EXPLORING THE VOICES OF TRANSGENDER EMPLOYEES WITH RESPECT TO WORKPLACE CHALLENGES

WALEED SHAHZAD

MS HRM 2017

A thesis submitted to NUST Business School for the degree of Master of Science in Human Resource Management

2021

EXPLORING THE VOICES OF TRANSGENDER EMPLOYEES WITH RESPECT TO WORKPLACE CHALLENGES

WALEED SHAHZAD

MS HRM 2017

Dr. Asfia Obaid

A thesis submitted to NUST Business School for the degree of Master of Science in Human Resource Management

2021

THESIS ACCEPTANCE CERTIFICATE

It is certified that final copy of MSHRM thesis written by **Mr. Waleed Shahzad** Registration No. **204107** of NUST Business School has been vetted by undersigned, found complete in all aspects as per NUST Statutes/Regulations/MS Policy, is free of plagiarism, errors, and mistakes and is accepted as fulfillment for award of MS degree. It is further certified that necessary amendments as pointed out by GEC members and foreign/local evaluators of the scholar have also been incorporated in the said thesis.

Signature of Supervisor with stamp: _____

Date: _____

Program Head Signature with stamp: _____

Date: _____

Signature of HoD with stamp: _____

Date: _____

Countersign by

Signature (Dean/Principal): _____

Date: _____

Declaration

I hereby state that no portion of the work referred to in this dissertation has been submitted in support of an application for another degree or qualification of this or any other University or other institute of learning

Student's Name _____

Signature _____

Data _____

Acknowledgements

First and foremost, I am thankful to Allah Almighty for showering His blessings and providing me patience for completing my research work successfully.

I would like to pay my special regards and love to my parents who supported me in every thick and thin during this time. I wish to express my sincere appreciation to my supervisor, Dr. Asfia Obaid, who has the substance of a genius: she convincingly guided and encouraged me to be professional and do the right thing even when the road got tough. Without his persistent help, the goal of this research would not have been realized. I express my deepest gratitude to her as she was the one who motivated me to do this research. She has been a great mentor, supporter and counselor during all times. I would also take this opportunity to thanks Dr. Zujaja Wahaj; who has been constant support in tough times and helped me to keep my research on track and refined it by providing valuable feedbacks. I am also very grateful to Dr. Zunaira Saqib for guiding and helping me in enhancing the value of research contribution. I would love to thanks my friends who bore with me during all the hardships and encouraged me for completing my research work.

Finally, I would like to acknowledge with gratitude, the love and support of every individual who kept me going and this research would not have been possible without them.

Contents

List of Figures

List of Table

Abstract

This research explored the issues that transgender employees faced at workplace, the negative consequences of unavailability of organizational support and opinion about current voice raising mechanism present for transgender employees in the organizations. Moreover, it also explored that why the voice of transgender employees remains unheard and why they faced social rejection and disrespect. This thesis aimed to target the transgender employees working in different cities of Pakistan and in different industries irrespective of their age and profession. Due to being vulnerable in society, 15 in-depth, face to face interviews were conducted to explore the workplace experience, career history and issues related with diversity and inclusion. According to existing literature, very less amount of work was done on the workplace challenges of transgender employees especially in non-western countries. The finding of this qualitative exploratory study filled the existing gap in the literature. Moreover, it helped the HRM policy makers to revise their existing policies that can cater transgender employees at workplace. This study opened new avenues related to transgender employees that can be explored in future.

Words: Diversity and Inclusion, Transgender Employees, Workplace Challenges, Organizational Support, Employee Voice Mechanism

Chapter 1: Introduction

1 Introduction

Present study explores the workplace challenges that transgender employees suffer while working in organizations across Pakistan. It also explores the organizational support and voice mechanisms present for transgender employees during their professional careers. Recent studies on sexual orientations highlighted gap to explore about challenges that transgender employees face during their professional life. Moreover, literature also emphasized to research on similar topic in eastern countries as transgender employees are under researched in this part of world. So, present study fulfills the gap identified by recent scholars. Transgender individual is explained as a person whose gender identity does not correspond to the sex that he or she was assigned at the birth because the actual soul is trapped in the wrong body (Thanem, 2011). Moreover, transgenders are people that cross every barrier of gender, cross dress according to their identity and live the life according to their thoughts (Davis, 2009, p. 111).

World over, surviving as a transgender individual is a predicament that requires understanding at a broader spectrum (United Nation, 2016). Despite the presence of transgender individuals in every sphere of life, scant attention is paid to their distinct needs. This stands true even in world of business and management that claims to acknowledge the needs of gender minority groups (Beauregard *et. al.,* 2016). Organizations, in particular, lack diversity and inclusive workplace policies to cater for the needs of transgender employees. Generally, transgenders as a minority group are socially stigmatized since their very presence is seen as flouting the socially approved gender orientation (Williams and Maan, 2017; Jaspal, 2012).

The contentious status of transgender individuals in the society which is further exacerbated by the discriminatory societal conventions leaves them live in stigma and the fear of stigma all their lives. Borrowing from the work of Sociological theorist Erving Goffman (1963), stigma can result either due to a discounted physical attribute (such as physical disability, racial identity and age) or an invisible trait relating to health, and the personal traits flouting the conventional social norms (such as a gender identity and/or a sexual orientation). According to the research by Greenebaum (2018) in the field sociology, employees facing invisible stigmatization due to their unique sexual orientation live all their life in confusion. In fact, they prefer to live in a closet as

they fear facing social rejection if their sexual orientation in disclosed. This fear and lack of societal acceptance pervades their entire life, and they are to live with this fearful reality even at their workplace, if it is not sensitive to the needs of diverse genders present as part of the workforce (Jones and King, 2012). Existing literature reveals that stigmatized workers have to face discrimination, harassment, bulling, physical abuse, verbal abuse and disrespect in the society as well as in organizations (Ganju and Saggurti, 2017; Wijngaarden, *et al*., 2013, Jaspal, 2012). In general, organizations lack diversity management and inclusion policies for LGBT employees (Hoever et al., 2012). In the contemporary organizational contexts, however, this would be regarded as quite myopic; since there is considerable evidence which shows that organizations that adopt supportive workplace policies and focus on diversity management outperform those organizations which do not focus on diversity management (Roberson, 2019; Sakdiyakorn and Wattanacharoensil, 2018, Cunningham, 2011).

According to research by International Labor Organization (ILO, 2013) transgender employees face high discrimination at the workplace due to the absence of gender-sensitive supportive policies. Recent report by ILO (2019) suggested that social justice can be achieved by providing inclusive job opportunities to individuals having so called 'tainted' identities, such as, lesbians, gays, bisexuals and transgenders (LGBTs). Thus, those LGBT employees who get organizational support feel less discrimination at workplace and perceive a high level of career advantages (Robelo& Cortina, 2014). In addition, research evidence has shown that they work with full energy, passion and confidence. This in turn helps the organization with more employee retention, commitment and job satisfaction (Roberson, 2019). According to Human Rights Campaign (2016), multinational organizations are adopting the LGBT workplace policies, training programs, diversity management departments and minority inclusive benefits. Considering on existing research, there is a gap in current literature on gender diversity, sexual orientation and inclusion workplace policies. Existing literature talks about the workplace challenges of the LGBT employees by lumping them in one group, and reducing them to a monolithic category having similar experiences under similar situations and circumstances. In actual, however, the ground realities are different for a transgender in comparison with the LGB (McFadden and Hanery, 2017). Transgender individual is the one whose gender identity is different as compared to the gender given at birth (Wu & Ridwan, 2018). Thus, the lived experiences of these individuals are *different* from other groups having distinct sexual

orientations and gender identities, and therefore, transgender must be studied as a separate and a distinct group. This is a serious gap in existing research that needs much attention.

According to Knoll and Redman, (2016) & Ozkurt (2011), transgender employees have a different set of workplace challenges and issues as compared to lesbian, gay and bisexual employees. Therefore, it is pertinent for organizations to recognize that transgenders should not be lumped into a monolithic category under the umbrella term LGBT. Pepper and Lorrah (2008) discuss how at times the transgenders are compelled at their workplace to undergo the "transition" phase. For instance, for the sake of having a job, they may be asked to let go of their male transgender identity, and instead perform having a female gender identity and vice versa. This lack of acceptance of their true identity causes them to face multiple physical and medical challenges as employees in these gender insensitive organizations, where exclusionary management practices is the norm (Kwon, 2013).

In this research, the transgenders employees and workplace practices are studied within a multidisciplinary theoretical framework. The stigma theory by sociologist Erving Goffman (1963) from the fields of sociology and health, and the Social Support Theory and the Perceived Organizational Support Theory from the field of Human Resource Management lend the lens to researching and understanding the experiences of transgender employees. Borrowing from the field of Sociology, the Stigma theory coined by Erving Goffman (1963) lends us a useful framework to explicate the predicament of transgender employees. According to Goffman (1963), stigma is an outcome of an attribute or a distinguishing feature that is devalued by the society, and consequently it leads to disrespect and discrimination which ultimately results in rejection, harassment and hatred. Eventually, an individual experiencing stigma suffers negative outcomes such as unemployment, job loss, ill health and poor life style etc. (Ganju and Saggurti, 2017; Sabat, Lindsey, & King, 2014). Based on this theory, it is assumed that transgender employees are stigmatized individuals that bear such losses. The social support theory helps to overcome these negative consequences as it says that "having a good long term and satisfying relationship with society, friends and peers fulfills the basic need of belongingness, recognition, friendship and self-esteem" (Thoits, 2011). Moreover, organizational policies should be developed in such a way that transgender employees enjoy an equal opportunity of working in a positive environment. Based on the perceived organizational support theory, it is well established

that every employee working in organization perceives that employer will care for them, will support them in their critical times and will value their contribution (Eisenberger *et al.,* 1986). Positive attitude from employer's side leads to positive outcomes such as high job performance and lower absenteeism (Kurtessis, 2017; Eisenberger *et. al,* 2001). Based on perceived organizational support theory, it is assumed that transgender employees working in organization also perceive the high support from their supervisors as supervisors are considered the agents of organization (Kossek *et al.,* 2011).

Present study makes explicit contributions in field of human resource management specifically in diversity and inclusion. This research documents all the issues that are faced by transgender employees in corporate sector hence making it visible and tangible for the organizations to look upon the hardships this gender minority group is facing in Pakistan. This study opens up the discussion towards the solution for issues they are facing. It will help policy makers in organizations to develop new policies that welcome transgender employees whole heartedly in organizations. It will help human resource personnel to get prior knowledge about transgender employees if they have in their organizations. This study shows that positive relations with colleagues at workplace will help transgender employees to work with more positive energy and feel more accepted as acknowledges by social support theory. It shows that transgender employees lack the organizational support and they expect to have it throughout their career as explained by perceived organizational support theory.

1.2. Rationale and Objectives of the Study

According to a detailed review of scholarly articles by McFadden (2015), only 18 out of 263 renowned journals have published articles on lesbian, gay and bisexual. Out of these, only 7% have discussed about transgender employees (ibid, 2015). According to research by Beauregard *et. al.* (2016), new theoretical and empirical study should be conducted to develop the policies for respecting transgender employees and their choices to remain silent or to be heard. In addition, McFadden and Hanery (2017) bring forth the importance of recognizing the geographical skewness that prevails regarding the LGBT research. The LGBT workplace contexts are under researched in the non-western countries, and therefore, this gap calls for more scholarship to emerge in this field of studies (ibid, 2017). After reviewing the existing literature, it is found that most research on transgender employees is conducted in western countries of

world. Current literature lack the Pakistan's context and research on transgenders working in Pakistan's organizations. So, present study fulfills the existing contextual gap.

Wu & Ridwan (2018) recommends developing the strong documentation on the violence experienced by transgender people on the work place as it can help the policy makers and human resource employees to consider this minority group and develop transgender workplace supportive policies. Webster *et*. *al*., (2018) provided the recommendation to investigate the type of support this kind of minority group needs at the workplace so that they may feel safe and secure and confident enough to show their talent. Gacilo *et. al.,* (2018) recommended to explore that support from family and friends compensates for the lack of support in organization and vice versa. The rationale for this research in the organizational context in Pakistan is to fill the gaps in already existing literature by studying the challenges that transgender employees face in Pakistan while working in organizations and it will help in development of policies for respecting them in corporate world. Present study aims to address the discriminatory behavior transgender people face at workplace.

In view of the research gaps identified from the existing literature, following three research objectives and questions are formulated in view of the place of transgenders in Pakistani society and the transgender employees working in different organizations in Pakistan.

The three key study objectives include:

1. To explore the challenges transgender employees face while working in Pakistani organizations.
2. To explore the expectations of transgender employees about inclusive workplace policies and organizational/managerial support.
3. To understand whether current employee voice mechanisms in organizations are adequate for representation of transgender employees.

The three research questions are:

1. What challenges do transgender employees face at the workplace in Pakistan and why?
2. Which are the organizational support mechanisms that help transgender employees cope with the challenges they face in adjusting at the workplace and how?

3. How do existing employee voice mechanisms help transgender employees in gaining acceptance at the workplace?

1.3. Organization of the Thesis

This research thesis comprises of six chapters. Chapter one presents introduction to the thesis, theoretical background, and rationale of the study. It also highlights the research questions addressed in this research. Chapter two discusses the literature review in order to prove the study rationale by identifying the research gaps in existing literature, and the need to undertake the research questions as stated above. Chapter three presents the methodology adopted for this thesis. It explains research methods, study population, sample size, data collection and data analysis process. Chapter four explains the findings of this research and the detailed thematic analysis. The fifth presents the discussion of key findings in light of the literature. Concluding chapter discusses the study limitations, theoretical and practical implications, and the future recommendations.

Chapter 2: Literature Review

2 Introduction

The contemporary workplace settings are increasingly witnessing the presence of workforce with varying gender identities, that is, gender expressions beyond the binary male-female categories. With this evolving pattern, the scholarship on diversity and inclusion has burgeoned in recent decades. This Chapter aims to give an overview of existing studies of diversity and inclusion and specifically gender diversity. It also reviews the existing literature on demographic diversity, sexual orientation and minority groups, transgender individuals and challenges they face.

2.1 Diversity and Inclusion

The concepts of diversity and inclusion in the context of organizations have been the focus of research for quite some time. The impact of workforce diversity on organizational outcomes has already been studied (Cox, 1994). It is now a well-established fact that a diverse workforce in an organization adds value to the organizational processes. It allows organizations to acquire competitive advantage for different organizational procedures and functions, such as, top talent acquisition, positive relationship with customers, innovation and creativity and development of constructive image in the society. Moreover, promoting, managing and recruiting diverse workforce in the organization are rooted in the idea of social justice and fairness (Mor Barak, 2015; Ng & Sears, 2012).

Existing literature supports the notion that increased diversity in an organization creates positive outcomes such as job satisfaction (Pitts, 2009), high commitment (Giffords, 2009), creativity and high problem solving ability (Richard, Roh, & Pieper, 2013) and improved business image (Robinson & Dechant, 1997). It also helps in increased organizational performance (Sacco & Schmitt, 2005; Richard *et al*., 2004). However, few empirical and conceptual studies denied this by arguing that diversity creates negative competition, lack of retention, high conflict and non-cooperation among employees; which in turn leads to bad performance (Mamman et. al. 2012, Choi & Rainey, 2010). More recently researchers have shifted to diversity management after realizing the full potential of creating an inclusive organizational culture (McKay & Avery, 2015; Mor Barak, 2015; Pardasani & Goldkind, 2013).

Diversity Management in an organization is defined as "managing the set of individuals and groups based on the differences of culture, gender, race, religion, social class, hobbies, and interests etc." (Bassett-Jones, 2005; p.3). According to Goodman (2013), researchers have classified diversity into certain important dimensions that every global leader should look upon while explaining diversity i.e. nationality and ethnicity, gender, generation, age, race, physical ability, social class and sexual orientation. Extending this classification, a recently published study in Harvard Business Review by Anca and Aragon (2018) classified diversity into three broader categories i.e. *demographic diversity characteristics* which includes gender, sexual orientation, race, social class, age, disability and appearance. *A cognitive diversity characteristics includes* job role, qualification, education, values, beliefs, functional knowledge and *experiential diversity characteristics* include interests, hobbies, affinities and aptitudes.

For having diversity management in the organization, inclusion policies should be adopted. Inclusion is defined as "the individual's sense of being a part of the organizational system in both the formal processes, such as access to information and decision-making channels, and the informal processes, such as water cooler and lunch meetings where information and decisions informally take place" (Roberson, 2006; p. 215). According to Berry (2016), organizations having inclusion policies give equal chance to every employee for participating in organization decisions which consequently remove barriers among the diverse employees and also helps in enhancing the voice mechanism. Social comparison theory assesses individuals on the basis of inclusion and exclusion within social classes, systems and groups (Bunnk & Schaufeli, 1993; Festinger, 1954). Importance of inclusion was also explained by optimal distinctiveness theory according to which individuals want to get accepted due to their unique talents by every diverse group, and not just by those similar to them (Shore *et al*., 2011). Therefore, employee acceptance at workplace, need for inclusiveness is essential. It ultimately increases their job performance and commitment (Vakalahi, 2012), reduces employee conflicts (Nishii, 2013), decreases turnover (Cho &Mor Barak, 2008) and enhances retention (Buttner, Lowe, & Billings-Harris, 2012). Hence, inclusion shows positive results, if properly implemented in organizations since it makes employees feel part of the same team.

Organizations that claims to have diverse and inclusive environment provide freedom of speech, foster choice, show acceptance and are representative of diverse groups (Roberson, 2006; Gasorek, 2000). Senior leadership and its style of communicating with every employee must be cooperative as it plays an important role in adjusting the diverse workface and developing inclusive environment. Pless and Maak (2004) suggested that open door policy, frank communication and provision of feedback to employees give a feel of self-belongingness to the employees. To make a workplace inclusive, it is considered important that employees should have access to information and resources that they require in order to perform their job with full enthusiasm (Pelled*et al*., 1999; Mor Barak and Cherin, 1998). Moreover, employees should be given the right of decision making, participation and problem solving that makes them feel comfortable in an organization (Pless and Maak, 2004).

