



Factors Influencing Gender Equality among LGBTQ+ Individuals in Thai Local Administrative Organizations

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Received: 02 September 2024; Revised: 04 December 2024; Accepted 12 December 2024

Abstract

The research study Factors Influencing Gender Equality among LGBTQ+ Individuals in Thai Local Administrative Organizations aims to 1) examine the relationship between policy implementation organizational structure factors positive organization behaviors and gender equality among LGBTQ+ individuals in Thai local administrative organizations and 2) identify the factors that influencing gender equality among LGBTQ+ individuals in Thai local administrative organizations. This study employs a quantitative survey research design. The sample consists of 400 personnel in Thai local administrative organizations. The research instrument is a questionnaire with an overall reliability value of 0.98 and Corrected Item total Correlation ranging from .414 to .830. The data analysis utilizes frequency, percentage, mean, standard deviation, and tests for data distribution using skewness and kurtosis values, Pearson's correlation coefficient, and stepwise multiple regression analysis. The findings reveal that policy implementation and organizational structure factors have a low positive correlation with gender equality, while positive organization behaviors have a moderate positive correlation. The factors influencing gender equality are economic social and political conditions in policy implementation explaining 51.3% of the variance, diversity management in organizational structure explaining 24.0% of the variance, and fair recognition and rewards, supportive behaviors among employees in positive organization behaviors explaining 60.7% of the variance, with statistical significance at the .01 level

Keywords: Gender Equality; LGBTQ+; Thai Local Administrative Organizations

1. INTRODUCTION

Local administrative organizations play a crucial role in providing public services and ensuring the quality of life for citizens. These organizations operate under the principle of decentralization and adhere to the merit system. They also adhere to equality principles as outlined in the Local Government Personnel Administration Act B.E. 2551 (Office of the Council of State, 2008). Gender equality is a fundamental right that should be afforded to everyone. However, gender-diverse individuals still face discrimination in many countries (Badgett et al., 2019). Although Thai government organizations emphasize equality between women and men, they often lack understanding of gender-diverse groups (Phoruean & Pienkhuntod, 2022).

As a result, policy design may overlook the equality of these groups. Furthermore,

despite positive attitudes, in practice, career growth opportunities for these individuals are still hindered. Studies on policy implementation show that factors such as evaluation capacity, resource allocation, stakeholder participation, coordination, and motivation for career advancement significantly influence operational effectiveness (Korattana, 2020). Additionally, leadership factors, including positive executive attitudes and community acceptance, are crucial for the successful implementation of policies (Rodpaiboon et al., 2019). However, challenges related to the lack of preparedness in human resources and budget constraints for policy compliance persist (Mingchua & Rojanatragun, 2021).

In the context of gender equality, diversity has been shown to influence leadership motivation (Nielsen & Madsen, 2019). The design and implementation of policies and measures to promote equality through human resource management positively impacts an organization's image, employee satisfaction, productivity, and innovation (Gülsoy & Ustabaş, 2019). Executives play a pivotal role in translating diversity policies and gender equality initiatives into practice (Wynn, 2020). Organizational structure factors, including diversity management, organizational flexibility, coordination mechanisms, and pay equity, are critical for advancing gender equality (Blau & Kahn, 2020). Organizations that systematically implement policies to promote equality enhance their efficiency and innovation capabilities (Phuong Hoa, 2020). Furthermore, positive organizational behaviors, such as fostering a culture of respect, ensuring equal treatment, maintaining respectful communication, and creating a discrimination-free environment, are essential for promoting equality and equity in the workplace (Sun & Yoon., 2022).

Extensive research has been conducted on gender equality within public, private, and local administrative organizations. International studies have also examined the impact of gender diversity on organizational effectiveness and strategies for promoting gender equality. However, a critical gap remains in the in-depth examination of gender equality policy implementation. This study seeks to address this gap by investigating the factors influencing gender equality for gender-diverse personnel in Thai local administrative organizations. The findings from this research will contribute conceptually and empirically to the existing body of knowledge. They will serve as a vital resource for developing effective policies and measures aimed at reducing inequality, fostering an equitable work environment, and enhancing collaboration among diverse personnel.

2. RESEARCH QUESTIONS

1) What is the relationship between the implementation of policies promoting social equity and opportunities, organizational structure factors, positive organizational behaviors, and gender equality among LGBTQ+ individuals in Thai local administrative organizations?

2) What factors influence gender equality among LGBTQ+ individuals within Thai local administrative organizations?

