. R., Singh, R., & Cornwell, J. M. (2007). Making the invisible visible: fear and disclosure of sexual orientation at work. *Journal of applied psychology*, 92(4), 1103.

Chandrasekhar, R. (2022, September 16). How a job ad's language influences diversity: A case study. 7 min read.

[https://www.gojek.io/blog/how-a-job-ads-language-influences-diversity-a-case-study?](https://www.gojek.io/blog/how-a-job-ads-language-influences-diversity-a-case-study?utm_source=blog&utm_medium=blog&utm_campaign=blog_jobadiversity)

[utm\\_source=blog&utm\\_medium=blog&utm\\_campaign=blog\\_jobadiversity](https://www.gojek.io/blog/how-a-job-ads-language-influences-diversity-a-case-study?utm_source=blog&utm_medium=blog&utm_campaign=blog_jobadiversity)

Tatum, A. K., Formica, L. J., & Brown, S. D. (2017). Testing a Social Cognitive Model of Workplace Sexual Identity Management. *Journal of Career Assessment*, 25(1), 107–120.

<https://doi.org/10.1177/1069072716659712>

Tatum, A. K. (2018). Workplace climate and satisfaction in sexual minority populations: An application of social cognitive career theory. *Journal of Counseling Psychology*, 65(5), 618.

Wicks, D. (2017). The consequences of outness: gay men's workplace experiences. *Management Decision*, 55(9), 1868–1887.

#UninstallGojek and the high cost of supporting LGBT rights in Indonesia. *Coconuts*. (2018, October 18).

<https://coconuts.co/jakarta/features/uninstallgojek-high-cost-supporting-lgbt-rights-indonesia/>



## BIOGRAPHY RESEARCH TEAM SUARA KITA

**Tegar Satya Putra** is an Assistant Professor focusing on creating humane and inclusive workplaces and business practices. His academic expertise spans organisational behavior, human resources management, and business modelling. With a deep research interest in socially responsible investment, ethical business practices, and employee well-being, Tegar has contributed to various international conferences and published multiple research papers. He is dedicated to improving business ethics and fostering innovation in work environments. Additionally, he actively participates in community service projects to empower small and medium enterprises.

**Sri Handayani Nasution**, also known as **Bolby**, is a communication specialist and part-time researcher who works on the issues of gender justice, the digital economy, and digital rights in Indonesia. Their studies mainly revolved around discriminatory policies against gender and sexually diverse individuals, as well as the harmful content regulation in Indonesia. Bolby has contributed to several scholarly and policy-focused research products addressing these important social issues. They are now working in the field of communications and advocacy to amplify the unheard, vulnerable, and marginalised communities focusing on civic rights, gender justice, and climate justice.

**Indra Nugroho** is an advocate and communications specialist dedicated to public health, social justice, and human rights. With experience in community mobilization, HIV transmission prevention, and the empowerment of women with HIV, Indra has played a role in advancing programs that address health disparities and promote inclusive services for vulnerable groups, particularly women with HIV. Indra has contributed to various national initiatives and is passionate about bridging policies with grassroots efforts. His daily work emphasizes collaborative solutions, ethical practices, and innovation in public health communication through the use of new media. Currently, Indra is also actively involved in creative projects that support diversity and social dialogue and is part of a grassroots community in West Java that serves as a safe space for diverse genders and sexualities.

## ENUMERATOR TEAM

The Enumerator Team in this research consists of the researchers mentioned above and also daily workers from Suara Kita, including:

- Sussana Magiuani
- Wisesa Wirayuda
- Titania

## Glossary

- **LGBTIQ+**: Abbreviation for Lesbian, Gay, Bisexual, Transgender, Intersex, and Queer/Questioning. This term encompasses various sexual and gender identities.
- **Gender Identity**: a deeply-held sense of one's own gender, which may or may not align with the sex assigned to them at birth. It is an internal and personal understanding of being male, female, a blend of both genders, or neither gender at all
- **Gender Expression**: How individuals present their gender identity through behavior, clothing, hairstyles, and other external characteristics.
- **Lesbian**: A woman who is emotionally, romantically, or sexually attracted to other women.
- **Gay**: A term used to describe men who are emotionally, romantically, or sexually attracted to other men. It can also be used as an umbrella term for the broader LGBTQ+ community.
- **Bisexual**: An individual who is emotionally, romantically, or sexually attracted to both men and women.
- **Transgender**: Refers to individuals whose gender identity differs from the sex they were assigned at birth. Transgender individuals may identify as male, female, non-binary, or another gender identity.
- **Intersex**: A term used to describe individuals who are born with variations in sex characteristics that do not fit typical definitions of male or female.
- **Queer/Questioning**: "Queer" is an umbrella term that encompasses diverse sexual orientations and gender identities outside of heterosexuality and cisgender. "Questioning" refers to individuals who are in the process of exploring or questioning their sexual orientation or gender identity.
- **DE&I**: DE&I stands for Diversity, Equity, and Inclusion. It refers to a set of principles, policies, and practices aimed at creating an inclusive and fair environment for all individuals, regardless of their backgrounds, identities, or social characteristics.
- **GEDSI**: Gender Equality, Diversity, and Social Inclusion. It is an acronym used to refer to the principles, policies, and practices that aim to promote gender equality, embrace diversity, and ensure social inclusion in various contexts, including workplaces.