The previous section explains about the definition and concepts of diversity and inclusion whereas the next section will explain one of the most important dimensions of diversity i.e. demographic diversity since it is more relevant to the present study.

2.2 Demographic Diversity

Among all the types of gender diversity, reviewing the literature for demographic diversity is necessary to have an overview of its types and their impact on performance. Research has concluded that organizational outcomes are associated with variables of demographic diversity such as age, gender, education, family background or tenure in an organization (Lau and Murnighan, 1998; Pelled, 1996). Few studies in literature are found that examine the linkages between organizational commitment, efficacy and citizenship behavior with demographic diversity (Muchiri & Ayoko, 2013; Choi *et al.*, 2003). Joshi *et.al* (2011) concluded that individuals whose demographic characteristics do not match with their teams would suffer resulting in low performance and lack of job retention. The major typology of diversity as defined in literature is explained below.

2.2.1 Gender Diversity

Gender is the most studied type of demographic diversity amongst all (Hillman, 2015). Kagzi and Guha (2018) categorize it into three different lenses i.e. Theoretical perspective, ethical perspective, and business case perspective. While using the *theoretical lens*, they supported the perspective that gender diversity has positive impact on firm performance and improves the

organizational functioning. Moreover, supportive theories of this view exist in literature such as upper echelon theory (Post and Byron, 2015), resource dependency theory (Pfeffer and Salancik, 1978), stewardship theory (Gaur *et al.*, 2015), signaling theory (Connelly *et al.*, 2011), and resource based view (Richard, 2000). On the contrary, theoretical perspective is also used by researchers to support the idea that gender diversity negatively impacts the organizational performance. Social categorization theory (Forbes and Milliken, 1999) and social identity theory (Tajfel *et al.*, 1971) shapes the idea that being a different gender in a group is difficult to survive and gender diversity negatively impacts performance.

Gender diversity in an organization is supported by *ethical perspective*. Prior research has concluded that men and women behave differently, have different confidence level and work differently (Kray *et al.*, 2014; Levi *et al.*, 2014). Research by Bear *et al.*, (2010) concluded that gender diversity in an organization endorses firm status and corporate social responsibility (CSR) as it is perceived to be an organization that respects every gender and work for CSR. Organizations having gender diversity in higher management showcase more innovation (Zona *et al.*, 2013) and have high return on investment and high equity which ultimately leads to high firm performance (Sabatier, 2015). Diverse gender working under the same roof can provide different solutions to problems and hence leads to enriched decision making such as different investments (Zona *et al.*, 2013) and acquisitions (Levi *et al.*, 2014). Moreover, gender diversity creates a positive brand image that gives competitive edge to an organization over its rivals (Miller and Triana, 2009).

Researchers while discussing the *business case perspective* related to gender diversity concluded that it is a double edged sword as it can positively or negatively impact the firms performance based on decision making abilities of employees of different gender (Triana *et al.*, 2014). A number of studies are available which states that diverse group of employees have positive impact on firms performance (Chen *et al.*, 2016; Terjesen *et al.*, 2016, Dezsö and Ross, 2012; Carter *et al.*, 2003). On the contrary, literature which states that gender diversity has the negative impact on the firm's performance also exist e.g. conflict of interest or managing diverse people may overshadow original work responsibilities (Adams and Ferreira, 2009). In addition, Chapple and Humphrey (2013) stated that no such relationship exists.

2.3 Sexual Orientation and Minority Groups in Organizations

Transgender individuals lie in the category of gender minority groups that are present in organizations. So, this section discusses gender minority groups and different sexual orientations in a holistic context.

Despite research on sexual orientation, societies at large are still confused about the actual explanation and its linkage with gender. American Psychological Association (2012) defines sexual orientation as natural attraction of an individual to same or opposite gender. Many societies in the world promote heterosexuality as *the only* acceptable sexual orientation (Sholeye *et. al.,* 2018). Heterosexuality means having attraction between the persons of opposite gender (ibid, 2018). Literature has also documented the trend to observe the sexual minority groups such as homosexuals, who are often described by research as an individual having a sexual orientation against nature (Alimi *et al*., 2017). Homosexuality is explained as having attraction for the same sex (Passman, 2017). Negative perceptions towards homosexual people leave them to experience stigma globally (Ntozini and Ngoangweni, 2016). To be part of sexual minority group is not a mental sickness or disorder, and not even mental health doctors can change the sexual orientation of a person (American Psychological Association, 2012). Rumors against sexual minority groups have lessened their respect in society as they are assumed to be involved in unusual activities like drinking alcohol, having drugs, working as sex workers or much more (Dahan *et al.,* 2007).

Globally, gender diversity management gets new hype when researchers begin studying a group with a different sexual orientation, such as, lesbian, gay, bisexual and transgender (LGBT). Organizations all over the world have employees of LGBT category that spend their whole life in thinking whether to disclose their sexual orientation or not. People having LGBT sexual orientation, focus on personal issues and problems in their adolescence as they do not feel normal like others. With this preoccupation, at times they forget to focus on professional careers (Schmidt and Nilsson, 2006). This ultimately is one of the reasons that people with such unique sexual orientations face less and slow career growth. Many organizations working in western part of the world have now developed LBGT supportive policies but still face negative vibes from the public. This ultimately affects organizational performance (Pichler, 2007; Ragins, 2004).

Generally, it is viewed that employees belonging to LGBT groups feel discrimination, less job satisfaction and negative peer's behavior, especially in contexts where gender inclusive policies are not in place (United Nations, 2016; King and Cortina, 2010). Organizational supportive policies related to sexual orientation of LGBT are developed for negative job attitudes (Trau, 2015) and perceived discriminations (Ruggs *et al*., 2015) that such employees face. Existing body of literature supports that organizations having inclusive policies for minority groups get competitive advantage (King and Cortina, 2010; Day and Greene, 2008) over the rivals. Such organizations lead to better firm performance (Pichler *et al.,* forthcoming) and strong stock market value (Li and Nagar, 2013; Wang and Schwarz, 2010). LGBT workers also need the support and positive compliments from higher management and organization which results in increased motivation to perform well (Pichler, 2017). In addition, those LGBT employees that receive support from higher management show less turnover rate (Metcalf and Rolfe, 2011), high employee retention (Metcalf and Rolfe, 2011) and less stress at work (Ragins and Cornwell, 2001). Comfortable culture in any organization can be developed by having inclusive policies for every gender (Cordes, 2012).

Being associated with LGBT groups, employees have fear of facing harassment, termination, less respect and high discrimination (Dietch et al., 2004; Ragins& Cornwell, 2001) that enforce them to remain in the closet and get adjusted in heterosexual environment. Levine and Leonard (1984) describe two categories of discrimination that minority groups have to bear their entire life. First one is formal discrimination. This includes firing or hiring of employees who belong to LGBT groups (Bell, 2007), not giving them promotions, insurance, annual holidays, and stealing their incentives, increments, rewards and benefits. Second type of discrimination is informal. This includes less respect by coworkers, un-acceptance by the teams, lack of credibility and physical and mental abuse (Croteau, 1996). Due to all these negative consequences, LGBT employees' choice of not disclosing their sexual orientation is considered a wise decision (Bell, 2007) but it emotionally exhausts them (Hewlin, 2009). On the whole, being in LGBT community makes it difficult to survive in a world of heterosexual community.

Among four different categories, the topic of this research is related to transgender workforce. The individuals with this sexual orientation like the rest of the world are very much present in

Eastern parts of the world such as, Bangladesh, India , Pakistan, Iran, Iraq, Turkey, Thailand and many more. But transgenders in these geographical areas are rarely researched upon (Wu & Ridwan, 2018; Kalra, 2012). Mc Fadden and Crowl- Henry (2017) recommended to explore the challenges faced by the transgender employees at workplace separately from the LGBT group especially in non-western country settings because they are still less researched in this specific region. Moreover, many recent studies assert the need to do research on transgender employee voice mechanism, the organizational support they receive and inclusive workplace policies related to transgender employees (Mc Fadden and Crowl- Henry, 2017; Gacilo *et. al.,* 2018; Pichler *et. al.,* 2017). Thus, major theoretical and contextual gaps exist in literature with respect to research on transgender employees working in varied organizational settings.

2.4 Transgender - A Human Being

Gender identity disorder can be explained as the most painful lifetime experience any human being can have. This is because it leaves a person in a state of confusion about his gender as it varies from the one described at birth and during childhood. (Singh, Hays & Watson, 2011). Transgender individual is explained as a person whose gender identity does not correspond to the sex that he or she was assigned at the birth because the actual soul is trapped in the wrong body (Thanem, 2011). Moreover, transgenders are people that cross every barrier of gender, cross dress according to their identity and live the life according to their thoughts (Davis, 2009, p. 111). Due to high discrimination trans-phobia is suffered by transgender people that is defined as "the motivating force for negative reactions to transgendered people that involve fear and disgust on the part of the observer (….) that is often manifest in the fear of personal acquaintances becoming transgendered or revulsion on learning one is transgendered or meeting a transgendered person" (Hill, 2002, p. 119-120). Social dysphoria is also faced by transgender people in which they are perceived incorrectly in society due to not having the confirm gender identity (Beemyn and Rankin, 2011).

Moreover, transgenders face gender dysphoria in which they feel stress due to mismatch between the genders assigned at birth and their actual gender identity that gives them the feeling that their soul is trapped into wrong body (Beemyn and Rankin, 2011, Gender Trust, 2006). Gender dysphoria is also known as Transsexualism by Looking Glass Society (1997). World Health Organization has defined this phenomenon as "to live as a member of opposite sex for at least

two years or to change the body organs according to the wish with surgical or medical treatment" (Barcaly and Scott, 2006, p. 2). According to studies transgenders are categorized into three major categories i.e. transgender man, transgender women and non-binaries (Beemyn and Rankin, 2011; Gender Identity Research and Education Society, 2002).

History of transgender phenomena is as old as the history of subcontinent itself and it has been understood differently in different periods of time. In South Asia, transgenders are referred with different names such as "Khwaja Sera" in polite way or "Hijra, Khusra, Chakka or Moorat" in harsh ways and are considered as those male members of society that transform themselves into women by behaving like a female publically, dressing like a women or taking female identities (Schultz & Lavenda, 2001). In the subcontinent, transgenders have a long history. They served as care takers in the Mughal courts and made substantial contributions in the field of poetry, art and music (Kalra, 2012). It was believed that these people prayers help a straight person to get enough fortune and fertility (Conner, Sparks, & Sparks, 1997). After the extinction of Mughal emperors Hijra/Khwaja Sera community of Asia is suffering from marginalization, social exclusion and stigmatization. With the passage of time, the status of transgenders in subcontinent is reduced and being associated with the professions of begging, prostitution, dancing and singing at weddings and child birth rituals or any other happy occasion (Conner, Sparks, & Sparks, 1997). Moreover, at one hand, these are considered as *the only* professions left for them. On the other hand, it is equal to limiting them to the fields which are not considered very respectable in the subcontinent.

With this background, it is time to situate this research in field of diversity and inclusion as transgender are standing at cross roads of exclusion or socially excluded group having monolithic identity. I will now move to locating the parameters of this research as basic aim of this research is to explore the challenges that transgender community faces while being at workplace in Pakistan.

2.5 Workplace Challenges and Organizational Support

Transgender employees at the workplace face high social exclusion along with stigmatization and marginalization. The aim of this section is to review the literature on the challenges that transgender individuals face in organizations. According to purposed research questions and

objectives, this section includes the literature review of workplace challenges, organizational support and voice mechanisms available for transgender employees. While being at workplace, many transgender employees decide to remain in closet as compared to their personal life that itself is fight with their inner soul (Ragins, 2008; Whittle et al., 2007). Unique challenges are generated due to remain in closet, such as, role conflict, ambiguity, pressure to establish a firm identity and psychological stress that all hinders their workplace performance (Ragins, 2008). Organizations that do not have gender sensitive policies and those who do not extend support to the third gender may force transgender workers to go stealth and remain in natural gender(Tan, 2008). Another issue transgender employee face being at workplace is of transitioning that poses two broader unique challenges for them i.e. unfit into traditional gender categories and being unfit into existing organizational policies that exist for male and female employees (Ozturk and Tatli, 2015). Non-public transition process may be attempted by those transgender employees that have no support at workplace or even from the society. Furthermore, transgender employees do not reveal their actual identity if they have completed their transition phase (ibid, 2015).

Moreover, transgender employees face shortage of financial capitals due to less paid for same job (Pepper & Lorah, 2008). Transgender employees confront unique experiences while searching and applying for employment. In general, they face high difficulty in securing a reputable job. According to a study by Grant *et. al.* (2011), unemployment rates for transgender people are double as compared to straight people. Furthermore, the transgender employees working in different organizations reported that they often did not get promotions and were fired on priority basis during the divesting process (Dundon & Gollan, 2007). Straight employees in the organizations are often unaware that transgender employees need respect, especially when they are in a transition phase. With this unawareness, they at times end up making fun of transgenders in addition to extending verbal abuse as part of everyday normative practice. In such an organizational culture, the transgender workforce ends up facing high discrimination (Whittle, Turner, & Al-Alami, 2007). Consequently, transgender people feel ashamed at their workplace, when people call them with abusive and derogatory names such as Hijra, Khawaja Sera, Khusra etc. (USAID, 2016; Nadal *et al*., 2012). Due to fear of harassment, transgender employees do not open up with their colleagues who can be a source of informal support for them (Dietert & Dentice, 2009). Even at times the physical built environment of the

organizations is not supportive of the needs of transgender workforce. For instance, washrooms in organizations can be a place where transgender are being attacked verbally and physically (Herman, 2013; Nadal, Skolnik, & Wong, 2012). In addition, in the absence of unisex washrooms, a problem for the transgender employees is further created regarding which washroom they should use, male or female (Tan, 2008).

Transgender community lack the mechanisms for raising voice related to their personal issues. According to research by Morrison (2011, p.375), voice is defined as "improving the organizational functioning by communication of opinions, ideas, concerns or suggestions related to workplace issues". Having a relationship of voice requires the trust between employees and management (Dundon & Gollan, 2007). Transgender workforce requires such trust and voice relationship in order to be accepted informally and formally in organizations by receiving the same privileges as other employees in the organization (Bell et. al, 2011). Employee voice in an organization is raised by employee voice network groups and employee elected representatives that discuss about organizational policies and practices (Mercer, 2011). Organizational website is considered as one of the representative platform of the organization (Jay, 2014). It communicates with the recruiting employees as well as customers. It also promotes policies related to diversity and inclusion, and thereby articulates and exhibits how the organization offers an inclusive environment for the rights of minority groups (Beauregard et. al., 2016). The existing literature brings forth the fact that LGB community is three times larger than transgender community in world. In cultures, where varied sexual orientations are accepted, the employee voice mechanisms for LGB groups exist. However, these voice mechanisms lack facilitating transgender employees (Stonewall, 2015).

Research by Beauregard *et. al.,* (2016) concluded five different factors regarding why transgender voices are unheard. These include: voluntary silence, mixture of transgender voice within larger LGBT group, issues of adjustment, multiple voices from single transgender community and transgender employees having limited access to voice mechanisms. Transgender individuals mostly remain voluntarily silent about their discriminatory experiences at workplace in order to avoid any adverse circumstances and fear of mistreatment (Knoll & van Dick, 2013). This choice is rooted in the pretext of existing power imbalance among managers and

subordinates (Morrison and Rothman, 2009). Moreover, those transgender employees who undergo the transition phase merge with the larger community of male or female peers and do not reveal true gender identity (Schilt and Connell, 2007). Consequently, this makes their voices further mute and inaudible. Another reason of unheard transgender voices in organizations is the absence of a unified representative who would take the responsibility to speak on behalf of all the transgender employees. The gender variance among transgender community also causes conflicts thus rising to multiple voices (Human Rights Campaign, 2015). Due to limited employee voice mechanisms, transgender individuals facing negative consequences and become economically inactive and hide themselves by staying away from the formal labor market (Nadal, Davidoff, & Fujii-Doe, 2014; Operario, Soma, & Underhill, 2008).

Organizations lack the employee voice networks for transgender employees' due to which it is impossible for them to raise voice in organizational decision making (Wilkinson & Fay, 2011). The fear of mistreatment causes decrease in confidence which ultimately leads to unheard voices (Knoll and Redman, 2016). Lack of formal transgender supportive policies not limited to hiring, firing, promotion and increment also leads to mistreatment of transgender employees in the organizations (Ruggs*et. al.* 2015). Presence of workplace supportive policies for transgender employees might set standards regarding how minority groups should be treated at workplace (Budge, Adelson, & Howard, 2013). According to Webster *et. al.* (2018), LGBT employees work with positive attitudes in those organizations that have supportive policies, strong workplace relationships and informal climates. Existing literature concludes that transgender employees having less organizational support lack establishing supportive relationships with colleagues(Rundall & Vecchietti, 2010). This in turn makes them lose a possible support system that could otherwise function as a possible source to harassment or abusive encounters (ibid, 2010). However, organizations having strong HRM policies have more employee voice mechanisms such as unions, grievance process or complaint/suggestion boxes (Bryson, Willman, Gomez, & Kretschmer, 2007). In a nutshell, it is stated that transgender employees have less formal and informal voice mechanisms to raise their problems and lack organizational support as well.

In view of the research gaps identified from the existing literature, following three research questions are formulated:

1. What challenges do transgender employees face at the workplace in Pakistan and why?

2. Which are the organizational support mechanisms that help transgender employees cope with the challenges they face in adjusting at the workplace and how?

3. How do existing employee voice mechanisms help transgender employees in gaining acceptance at the workplace?

2.6 Summary of the Chapter

In a nutshell, this chapter has given a detailed overview of the existing studies that cover the broader topic of diversity and inclusion. Moreover, it explained how diversity and inclusion impact negatively and positively on the performance of organizations. Gender diversity is considered to be the most contemporary and under discussion topic in different organizations as literature concluded that organizations having gender diversity get completive edge over the rivals. Moreover, workplace challenges of transgender employees were also discussed along with organizational support they received from their peers, managers and boss. Literature of employee voice mechanisms was also discussed because research aimed to explore the voice mechanisms that are available for transgender employees in organizations present in Pakistan.