Research Hypotheses:

H1: The implementation of policies, organizational structural factors, and positive organization behaviors are positively correlated with gender equality for LGBTQ+ individuals in local administrative organizations in Thailand.

H2: At least one of these factors has a significant impact on gender equality for LGBTQ+ individuals in local administrative organizations in Thailand.

3. LITERATURE REVIEW

2.1 A Review of Theoretical Perspectives on Gender Equality

The theory of gender equality has its roots in First Wave Feminism, which emerged during the 18th and 19th centuries. This movement primarily focused on advocating for women's political and civil rights, including the right to vote, own property, access education,

and participate in employment. Two key factors contributed to the rise of First Wave Feminism: first, the social and economic transformations in Europe during this period, which expanded women's roles in society and heightened their awareness of the existing inequalities; and second, the emergence of modern liberal and republican ideas that emphasized equal rights and freedoms, inspiring women to demand their rights. Prominent figures in this movement include Mary Wollstonecraft, author of *A Vindication of the Rights of Woman*, Elizabeth Cady Stanton, founder of the American Women's Rights Association, along with Lucretia Mott and Susan B. Anthony. First Wave Feminism successfully secured significant political and civil rights for women, marking a crucial step in the broader struggle for gender equality (Marino & Ware, 2022).

Second Wave Feminism emerged in the 1960s and 1970s, centering on issues of gender equality and discrimination. Although it originated in the United States, the movement quickly spread to other Western countries. Primary sources and historical evidence preserved in Gale's Women's Studies Archive provide valuable resources for researchers to examine the feminist movement in its broader context, linking it to both the anti-war and civil rights movements (Gale, n.d.). A pivotal moment for Second Wave Feminism came with the publication of Betty Friedan's *The Feminine Mystique* (1963), which galvanized a broader fight for equality and against discrimination. The movement addressed critical issues such as sexual violence, reproductive rights, domestic violence, and workplace harassment. While many feminists pursued institutional, policy, and governmental reforms, radical feminist groups sought to restructure society itself, which they viewed as fundamentally patriarchal. These groups often engaged in confrontational tactics, such as protesting beauty pageants, to challenge societal norms. However, the leadership of Second Wave Feminism was primarily composed of educated, white, middle-class women, which led to a focus on issues relevant to white women, often alienating women of color whose struggles were marginalized. Despite these shortcomings, Second Wave Feminism fostered a sense of solidarity in the broader fight for gender equality and achieved numerous legal and cultural victories, leading to significant advances in women's rights (Nachescu, 2009).

Simone de Beauvoir, a French philosopher, writer, and women's rights activist, was a prominent figure in the Second Wave Feminism movement. Her seminal work, *The Second Sex* (1949), critically examined women's roles in Western society, arguing that these roles were not inherent but rather the product of social and cultural constructs. De Beauvoir's analysis aligns with many of the core tenets of Second Wave Feminism, particularly in its critique of traditional gender roles and its call for broad gender rights and equality (Marcus, 2020). In contrast, Third Wave Feminism expanded the feminist discourse by placing greater emphasis on race, focusing on the intersectionality of gender and race—an area that had been largely overlooked by earlier feminist movements. Kimberlé Crenshaw coined the term "intersectionality" in 1989 to describe the overlapping and interdependent systems of oppression, such as those based on gender and race (Snyder, 2008). Fourth Wave Feminism continues to emphasize intersectionality, with critiques often directed at "white feminism" for neglecting the specific issues faced by women of color. Simultaneously, LGBTQ+ rights have gained prominence during this period, as Fourth Wave Feminism strives to address historical biases and exclusions (Munro, 2013). Kaplan (2003) highlights a key feature of this wave: the collaboration between earlier generations of feminists and contemporary activists to confront new challenges posed by global imperialism and capitalism. Additionally, Fourth Wave Feminism has effectively harnessed digital technologies to respond to both the opportunities and challenges created by global interconnectedness (Parry, 2018).

Gender equality theory has been significantly shaped by sociological theory, particularly through the lens of social constructionism. This perspective argues that gender identity is not biologically determined at birth but is instead socially constructed through learning processes and social interactions. From early childhood, individuals are influenced by family, peer groups, media, and broader cultural contexts, which shape their adherence to socially prescribed gender roles and expectations based on biological sex. According to Berger and Luckmann's concept of the social construction of reality, individuals and groups within a society develop shared perceptions through their interactions, which gradually solidify into

social norms governing various roles.