- **Diversity**: Refers to a wide range of differences among individuals, such as cultural backgrounds, race, ethnicity, gender, sexual orientation, religion, age, and abilities. Diversity aims to recognize, value, and embrace the variety of individuals within an organization or community.
- **Equity**: Focuses on promoting fairness and providing equal opportunities for all individuals, regardless of their backgrounds or characteristics.
- **Inclusion**: An environment that is welcoming and accepting of each individual, ensuring that everyone feels accepted, valued, and supported.
- **Workplace Outness**: The level of openness an individual has about their sexual or gender identity in the workplace.
- **Work Outness Inventory**: An instrument or tool used in research or assessment to measure the level of openness (outness) individuals have about their sexual or gender identity in the workplace. This tool is designed to gather data on how much someone discloses or conceals information about their sexual or gender identity to coworkers, supervisors, or others in the workplace.
- **Fear of Disclosure**: The fear or concern an individual experiences regarding negative reactions or discrimination if they disclose their sexual or gender identity at work.
- **Workplace Sexual Identity Management-self efficacy**: The level of confidence individuals have toward their strategies or tactics used by LGBTIQ+ individuals to manage or conceal their sexual or gender identity in the workplace.
- **Workplace Climate**: The social and cultural conditions in the workplace. It encompasses the atmosphere, norms, values, attitudes, and interpersonal dynamics among individuals at work. Workplace climate can influence how employees feel accepted, valued, safe, and motivated in their work environment.
- **LGBTIQ Inclusive Climate**: Refers to a work environment, organization, or community that creates an inclusive and supportive atmosphere for individuals within the LGBTIQ+ spectrum. It is an environment that embraces and respects diverse sexual and gender identities, ensuring that all individuals feel accepted and valued without the fear of discrimination or stigma.

- **Heteronormativity**: Assumptions or views that support heterosexual norms as the expected standard in society.
- **Stigma**: Negative signs or social labels attached to individuals or groups; in this context, related to the stigma experienced by LGBTIQ+ individuals in the workplace.
- **Diversity and Inclusion**: Concepts and practices focusing on recognizing, valuing, and understanding diversity and ensuring that all individuals feel included and respected in the workplace.
- **Discrimination**: Unfair or unequal treatment of individuals based on their sexual or gender identity.
- **Homophobic and Transphobic**: Prejudice, fear, or discrimination against individuals who identify as homosexual or transgender, respectively.
- **Coming Out**: The process in which an individual reveals their sexual or gender identity to others.
- **Disclose**: To reveal or make known intentionally or voluntarily certain information, especially regarding one's sexual orientation, gender identity, or other personal matters.
- **Safe space**: A physical or virtual environment where individuals can feel secure and accepted without fear of discrimination or harm.

# Appendix

## Interview Protocol

Semi-structured Interview Protocol and Guide		
<p>This guide is made to be used by the interviewer for the “Examining Outness, Sexual Identity Management and Workplace in Indonesia: The Perspective of Indonesian LGBTIQ+ Workers”. This guide is to explain the research objective and to ask consent to be recorded from the interviewees.</p> <p>The interviewer <b>IS MANDATED</b> to introduce the research objectives and ask for consent <b>in the beginning of the interview process</b>, both written and verbal consent.</p> <p>If the interviewee asks to pause or stop the interview process, the interviewer <b>IS MANDATED</b> to stop the interview process politely and ask the interviewee to leave the interview.</p> <p>If the interviewee asks to pause the recording or chooses to omit any verbal statement at any specific time, the interviewer <b>IS MANDATED</b> to fulfill the interviewee’s request.</p> <p>We use the word ‘queer’ in the interview process as the umbrella term for the complex identity in the LGBTIQ+ community.</p>		
Topic	Sub-topic	Questions/statements
Introduction	A guide for introduction and request of consent	<p>Good morning/day/evening, my name is <b>[insert your name]</b>. I am here to conduct an interview with <b>[insert interviewee’s name]</b> for research in association with Suara Kita. The research objects are to understand how queer people behave in their respective workplaces, especially on their gender identity and sexuality and to comprehend better on how queer people’s perception about their workplaces.</p> <p>Perkumpulan Suara Kita is an organization focusing on human rights issues, especially advocating for justice for the gender and sexual minority or LGBTIQ+ community.</p> <p>In the process of this interview, you have the rights to:</p> <ul style="list-style-type: none"> <li>• Gain information about the purpose of this research</li> <li>• Be guaranteed of your confidentiality. We are going to destroy any data that includes personally identifiable information of the interviewee when the research has ended.</li> <li>• Stop the interview process or leave the room if you feel uncomfortable.</li> </ul> <p>With the information I just stated, I would like to reconfirm your consent to be interviewed and be recorded verbally? Will you turn your camera or not for our interview?</p> <p>If you have further questions about this research, please contact our team +6282218943936 (Indra). Thank you for participating in our research.</p> <p>If the interviewee has consented to be recorded (with or without visual), <b>PLEASE START THE RECORDING BUTTON IN ZOOM AND SAVE IT IN OUR CLOUD. PLEASE MAKE SURE THAT THE INTERVIEW IS BEING NAMED IN ACCORDANCE TO OUR FORMAT: Interview_Interviewer’s initial_Interviewee’s number. For example: Interview_TSP_Interviewee1</b></p>