Chapter 3: Methodology

3   Introduction

This chapter gives an overview of the research design that is used to conduct this study. The chapter explains the philosophical approach, research approach, research participants, access to the participants, data collection method, sampling technique, analytical approach and ethical considerations.

3.1 Philosophical Approach

According to research by Lincoln *et al.,* (2011), different philosophical orientations exist for the researchers to select from according to the requirement of the study. Ontological and epistemological considerations help in developing the base of research methodology as it is considered important to know that what is actual reality (ontology) and how do we know about that reality (epistemology). Thus, the ontological approach for this research study is constructionism since it helps in (a) to explore the opinions of different transgender people working in different organizations; and (b) analyzing the multiple perspectives of participants that develop the social reality. It also helps to analyze the interpretations of the participants through the qualitative lens (Charmaz, 2000).

Interpretivism epistemological approach is selected since the study explores the interpretations of transgender employees related to their workplace challenges, which requires gaining information through their experiences. Interpretivism epistemological orientation allows the researcher to create in-depth pool of knowledge by interacting with research participants to know multiple perspectives of social reality (Myers and Avison, 2002). The nature of the current study is subjective. Interpretivism focuses more on different behaviors and diverse opinions of every human being. This philosophical approach particularly justified for this study as it aims to explore the different opinions of transgenders related to their professional lives and reconnoiter stories of challenges they face during their careers (Welch *et al.,* 2011). Understanding that why and what kind of issues they face during their professional careers is the basic aim. Pseudo names are given to every participant who shares their thoughts to assure anonymity (see table 1).

3.2 Research Approach

In management research, three different research approaches exist i.e. quantitative, qualitative and mixed method (Creswell 2014). For the present research, qualitative research approach is

selected. This approach helps the researcher to interpret the ideas, opinions, experiences, perceptions, stories and life issues after interactions with the multiple research participants (Silverman, 2006). It also allows the researcher to explore multiple perspectives of the study participants through gaining knowledge of their lived experiences (Bryman and Bell, 2015).

According to Silverman (2006), the qualitative research approach is considered appropriate for studying *hard to reach* vulnerable populations. Existing literature on LGBT also supports that qualitative research is well-suited for studying this group in order to enrich the existing literature on gender studies (Webster *et. al*., 2018). Therefore, with caution qualitative research approach has been chosen to research transgender employees working in formal organizations in Pakistan. This is a group which is hard to reach since very few organizations hire employees with this gender orientation in Pakistan. Moreover, in line with the proposed research questions, this study has exploratory style research strategy along with the anti-positivism philosophy. Due to being qualitative in nature, this research has inductive approach.

3.3 Research Participants

3.3.1 Study Participants and Sample Size

The study participants for this research include transgender employees working in [1]formal organizations in Pakistan. The potential study participants for this research included those transgenders who were employed in formal organizations irrespective of their age, profession, organization type, sexual orientation and location.

No yardstick is available to categorize individuals into transgender category. It is unethical to ask any individual for their NADRA identification card for the confirmation of gender. It develops the sense of stigmatizing the individual in very start of the conversation. So, observing these factors the criteria in the existing literature is used to define transgender human. Study conducted on transgender community of Pakistan explained the two scenarios for a person to be transgender a) person who is dressing partially or completely as opposite gender or considered and accepted into third gender category by the society or existing culture, b) person who is behaving as opposite gender or shows the combination of male and female behavior is considered as

---

[1] Formal Organization: Formal Organization is an organization in which job of each member is clearly defined, whose authority, responsibility and accountability are fixed

transgender (Sultana & Kalyani, 2012; Ramet, 2002). According to Transgender Act (2018), any individual who recognize himself/herself as being transgender comes under this category. Moreover, term *transgender* in Pakistan is used for the community of cross dressers, transsexuals, hermaphrodite (a genuine hijra/khusra/khuwajasira) and third gender community (USAID, 2016; Jami, 2005). So, individuals which fall under this category of transgender are selected for this research study.

3.3.2 Demographic Details

The demographic details of the study participants are given below in the table.

Sr. No	Pseudonym	Kind of workplace	Gender Association	Living with (W)/without family (WO)
1	Rehana	Social Sector	Female	WO
2	Shakeel	Govt.	Male	W
3	Noman	Govt.	Male	WO
4	Aleena	Social Sector	Female	WO
5	Roman	Private	Male	WO
6	Saud	Private	Male	WO
7	Farhan	Private	Male	W
8	Zain	Private	Male	W
9	Maria	Social Sector	Female	WO
10	Ali	Private	Male	WO
11	Sonia	Private	Female	W
12	Sadia	Social Sector	Female	WO
13	Hurm	Social Sector	Female	WO
14	Anosh	Social Sector	Female	W
15	Areeb	Social Sector	Female	WO

Table 1: Demographic Details

3.4 Data Collection Method

As the research study is qualitative in nature, in-depth interviews were carried out to study the workplace challenges of transgender employees. In-depth interview is defined as "repeated face-to-face encounters between the researcher and informants directed toward understanding informants' perspectives on their lives, experiences or situations as expressed in their own words" (Minichiello *et. al.,* 1990; p. 19). In-depth interview had given the chance to explore participant's perceptions, experiences and expectations about the workplace challenges, organizational support and voice mechanisms that were available for their community. In-depth interviews gave the opportunity to participants to discuss in detail about their life experiences as

they get less opportunity to speak about themselves because of being in vulnerable category. Data collection process for this research study is described in next section.

3.4.1   Interview Guide

The interview guide was prepared in light of (a) the research questions; and (b) the themes and sub-themes that emerged from the literature review. Interview guide consisted of five sections. First demographic questions were asked followed by a few broader questions in order to make the participant comfortable. This was then followed by asking more specific questions to illicit detailed and in-depth experiences of transgender employees. The interview guide was reviewed and revised after the pilot study of four interviews. Few questions were added and deleted according to the emerging codes and themes that needed to be probed more. For example, initially question was asked "Due to which circumstances a transgender employee decides to remain in a closet at workplace? It was replaced by "Now, you are working, do you fearful of others know about your real gender? Both interview guides i.e. initial and updated are attached in appendix (see appendix A and B).

3.5 Data Collection Process

Data was collected through face to face in-depth interviews. Informed consent was taken from each participant before starting the interview through the consent from - (see appendix C). A total of 15 in-depth interviews were conducted. All the interviews lasted for more than an hour. Interviews were conducted in different cities of Pakistan including Islamabad, Lahore and Faisalabad. The interviews were conducted in Urdu language as it was easy for the participants to speak more fluently and confidently in that language. Once all the interviews were completed, they were first transcribed into English language (Wellard & McKenna, 2001; Poland, 1995). All the participants allowed to tape record the interviews. For reliability, answers were again discussed with interviewees to confirm about their point of view.

Transgender employees are categorized as 'hard to reach population' as they are less in number at workplaces in Pakistan because of stigmatization and unacceptable societal behavior. Hard to reach or hidden population have three distinguish characteristics that are also a key feature of transgender community, that is: (a) no specific sampling frame exist for vulnerable populations and size of their population is unknown; (b) getting membership to a vulnerable group which is stigmatized also, and any kind of involvement with them might create- the feeling of hate by

[2]dominant groups in the society, c) members of vulnerable populations and groups do not reveal their actual identities to non-members because of mistrust (Faugier & Sargeant, 1997; Heckathorn, 1997). Accessing transgender individuals working in different organizations of Pakistan was a challenging process since there was no exact sampling frame available for them, and no information was available as to in which organizations these individuals were working.

Getting access to transgender employees for this study was quite difficult. Firstly, I asked in social circle if anyone had contact with a transgender employee but there was no positive response. People felt hesitant in answering this question. After getting no response in weeks, I again asked my close social circle if they could help me accessing this vulnerable population. This effort did not go in vein. I got contact of a transgender beautician who was working in Sargodha city at a salon. This was a breakthrough for me as through snowball, I got access to *Bijli Baji*; a famous transgender who lives in Islamabad. She connected me with other transgenders amongst whom few agreed to be my study participants. In addition, an organization, *Akhuwat*, helped me to find employed transgenders. From them, I got to know about other transgenders, who later became my study participants.

3.6 Sampling Technique

Purposive and snowball sampling techniques were used to conduct in-depth interviews. Purposive sampling is defined as "the sampling technique that provides the researcher with an opportunity to use his/her judgment to select the cases that will best enable them to answer their research questions and meet research objectives" (Saunders *et. al*, 2017; p. 301). Initially, selection of first few cases for the interviews were based on purposive sampling as it was necessary at the start to interview those transgenders who were employed in formal organizations. After accessing the initial participants, snowball sampling technique was used since it allows the researcher to 'get in contact with one or two volunteer research participants from the population that further identify the next cases for data collection and this happens until data saturation level arrives" (Saunders *et. al*, 2017; p. 303). Snowball sampling technique made it easier to find the transgender employees working in different organizations as transgender employees referred their transgender friends that were employed in other organizations. The
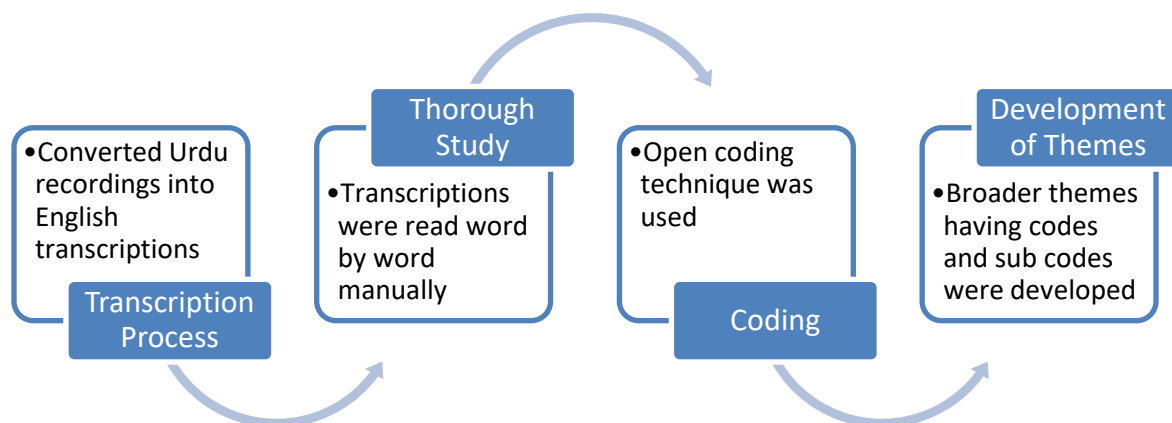
---

[2] Throughout this thesis expression of 'dominant majority genders' is used for male and female employees in the organization.

sample size is 15. The process of selecting the study participants continued until the data saturation point was reached.

3.7 Data Analysis

Keeping in view the qualitative and exploratory nature of the research, thematic analysis was used as a tool for analyzing the information obtained from the study participants. Verbatim transcription process was used which "refers to the word-for-word reproduction of verbal data, where the written words are an exact replication of the audio recorded words" (Poland, 1995). While transcribing from Urdu recordings to English transcriptions, it was made sure that data is not misconstrued and the actual message of the interviewee is retained. After transcription, open coding technique was used to locate the key themes and sub-themes. The entire process of data analysis was performed manually by writing notes and highlighting the main codes, themes and information. . The process of thematic analysis is as given below:

Thorough Study
• Transcriptions were read word by word manually

Transcription Process
• Converted Urdu recordings into English transcriptions

Coding
• Open coding technique was used

Development of Themes
• Broader themes having codes and sub codes were developed

Figure1: Process of thematic analysis

3.7.1   Measures of the Data

Removing the researcher and participant biasness and making the data more authentic is a yardstick for a strong research. For this purpose, four criteria i.e. credibility, generalizability, transferability and conformability were analyzed to increase the strength of qualitative data (Guba and Lincoln, 1994). To ensure the credibility of the research, initial and final results were discussed with key informants as the research participants can only judge the actual results and

remove the researcher's biasness from the result (Carboni, 1995). Strong research context and basic aim of the research was defined and interlinked with the results to increase the transferability and generalizability of the research (Hartley, 2004). Moreover, long and in depth interviews were taken to enrich the information that increases the transferability. Moreover, records of field notes, audio recordings, transcriptions and consent forms were saved for referring them in future, if needed.

3.8 Ethical Issues and Considerations

Conducting this research was very sensitive because of vulnerable, hard to reach and hidden community of transgender in Pakistan. Therefore, a consent form (approved by the supervisor: see appendix C) was developed in order to ensure the confidentiality, anonymity, privacy, and emotional and physical wellbeing of the study participants. The informed consent was taken before the start of each interview. How the interview recordings would be used and the use of pseudonyms to conceal their identity was discussed in detail with each participants. All the interviews were taken after the consent forms were signed by the participants.

3.9 Summary of the Chapter

This chapter explained about methodology selected for conducting present research. It includes the philosophical approach and research approach along with their justifications. Study participants and sample size is explained. Data collection method and process of accessing to research participants is also described. Moreover, this chapter includes ethical considerations that were taken into account for making this research more authentic.

Chapter 4: Findings and Analysis

4.0   Introduction

The aim of this chapter is to present research findings from the data collected through face to face in-depth interviews. Findings reveal intense and deep rooted issues and challenges faced by transgender employees while being employed in government, private and social sector organizations in Pakistan. This chapter also presents findings about the existing organizational support mechanisms along with the organizational practices that facilitate transgender employees working in different sectors of Pakistan. In addition, findings related to the lack of transgender employee voice mechanisms in organizations for transgenders are analyzed.

4.1.   Workplace Harassment: Facets and Experiences

Harassment is an act that is unwanted, and unwelcomed by every gender. The detailed findings reveal that transgender employees are confronted with many types of workplace harassment irrespective of their designations and organizational affiliations.

Workplace harassment is further categorized into three sub themes; physical, emotional and financial.

4.1.1. Physical/Sexual Harassment

Physical harassment is defined as unwanted, inappropriate and non-permissible touching of a victim. Data shows that transgenders have suffered through actual and attempted rape at workplace. A transgender working at Telecommunication Company in Intensive Resolution Unit shared her experience of attempted rape by team lead. She said,

"While I was working in night shifts, my team lead tried to harass me physically in washroom. He held my hands tightly and tried to put napkin in my mouth. I saved my self by running forcefully" (Aleena, SS, F, WO)

A transgender working at a factory shared her story of sexual harassment where she was raped by her colleagues. It was difficult for her to work there as people usually ask her form sexual favors.

"It is always scary for me to recall my past. I didn't do the night shift because other employees used to harass me at workplace. I remember the night when I was raped by co-workers" (Maria, SS, F, WO)

Transgenders are often forced to hide their gender identity at workplace in order to avoid harassment. One participant reported that once interviewer realized that I am transgender, he took benefit of the moment as narrative below illustrates:

"After observing my indifferent personality during the first interview, interviewer called me for second time at his friend's home and presented that place as head office of company. He along with his friends sexually assaulted me for many hours at that place" (Rehana, SS, F, WO)

4.1.2 Emotional Harassment

Participants reported that multiple forms of emotional harassments such as name calling, being asked for sexual favors, ruthless allegations, workplace bullying and demotivating behavior are few of the many abusive behaviors that they have to deal with on daily basis at the workplace. The findings highlights that transgender employees experienced episodes of depression and mental distress when faced with incidents of name calling. A transgender working as community mobilizer shared her experience.

"Bullying, bad names, called by vulgar names like cake, hijra, zanana, khusra, shemale is common. This abusive name calling on regular basis gives me mental torture and embarrass me publically" (Aleena, SS, F, WO)

Participants shared how dominant gender employees' consider their transgender peers as prostitutes and received regular request to extend physical favors to their colleagues. This made them depressed and adversely impacted their work performance. Participant reported,

"My peers consider me slut due to general perception of our community in Pakistan. Most of them even approached me for physical favors. It is mentally destructive and lower my performance due being emotionally unstable" (Saud, P, M, WO)

Findings show that emotional harassment is not limited to the close space of the office environment only rather those transgenders, who worked as sales agents, also experienced incidents that left them emotionally traumatized. Eventually, they had no choice but to leave

their jobs to reduce the impact of emotional distress as a consequence of interaction with the larger society. One participant shared,

"I worked as door to door sales personnel for FMCG products and clients would invite me to come inside for a sexual service. They would often lure me by saying "Come inside we will buy everything from you". So I left that job on the very first day." (Saud, P, M, WO)

According to the study participants, it was easy for colleagues to put ruthless allegations on transgender employees due to their perceived derogatory image in our society. One of the interviewees working in a multinational shared her story of becoming victim to a series of allegations at the hands of her boss and colleagues, when she refused to indulge in immoral behavior.

"*Colleagues put callous allegations on me after I refused to be in relationship with any of them. They blamed me to for having immoral physical relationships in society. They accused me to be sex worker" (Aleena, SS, F, WO)*

Data from different interviewees working in different organizations revealed that they tried hard to make their colleagues understand and accept the third gender identity. But the strong disregard for lack of acceptance would often result in emotional harassment in the form of being made fun of through taunts and demeaning jokes.

"It is so hard for me to make my peer understand about my third gender. Having different opinions, they consider me a gay or female trapped in male body or an alien from another planet" (Farhan, P, M, W)

Data reveals that managers and colleagues at workplace use the transgender employees for furthering their personal and organizational goals. Transgender employees are used as a 'front face' to highlight the marginalization of transgender community and showcase the organizational efforts towards up lifting of this community. Interviewee working as community mobilizer in a social sector for her own people shared such thoughts as below.