Their influential work, *The Social Construction of Reality*, is foundational to sociology, articulating how social reality is constructed through mechanisms such as communication, interaction, and the establishment of institutions. Thus, gender identity is understood as a cultural and social construct rather than a fixed or inherent attribute (Berger & Luckmann, 2023).

The concept of roles is central to the social sciences as a framework for understanding individual behavior within social contexts. This concept posits that individuals occupy various roles in society, each prescribing specific behaviors and expectations. Alice's analysis of gender differences relies heavily on this concept, providing insight into the differing behaviors expected of women and men in specific situations. For example, societal norms often dictate that women should be nurturing and polite, while men are expected to exhibit strength and bravery. These expectations reflect the gender roles that society assigns to each gender. Alice's examination draws from the work of social theorists such as Georg Simmel, George Herbert Mead, Ralph Linton, and Jacob Moreno. While each theorist offered distinct perspectives on the nature of roles, they all acknowledged the importance of roles in understanding individual behavior within social frameworks (Eagly & Wood, 2012).

Gender equality refers to a condition in which individuals of all genders including males, females, and those with diverse gender identities are afforded equal opportunities to access and benefit from resources, as well as receive equitable protection of their rights, free from discrimination based on gender identity (Jones, 2020). This multifaceted concept can be divided into three key components that collectively contribute to the realization of gender equality in society.

The first component is equality in human dignity, which encompasses societal acceptance and respect for the inherent dignity of all individuals. This aspect involves the provision of equal rights and opportunities to access resources and public services, irrespective of gender. It also includes equal protection of rights through legislation and policy, ensuring the absence of gender-based discrimination.

The second component focuses on equality in economic participation. This aspect involves equitable access to economic resources, fair compensation, and equal opportunities for career advancement, irrespective of gender or social status. By promoting economic equality, this component aims to achieve economic self-sufficiency for all individuals, reducing discrimination in workplaces and organizations.

The third component, equality in social and political participation, is equally crucial. This element refers to the provision of full and equal opportunities for individuals to engage in policymaking, political decision-making, and public administration, free from gender-based discrimination. Ensuring equal participation in these spheres is essential to achieving comprehensive gender equality (Pascall & Lewis, 2004; Bericat, 2012; Engeli & Mazur, 2018). Given the importance of these components, a thorough review of relevant literature is essential to deepen our understanding of gender equality within Thai Local Administrative Organizations. The reviewed studies provide valuable insights into various aspects of gender equality in organizational contexts, highlighting the importance of promoting diversity, inclusion, and fairness in the workplace. A synthesis of the findings reveals several key themes and patterns that enhance our understanding of gender equality in organizations.

Research has consistently demonstrated that policy implementation plays a critical role in shaping gender equality. For example, Tekkas Kerman and Betrus (2020) found that the implementation of comprehensive policies addressing violence against women led to significant improvements in protecting women's rights. Similarly, Rubin and Bartle (2023) demonstrated that the effective implementation of gender equality policies within local government organizations resulted in increased representation of women in leadership positions and improved gender-responsive budgeting practices.

Consistent with this, the studies first underscore the significance of organizational culture and attitudes in fostering an inclusive environment for individuals with diverse gender identities. Hur (2020) found that high levels of acceptance and positive attitudes towards

LGBTQ+ individuals within a government organization led to equal opportunities for career advancement and job satisfaction. This finding emphasizes the critical role that organizational culture plays in promoting gender equality and creating a supportive work environment for all employees, regardless of their gender identity

Second, the studies highlight the importance of human resource management (HRM) practices in promoting gender equality. An and Lee (2022) discovered that gender diversity positively affects organizational performance, particularly when power is distributed equally. Similarly, Benslimane and Moustaghfir (2020) identified key factors such as recruitment practices, access to higher positions, and opportunities for self-development as crucial to ensuring equality for personnel with diverse gender identities. Gülsoy and Ustabas (2019) further found that well-developed policies and activities promoting gender equality through human resource management functions can enhance an organization's image, reputation, employee satisfaction, productivity, and innovation capabilities. These findings suggest that organizations should prioritize gender equality in their HRM practices to create a more inclusive and equitable workplace. However, Kossek et al. (2017) found that, despite the existence of principles and practices promoting gender equality, limitations persist in terms of the proportion of women in management positions and the support for work-life balance measures. This highlights the ongoing challenges in achieving true gender equality within organizations.