Interviewee's identity	Demography	Name
		Age
		Latest degree
	Gender identity and sexuality	Do you identify as part of the LGBTIQ+ community? If you are willing to share, can you tell
		me about your gender identity and sexuality?
	Employment status	Where do you work?  Please state several options: corporation/government corporation/NGO/government institution
		How long have you been working there?
		What is your position in the organization? Can you tell me more about your responsibility and day-to-day tasks?
	Information about outness status of interviewee in their workplace	Are you out in your office?
Do you have any colleagues who are out in the office?		
Stigma	Information about interviewee's level of understanding about discrimination against LGBTIQ+ employee in their workplaces.	What do you think about possible discrimination that may happen to gender and sexual minorities in the workplace?  Note: please dig deeper by asking/mentioning kinds of discrimination that may happen, for instance: being outed, contract termination, bullying, no promotion, exclusion.
		Do people in your workplace often discuss the LGBTIQ+ community? Are there any colleagues who often state homophobic jokes? Are you often being asked cis and heteronormative questions, such as about opposite gender partner?  Note: please dig deeper by asking about their experience in hearing or being forced to participate in homophobic conversation, heteronormative assumptions, or comments on any outed colleagues.
	Information about interviewee's level of understanding about indirect discrimination against LGBTIQ+ employee in their workplaces.	How does the increase of cases of intolerance in Indonesia affect your behavior in your workplace?
Fear of disclosure	Perception on the consequences	What are your fears if your identity is being known in your workplace?
	Concealment efforts	How do you hide your gender and sexual identity in your workplace?  Note: there are several concealment efforts, such as avoiding conversation about sensitive issues, hiding their partner's picture, not participating in any office event that may out them, or pretending.

Workplace climate	Formal policy in the organisation	Is there any formal policy on gender minority or the LGBTIQ+ community?  Note: the policy may be protection or discriminatory policy.
	Informal policy	Is there any workshop or presentation about gender and sexuality in your organisation?  Note: please dig deeper into any special program on inclusive workplace, such as workshop about harassment in workplace or workshop about gender equality.
		What are the policies or programs that may be needed for the organization to be more inclusive?
Interpersonal relationship in workplace	Information about any queer colleague	Are you aware of any queer colleague? Are you friends with them?  Have you ever seen a queer colleague being discriminated against?  Note: please dig deeper about indirect discrimination to queer colleagues or allegedly queer colleagues such as being the object of office gossip.
		Supportive non-queer colleague
	Supportive non-queer colleague	Are your colleagues open about sensitive gender issues? How do you perceive their level of tolerance?  Do you have any colleagues that you trust about your gender identity and sexuality?  Is your supervisor open about the diversity of gender and sexual identity? Do you think they will protect you if you are outed?
Home disclosure	Outness	Are you publicly out in the environment outside of your workplace?  Note: please dig deeper about the interviewee's outness level, are they out to their family or friends?  Are your friends outside of work open to discuss gender and sexual minorities issues?
		Community
	Exposure to discrimination in non-workplace environment	Have you ever been discriminated against or received violence because of your gender identity and sexuality outside of your workplace? If you are willing to share, can you please tell us?
Expectation for the workplace.	Policy and program	What kind of policy or program that you wish exists in your workplace?
	Interpersonal Relationship	What kind of professional interpersonal relationship do you envision may happen in the future?
		What are the things that make you feel accepted in your workplace?
<b>PLEASE MAKE SURE THAT YOU HAVE STOPPED THE RECORDING BEFORE LEAVING THE ZOOM CALL AND CLICKED END MEETING FOR ALL</b>		