"I am disheartened that people represents us as an interesting subject to get funds and spend nothing on our community" (Rehana, SS, F, WO)

Participants also reported that few fellow colleagues would even attempt to back stab by insisting to the management to fire transgender employees so as to morally clean the workplace environment. An interviewee narrated,

"Colleagues used to blame me for disturbing office environment. Even they asked senior management to fire me on this basis" (Farhan, P, M, W)

The analysis reveals that different types of harassment and associated challenges presented an uphill task to remain employed in the organization for long.

4.1.3 Financial Harassment

Economic abuse is an emerging term for a type of financial harassment that employees face at workplace. The illegal control of financial assets of the transgender employee by employer that may include person's salary, property, pension or other financial assets is called as financial harassment. The transgender employees are unable to raise their voice against this issue because to be able to earn in the mainstream formal economy, their vulnerability and marginalization due to their gender identity is exploited upon. Employer discrimination with transgender employees on remuneration packages was commonly experiences by the study participants. One of the interviewees working in a social sector organization said that the only motivation was to work for her own community otherwise she was not getting the deserved remuneration package.

"I didn't receive any transportation facility, no medical allowance and no other perks that all employees were getting." (Shakeel, G, M, W)

Another participant shared that she was only continuing with her job because of associated respectability. The salary that she was drawing from her current employment was very low and she was forced to compensate it with her other profession of dancing, begging and prostitution which helps her in earning more.

"I was employed as office boy on Rs. 1500 monthly remuneration. After being unpaid for two months, my boss accused me of having sex with him after I asked for my salary. I can assure that I can earn Rs. 2000-2500 per day If I start working as beggar or dancer or prostitute but I will lose my respect" (Rehana, SS, F, WO)

4.2 Experiences of Stigma and Stigma Management at Workplace

In this section we discuss experiences related to stigma of being transgender in Pakistan and how that stigma is managed. Stigma is an attribute that is widely spread in the society leading to social disapproval of a person that spoils the social identity. Stigmatization of person due to race, gender, cast, sex or ethnicity leads to devaluation and recognition of a difference from un-stigmatized people. This study reports that stigmatization also leads to depression, anger, anxiety and stress. In the next few paragraphs we report the findings on transgender experiences of stigmatization related to remaining in closet, confused personality and being treated as different.

Participants revealed that acting as normal individual by hiding their unique sexual orientation saves themselves from stigmatization and psychological distress at workplace. One participant shared,

"I restricted myself, my interests and my wishes. I have controlled my soul at workplace to avoid problems". (Ali, P, M, WO)

Organizational culture and society do not allow them to live like a woman in which they are more comfortable and their performance level is high.

"I am forced to behave like my peers at the workplace. For survival in corporate world, I am unable to wear ladies clothes which I badly wanted to wear daily. Doing so can lead to taunts by peers and even rejection and unemployment in many cases" (Roman, P, M, WO)

Participants highlighted that sometimes to get acceptance in workplace, transgender employees have to follow the complete process of conversion of their body parts as narrative below illustrates,

"I had to endure through a painful medical surgery just to look like a female" (Aleena, SS, F, WO)

Data from study revealed that transgender employees remain confused at workplace due difference in their actual personality and accepted personality. Data highlights that they wanted to spend life like a female but due to unacceptably at workplace they have to act like a male member of the society. Still they fail to impress their peers and face taunts due to indifferent personality. Participant shared,

"I used to do job at a private hotel having male appearance but my colleagues started making fun of me after knowing my real sexual orientation. I wanted to live with my actual soul without hiding my feminine part" (Rehana, SS, F, WO)

Another transgender employee shared his story of being in a dilemma to choose between the male and female dress code for his normal as well as professional life. He stated that he has to wear male clothes but deep inside he wishes wear female clothes in which he feels happy. Moreover, mostly transgender stated the same story that they do not get the same respect in female clothes as they get in male wardrobe due to which they have to act like a male at workplace.

"I am only accepted in male costume at my workplace but deep inside I daily want to dress up like female that makes me happy and satisfied" (Shakeel, G, M, W)

Results highlighted that experience of ridicule, rejection, discrimination, violence and humiliation make transgender employees to overthink about their own personality. It is very painful for transgenders when they are ridiculed at workplace. Such experiences lead to demotivation and ultimately impact negatively on their performance level. A participant reported,

"Colleagues teased me a lot when I used to walk in police uniform as they recognized me that I was a transgender. This hurt me a lot that why people only make fun of me at workplace."
(Roman, P, M, WO)

Interviewees explained that those who referred them at the job started feeling ashamed and pressurized them to leave that job. Pressure to leave the job created fear about their livelihood. It is considered as stigma by association where the people start feeling them devalue if they have association with any stigmatized person of the society (Mak & Kwok, 2010). Moreover, study resulted that transgenders are advised to hide their action at workplace which will help to conceal their actual identity.

"My friend who referred me for the job started feeling insult due to me. Friend started pressurizing me to leave the job and find somewhere else or act normal. How can i change myself because I was born like this." (Rehana, SS, F, WO)

Data reveals that dark body tone, small hair and rough skin are considered as elements that stop transgenders to progress in professional life. Participant reported,

"My dark complexion and small hair stopped me to progress as according to society beautiful transgender can survive only in corporate world" (Aleena, SS, F, WO)"

Thus we concluded that due to the above mentioned stigmas, transgender employees are unable to live their lives to the fullest. They need acceptance at workplace as they believe that unaccepted person is unable to perform excellent at workplace. Even, it will make them more comfortable if transgender will be accepted the way they want to live or they will be allowed what they want to wear which ultimately enhance the workplace performance.

4.3 Structural issues

Data analysis shows that transgender employees face structural issues including lack of educational and job opportunities. This is discussed in the section below.

4.3.1 Lack of Job Opportunities

Data highlights that in comparison to main stream population, the job opportunities are very few for transgender individuals. One participant reported,

"Organizations refuse us even when they have vacancies. I have experienced this all my life"
(Rehana, SS, F, WO)

Data reveals that few multinational companies are following the trend of hiring transgenders in their organizations due to the hype created for diversity and inclusion. They are providing basic jobs such of receptionist or waitress based on transgender physical appearance rather than credentials. Some companies are doing contractual hiring of transgender for few months only. Narrative below explains,

"Jobs like receptionist, personal sectary or call respondent are sometimes available for us. I haven't seen anyone from my community selected on merit and working at good designation"
(Aleena, SS, F, WO)

This study reveals that transgender employees have to compromise either on the designation they are offered or salary they are getting to secure a socially reputable job.

"My employer informed me that I was overqualified for this post as I have higher degree. It was an entry level position. Still, I agreed as I was refused from so many places." (Shakeel, G, M, W)

Analysis of our findings highlight that amidst centuries of discrimination against transgender, they are forced to survive by earning their livelihoods though begging on streets, entertaining on social events or offering sexual services. One of the interviewees shared the phase of her life when she was jobless.

"I had to offer sexual services to feed myself. I even begged on streets for so many months and danced as paid dancer on functions. I did all these immoral activities only to put food in my stomach." (Rehana, SS, F, WO)

Participants of study demanded from the government to provide them with a sizable number of jobs as the following narrative illustrates.

"I just want to request to government that they should provide jobs to unemployed transgenders so that they can earn in respectable way rather than begging, dancing or prostitution" (Noman, G, M, WO)

4.3.2   No Educational Opportunities

Pakistani society does not have an acceptance of transgender identity due to which a transgender child is deprived of quality educational facilities. Data reveals that as transgender children, they were harassed emotionally and physically in mainstream schools, thus forcing them to drop out and become part of the informal occupation of singing, dancing and begging at an early age. Lack of access to education leads to reduced opportunities for employment in the mainstream economy. As one participant stated,

"Why would transgender kids will opt for dancing or prostitution if they have equal educational opportunities? There are no educational institutes that accept transgenders. We also want to study and do respectable jobs as dancing and singing for own satisfaction is fine but it should not be adopted as a profession." (Farhan, P, M, W)

4.4 Organizational and Managerial Support

It is right of every employee to feel safe, comfortable, motivated and energetic at workplace and it is duty of every organization to provide healthy environment for work to every employee

irrespective of its race, caste, gender, religion, sex and nationality. All the transgender employees should be protected from discriminatory behavior in all employment practices. Upon detail discussions with interviewees, it was found that transgenders have to face unsupportive behavior from peers and managers. Moreover, it was also found that there are very few organizations that have employee supportive policies. Following section includes the analysis related to managers and peers behavior, employee supportive policies and recognition at workplace.

4.4.1 Managers and Peers Behavior

Every employee needs support from organization, manager and peers to remain motivated during work and to feel safe and comfortable at workplace. Irrespective of the organizations in which all interviewees are working, transgender individuals are facing unsupportive behavior from their organizations, managers and peers. Participant illustrated below about the current circumstances of organization where his team and manager always blamed him for no reason,

"I taught for two years at one of the top schools where people in higher management were not supportive. They used to cross social boundaries and had unprofessional behavior. They always accused me for being sexually promiscuous" (Saud, P, M, WO)

Participants reported that even in harassment cases, their managers and HR took no action against culprits. Mostly they neglected the issues and asked transgender employee to forget it. The following narrative illustrates this,

"I immediately complaint my manager about bad touching of my peer but he neglected. Even I reported to HR but no action was taken against that employee. My manager used to tease me due to complaints I registered against employees' behavior" (Zain, P, M, W)

Due to this unsupportive organization wide behavior, transgender employees refrain from asking for support from peers and managers. They believe that the outcome would not be in their favor. An interviewee stated,

"How can I raise grievance to management as I know they will fire us next day." (Maria, SS, F, WO)

4.4.2   Employee Supportive Policies

Mostly private and government organizations have male and female supportive policies due to which transgenders are forced to choose either male or female category to be able to fit into the exiting organizational policy. Data reveals two opposing points of views. Few participants preferred to have separate policies for transgenders so their rights can be safe guarded as narrative below illustrates

"We are treated as a male member in organizations and we have to follow male gender policies. There are no special polices in my current organization as well as not in the previous jobs for accommodating transgender employees". (Noman, G, M, WO)

On contrary, study revealed that few interviewees need same policies for everyone. Participant reported,

"I request that policies must be genderless. They must emphasize and focus on equality. As organizations have diverse employees, it includes binary and non-binary people, so instead of calling him/her, neutral words must be used" (Sadia, SS, F, WO)

4.4.3   Recognition and Acceptance

As straight employees have degrading and demotivating behavior towards transgender employees and therefore they do not receive any monetary as well as verbal recognition from their supervisors. This is another reason of low motivation of transgender employees. Employee acceptance at the workplace is very important factor. Due to societal pressure and family rejections, transgenders are not accepted anywhere in Pakistan. This trend is evident in the corporate culture as well. Participants shared incidents when they were not acknowledged for their hard work and their peers took all the reward. One of the interviewee shared,

"The best thing about my previous job was to work for my own community but I felt bad when my boss did not publicly acknowledge my hard work and efforts of managing the project and instead took credit herself." (Rehana, SS, F, WO)

4.5 Lack of Voice Mechanisms

Following section discusses the lack of voice mechanisms present in organizations along with some suggestion by participants to make current workplace inclusive. Study highlights that private and government organizations lack any mechanisms to raise voice by/for transgender

employees due to which they are unable to register their concerns and are often bound to remain quiet so as to save their job. One of the participant's narrative explains this succinctly;

"I don't complain at my workplace and keep all the grievances and injustice deep inside my heart. I am unable to report to head office about my issues because I don't know the procedures of my company as to whom I have to talk. There is no formal procedure available."(Rehana, SS, F, WO)

4.5.1   Complaint Registration Process

Study highlights that organizations do not have grievance procedures for the employees. One of the interviewee stated that,

"There is no complaint registering mechanism in my organization."(Zain, P, M, W)

Participants suggested that Human Resource department should develop complaint registration procedures and implement them properly. It is very obvious from the data gathered that organizations do not place complaint/suggestion boxes in which employee can anonymously register complaint if he or she feels uncomfortable in discussing it with someone. Interviewee commented,

"Every organization must have employee relations department where complaint can be register. There must be complaint boxes placed in every organization." (Zain, P, M, W)

Data highlights that transgender employees' emphasized on the fact that HR in every organization is responsible for developing the strict rules and policies according to which complaint can be register in organization. Participant stated,

"Everywhere, complain is registered through HR department and no other person should be involved in it. HR department is responsible for making strict rules that develops strong culture among employees that if something wrong will happen it will lead to strict action." (Saud, P, M, WO)

As discussed in section 4.4.2 that organizations in Pakistan lack policies for transgender employees. Complaint registration process should be confidential but lack of any policy for transgender would enhance disclosure rather than privacy and confidentiality of their specific

issues. As participants stated that lack of this process results in revealing their identity as they have to discuss their issues face to face.

"I have to visit personally to concerned authorities for complaining or discussing about my issues. Every time this resulted as an insult for me and people start blaming me for being the one who complains every time" (Aleena, SS, F, WO)

4.5.2   Transgender Unions

Union in an organization or a sector is considered as a tool to register the difficulties when mostly employees are facing same issues. Employees have different kind of unions. Upon asking the idea of transgender unions, interviewees were not in favor as they think that it will again start a new debate and make transgender separate from male and female employee's community. They want to get involved in the existing structure so they do not want separate transgender unions.

"We don't want separate unions. The sense of making separate union arises if we have intentions to fight a battle with male and female gender. Instead we just want acceptance from both gender" (Rehana, SS, F, WO)

Even transgender employees suggested the idea of having closed circle groups in organizations or in same industry where they can discuss their issues.

"I think you cannot have unions in private organizations now. I guess there should be closed circle groups." (Aleena, SS, F, WO)

4.5.3   Transgender Representative

Transgender interviewees working in different organizations suggested having transgender representative with whom they can share their sorrows and can pour their heavy heart out. Individual must understand the actual issues of transgenders working in organization and must be aware of all the policies and procedures. Participant mentioned that,

"Company should have TG representative. It is not compulsory that representative is from TG community but anyone who understands actual issues of TG community" (Farhan, P, M, W)

Upon the discussion about different other employee voice raising mechanisms for transgender employees, mostly asked about having a counselor who can listen to the issues if the

organization doesn't have the perfect policies. Counselor can even play the role as bridge among transgender employees and management. As one of the participant suggested,

"Counselor can help transgender employees in listening their grievances. HR department may have a person who can play role of counselor with which a person can go and share her things. Preferably, it would be better if lady plays that role" (Aleena, SS, F, WO)

4.6 Summary of the Chapter

This research was conducted to analyze the issues and challenges faced by transgender employees working in different organizations across Pakistan. This resulted in a stance that transgender community faces physical, emotional and financial harassment from their colleagues and employers. Narratives highlighted that transgenders are victims of rape at their workplaces. They are discriminated, ignored, identified with vulgar names etc. that results in emotional distress. Their salaries and increments are stopped by the senior management and they are asked for physical benefits to get their payments. Furthermore, the transgender community faces stigmatization at workplace. We found that structural issues were also commonly faced that included lack of job opportunities, lack of justice system and poor educational opportunities. Ideally transgender employees must have organizational, managerial and peers support but they lack this support during their careers. In depth interviews with transgender employees also revealed that there were no employee voice raising mechanisms and lack of employee supportive policies in organization through which they can register their complaints.

Chapter 5: Discussion

5.0. Introduction

This study makes the important contribution in growing literature of transgenders professional lives. Basic objective of this study was to identify the challenges faced by transgender employees while working in different organizations of Pakistan. This study also explored about organizational support and employee voice mechanisms currently available for transgenders in organizations. Data for this research study was collected through face to face, and in depth interviews to answer the following research questions i.e. 1) What challenges do transgender employees face at the workplace in Pakistan and why? 2) Which are the organizational support mechanisms that help transgender employees cope with the challenges they face in adjusting at the workplace and how? 3) How do existing employee voice mechanisms help transgender employees in getting acceptance at the workplace?

The subsequent sections of this chapter analyzed all the key findings and discussed them in light of existing studies.

5.1   Struggles of Transgender Employees in Pakistan

As this study was conducted in Pakistan, the context of which explains that transgenders are considered highly marginalized community in this country. Transgenders who are employed at different corporate offices try to remain in closet and are not willing to reveal their gender identity because they face a lot of harassment during their professional lives (Whittle *et. al.,* 2007). This happen because most of the organizations do not have strict laws and policies for employee's safety which give freedom to every employee to cross the ethical and moral limits. In many cases, it has been noted from the data that no action was taken against the culprit. Senior management always supports dominant gender employees in harassment cases due to the negative perception of transgenders in society of Pakistan (Tan, 2008). This gives more courage to dominant gender employees in organizations to treat their transgender peers inhumanly. Harassment faced by transgender employees is high as compare to other genders in corporate sector. Cultural values and religion preaches to respect every human irrespective of caste, race, gender, color, skin, religion, nationality. On contrary, high struggles of transgenders in professional lives in Pakistan make them suffer from psychological stress, establishing identity and role conflict (Ragins, 2008).

Transgenders have very less employment opportunities as compare to dominant genders in Pakistan. Even, in many industries, females are still struggling to establish their professional careers because Pakistan has male dominant society (ILO, 2019). So, for a transgender, it is near to impossible to secure a good job in Pakistan. Unacceptability and lack of awareness among the society keep transgenders away from corporate life (Grant *et. al.,* 2011). One of the many reasons is being uneducated and untrained for the corporate sector. Due to being unaccepted in country like Pakistan, families separate their transgender kids when they are too young due to which they face shortage of financial resources and they are unable to continue their education. Moreover, there are no educational institutes and technical-skill training centers for third genders. Existing education institutions do not welcome transgenders whole heartedly in Pakistan. So, being deprived from education is the the hurdle for securing reputable job in competitive market. Another factor is their negative perception in the society due to their common profession of begging, dancing and prostitution. Corporate sector thinks that they will spoil the culture of the organization so they do not provide them job opportunity. On contrary, due to being financially unstable, they choose such negative professions (Pepper & Lorah, 2008). Positive image building of their community in the society is continuous struggle for them.