Third, the studies reveal the complex interplay between individual, social, and organizational factors in shaping gender equality in the workplace. Nielsen and Madsen (2019) found that gender differences in career motivation and enthusiasm are not solely the result of personality and social factors but also organizational-level factors, such as the gender composition of the organization. This finding underscores the need for a multi-level approach to addressing gender equality issues in organizations, considering individual, social, and structural factors. Fourth, the studies emphasize the crucial role of leadership in promoting gender equality and implementing diversity management policies. Wynn (2020) found that executives often prioritize individualistic and societal perspectives when explaining gender differences and inequalities, suggesting that leadership plays a pivotal role in shaping organizational attitudes toward gender equality. Finally, the studies provide evidence of the positive impact of gender diversity and equality on organizational performance and sustainability. Phuong Hoa (2020) found that gender equality positively impacts organizational quality and work efficiency. These findings suggest that promoting gender equality and diversity can lead to improved organizational performance, innovation, and long-term sustainability. However, further research is needed to explore the specific mechanisms through which gender equality initiatives contribute to these positive outcomes, as well as the role of leadership in fostering inclusive organizational cultures that support diversity and equality.

4. RESEARCH METHODOLOGY

In this study, the researcher recognizes the limitations in accessing the population and sample of LGBTQ+ individuals within the context of public sector organizations, which may arise from concerns about disclosing gender identity in the workplace. Therefore, to comply with human research ethics principles, the researcher places importance on protecting the privacy and confidentiality of survey respondents by not forcing them to disclose their gender identity and not linking individual responses to personally identifiable information. Furthermore, to obtain data that reflects diverse opinions and encompasses the perspectives of all personnel groups, the researcher determines the sample to include personnel of all genders in local administrative organizations. This approach promotes equality in providing information and reduces potential biases that may occur if data were collected from only specific groups. It also helps ensure that the research results can reflect more comprehensive perspectives.

4.1 Population and Sample

1) The population for this study consists of 162,316 individuals, including executives, council members, civil servants, and contract employees within local administrative organizations in Thailand (Office of the Commission on Local Government Personnel Standards,

2022).

2) The sample size was determined using Taro Yamane's formula (Yamane, 1970), resulting in a total of 400 participants, with a 95% confidence level and a margin of error of 0.05.

This study employed a multi-stage sampling method. The process began with stratified random sampling, where local administrative organizations recognized for their efforts in reducing social inequality, as awarded by the King Prajadhipok's Institute in 2021, were grouped by region: Central, Northern, Northeastern, Southern, and Eastern (Department of Local Administration, 2020). Subsequently, proportional stratified sampling was applied, selecting a proportional number of samples from each region identified in the first stage, with an equal number of 40 individuals from 10 organizations per region, totaling 400 participants. Finally, simple random sampling was used to select local administrative organizations from the list of those awarded for reducing social inequality by the King Prajadhipok's Institute in 2021. This award is given to local organizations that have demonstrated a clear commitment to reducing inequality and promoting justice within their communities (King Prajadhipok's Institute, 2021).

4.2 Research Instruments

The research instruments utilized in this study were categorized into five domains: 1) demographic factors, 2) policy implementation (Van Meter and Van Horn, 1975) 3) organizational structure factors (Gittell et al., 2013; Blau & Kahn, 2020; Chung & van der Lippe, 2020). 4) positive organization behaviors (Carmeli et al., 2015; Joshi et al., 2015; Zenger & Folkman, 2019) and 5) gender equality in local administrative organizations (Pascall & Lewis, 2004; Bericat, 2012; Engeli & Mazur, 2018). Five-point Likert scale was employed to measure the responses, and the following criteria were applied to interpret the research findings: a mean score ranging from 4.51 to 5.00 indicates very high, 3.51–4.50 = high, 2.51–3.50 = moderate, 1.51–2.50 = low, and 1.00–1.50 = very low (Jimeno & Prado, 2024).

4.3 Research Instrument Development

The researcher developed a questionnaire and assessed content validity through evaluation by five experts using the Item-Objective Congruence (IOC) technique. An IOC value greater than 0.50 was considered acceptable, and any item with an IOC value below 0.50 was revised (Chaengpromma & Pattanapairoj, 2022). The resulting IOC values ranged from 0.80 to 1.00. The questionnaire was then piloted with a group of 30 individuals who were not part of the main sample to determine its reliability using Cronbach's alpha method. Items with a Corrected Item-Total Correlation (CITC) below 0.30 were removed, and a reliability coefficient (α – Coefficient) of 0.80 or higher was considered acceptable (Sinarajoo et al., 2023). The analysis revealed that the CITC values ranged from 0.414 to 0.830, and the overall reliability coefficient was 0.98.

4.4 Data Collection

The researcher collected data using an online questionnaire administered through Google Forms. A total of 400 completed questionnaires were returned, representing a response rate of 100%

4.5 Data Analysis

1) Descriptive statistics, including frequency, percentage, mean, and standard deviation, were employed. The data distribution was examined using skewness, which ranged from -3 to +3, and kurtosis, which ranged from -10 to +10 (Sovey et al., 2022).

2) Correlation analysis was conducted using Pearson's product-moment correlation coefficient at a statistical significance level of .05. The interpretation of the correlation coefficients was as follows: greater than 0.80 indicated a high or very high correlation, 0.60-0.79 indicated a moderately high correlation, 0.40-0.59 indicated a moderate correlation, 0.20-0.39 indicated a moderately low correlation, and less than 0.20 indicated a low correlation (Paciello, 2023).

3) Factors affecting gender equality were analyzed using stepwise multiple regression

analysis. The independent variable with the highest correlation coefficient with the dependent variable was selected for the equation. The significance of the independent variables was examined using a t-test to select the final independent variables in the equation. The assumptions of multiple regression analysis, including multicollinearity and homoscedasticity were assessed. Multicollinearity was evaluated using the Variance Inflation Factor (VIF), which should not exceed 10, and tolerance, which should be greater than 0.10, according to the criteria of Meng et al. (2022). Homoscedasticity was assessed using the Durbin-Watson statistic, which should range between 1.5 and 2.5.

4.6 Ethical Considerations

The study was conducted in strict adherence to the ethical guidelines outlined in the Declaration of Helsinki to ensure the dignity, rights, and welfare of the participants. The research protocol was reviewed and approved by the Institutional Review Board (IRB) under project number WTU 2567-0069.

Informed consent was obtained from all participants prior to conducting interviews and field observations. Participants were provided with comprehensive information about the purpose and nature of the study, their right to withdraw at any time without consequence, and assurances of confidentiality and anonymity. All personal identifying information was removed from the collected data, and participants were assigned unique codes to protect their privacy.

5. RESEARCH RESULTS

When analyzing the demographic characteristics of the sample, it was found that the majority of respondents were female, accounting for 166 individuals or 41.50% of the sample. Most were aged between 31-35 years old, with 319 individuals representing 54.75%. The majority held a bachelor's degree, comprising 201 individuals or 50.25%. In terms of marital status, 297 respondents were single, representing 74.25% of the sample. The majority of the sample were employed in general staff positions, totaling 216 individuals or 54.00%, and most had a monthly income between 10,000-20,000 Baht, accounting for 176 individuals or 44.00%. Considering the overall level of opinions, it was found that the majority of respondents had a moderate level of opinion ($\bar{x}=3.44$, S.D. = 0.55). When examining the mean scores from highest to lowest in each aspect, it was found that the majority of respondents had a high level of opinion on gender equality overall ($\bar{x}=3.87$, SD = 0.38). This was followed by positive organization behaviors ($\bar{x}= 3.56$, SD = 0.45), organizational structural factors ($\bar{x}=3.28$, SD = 0.75), and policy implementation ($\bar{x}= 3.25$, SD = 0.77).

From the analysis of skewness and kurtosis of the policy implementation variable, it was found that the skewness was positive (0.300), which falls within the acceptable range of -3 to +3, indicating a slight positive skew. This suggests that the mean is higher than the median and mode. Meanwhile, the kurtosis was negative (-1.450), which falls within the acceptable range of -10 to +10. When considering the skewness and kurtosis of all variables, it was found that the skewness was positive, ranging from 0.018 to 0.313, and the kurtosis was negative, ranging from -0.165 to -1.551. This indicates that the data distribution is consistent, with a slight positive skew and a flatter distribution than the normal curve. However, the skewness and kurtosis of all variables remain within acceptable limits, suggesting that the data distribution is approximately normal. The findings are summarized in Table 1.