5.2   Unheard Voices and Organizational Support

Current research analyzed that transgender employees remain silent voluntarily most of the times withholding their suggestions, feedback and opinions as this save them from bashing comments of their colleagues (Knoll & Van Dick; 2013). In post transition phase, transgender associate themselves with mainstream gender, remains in closet for their safety due to which their voice becomes inaudible (Schilt and Connell, 2007). Poor trust relationship with management is the reason why transgender employees do not raise their concerns in organizations (Saeed, Mughal, Farooq, 2017). Another genuine reason is the absence of employee network groups and transgender representatives in organizations which can raise voice for them (Jay, 2014). Very few organizations in which interviewees worked just mentioned their gender diversity and inclusion policies on their websites that are considered as the platform of representation of minorities (Beauregard *et. al.,* 2016). In Pakistan, it is matter of shame to be associated with any individual of third gender community in any capacity so organizations resist mentioning any official information regarding them on their websites (Jay, 2014). Transgender employees have limited access to voice mechanisms thus keeping their voices unheard in organizations as stated

by Beauregard *et. al.,* (2016). So, it becomes very important for organizations to provide equal voice raising mechanisms to third gender employees thus making them feel more inclusive and safer at workplace so they can discuss their opinions and complaints comfortably (Wilkinson & Fay, 2011).

In country like Pakistan where religion extremism is present to some extent, third gender people are not appreciated anywhere due being in specific professions which were discussed earlier. It results in unsupportive behavior that triggers in corporate sector as well. Organizational support has keen importance for every employee as researched by different studies (Webster *et. al.,* 2018). On contrary, discriminated and obstructive behavior from senior management and peers is considered a norm for transgenders. This happens because of their negative image in the society and they are considered as taboo (Thanem, 2011). Lack of organizational support is a proof that transgender employees are not considered as part of workplace family in Pakistan and they always face discrimination during their careers. Lack of encouragement, no appreciation, no rewards and degrading behavior made them think of their career choices. Support to transgender employees should be given by developing strong organizational culture along with implementation of employee supportive policies. Human Resource Department must play vital role for making inclusive workplace environment (Budge, Adelson, & Howard, 2013).

5.3   Gap in Theory and Practice

5.3.1   Role of Human Resource Policies

Findings of current study explored that reality and theoretical grounds are on two extremes. In Pakistan, HR department of organizations are not very streamlined especially in medium size and small organizations. This results in vague organizational culture having no standard process to follow (Tan, 2008). Organizations in which interviewees were working had no employee policy manuals. It gives freedom to dominant gender employees for mistreating and discriminating transgender colleagues at workplace (Dundon & Gollan, 2007). Organizations having policy manuals did not explicitly talk about right of transgender employees despite having gender related policies. All policies including recruitment and selection, promotions, transfers, financial increments, organizational support, suggestions and feedback, complaint procedures mentioned to provide equal opportunity to all employees. On contrary, ground reality exposed by the current study that there is no implementation of any such policies protecting gender minority groups.

Dominant gender employees are not much fond of to follow the existing policies and do not understand to respect their transgender colleagues. Senior management of organizations are not seen much interested in policy development and safe guarding the rights of transgender employees thus taking biased decisions mostly as stated by Budge, Adelson, & Howard (2013).

One of the basic issues explained by interviewees was the high pay gap of transgender employees with dominant gender employees. Generally, females are still less paid in Pakistan as compare to male colleagues (ILO, 2019). In Pakistan, transgender individuals are hired on the least salary due to which most of the community lacks basic necessities of life. Recent research of International Labor Organization on global wage supported above mentioned reality that among 73 countries in the world for which data is available; Pakistan has the highest gender pay gap per hour (ILO, 2019). Stating some more facts, report identified that gender pay gap in Pakistan i.e. 34% hourly is more than double the global average. This force transgenders to earn through begging, dancing and prostitution as it fulfills their daily necessities. Furthermore, one important point in consensus made for reduction in the gender pay gap and achieving social justice was to provide inclusive and equal employment opportunities to transgender individuals (ILO, 2019). In this regard, Government of Pakistan has protected the employees' rights in Article 25 read with Article 27 of Constitution of Islamic Republic of Pakistan which says that employees doing the equal work will must get the equal remuneration (Wage Indicator Foundation, 2020). On contrary, interviewees revealed that they are forced to work on low salary packages and they do not even have right to raise voice against this discrimination (Pepper & Lorah, 2008). They every time opt the job on less salary as well just to work as respectable member of this society. Mostly Interviewees were not provided with benefits and rewards likewise other employees hence resulting in low performance and motivation to earn via respectable means (Pepper & Lorah, 2008).

5.3.2 Current Practice and Future Indicators

It is right of every employee to have comfortable workplace environment. No one must be bullied or harassed at workplace as it becomes difficult to survive in such environment. Findings of current study revealed that transgender employees faced physical, emotional and financial harassment at workplace even stated by Dietert & Dentice (2009). According to constitution of Islamic Republic of Pakistan – Article 37.e; state shall make provisions to provide just and

humane conditions of work for all (Wage Indicator Foundation, 2020). In this regard, law was also established i.e. "The Protection against harassment of Woman at Workplace Act, 2010". This law not only protects women from harassment as well discussed about the protection of all genders. In light of current research, it was explored that in reality there was no such implementation of law in different organizations of Pakistan and law is just confined to constitution's book. Practical implementation of these laws will help organization to become more inclusive.

Government of Pakistan in recent times took few positive steps for transgender individuals who are working in different organizations by passing the act for them i.e. Transgender Person (Protection of Rights) Act, 2018. According to this act, Government of Pakistan is obliged to establish training centers for teaching skills to transgender individuals so that they can have respectable livelihood. It is duty of government to provide small loans, grants and incentives for encouragement of transgender individuals to start their own businesses. Furthermore, this act also discussed the rights of employment for transgender individuals. It states that no organization, institution or department is obliged to discriminate transgender individual in any matter related to employment and not only limited to transfers, promotion, hiring, and increments. Discriminating individuals by their employers in any matter on the basis of sex and gender is stated as unlawful act. Strict implementation of this act is highly needed as it will help transgender employees to get equal employment opportunities as mainstream genders have. It will also help organizations to be more inclusive. Current study revealed that till now there is no such implementation and even most of the transgender community is not aware about this act and their basic rights. In recent times a positive step was taken by Minister of Human Rights; Dr. Shireen Mazari as she hired first transgender as a resource person in Ministry of Human Rights (The News, 2019). This act showed that Pakistan's government is now keen to work for rights of transgender individuals.

5.4   Summary of the Chapter

In a nutshell, chapter discussed the findings induced from data collected and enlightened different angles related to professional careers of transgenders in Pakistan. It explained about the current situation of diversity and inclusion. As discussion concluded, organizations having transgenders in their workforce will be more competitive and have creative suggestions to

different problems. Unfortunately, organizations in Pakistan are not able to understand the importance for providing equal employment opportunities yet. Even currently, survival of transgender individual is problematic because of unsupportive workplace environment. Moreover, this chapter also discussed the importance and issues related to employee voice mechanisms for transgender individuals in Pakistan.

Chapter 6: Conclusion

6   Key Findings

This research was conducted to study issues and challenges transgender employees faced at their workplaces in Pakistan. Moreover, this study also explored that how social rejection of transgender employees and least acceptance in society of Pakistan affected their professional careers. Current research explored transgender employee's perspective about organizational support and how it affected their workplace performance. Another objective of this research was to highlight the existing employee voice mechanisms available for transgender employees to raise their voices against issues they faced. This study was conducted through qualitative lens of research method and data was collected by in-depth interviews, conducted with transgenders working in different organizations of Pakistan. Overall, the objective was to document the challenges faced by third gender individuals in corporate sector of Pakistan so practitioners can mold their current practices accordingly.

Findings of this study revealed that transgender employees working in different organizations of Pakistan face many hardships. They are encountered by physical harassment at workplaces and emotional victimization including offers of unwanted relationships, false allegations and calling with derogatory names e.g. hijra, khawajaseera, khusra. Demotivated behavior of straight workforce resulted in their low workplace performance. Results of this study showed that transgender individuals were least paid in organizations fortunately if they got jobs and they were not even preferred for annual increments, promotions, bonuses, rewards and transfers. Apart from that, third gender in Pakistan experienced stigma due to which most of the working lads' decided not to reveal their actual identities at workplace. This study uncovered bitter reality that there was lack of job opportunities in market for transgenders. Mostly organizations in Pakistan lacked gender supportive workplace policies but, if they were mentioned in policy manuals, were not implemented in true sense. Organizational support was not available in any bad circumstances to third gender individuals. In Pakistan, there was lack of transgender employee network groups, absence of mentorship programs for third gender, no transgender representative in companies and deficiency of complaint registration process.

Organizational management in Pakistan should focus on positive impacts of hiring transgender. It will lessen dependency rate of Pakistan as well as it will provide healthy financial stability to

transgender individuals. Inclusion and diversity for every organization has keen importance. As explained in discussion section, diverse and inclusive organizations always have competitive edge over their rivals and have better performance. Currently in Pakistan, organizations lack inclusion of gender minority groups. As researched, organization can become inclusive by providing employment opportunities without any discrimination, equal monetary rewards to minorities, appreciation and respect, platforms to raise voice against challenges and last but not least by supporting diverse group of employees. This research revealed that transgender individuals in Pakistan strive hard to earn via respectable means. Organizations should hire transgender individuals and create awareness among their dominant gender employees to respect their transgender colleagues. Current study is beneficial for academia as well for practitioners equally. Significance of current study is mentioned in below section that provides detail practical and theoretical implications of this study.

6.1   Practical and Theoretical Implications

Results of study provided useful practical and theoretical implications that will help corporate sector of Pakistan to remold their cultures, accept transgender individuals whole heartedly and make organizations more inclusive and diverse. Practically, role of policy makers at government and organizational level was identified with the findings of this research as it can create fairness and equity for gender minority groups. At state level, new laws and policies must be endorsed and developed to include transgender individuals in organizations as diversity can be promoted by state level policies. This research also explored about the lack of implementation of existing policies at state level hence provided the bitter ground realities for the policy makers to really work on actual implementation. Due to limited utility of government level policies, organization's initiatives become more important to support diverse genders and sexual orientations. Existing research will help human resource personnel to look deeply about the issues of gender minority groups that they themselves unable to discover at their workplaces. It will help to look upon different solutions to the problems hence making organizations more inclusive. Including transgender individuals in organization will raise the interest of multiple stakeholders. Managers and coworkers should shift their focus from doing biased decisions to truly making inclusive workplace by increasing organizational commitment of all the employees equally. This research also helped to practically develop new ways for raising voice of

transgender workers thus making them feel more inclusive. This research will help practitioners to raise awareness among existing employees to accept their transgender colleagues.

Current study has equal theoretical implications as well. This research documented almost all the issues currently faced by transgenders at workplace in Pakistan thus helping concerned stakeholders to take actions accordingly. This thesis contributes to initiate the debate related to solutions for challenges of transgender employees and changes in HR policies like hiring, promotions, transfers for transgender individuals specifically. Additionally, it added to under researched area of gender diversity and minority in Pakistan. Moreover, it contributed to existing literature of transgenders which was less researched in eastern part of world. It will help educational institutes' of Pakistan to create a course on gender diversity and inclusion. Policy manuals can be design according to the findings of this study. Hence, it showed that this research has great significance for academia and practitioner in field of gender diversity and inclusion.

6.2　Limitations and Future Directions

This study has certain limitations despite that it offers great value to academia and practitioners. Existing research was centered on issues faced by transgender employees in organizations providing single sided narratives. This research lacked the counter view point of human resource personnel and senior management of organizations that what kind of issues they find to have transgenders in their team and why they do not hire transgender individuals in their organizations. Moreover, it was quite difficult to study on transgenders in Pakistan because they are hard to reach population and thus less in numbers which were pursuing professional careers. This research was carried out with transgenders working in corporate offices thus not targeting to the ones which were working as domestic workers. This study was conducted in Pakistan thus narrowing its scope to one country. So, it has geographical limitations as it did not analyze the situation in neighboring countries or other parts of world. Due to time and budget constraints, limited numbers of participants were interviewed. From researcher point of view, high methodological challenges existed i.e. security issues, managing taboo of society, interviewing physically at their designated places, trust issues between interviewer and interviewees etc.

This research provides avenues for future researchers to study on different aspects related with existing research. Future research can be conducted to explore positive and negative aspects

considered by peers, human resource personnel and higher management of organizations to have transgender employees in their teams. Future research can also explore about practical implications of gender diversity policies on mainstream population of employees regardless of gender identity and sexual orientation. Another perspective that can be taken into account is international comparison of organizational practices related to transgender employees followed in Pakistan with neighboring countries like India and China or western part of the world. It will provide perspective that how exiting practices in Pakistan can become better. Similarities and differences among inclusion and diversity practices of transgender employees and straight employees can be explored that will add more to existing body of knowledge. In nutshell, this research provides different areas of study to explore by academic scholars and policy makers that can put valuable insights in existing information.

References

- Abbas, T., Nawaz, Y., Ali, M., Hussain, N., Mushtaq, S. K., & Nawaz, R. (2014). Social Adjustment of Transgender: A Study of District Chiniot, Punjab (Pakistan). Academic Journal of Interdisciplinary Studies, 3(1), 61-73.

- Abubakr Saeed, Usmans Mughal & Shaista Farooq (2017): It's Complicated: Socio-Cultural Factors and the Disclosure Decision of Transgenders in Pakistan, Journal of Homosexuality.

- Adams, R. and Ferreira, D. (2009), "Women in the board room and their impact on governance and performance", Journal of Financial Economics, Vol. 94 No. 2, pp. 291-309

- Ali, M., Ng, Y. L., &Kulik, C. T. (2014). Board age and gender diversity: A test of competing linear and curvilinear predictions. *Journal of Business Ethics*, *125*(3), 497-512.

- Ali, M., Ng, Y.L. and Kulik, C.T. (2013), "Board age and gender diversity: a test of competing linear and curvilinear predictions", Journal of Business Ethics, Vol. 125 No. 3, pp. 1-16.

- Alimi, B., Boynton, P., Shunarova, Z. and Wood, G. (2017), "'Not Dancing to Their Music': the effects of homophobia, biphobia and transphobia on the lives of LGBT people in Nigera", BisiAlimi Foundation, London.

- Alison M Konrad (2006) Leveraging Workplace Diversity in Organizations, Organization Management Journal, 3:3, 164-189.

- American Psychological Association (2012), "Guidelines for psychological practice with lesbian, gay and bisexual clients", American Psychologist, Vol. 67 No. 1, pp. 10-42

- Anca, C.d,.& Aragon, S, (2018), "The 3 types of diversity that shape our identities", *Harvard Business Review.*

- Barclay, J. M., & Scott, L. J. (2006). Transsexuals and workplace diversity: A case of "change" management. *Personnel Review*, *35*(4), 487-502.

- Bassett-Jones, N. (2005). The paradox of diversity management, creativity and innovation. *Creativity and Innovation Management*, *14*, 169–175.

- Bear, S., Rahman, N. and Post, C. (2010), "The impact of board diversity and gender composition on corporate social responsibility and firm reputation", Journal of Business Ethics, Vol. 97 No. 2, pp. 207-221.

- Beauregard, T. A., Arevshatian, L., Booth, J. E., & Whittle, S. (2016). Listen carefully: Transgender voices in the workplace. *International Journal of Human Resource Management*.

- Beemyn, G., & Rankin, S. (2011). *The lives of transgender people*. New York, NY: Columbia University Press.

- Bell, M. P. (2007). Diversity in organizations. Mason, OH: South-Western.

- Bell, M. P., Connerley, M. L., &Cocchiara, F. (2009). The case for mandatory diversity education. Academy of Management Learning and Education, 8(4), 597–609.
- Bell, M. P., Özbilgin, M. F., Beauregard, T. A., &Sürgevil, O. (2011). Voice, silence and diversity in 21st century organizations: Strategies for inclusion of gay, lesbian, bisexual, and transgender employees. *Human Resource Management, 50*, 131–146.
- Berry, J. (2016). Diversity and equity. *Cross Cultural & Strategic Management, 23*, 413–430.
- B. Poland. Transcription quality as an aspect of rigor in qualitative research.*Qualitative Inquiry*, 1 (3) (1995), pp. 290-310.
- Bryman, A. & Bell, E. (2015). *Business Research Methods* (4 edn.). Oxford, UK: Oxford University Press.
- Bryson, A., Willman, P., Gomez, R., &Kretschmer, T. (2007). *Employee voice and human resource management: An empirical analysis using British data*. PSI Research Discussion Paper 27. London: Policy Studies Institute. Retrieved December 4, 2015, from http://www.psi.org.uk/pdf/rdp/rdp-27-employeevoice.pdf
- Budge, S. L., Adelson, J. L., & Howard, K. A. (2013). Anxiety and depression intransgender individuals: The roles of transition status, loss, social support, and coping. *Journal of Consulting and Clinical Psychology, 81*, 545–557.
- Budge, S. L., Tebbe, E. N., & Howard, K. A. S. (2010). The work experiences of transgenderindividuals: Negotiating the transition and career decision-making processes. Journal ofCounseling Psychology, 57, 377–393.
- Buttner, E. H., Lowe, K. B., & Billings-Harris, L. (2012). An empirical test of diversity climate dimensionality and relative effects on employee of color outcomes. *Journal of Business Ethics*, *110*, 247–258.
- Buunk, B. P., &Schaufeli, W. B. (1993). Burnout: A perspective from social comparison theory. *Professional burnout: Recent developments in theory and research*, 53-69.
- Carter, D.A., Simkins, B.J. and Simpson, W.G. (2003), "Corporate governance, board diversity, and firm value", The Financial Review, Vol. 38 No. 1, pp. 33-53.
- Carboni, J. (1995). A Rogerian process of inquiry. Nursing Science Quarterly, 8, 22-37.
- Charmaz, K. (2000). Grounded theory: Objectivist and constructivist methods. In N. Denzin & Y. Lincoln (Eds.), Handbook of qualitative research (2nd ed., pp. 509-535). Thousand Oaks, CA: Sage.
- Cunningham, G.B. (2011), "The LGBT advantage: examining the relationship among sexual orientation diversity, diversity strategy, and performance", Sports Management Review, Vol. 14 No. 4, pp. 453-461.
- Chapple, L. and Humphrey, J.E. (2013), "Does board gender diversity have a financial impact? Evidence using stock portfolio performance", Journal of Business Ethics, Vol. 122 No. 4, pp. 709-723.

- Chen, G., Crossland, C. and Huang, S. (2016), "Female board representation and corporate acquisition intensity", Strategic Management Journal, Vol. 37 No. 2, pp. 303-313

- Cho, S., &Mor Barak, M. E. (2008). Understanding of diversity and inclusion in a perceived homogeneous culture: A study of organizational commitment and job performance among Korean employees. *Administration in Social Work*, *32*(4), 100–126.

- Choi, J. N., Price, R. H., &Vinokur, A. D. (2003). Self-efficacy changes in groups: effects of diversity, leadership, and group climate. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *24*(4), 357-372.

- Choi, S., & Rainey, H. G. (2010). Managing diversity in U.S. federal agencies: Effects of diversity and diversity management on employee perceptions of organizational performance. *Public Administration Review*, *70*, 109–121.

- Ciarán McFadden & Marian Crowley-Henry (2017): 'My People': the potential of LGBT employee networks in reducing stigmatization and providing voice, The International Journal of Human Resource Management,

- Connelly, B.L., Certo, S.T., Ireland, R.D. and Reutzel, C.R. (2011), "Signaling theory: a review and assessment", Journal of Management, Vol. 37 No. 1, pp. 39-67.

- Conner, R.P., Sparks, D.H., & Sparks, M. (1997). Cassell's encyclopedia of queer myth, symbol and spirit. London: Cassell.

- Cordes, C.L. (2012), "The business case for offering domestic partner benefits", Compensation & Benefits Review, Vol. 44 No. 2, pp. 110-116.

- Cox, T. H., Jr (1994). *Cultural diversity in organizations: Theory, research & practice*. San Francisco, CA: Berrett-Koehler.

- Colgan, F., &McKearney, A (2012). Visibility and voice in organisations. Equality, Diversity andInclusion: An International Journal, 31, 359–378.

- Croteau, R. (1996). Research on the work experiences of gay, lesbian, and bisexual people: An integrative review of methodology and findings. Journal of Vocational Behavior, 48(2), 195–209.

- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th edn.). USA: Sage Publications Ltd.

- Dahan, R., Foldman, R. and Hermoni, D. (2007), "The importance of sexual orientation in the medical consultation", Harefuah, Vol. 146 No. 8, pp. 626-30.

- Davis, D. (2009), "Transgender issues in the workplace: HRD's newest challenge/opportunity", Advances in Developing Human Resources, Vol. 11 No. 1, pp. 109-120.

- Day, N.E. and Greene, P.G. (2008), "A case for sexual orientation diversity management in small and large organizations", Human Resource Management, Vol. 47 No. 3, pp. 637-654.
- Dezsö, C.L. and Ross, D.G. (2012), "Does female representation in top management improve firm performance? A panel data investigation", Strategic Management Journal, Vol. 33 No. 9, pp. 1072-108
- Denzin, N. K. & Lincoln, Y. S. (2011). *The Sage Handbook of Qualitative Research* (4th edn.). USA: Sage Publication Ltd.
- Dietch, E. A., Butz, R. M., & Brief, A. P. (2004). Out of the closet and out of a job? The nature, import, and causes of sexual orientation discrimination in the workplace. In R. W. Griffi n & A. O-Leary-Kelly (Eds.), the dark side of organizational behavior (pp. 187–234). San Francisco: Jossey-Bass.
- Dietert, M., &Dentice, D. (2009). Gender identity issues and workplace discrimination: The transgender experience. *Journal of Workplace Rights, 14*, 121– 140.
- Dundon, T., &Gollan, P. J. (2007). Re-conceptualizing voice in the non-union workplace. *The International Journal of Human Resource Management, 18*, 1182–1198.
- Eisenberger, R., Hungtinton, R., Hutchison, S. and Sowa, D. (1986), "Perceived organizational support", Journal of Applied Psychology, Vol. 71 No. 1, pp. 500-507.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D. and Rhoades, L. (2001), "Reciprocation of perceived organizational support", Journal of Applied Psychology, Vol. 86 No. 1, pp. 42-51.
- Ferdman, B.M., Avigdor, A., Braun, D., Konkin, J. and Kuzmycz, D. (2010), "Collective experienceof inclusion, diversity, and performance in work groups", RAM, REV. ADM. Mackenzie,Vol. 11 No. 3, pp. 6-26.
- Festinger, L. (1954). A theory of social comparison processes. *Human relations*, *7*(2), 117-140.
- Forbes, D.P. and Milliken, F.J. (1999), "Cognition and corporate governance: understanding boards of directors as strategic decision-making groups", Academy of Management Review, Vol. 24 No. 3, pp. 489-505
- Ganju, D., &Saggurti, N. (2017). Stigma, violence and HIV vulnerability among transgender persons in sex work in Maharashtra, India. Culture, health & sexuality, 19(8), 903-917.
- Gaur, S.S., Bathula, H. and Singh, D. (2015), "Ownership concentration, board characteristics and firm performance: a contingency framework", Management Decision, Vol. 53 No. 5, pp. 911-931.
- Gender Identity Research and Education Society (2002), Gender Identity and Transsexual Questions, Gender Identity Research and Education Society, Ashtead.

- Gender Trust (2006), "Transsexuality in the workplace – a guide for managers", available at: www.gendertrust.org.uk/index1.htm

- Giffords, E. D. (2009). An examination of organizational commitment and professional commitment and the relationship to work environment, demographic and organizational factors. *Journal of Social Work*, *9*, 386–404.

- Goffman, E. (1963). Stigma. Englewood Cliffs, NJ: Prentice Hall. Gould-Williams, J. (2003). The importance of HR practices and workplace trust in achieving superior performance: A study of public-sector organizations. *International Journal of Human Resource Management, 14,* 28–54.

- Grant, J. M., Mottet, L. A., Tanis, J., Harrison, J., Herman, J. L., &Keisling, M.(2011). *Injustice at every turn: A report of the National Transgender Discrimination Survey*. Washington: National Center for Transgender Equality and National Gay and Lesbian Task Force.

- Greenebaum, J. (2018). Vegans of color: managing visible and invisible stigmas. Food, Culture & Society, 21(5), 680-697.

- Greenberg, J., Ashton-James, C. E., &Ashkanasy, N. M. (2007). Social comparison processes in organizations. *Organizational Behavior and Human Decision Processes*, *102*, 22–41.

- Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of qualitative research*, *2*(163-194), 105.

- Guimond, S. (Ed.). (2006). *Social comparison and social psychology: Understanding cognition, intergroup relations, and culture*. Cambridge University Press.

- GurvinderKalra (2012): Hijras: the unique transgender culture of India, nternational Journal of Culture and Mental Health, 5:2, 121-126

- Halcom, E.J., & Andrew, S. (2005). Triangulation as a method for contemporary nursing research. *Nurse Researcher* (in press).

- Hartley, J. (2004). Case study research. In Catherine Cassell& Gillian Symon (Eds), Essential guide to qualitative methods in organizational research (pp. 323-333). London: Sage.

- Hausmann, R., Tyson, L., Bekhouche, Y., &Zahidi, S. (2012). The global gender gap report. Retrieved from http://www3.weforum.org/docs/GGGR12/MainChapter_GGGR12.pdf

- Herman, J. L. (2013). Gendered restrooms and minority stress: The public regulation of gender and its impact on transgender people's lives. *Journal of Public Management and Social Policy, 19*, 65–80.

- Hewlin, P. F. (2009). Wearing the cloak: Antecedents and consequences of creating facades of conformity. Journal of Applied Psychology, 94(3), 727–741.

- Hill, D.B. (2002), "Genderism, transphobia, and gender bashing: a framework for interpreting anti-transgender violence", in Wallace, B. and Carter, R. (Eds), Understanding and Dealing with Violence: A Multicultural Approach, Sage, Thousand Oaks, CA, pp. 113-136.
- Hillman, A.J. (2015), "Board diversity: beginning to unpeel the onion", Corporate Governance: An International Review, Vol. 23 No. 2, pp. 104-107. [Crossref], [ISI], [Google Scholar]
- Hines, S. (2010). Queerly situated? Exploring negotiations of trans queer subjectivities at work and within community spaces in the UK. Gender, Place and Culture, 17, 597–613.
- Human Rights Campaign. (2015). *Reporting about transgender people? Read this*. Retrieved December 4, 2015 from http://www.hrc.org/resources/reportingabout-*intergroup relations, and culture*. Cambridge, United Kingdom: Cambridge University Press.
- Hoever, I., Van Knippenberg, D., Van Ginkel, W., Barkema, H. and Kozlowski, S.W.J. (2012), "Fostering team creativity: perspective taking as key to unlocking diversity's potential", *Journal of Applied Psychology*, Vol. 97 No. 5, pp. 982-996.
- International Labor Organization (ILO). (2013). Discrimination at work on the basis of sexual orientation and gender identity: Results of pilot research. Retrieved from http://www.ilo.org/gb/ GBSessions/GB319/lils/WCMS_221728/lang–en/index.htm
- International Labor Organization(ILO). 2019**.** Global Wage Report 2018/19: What lies behind Gender Pay Gap**?** Retrieved fromhttps://www.ilo.org/islamabad/info/public/pr/WCMS_651658/lang--en/index.htm
- Jaspal, R (2012). 'I never faced up to being gay': sexual, religious and ethnic identities among British Indian and British Pakistani gay men. *Culture, Health and Sexuality*, 14(7):767-780.
- Jami, H., & Kamal, A. (2015).Measuring Attitudes toward Hijras in Pakistan: Gender and Religiosity in Perspective.*Pakistan Journal of Psychological Research*, 30(1), 151.
- Jay, J. K. (2014, September 5). Why most leadership development programs for women fail and how to change that. *Fast Company*. Retrieved December 4, 2015, from http://www.fastcompany.com/3035263/strong-female-lead/whymost-leadership-development-programs-for-women-fail-and-how-to-change
- Jesus Gacilo, Brigitte Steinheider, Thomas H. Stone, Vivian Hoffmeister, I.M. Jawahar, Tara Garrett, (2018) "The double-edged sword of having a unique perspective: Feelings of discrimination and perceived career advantages among LGBT employees", Equality, Diversity and Inclusion: An International Journal, Vol. 37 Issue: 3, pp.298-312.
- Joshi, A., Liao, H., &Roh, H. (2011). Bridging domains in workplace demography research: A review and reconceptualization. *Journal of Management*, *37*(2), 521-552.

- Jones, K.P. & King, E.B. (2012), Managing concealable stigmas at work: A review and multilevel Model, *Journal of Management,*40(5), 1466-1494.
- King, E. B. & Cortina, J. M. (2010). The Social and Economic Imperative of Lesbian, Gay, Bisexual, and Transgendered Supportive Organizational Policies. *Industrial and Organizational Psychology-Perspectives on Science and Practice, 3,* 69-78.
- Knoll, M., & Redman, T. (2016). Does the presence of voice imply the absence of silence? The necessity to consider employees' affective attachment and job engagement. *Human Resource Management, 55*, 829–844.
- Knoll, M., & van Dick, R. (2013). Authenticity, employee silence, prohibitive voice, and the moderating effect of organizational identification. *The Journal of Positive Psychology, 8*, 346–360.
- Kossek, E.E., Pichler, S., Bodner, T. and Hammer, L.B. (2011), "Workplace social support and workfamily conflict: a meta-analysis clarifying the influence of general and work-family specific supervisor and organizational support", Personnel Psychology, Vol. 64 No. 2, pp. 289-313.
- Kray, L.J., Kennedy, J.A. and Van Zant, A.B. (2014), "Not competent enough to know the difference? Gender stereotypes about women's ease of being misled predict negotiator deception", Organizational Behavior and Human Decision Processes, Vol. 125 No. 2, pp. 61-72.
- Kulik, C. T., Perry, E. L., &Bourhis, A. C. (2000). Ironic evaluation processes: Effects of thought suppression on evaluations of older job applicants. *Journal of Organizational Behavior, 21*, 689-711.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., &Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. Journal of management, 43(6), 1854-1884.
- Kwon, P. (2013). Resilience in lesbian, gay, and bisexual individuals. Personality and Social Psychology Review, 17, 371–383.
- Lau, D. C., &Murnighan, J. K. (1998). Demographic diversity and faultlines: The compositional dynamics of organizational groups. *Academy of Management Review*, *23*(2), 325-340.
- Levi, M., Li, K. and Zhang, F. (2014), "Director gender and mergers and acquisitions", Journal of Corporate Finance, Vol. 28, pp. 185-200
- Levine, M. P., & Leonard, R. (1984). Discrimination against lesbians in the work force. Lexington, MA: Lexington Books.
- Li, F. and Nagar, V. (2013), "Diversity and performance", Management Science, Vol. 59 No. 3, pp. 529-544
- Looking Glass Society (1997), "Transsexualism: a primer", available at: www.looking-glass

- Mamman, A., Kamoche, K., &Bakuwa, R. (2012). Diversity, organizational commitment and organizational citizenship behavior: An organizing framework. *Human Resource Management Review*, *22*, 285–302.

- Marjorie Derven, (2014) "Diversity and inclusion by design: best practices from six global companies", Industrial and Commercial Training, Vol. 46 Issue: 2, pp.84-91, https://doi.org/10.1108/ICT-09-2013-0063

- McFadden, C. (2015). Lesbian, gay, bisexual and transgender careers and human resource development. *Human Resource Development Review, 14*, 125–162.

- McKay, P. F., & Avery, D. R. (2015). Diversity climate in organizations: Current wisdom and domains of uncertainty. In M. R. Buckley, A. R. Wheeler, & J. R. B. Halbesleben (Eds.), *Research in personnel and human resources management* (pp. 191–233). Bingley, United Kingdom: Emerald Group.

- McPhail, R., & McNulty, Y. (2015). 'Oh, the places you won't go as an LGBT expat!' A study of HRM's duty of care to lesbian, gay, bisexaul and transgender expatriates in dangerous locations. *European Journal of International Management, 9*, 737–765.

- McPhail, R., McNulty, Y., & Hutchings, K. (2014). Lesbian and gay expatriation: Opportunities,barriers and challenges for global mobility. The International Journal of Human ResourceManagement, 1–25.

- Mertens, D. M. (1998). *Research Methods in Education and Psychology: Integrating Diversity with Quantitative & Qualitative Approaches*. Thousand Oaks, USA: Sage Publications Ltd.

- Mercer. (2011). *ERGs come of age: The evolution of employee resource groups. A study by Mercer's Global Equality, Diversity, and Inclusion Practice*. Retrieved December 4, 2015, from http://www.orcnetworks.com/system/files/story/2011/5849/ergs_come_of_age 2011_study_pdf_30909.pdf

- Metcalf, H. and Rolfe, H. (2011), "Barriers to employers in developing lesbian, gay, bisexual and transgender-friendly workplaces", National Institute of Economic Research, available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/85515/LGBT-equalityworkplace.

- Michael K. Muchiri, Oluremi B. Ayoko, (2013) "Linking demographic diversity to organisational outcomes: The moderating role of transformational leadership", Leadership & Organization Development Journal, Vol. 34 Issue: 5, pp.384-406.

- Miller, T. and del Carmen Triana, M. (2009), "Demographic diversity in the boardroom: mediators of the board diversity-firm performance relationship", Journal of Management Studies, Vol. 46 No. 5, pp. 755-786

- Mor Barak, M. E. (2015). Inclusion is the key to diversity management, but what is inclusion? *Human Service Organizations: Management, Leadership & Governance*, *39*, 83–88.

- Mor Barak, M.E. and Cherin, D.A. (1998), "A tool to expand organizational understanding of workforce diversity: exploring a measure of inclusion-exclusion", Administration in Social Work, Vol. 22 No. 1, pp. 47-64.

- Morrison, E. (2011). Employee voice behavior: Integration and directions for future research. *The Academy of Management Annals, 5*, 373–412.

- Morrison, E. W., & Rothman, N. B. (2009). Silence and the dynamics of power. In J.Greenberg& M. S. Edwards (Eds.), *Voice and silence in organizations* (pp. 111–133). Bingley: Emerald

- Monro, S., & Richardson, D. (2010). Inter-sectionality and sexuality: The case of sexuality andtransgender equalities work in UK local government. In Y. Taylor, S. Hines, & M. Casey (Eds.), theorizing inter-sectionality and sexuality (pp. 99–118). Basingstoke: Palgrave MacMillan

- MunezaKagzi, MahuaGuha, (2018) "Board demographic diversity: a review of literature", Journal of Strategy and Management, Vol. 11 Issue: 1, pp.33-51.

- Mustafa BilgehanOzturk&AhuTatli (2015): Gender identity inclusion in the workplace: broadening diversity management research and practice through the case of transgender employees in the UK, The International Journal of Human Resource Management.

- Myers, M. D. &Avison, D. (2002). *Qualitative Research in Information Systems: A Reader*. London, UK: Sage Publications Ltd.

- Nadal, K. L., Davidoff, K. C., &Fujii-Doe, W. (2014). Transgender women and the sex work industry: Roots in systemic, institutional, and interpersonal discrimination. *Journal of Trauma Dissociation, 15*, 169–183.

- Nadal, K. L., Skolnik, A., & Wong, Y.(2012). Interpersonal and systemic micro aggressions toward transgender people: Implications for counseling. *Journal of LGBT Issues in Counseling, 6*, 55–82

- Neal R. Goodman, (2013) "Taking diversity and inclusion initiatives global", Industrial and Commercial Training, Vol. 45 Issue: 3, pp.180-183.

- Ng, E. S., & Sears, G. J. (2012). CEO leadership styles and the implementation of organizational diversity practices: Moderating effects of social values and ages. *Journal of Business Ethics*, *105*, 41-52.