Table 1 Mean, standard deviation, and data distribution, considering the skewness and kurtosis values of policy implementation, organizational structure factors, positive organization behavior and gender equality among LGBTQ+ individuals in local administrative organizations

Variables	\bar{x}	S.D.	Skewness	Kurtosis	Evaluation Criteria
1) Policy Implementation	3.25	0.77	.275	-1.505	Moderate
2) Organizational Structure Factors	3.28	0.75	.247	-1.551	Moderate

3) Positive organization Behavior	3.56	0.45	.313	-.872	High
4) Gender Equality	3.87	0.38	.018	-.165	High
Overall	3.44	0.55	.300	-1.450	Moderate

Hypothesis 1: Policy implementation, organizational structure factors, and positive organization behavior have positive relationships with gender equality among LGBTQ+ individuals in local administrative organizations in Thailand

The research findings revealed that policy implementation had a low positive relationship with gender equality among LGBTQ+ individuals in local administrative organizations, with a statistical significance level of 0.01 ($r = .130$). Organizational structure factors had a low positive relationship with gender equality among LGBTQ+ individuals in local administrative organizations, with a statistical significance level of 0.01 ($r = .135$). Positive organization behavior had a moderate positive relationship with gender equality among LGBTQ+ individuals in local administrative organizations, with a statistical significance level of 0.01 ($r = .443$). These findings supported the research hypothesis, as shown in Table 2.

Table 2 Pearson's correlation coefficients between policy implementation, organizational structure factors, and positive organization behavior

Variables	Pearson's correlation coefficients
Policy Implementation	.130**
Organizational Structure Factors	.135**
Positive organization Behavior	.443**

** $p < .01$

Hypothesis 2: At least one of these factors has a significant impact on gender equality for LGBTQ+ individuals in local administrative organizations in Thailand

The researcher examined multicollinearity using collinearity statistics and found that all independent variable groups had tolerance values greater than the minimum threshold of 0.10 and variance inflation factor (VIF) values less than the maximum threshold of 10. The policy implementation group had tolerance values between .249-.282 and VIF values between 3.546-4.024. The organizational structure factors group had tolerance values between .261-.317 and VIF values between 3.155-3.833. The positive behavior and action factors within the organization group had tolerance values between .577-.975 and VIF values between 1.026-1.733. Therefore, all independent variables passed the multicollinearity test, indicating that each independent variable had sufficient independence from the others, and there was no severe multicollinearity problem. Consequently, the data could be analyzed using stepwise multiple regression analysis, as shown in Table 3.

Table 3 Tolerance and Variance Inflation Factor values of the independent variables policy implementation, organizational structure factors, and positive organization behavior

Variables	Collinearity Statistics	
Policy Implementation	Tolerance	VIF
policy standard and objectives (A1)	.267	3.749
Policy resources (A2)	.282	3.546
Interorganizational communication and enforcement activities (A3)	.249	4.024
Characteristics of the implementing agencies (A4)	.265	3.771
Economic, social, and political conditions (A5)	.268	3.745
The disposition of implementers (A6)	.275	3.635
Organizational Structure Factors	Tolerance	VIF
Diversity management in the organization (B1)	.284	3.542
Work flexibility (B2)	.317	3.155

Relational coordination (B3)	.261	3.833
Gender pays equity (B4)	.275	3.639
Positive organization Behavior	Tolerance	VIF
Respect and recognition (C1)	.975	1.026
Employee Empowerment (C2)	.968	1.033
Supportive employee behavior (C3)	.609	1.643
Fair recognition and reward (C4)	.577	1.733

The researcher employed Stepwise Multiple Regression Analysis to test the hypothesis that policy implementation affects gender equality within local administrative organizations in Thailand, as shown in Table 4. The study examined six independent variables: policy standard and objectives, Policy resources, Interorganizational communication and enforcement activities, Characteristics of the implementing agencies, Economic, social, and political conditions, and the disposition of implementers.

The results of the Stepwise Multiple Regression Analysis revealed that only the variable Economic, Social, and Political Conditions (A5) was selected into the equation, explaining 51.3% of the variance in gender equality (Adjusted R Square = .513) with statistical significance at the .01 level. The prediction equations can be expressed in both raw score form and standardized score form as follows:

Prediction Equation in Raw Score

$$\hat{y} = 3.667 + .248(A5)$$

Prediction Equation in Standardized Score

$$Z_Y = .136Z_{A5}$$

Additionally, it was found that the organizational structural factor of Diversity Management (B1) could explain 24.0% of the variance in gender equality (Adjusted R Square = .240). The prediction equations can be expressed in both raw score form and standardized score form as follows:

Prediction Equation in Raw Score

$$\hat{y} = 3.634 + .466(B1)$$

Prediction Equation in Standardized Score

$$Z_Y = .494Z_{B1}$$

The positive organizational behavior factors, specifically fair recognition and reward (C4) and supportive employee behavior (C3), explain 60.7% of the variance in gender equality (Adjusted R Square = .607) with statistical significance at the .01 level. The prediction equations can be expressed in both raw score form and standardized score form as follows:

Prediction Equation in Raw Score

$$\hat{y} = .979 + .399(C4) + .357(C3)$$

Prediction Equation in Standardized Score

$$Z_Y = .455Z_{C4} + .410Z_{C3}$$

Table 4 Stepwise multiple regression analysis of policy implementation, organizational structure factors, and positive organization behavior influencing gender equality in local administrative organizations in Thailand

Policy Implementation Variable	B	Std.Error	Beta	t	p-value
economic, Social, and Political Conditions (A5)	.248	.053	.136	2.738**	.006
(Constant)	3.667	.077		47.535**	.001
** Significant at the .01, Multiple R = .248a R ² = .520 Adjust R Square = .513 Std. Error = .380, F= 7.495, p=0.01, Durbin-Watson = 1.785					
Organizational Structural Factor	B	Std.Error	Beta	t	p-value
Diversity Management (B1)	.466	.058	.494	5.074**	.001
(Constant)	3.634	.024		3.040**	.003

** Significant at the .01, Multiple R = .494a $R^2 = .244$ Adjust R Square = .240 Std. Error = .496, F= 9.240, p=0.01, Durbin-Watson = 1.792

Positive Organizational Behaviors	B	Std.Error	Beta	t	p-value
Fair Recognition and Reward (C4)	.399	.035	.455	11.316**	.001
Supportive Employee Behavior (C3)	.357	.035	.410	10.175**	.001
(Constant)	.979	.117		8.356**	.001

** Significant at the .01, Multiple R = .780a $R^2 = .608$ Adjust R Square = .607 Std. Error = .240, F= 308.494, p=0.01, Durbin-Watson = 1.756

**p<.01

6.DISCUSSION

Objectives 1. Examine the relationship between policy implementation, organizational structure factors, positive organization behaviors, and gender equality among LGBTQ+ individuals in Thai local administrative organizations.

The study found that policy implementation had a low positive correlation with gender equality. This finding is consistent with the research by Rodpaiboon et al. (2019), which noted that successful policy implementation requires clear guidelines, community acceptance, leadership, and positive attitudes from executives. The authors emphasized that these factors are essential for translating policies into effective actions that promote gender equality. However, Mingchua and Rojanatrakul (2021) highlighted that obstacles such as insufficient human resources and budget constraints can reduce the strength of this relationship. This suggests that even when policies are well-designed and have the potential to promote gender equality, their impact may be limited by practical challenges in implementation.

When examining organizational structural factors, the study revealed a similarly low correlation with gender equality. This finding is somewhat unexpected, given that previous research has suggested that effective diversity management within organizations can have a positive impact on overall performance. For instance, Gülsoy and Ustabas (2019) argued that fostering an inclusive organizational culture and implementing equitable human resource practices are essential strategies for enabling organizations to fully capitalize on the potential of a diverse workforce. In other words, when organizations establish a work environment that values diversity and ensures fair and equal treatment of all employees—regardless of gender identity this enables individuals to maximize their potential and contribute to increased organizational efficiency and productivity. Similarly, Blau and Kahn (2020) highlighted the importance of organizational structures that promote gender equality. They emphasized that factors such as diversity management, workplace flexibility, and gender pay equity create an environment that supports the career growth and advancement of all employees. By removing barriers and preventing discrimination based on gender identity, these structural elements enable individuals to thrive professionally without being constrained by unequal opportunities.

The low correlation identified in the present study may suggest that the mere existence of structural factors is insufficient to promote gender equality. Rather, the effectiveness of these factors likely depends on how well they are implemented and embedded into the organization's culture and operational practices. This interpretation is reinforced by the findings of Kossek et al. (2017), who observed that, despite the presence of gender equality principles and policies, limitations persist particularly in the underrepresentation of women in management positions and the inadequate support for work-life balance initiatives. These findings imply that organizations must move beyond merely establishing policies and structures. Instead, they need to take active measures to ensure that such policies are effectively enacted, integrated, and sustained within the workplace.

With respect to positive organizational behaviors, the study found a moderate correlation with gender equality. This result aligns with the findings of Korattana (2020), who emphasized that recognition, responsibility, and challenging work significantly enhance employee motivation in the workplace. Korattana argued that when employees feel valued and are provided with opportunities for growth and meaningful contribution, they are more likely to be engaged and

committed to their roles. This engagement, in turn, fosters a positive organizational culture that supports gender equality. Similarly, Sun and Yoon (2022) highlighted that a culture characterized by respect, equitable treatment, respectful communication, and the absence of discrimination plays a crucial role in promoting workplace equality. They suggested that such positive organizational behaviors cultivate a sense of belonging and psychological safety, allowing individuals to bring their full selves to work and contribute to their fullest potential. The moderate correlation identified in the present study underscores the significance of cultivating positive organizational behaviors in advancing gender equality. While policies and structural frameworks are essential, they must be reinforced by a culture that actively values and promotes diversity and inclusion. Achieving this requires concerted efforts from leaders and employees at all levels to model and reinforce positive behaviors, as well as to challenge discrimination and bias whenever they arise.