- Nishii, L. H. (2013). The benefits of climate for inclusion for gender diverse groups. *Academy of Management Journal*, *56*, 1754–1774.

- Ntozini, A. and Ngoangweni, H. (2016), "Gay xhosa men's experiences of ulwaluko (traditional male initiation)", Culture, Health & Sexuality, Vol. 18 No. 11, pp. 1309-18.

- Nkomo, S., &Hoobler, J. M. (2014). A historical perspective on diversity ideologies in the UnitedStates: Reflections on human resource management research and practice. Human Resource Management Review, 24, 245–257.

- Operario, D., Soma, T., & Underhill, K. (2008). Sex work and HIV status among transgender women: Systematic review and meta-analysis. *JAIDS Journal of Acquired Immune Deficiency Syndromes, 48*, 97–103.

- Ozturk, M. B. (2011). Sexual orientation discrimination: Exploring the experiences of lesbian, gay and bisexual employees in Turkey. *Human Relations*, 64(8).

- Pardasani, M., &Goldkind, L. (2013). Managing agencies for multicultural services. In E. P. Congress & M. J. Gonzalez (Eds.), *Multicultural perspectives in social work practice with families* (3rd ed., pp. 41–54). New York, NY: Springer.

- Passman, R. (2017), "Implementation guidance: fundamental standard for sexual orientation monitoring", NHS England and LGBT Foundation.

- Pelled, L. H. (1996). Demographic diversity, conflict, and work group outcomes: An intervening process theory. *Organization science*, *7*(6), 615-631.

- Pelled, L.H., Ledford, J.G.E. and Mohrman, S.A. (1999), "Demographic dissimilarity and workplace inclusion", Journal of Management Studies, Vol. 36 No. 7, pp. 1013-1030.

- Pepper, S. M., &Lorah, P. (2008). Career issues and workplace considerations for the transsexual community: Bridging a gap of knowledge for career counselors and mental heath care providers. The Career Development Quarterly, 56, 330–343.

- Pfeffer, J. and Salancik, G.R. (1978), The External Control of Organizations: A Resource Dependence Perspective, Harper and Row Publishers, New York, NY

- Pichler, S. (2007). Heterosexism in the workplace. In P. Raskin& M. Pitt- Catsouphes (Eds.), *Sloan work and family encyclopedia*. Chestnut Hill, MA: Sloan Work and Family Research Network.

- Pichler, S., Cook, K., Blazovich, J., Huston, J.M. and Strawser, W.R. (forthcoming), "Do gay-friendly corporate policies enhance firm performance?", Human Resource Management (in press).

- Pitts, D. (2009). Diversity management, job satisfaction, and performance: Evidence from U.S. federal agencies. *Public Administration Review*, *69*, 328–338.

- Pless, N.M. and Maak, T. (2004), "Building an inclusive diversity culture: principles, processes and practice", Journal of Business Ethics, Vol. 54 No. 2, pp. 129-147.

- Post, C. and Byron, K. (2015), "Women on boards and firm financial performance: a meta-analysis", Academy of Management Journal, Vol. 58 No. 5, pp. 1546-1571

- PreeyaDaya , (2014),"Diversity and inclusion in an emerging market context", Equality, Diversity and Inclusion: An International Journal, Vol. 33 Iss 3 pp. 293 – 308.

- Ragins, B. R. (2004). Sexual orientation in the workplace: The unique work and career experiences of gay, lesbian and bisexual workers. *Research in Personnel and Human Resources Management*, *23*, 35–120.
- Ragins, B. R. (2008). Disclosure disconnects: Antecedents and consequences of disclosing invisible stigmas across life domains. Academy of Management Review, 33, 194–215.
- Ragins, B.R. and Cornwell, J.M. (2001), "Pink triangles: antecedents and consequences of perceived workplace discrimination against gay and lesbian employees", Journal of Applied Psychology, Vol. 86 No. 6, pp. 1244-1261.
- Richard, O. C., Barnett, T., Dwyer, S., & Chadwick, K. (2004). Cultural diversity inmanagement, firm performance, and the moderating role of entrepreneurial orientation dimensions. *Academy of Management Journal*, *47*, 255–266.
- Richard, O. C., Roh, H., & Pieper, J. R. (2013). The link between diversity and equality management practice bundles and racial diversity in the managerial ranks: Does firm size matter? *Human Resource Management*, *52*, 215–242.
- Richard, O.C. (2000), "Racial diversity, business strategy, and firm performance: a resourced-based view", Academy of Management Journal, Vol. 43 No. 2, pp. 164-177
- Rinaldi Ridwan & Joyce Wu (2018) 'Being young and LGBT, what could be worse?' Analysis of youth LGBT activism in Indonesia: challenges and ways forward, Gender & Development, 26:1, 121-138.
- Roberson, Q. M. (2006). Disentangling the meanings of diversity and inclusion in organizations. *Group & Organization Management*, *31*(2), 212-236.
- Roberson, Q. M. (2019). Diversity in the workplace: A review, synthesis, and future research agenda. Annual Review of Organizational Psychology and Organizational Behavior, 6, 69-88.
- Robinson, G., &Dechant, K. (1997). Building a business case for diversity. *Academy of*
- Ruggs, E. N., Martinez, L. R., Hebl, M. R., & Law, C. L. (2015). Workplace "trans"-actions: How organizations, coworkers, and individual openness influence perceived gender identity discrimination. *Psychology of Sexual Orientation and Gender Diversity, 2,* 404–412.
- Rundall, E. C. (2010). *'Transsexual' people in UK workplaces: An analysis of transsexual men's and transsexual women's experiences* (PhD thesis). Oxford: Oxford Brookes University.
- Sabat, I., Lindsey, A., & King, E. (2014). Antecedents, outcomes, prevention and coping strategies for lesbian, gay, and bisexual workplace stress. *The role of demographics in occupational stress and well-being, emerald group publishing limited. Research in Occupational Stress and Well-being*, *12*, 173-98.

- Sabatier, M. (2015), "A women's boom in the boardroom: effects on performance?", Applied Economics, Vol. 47 No. 26, pp. 2717-2727.
- Sacco, J. M., & Schmitt, N. (2005). A dynamic multilevel model of demographic diversity and misfit effects. *Journal of Applied Psychology*, *90*, 203–231.
- Sakdiyakorn, M., &Wattanacharoensil, W. (2018). Generational diversity in the workplace: A systematic review in the hospitality context. Cornell Hospitality Quarterly, 59(2), 135-159.
- Schilt, K., & Connell, C. (2007). Do workplace gender transitions make gender trouble? *Gender, Work and Organization, 14*, 596–618.
- Schmidt, C. K., & Nilsson, J. E. (2006) The Effects of Simultaneous Developmental Processes: Factors Relating to the Career Development of Lesbian, Gay, and Bisexual Youth. *The Career Development Quarterly, 55,* 22-37.
- Schultz, E.A., &Lavenda, R.H. (2001). Cultural anthropology: A perspective on the human condition (5th ed.). Mountain View, CA: Mayfield.
- Shaun PichlerEnricaRuggs Raymond Trau , (2017)," Worker outcomes of LGBT-supportive policies: a cross-level model ", Equality, Diversity and Inclusion: An International Journal, Vol. 36 Iss 1 pp. 17 – 32
- Sholeye, O. O., Animasahun, V. J., &Oyelekan, A. A. (2018). *Medical students' perception of sexual orientation in Sagamu, southwestern Nigeria: implications for access to HIV care. International Journal of Human Rights in Healthcare, 11(5), 347–355.*
- Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, *37*, 1262–1289.
- Singh, A. A., Hays, D. G., & Watson, L. S. (2011). Strength in the face of adversity: Resilience strategies of transgender individuals. Journal of Counseling & Development, 89, 20 –27.
- Stonewall. (2015). *Stonewall top 100 employers: The definitive guide to the best places to work for lesbian, gay, and bisexual staff 2015*. Retrieved December 4, 2015, from http://www.stonewall.org.uk/sites/default/files/top100_2015.pdf
- Subhrajit, C. (2014). Problems faced by LGBT people in Mainstream Society: Some Recommendations. *International Journal of Interdisciplinary and Multidisciplinary Studies*,1(5), 317-331
- Tabassum, S., &Jamil, S. (2014). Plight of Marginalized: Educational Issues of TransgenderCommunity in Pakistan. *Review of Arts and Humanities*, 3(1): 107-119.
- Tajfel, H., Billig, M.G., Bundy, R.P. and Flament, C. (1971), "Social categorization and intergroup behaviour", European Journal of Social Psychology, Vol. 1 No. 2, pp. 149-178.

- Tan, S. H. (2008). When Steve is fired for becoming Susan: Why courts and legislators need to protect transgender employees from discrimination. Stetson Law Review, 37, 579–61

- Terjesen, S., Couto, E.B. and Francisco, P.M. (2016), "Does the presence of independent and female directors impact firm performance? A multi-country study of board diversity", Journal of Management & Governance, Vol. 20 No. 3, pp. 447-483.

- Thoits, P. A. (2011). Mechanisms linking social ties and support to physical and mental health. *Journal of Health and Social Behavior, 52,* 145–161.

- Thanem, T. (2011). Embodying transgender in studies of gender, work and organization. In E. Jeanes, D. Knights, & P. Yancey Martin (Eds.), Handbook of gender, work and organization (pp. 191–204). Chichester: Wiley.

- Trau, R.N.C. (2015), "The impact of discriminatory climate perceptions on the composition of interorganizational developmental networks, psychosocial support, and job and career attitudes of employees with an invisible stigma", Human Resource Management, Vol. 54 No. 2, pp. 345-366.

- Triana, M.D.C., Miller, T.L. and Trzebiatowski, T.M. (2014), "The double-edged nature of board gender diversity: diversity, firm performance, and the power of women directors as predictors of strategic change", Organization Science, Vol. 25 No. 2, pp. 609-632

- United Nations (2016), "Combatting discrimination based on sexual orientation and gender identity", available at: www.ohchr.org/EN/Issues/Discrimination/Pages/LGBT.aspx (accessed January 21, 2017).

- USAID. *Silent No More Transgender Community in Pakistan, 2016*; retrieved from http://af.org.pk/gep/images/GEP%20Gender%20Studies/Transgender%20Community%20in%20Pakistan.pdf

- Wage Indicator Foundation. 2020. Gender Pay Gap in Pakistan, retrieved from https://paycheck.pk/salary/gender-pay-gap/gender-pay-gap-in-pakistan-1/copy_of_gender-pay-gap-in-pakistan

- Wage Indicator Foundation. 2020. Workplace Bullying, retrieved from https://paycheck.pk/career-tips/workplace-bullying

- Wang, P. and Schwarz, J.L. (2010), "Stock price reactions to LGBT nondiscrimination policies", Human Resource Management, Vol. 49 No. 2, pp. 195-216.

- Welch, C., Piekkari R., Plakoyiannaki E., and Paavilainen-Mantymaki E. (2011). Theorising from case studies: Towards a pluralist future for international business research. Journal of International Business Studies. Vol: 42, pp. 740-762.

- Web Desk. (2019, May 30). ShireenMazari hires first transgender for Ministry of Human Rights. *The News* retrieved fromhttps://www.thenews.com.pk/latest/478405-shireen-mazari-hires-first-transgender-for-ministry-of-human-rights

- Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., &Thoroughgood, C. (2018). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management*, *57*(1), 193-210.

- Wellard, L. McKennaTurning tapes into text: Issues surrounding the transcription of interviews Contemporary Nurse, 11 (2/3) (2001), pp. 180-186

- Whittle, S., Turner, L., & Al-Alami, M.(2007). *Engendered penalties: Transgender and transsexual people's experiences of inequality and discrimination*. Equalities Review.

- Whittle, S., Turner, L., Al-Alami, M., Rundall, E., & Thom, B. (2007). Engendered penalties: Transgender and transsexual people's experiences of inequality and discrimination. Manchester: Press for Change/Manchester Metropolitan University.

- Wilkinson, A., & Fay, C. (2011). New times for employee voice? *Human Resource Management, 50*, 65–74.

- Williams, S. L., & Mann, A. K. (2017). Sexual and gender minority health disparities as a social issue: How stigma and intergroup relations can explain and reduce health disparities. Journal of Social Issues, 73(3), 450-461.

- Zona, F., Zattoni, A. and Minichilli, A. (2013), "A contingency model of boards of directors and firm innovation: the moderating role of firm size", British Journal of Management, Vol. 24 No. 3, pp. 299-315.

Appendices

<div align="center">

Appendix A

Initial Interview Protocol for In-Depth Interviews

</div>

- **Basic Information**

Date:	City:
Interview code:	Interviewer:
Starting Time:	Ending Time:
Interviewee:	<u>Pseudonym</u>:

- **Instructions**

This interview is part of a research of MS- Human Resource Management at NUST Business School that is being conducted to explore workplace experiences of transgender employees in Pakistan so that more information on lives of TGs could be gathered and used more effectively. Moreover, this research also aims to explore the expectations of transgender employees about the inclusive workplace policies and organizational support. Last but not least, this research also aims to explore that whether current employee voice mechanisms in organizations are adequate for representation of transgender employees. Your participation and sharing of information about your experience will further enrich the information being collected.

This interview guide has 06 sections that will guide us to keep our discussion on track but please don't hesitate to tell me if you do not understand or feel uncomfortable with any question that I ask. Every word that you speak is important for me so I am noting your responses and making an audio recording as well (as explained in consent form) it will help me in recalling all what you said and write a better report.

Introductory Questions

1. What is your Firka Name?
2. What is your Khotki name?
3. How old are you?
4. What is your education?
5. What is your occupation?
6. In which company you currently work and what is your designation?
7. What is your average monthly income? (please tell if you want)
8. Have you ever been married? (if yes) What is your current marital status?
9. Which city do you belong to? (if other city is place of origin, note the reasons for coming to the city where interview is being conducted)

10. Where do you live nowadays?

Section 1: Being a transgender person

In the first section of interview, we will explore your life experiences and thoughts about how different are this world for a transgender person for example labels given by society, status in family structures and society at large.

11. What are the phrases &terms people (neighbors, teachers, relatives, parents, friends and fellows at school) use to label a TG in Pakistan society?
(It is important to focus respondents' emotional reactions to these questions too)

12. How does a TG react to such labels and what changes in his/her perceptions and reality about the world s/he lives in? (overt as well as covert reactions should be explored)

13. How different is the world s/he perceives or imagines after discovering her/himself a TG?*(The interviewer needs to explore positive and negative aspects of experiences and feelings around this)*

Pre and post Recognition of TG as third gender in Pakistan

Now we move to the later part of first section of this interview and together we will explore about the effects of decision of Supreme Court of Pakistan to recognize TGs as a third gender. We will also discuss situational& institutional variables of vulnerabilities and opportunities pre and post recognition of TG as third gender.

14. What do you think how much it is helpful to be recognized as third gender? (interviewer to explore and note pre and post recognition scenario).

15. Have recognition bridged the gap to go back to normal society as an active citizen (living back with the family, meeting old friends? (Interviewer will need to probe examples of such experiences and note details as much as possible).

16. Have recognition helped to restore the respected status in the society like any other straight person? (interviewer will need to probe examples of such experiences and note details as much as possible).

17. What are the changes (positive & negative) in behavior of people towards TG?(interviewer will need to probe examples of such experiences and note details as much as possible).
   a. How life of a TG is now after receiving recognition from Supreme Court of Pakistan?

Access to and response from justice awarding institutions

18. How often a TG reports a crime in case s/he is assaulted (both physically & socially) (interviewer will need to probe examples of such experiences and note details as much as possible)

19. Who s/he goes with to police station?(interviewer will need to probe examples of such experiences of help and note details as much as possible about tactics being used and ability of the accompanying person to provide such help)

20. What challenges s/he faces at police station?(interviewer will need to probe examples of such experiences and note details as much as possible)

21. How supportive is current justice system in terms of getting legal aid and opportunity to exercise the right of free and fair trial?(interviewer will need to probe examples of such experiences and note details as much as possible)

Section 2: Emotional, physical and sexual harassment and violence

This is the second section of our discussion to explore the level and types of harassment and violence faced by TG community. Please discuss in detail about what are the major events causing harassment and violence and what are the major actors initiating harassment and violence.

22. What is most common or frequent sexual or physical abuse a TG faces?
23. Who is the source of violence in most of the incidents at?
24. How emotional trauma is tackled? Who comes forward to help a TG to get out of psychological stress? (friend, guru, family or anyone else)
25. How many times a TG have the access to consult a psychologist or professional help and who is the source of information for this consultation?(interviewer needs to explore personal experiences of respondent and if not experiences by self-learning's from others' experiences can be probed)
    a. Does senior member of the company supports in this case?
26. What are the common reactions of TGs to these incidents of violence and assault?
(Probe about depression, anxiety, relationship problems, suicidal intentions and attempts, personality changes etc.

Section 3: Prevailing economic opportunities and avenues for empowerment

In section 3 we will discuss how is it easy for a TG person to use his capacities to earn a livelihood and contribute to the social development as aspired and what status does TGs as a community enjoy in society at large.

27. What are the major occupations TG opt to go for?(interviewer to explore examples from personal experiences about how these occupations were helpful in coping with implications of identity crisis and what occupational hazards are perceived to be associated with these options)
28. What factors contribute in the selection of such occupations?(Interviewer to explore examples from personal experiences about whom and introduces these options and who exercises the powers to decide what to do?)
29. How often a TG get mainstream economic/employment opportunities?(interviewer to explore examples from personal or friends' or other TGs' experiences)
30. What are major reasons/refusal stated by mainstream employer for being not hiring a TG (interviewer to explore examples from personal experiences and note various reasons given)
31. How would you explain the financial and economic situation of TGs in Pakistan in general? How do they spend their money? Do they have complete control on their money? (This is a very sensitive question, please use appropriate words to explain what you intend to ask. A very careful probing is required.)

Section 4: Workplace Challenges face by TG in Pakistani Organizations

Section 4 of interview guide will explore about the challenges that transgender is facing in organization in which he/she is employed.

32. Explain how you got this job?
    a. Story of getting this job?
33. What major challenges a transgender employee face while working in an organization in Pakistan?
    a. Discussion about having separate or unisex washrooms or rest rooms for TG employees?
    b. Discussion about peers and colleagues behaviors?
34. Do TG employees receive all perks and benefits as straight employees?
    a. What kind of perks and benefits transgender employees receive?
    b. Any different benefits other than normal employees?
    c. Does a TG employee receive insurance, medical facility, annual holidays and other benefits?
35. What major factors you consider that why organizations do not hire or fire transgender employees?
36. Due to which circumstances a transgender employee decides to remain in closet at workplace?
    a. Advantages and disadvantages to remain in closet at workplace?
    b. How transgender decides to keep the decision close about his/her sexual identity?
    c. Impact upon normal life and professional career?
37. Have you ever experienced transition phase at workplace?
    a. Issues a transgender phase in transition phase at workplace?
38. How difficult is to secure a reputable job for transgender in Pakistan?
39. Have you ever phased different kinds of harassment (referring to qs no …) at workplace and how you dealt with them?
    a. Do organizations have grievance policies and complaints procedures for transgender employees?

Section 5: Organizational Support and Inclusive Workplace Polices

This section will explore the support transgender is receiving from organization, peers, and senior management of the company.

40. Does your organization (in which transgender is employed) have supporting workplace policies for transgender employees?
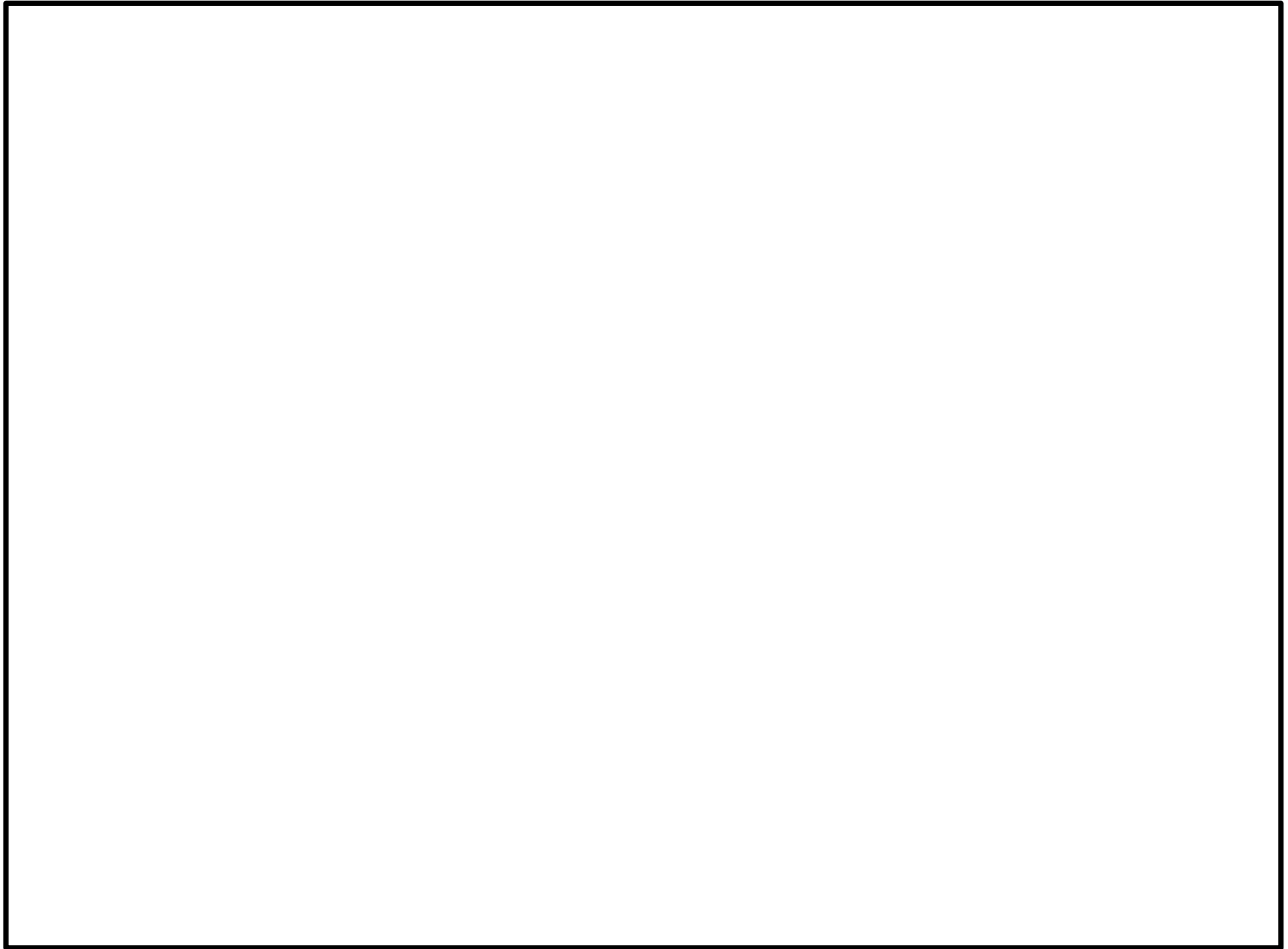   a. If yes, how it impacts your professional life?

b. If no, what kind of inclusive policies your employer should have to make you feel more comfortable at workplace?
41. How much important is organizational support for a transgender employee to remain motivated at work?
42. Do transgender employees receive moral support from your line manager and senior employees?
    a. Do you get help in difficult times?
43. Normally, what kind of diversity management policies you expect a good organization should have?

Section 6: Transgender Voice Mechanisms

Last section of the interview guide will explore about the current employee voice mechanism present for transgender employees.

44. Are there any special voice raising mechanisms for transgender employee in the organization you work?
    a. If yes, what kinds of mechanisms are present?
    b. If no, how you raise your voice in organization you work if you face any issue?
45. Does your organization value your opinion in decision making processes or any other matter related to company?
46. How relationship of trust is developed among transgender employee and employer by using voice mechanisms e.g. websites, complaint boxes?
47. How important you feel is for transgender to remain quiet in your choices at organization to save yourself for unfavorable conditions?
    a. What its impact on normal life?
    b. What it impacts on work life?
48. Do you face power imbalance among you and your employer and how it impacts you?
    a. How power imbalance makes transgender employee to remain quiet?
49. Is there any transgender representative in your organization or transgender employee resource groups?
    a. How TG representative helps to raise voice in an organization?
    b. Do organization unions support TG employee voice?
50. What kind of voice mechanism generally you expect that Pakistani organizations should have that make inclusive workplace environment for transgender and what impact that have on TGs personal and professional life?
51. Transgender employees that joins organization at post transition phase choose to remain silent and join the male or female groups or they still wants to raise voice for transgender community in organizations?

Interviewer Observations

Thank You For Your Precious Time ☺

Appendix B

Revised Interview Protocol for In-Depth Interview

- **Basic Information**

Date:	City:
Interview code:	Interviewer:
Starting Time:	Ending Time:
Interviewee:	Pseudonym:

- **Instructions**

This interview is part of a research of MS- Human Resource Management at NUST Business School that is being conducted to explore workplace experiences of transgender employees in Pakistan so that more information on lives of TGs could be gathered and used more effectively. Moreover, this research also aims to explore the expectations of transgender employees about the inclusive workplace policies and organizational support. Last but not least, this research also aims to explore that whether current employee voice mechanisms in organizations are adequate for representation of transgender employees. Your participation and sharing of information about your experience will further enrich the information being collected.

This interview guide has 06 sections that will guide us to keep our discussion on track but please don't hesitate to tell me if you do not understand or feel uncomfortable with any question that I ask. Every word that you speak is important for me so I am noting your responses and making an audio recording as well (as explained in consent form) it will help me in recalling all what you said and write a better report.

Introductory Questions

1. What is your Firka Name?
2. What is your Khotki name?
3. How old are you?
4. What is your education?
5. What is your occupation?
6. In which company you currently work and what is your designation?
7. What is your average monthly income? (please tell if you want)
8. Have you ever been married? (if yes) What is your current marital status?
9. Which city do you belong to? (if other city is place of origin, note the reasons for coming to the city where interview is being conducted)
10. Where do you live nowadays?

Section 1: Being a transgender person

In the first section of interview, we will explore your life experiences and thoughts about how different is this world for a transgender person for example labels given by society, status in family structures and society at large.

11. What are the phrases &terms people (neighbors, teachers, relatives, parents, friends and fellows at school) use to label a TG in Pakistan society?
    (It is important to focus respondents' emotional reactions to these questions too)
12. How does a TG react to such labels and what changes in his/her perceptions and reality about the world s/he lives in? (overt as well as covert reactions should be explored)
13. How different is the world s/he perceives or imagines after discovering her/himself a TG?*(The interviewer needs to explore positive and negative aspects of experiences and feelings around this)*

Pre and post Recognition of TG as third gender in Pakistan

Now we move to the later part of first section of this interview and together we will explore about the effects ofdecision of Supreme Court of Pakistan to recognize TGs as a third gender. We will also discuss situational& institutional variables of vulnerabilities and opportunities pre and post recognition of TG as thirdgender.

14. What do you think how much it is helpful to be recognized as third gender? (interviewer to explore and note pre and post recognition scenario).
15. Has recognition bridged the gap to go back to normal society as an active citizen (living back with the family, meeting old friends? (Interviewer will need to probe examples of such experiences and note details as much as possible).
16. Has recognition helped to restore their respect in the society like any other straight person? (interviewer will need to probe examples of such experiences and note details as much as possible).
17. What are the changes (positive & negative) in behavior of people towards TG?(interviewer will need to probe examples of such experiences and note details as much as possible).
    a. How your lifehas changes as a TG is now after receiving recognition from Supreme Court of Pakistan?

Access to and response from justice awarding institutions

18. How often a TG reports a crime in case s/he is assaulted (both physically & socially) (interviewer will need to probe examples of such experiences and note details as much as possible)
19. Who s/he goes with to police station?(interviewer will need to probe examples of such experiences of help and note details as much as possible about tactics being used and ability of the accompanying person to provide such help)
20. What challenges s/he faces at police station?(interviewer will need to probe examples of such experiences and note details as much as possible)

21. How supportive is current justice system in terms of getting legal aid and opportunity to exercise theright of free and fair trial?(interviewer will need to probe examples of such experiences and note details as much as possible)

Section 2: Emotional, physical and sexual harassment and violence

This is the second section of our discussion to explore the level and types of harassment and violence faced by TG community. Please discuss in detail about what are the major events causing harassment and violence and what are the major actors initiating harassment and violence.

22. What is most common or frequent sexual or physical abuse a TG faces?
    a. Why these vowels? Any particular reasons?
23. Who is the source of violence in most of the incidents at and why?
24. How emotional trauma is tackled? Who comes forward to help a TG to get out of psychological stress? (friend, guru, family or anyone else)
    a. What do they do or say to bring them out of the shell?
25. How many times a TG have the access to consult a psychologist or professional help and who is the source of information for this consultation?(interviewer needs to explore personal experiences of respondent and if not experiences by self-learning's from others' experiences can be probed)

    b. Does senior member of the company supports in this case?

    c. Why do they opt for or not opt for going to a psychologist?
26. What are the common reactions of TGs to these incidents of violence and assault?
(Probe about depression, anxiety, relationship problems, suicidal intentions and attempts, personality changes etc.

Section 3: Prevailing economic opportunities and avenues for empowerment

In section 3 we will discuss how is it easy for a TG person to use their capacities to earn a livelihood and contribute to the social development as aspired and what status does TGs as a community enjoy in society at large.

27. What are the major occupations TG opt to go for?(interviewer to explore examples from personal experiences about how these occupations were helpful in coping with implications of identity crisis and what occupational hazards are perceived to be associated with these options)
28. What factors contribute in the selection of such occupations?(Interviewer to explore examples from personal experiences about whom and introduces these options and who exercises the powers to decide what to do?)
    a. Why only these occupations as compared to others?
29. How often a TG get mainstream economic/employment opportunities?(interviewer to explore examples from personal or friends' or other TGs' experiences)
30. What are major reasons/refusal stated by mainstream employer for being not hiring a TG (interviewer to explore examples from personal experiences and note various reasons given)

31. How would you explain the financial and economic situation of TGs in Pakistan in general? How do they spend their money? Do they have complete control on their money? (This is a very sensitive question, please use appropriate words to explain what you intend to ask. A very careful probing is required.)

Section 4: Workplace Challenges face by TG in Pakistani Organizations

Section 4 of interview guide will explore about the challenges that transgender is facing in organization in which he/she is employed.

32. Explain how you got this job?
    a. Are you happy with your job?
    b. Story of getting this job? How many interviews you have given in different organizations before getting this job?
33. What major challenges you face while working in an organization in Pakistan?
    a. Explain about physical, emotional or work related challenges?
    b. Have your employer/peers helped you when you were in problem? Any specific incident?
34. Do you receive all perks and benefits as other employees?
    a. Are you happy with benefits you are receiving or what other kind of perks and benefits you as an employee want toreceive and why?
    b. Any different benefits you get from your organization other than normal employees and why?
    c. Do you receive insurance, medical facility, annual holidays and sick leaves?
35. What major factors you consider that why organizations should hire you?
    a. What organization expects from you while hiring you?
    b. Is it your permanent job? If not, are you always in a constant fear of getting fire from the organization and why?(explore the stories of fear to be removed from job)
36. Now, you are working, are you fearful of other knowing about your real gender?
    a. If you decide to remain in closet, how you hide your real gender and what circumstances you have to face in hiding your original gender?
    b. Do you only hide your gender in professional life or you do it as well in your personal life and why?
    c. What are the advantages and disadvantages to remain in closet at workplace?
    d. How transgender decides to keep the decision close about his/her sexual identity?
    e. Impact upon normal life and professional career?
37. Have you ever experienced transition phase at workplace?
    a. If yes, what were the issues you have to face in transition phase at workplace?
    b. Have you ever caught into a situation where you have to change your gender because only vacancy available specified the gender etc. female is required?
38. How difficult is to secure a reputable job for transgender in Pakistan?
39. Have you ever phased different kinds of harassment (referring to section 2) at workplace and how you dealt with them?

a. Generally the harassment you mentioned is also faced by male or females at workplace or it is unique harassment just with your gender?
b. Does your organization have grievance policies and complaints procedures for transgender employees? To whom you reported and what happened?
c. If asked, what piece of advice you want to suggest to Minister of Human Rights related to your issues?

Section 5: Organizational Support and Inclusive Workplace Polices

This section will explore the support transgender is receiving from organization, peers, and senior management of the company.

40. Does your organization (in which transgender is employed) have supporting workplace policies for transgender employees?
    a. If yes, how it impacts your professional life? (examples or practices related to policies)
    b. Do you want improvement in existing system and what kind of change you like in policy and what impact it has on work performance?
    c. If no, what kind of inclusive policies your employer should have to make you feel more comfortable at workplace?
41. How important is organizational support for you to remain motivated at work and who provides this support in organization to you?
    a. You are receiving financial assistance for the hard work you do, apart from this any support you get from your colleagues?
    b. Do you socialize with your peers etc. going to dinners with them or enjoying their birthday parties? If not then why?
42. What kind of attitude your colleagues have with you when you are in difficult time?
    a. Do other peers receive same treatment when they are in difficult times?
43. Normally, what kind of diversity management policies you expect a good organization should have?

Section 6: Transgender Voice Mechanisms

Last section of the interview guide will explore about the current employee voice mechanism present for transgender employees.

44. Are there any special voice raising mechanisms for transgender employee in the organization you work?
    a. If yes, what kinds of mechanisms are present?
    b. Which one have you tested and why? How was the experience?
    c. If no, how you raise your voice in organization you work if you face any issue?
45. Does your organization value your opinion in decision making processes or any other matter related to company?
    a. Are you regular part of departmental meetings?

b. In meetings if you ask for suggestion, you give your point of view or you remain quiet?
c. How important you feel is for transgender to remain quiet in your choices at organization to save yourself for unfavorable conditions?
d. What its impact on normal life?
e. What it impacts on work life?

46. How relationship of trust is developed among transgender employee and employer by using voice mechanisms e.g. websites, complaint boxes?
a. Is complain is anonymous? What kind of form it is?
b. Share any complain you have registered?

47. Is there any transgender representative in your organization or transgender employee resource groups?
a. How TG representative helps to raise voice in an organization?
b. Do organization unions support TG employee voice?

48. Do you face power imbalance among you and other employees who are working at your level while interacting with the boss and why?

49. What kind of voice mechanism generally you expect that Pakistani organizations should have that make inclusive workplace environment for transgender and what impact that have on TGs personal and professional life?

50. Transgender employees that joins organization at post transition phase choose to remain silent and join the male or female groups or they still wants to raise voice for transgender community in organizations?

Interviewer Observations

Appendix C

Consent form for Participating in Research

Research Title: Exploring the Voices of Transgender Employees with Respect to Workplace Challenges

Name of Researcher: Waleed Shahzad

Name of University: National University of Science and Technology (NUST)

Name of School: NUST Business School (NBS)

Research Participant

Researcher has given me the details of the basic topic along with the main objectives and goals of the research on an information sheet. I got an opportunity to read that carefully and ask questions if any confusion arises. Apart from that he briefly explained me about the background of the research before starting the official interview. I allowed the researcher to use our conversation for the data analysis process of research. Moreover, he assured me that all the tape recordings, conversations, data and personal profile will be kept confidential even after the completion of research and my anonymity will be safeguarded in every case. I completely understand that this research is conducting at university level as the final year thesis of MS Human Resource student who is enrolled at NUST Business School. Any matter which will hurt me in future after giving the interview will lead to the legal circumstances. I understand that I can leave at any point of the research if I find something wrong without providing any justification.

My participation in this research is voluntary and I am agreed happily to provide the required information to the researcher

Participant Signature: _____

Date: _____

Researcher

I confirm that I have discussed all the details of the research and provided answers to all the queries of research participant

Researcher Signature: _____

Date: _____