Objectives 2. Identify factors influencing gender equality among LGBTQ+ individuals within Thai local administrative organizations

When examining the factors influencing gender equality, the study found that Economic, Social, and Political Conditions had the greatest explanatory power in accounting for variance. This finding is consistent with Badgett et al. (2019), who reported that gender-diverse individuals continue to face discrimination in many countries. The authors argued that these broader societal conditions significantly shape the experiences and opportunities of LGBTQ+ individuals, even within organizations that have policies and practices aimed at promoting equality. Similarly, Prangthong (2022) found that Thai organizations still demonstrate a lack of understanding regarding these groups, resulting in policy designs that overlook gender equality for gender-diverse individuals. These findings suggest that achieving true equality requires not only organizational efforts but also broader societal changes that challenge discrimination and promote inclusivity. In addition, Diversity Management within the organization, alongside Fair Recognition and Reward combined with Supportive Employee Behavior, were significant predictors of gender equality. This finding is consistent with Phuong Hoa (2020), who observed that equality and diversity positively influence work performance and overall organizational efficiency. The author argued that by fostering an inclusive workplace culture and implementing equitable practices, organizations can fully utilize the potential of a diverse workforce to achieve better outcomes. These results underscore the importance of adopting a holistic approach to promoting gender equality, recognizing that multiple factors at various levels interact to shape individuals' experiences and opportunities. The findings of the present study suggest that local administrative organizations should prioritize promoting acceptance of gender diversity while fostering a supportive work environment to sustainably reduce gender inequality. Achieving this requires a multi-faceted approach that addresses both structural factors, such as policies and practices, and cultural factors, such as attitudes and behaviors. By cultivating an environment that values and supports diversity, organizations can not only advance gender equality but also benefit from a more engaged, motivated, and productive workforce.

7. RECOMMENDATIONS

Research Recommendations

1) Local administrative organizations should develop a manual or guidelines on the rights and opportunities for all employees to access organizational resources and welfare benefits. The manual should clearly specify the criteria, procedures, and steps for requesting support or using services. Additionally, this information should be effectively communicated and disseminated to all employees to ensure that everyone is aware of and can equally access these benefits.

2) Regular activities or programs should be organized to promote relationships and understanding among employees of different genders within the organization. Examples include team-building activities, experience and perspective-sharing sessions, cross-departmental teamwork, and training on communication and collaboration skills.

3) Clear guidelines should be established for evaluating employee performance and

recognizing achievements, using standardized criteria that are applied consistently. There should be no discrimination against any individual or group in setting performance indicators, scoring, and decision-making in evaluations. This approach ensures transparency, fairness, and equal motivation of all employees.

Recommendations for Future Research

1) Future studies should compare the opinions and experiences of LGBTQ+ individuals with other groups in local administrative organizations to gain a comprehensive understanding of the impact of gender equality policies, as well as the problems and obstacles that each group may face.

2) Researchers should investigate best practices or successful case studies in promoting gender equality within local administrative organizations to extract valuable knowledge and lessons for policy development and application in other contexts. Qualitative research methods, such as in-depth interviews, focus group discussions, or lesson-learned sessions, could be employed for this purpose.

3) Future research should explore the relationships or influences of other variables that may affect gender equality in local administrative organizations, such as organizational culture, leadership, technological changes, or social and cultural factors specific to the area.

8. CONCLUSION

In conclusion, this study adds to the expanding body of research on workplace gender equality by investigating the relationships between policy implementation, organizational structure factors, positive organizational behaviors, and gender equality among LGBTQ+ individuals within Thai local administrative organizations. The findings emphasize the complex interplay of factors operating at different levels that influence individuals' experiences and opportunities, underscoring the necessity of adopting a holistic approach to promoting gender equality. By prioritizing diversity and inclusion, fostering a supportive work environment, and addressing broader societal conditions, local administrative organizations can make meaningful progress toward creating a more equitable and just workplace for all.

Conflict of Interest

The authors declare no conflict of interest.

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