

Relationship between Organizational Culture and Attitude of Millennial Employees towards Homosexuality in the Hospitality Sector in India

Karsimran Kaur^{1*}, Stephen S.²

ABSTRACT

The Attitude of millennial employees towards homosexuality varies across cultures and sectors. In order to understand the relationship between organizational culture and attitude of millennial employees towards homosexuality in the hospitality sector in India, two scales were used. The OCTAPACE profile, a 40-item instrument, given by Udai Pareek, was used to study organizational culture. Along with it, the Development of Attitudes Towards Homosexuality Scale for Indians, a 20-item scale, given by Kanika Ahuja, was used to understand the attitude of employees towards homosexuals. A total of 100 employees between the age of 18-39 from the hospitality industry were selected for the research through Convenient Sampling. To understand the relationship, correlation between each dimension of the OCTAPACE Profile and the total score of AHSI was calculated. Results indicated that cultures of various organizations of the hospitality sector do not have a strong relationship with the attitude of the employees towards homosexuality.

Keywords: Millennials, Attitude Towards Homosexuality, Organizational Culture, Hospitality Sector, India

The term homosexuality in itself still manages to create a buzz across people depending on their culture and environment. The LGBTQ can be explained as follows. The L stands for Lesbian which is “typically, a woman who is romantically and sexually attracted to other women. Some trans people who were assigned female at birth (AFAB) who are attracted to women also identify as lesbians due to their connection to that community and/or due to the lack of terminology for “non-binary gendered person who is attracted to women”. The G stands for Gay which includes “a person who is romantically and sexually attracted to other people of their own gender. Gay is usually used by men, but not always”. The B stands for Bisexual that is “a person who is romantically and sexually attracted to two (or all) genders”. The T stands for Transgender who are people who have a gender identity or expression different from the one they were assigned at birth or are expected to exhibit in adulthood. Finally, the Q stands for Queer which is “an umbrella term for the LGBTQ+ community. It is

¹ Masters Student, CHRIST (Deemed to be University), Bengaluru, India

² Assistant Professor, CHRIST (Deemed to be University), Bengaluru, India

*Responding Author

Received: March 29, 2019; Revision Received: May 2, 2019; Accepted: May 8, 2019

Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India

a sexual orientation that is intentionally left vague. Many people identify as queer because they feel that no other sexuality term applies to them. People who identify as queer might also do so for political reasons: to specifically and publicly reject society's prevailing view of sexuality. Some people experience "queer" as a slur, so use this term with care" (LGBTQ+ Terminology).

Every culture has a preconceived notion of what is acceptable in terms of sexuality in their society. Where the homosexuals are equally treated in the United Kingdom and other developed countries, they still have to face the taboo when it comes to India. As per the law in UK, the LGBT are allowed to have same sex marriage, are given equal rights in marriage and are also allowed to serve the military (LGBT Law: a comparison between the UK and the USA). Over the years, with the increase in the competition level in the hospitality industry, the only way to survive is by providing the best and maintaining the organizations image. Because of the excessive use and abuse of social media, the management in the hospitality sector needs to make sure that they have a clean image in order to retain their customers (Kandampully, J., & Suhartanto, D., 2003). The most important factor for the Hospitality industry is their reputation. It is on the long-built image that people visit them again. Due to this reason, the hospitality industry has a constant fear that if they hire homosexuals openly, it might lead to weaken their customer base and reduce their business. The lack of acceptance has more probability in this sector because their prime motive is to be politically correct and maintain a clean image. On the other hand, many established hotels like Hyatt (HYATT) and Hilton (HILTON WORLDWIDE) now have a LGBTQ inclusive workplace and follow strict policies for the same.

Martins and Martins (Manetje, 2009) describe organizational culture as "a system of shared meaning held by members, distinguishing the organisation from other organisations". According to Johnson in 1990, "Organisational Culture is to an organisation what personality is to an individual (Manetje, 2009)." These definitions indicate how the concept of culture in an organisation tends to shape the overall personality and reputation of the organisation. Considering this, it is very important for the organizations to have an open and inclusive culture in order to gain popularity.

According to Schneider (1988), "Attitudes are evaluative reactions to persons, objects, and events. This includes your beliefs and positive and negative feelings about the attitude object (Aishah Amirah bt Zainal Abidin, Ruzaini bt Ibrahim, Siti Aisyah bt Akiah)." According to Myers (Myers), attitudes are "a favourable or unfavourable evaluative reaction toward something or someone, exhibited in ones beliefs, feelings, or intended behaviour." The established definitions show how attitudes can be both positive and negative based on the object.

Over the years, with the growing number of Multinational Companies and foreign organizations entering India, the culture is changing to an extent to acceptance towards the sexuality of people and their freedom to choose the same. After immense struggle and marches by the homosexuals for their rights, the Delhi High Court has also taken a step forward to help the homosexuals retain their identity with full freedom. Wherein Section 377 of the Indian Penal Code criminalizes sexual activities against the law of nature, targeting the homosexuals, the Delhi High Court struck down this decision a few years ago (Kumar, 2010). This kind of a bold and progressive decision by the High Court plays a huge role in changing the perception and attitude of the citizens of the country in such sensitive issues. On the

Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India

contrary, in the year 2013, the Supreme Court of India has set aside the above order of the Delhi High Court. Due to this reason, a review petition was filed against the Supreme Court which led it to reconsider its judgement in 2016. The Supreme Court stated that it would refer petitions to abolish Section 377 (Ahuja, 2017). Finally, on 6th September 2018, the Supreme Court made a historic judgement by stating that consensual gay sex is not a crime and sexual orientation is natural and people have no control over it. This judgement served as a major victory for the LGBTQ community who have been fighting for their rights for years ('Gay sex is not a crime,' says Supreme Court in historic judgment - Times of India, 2018).

A lot of cities like Mumbai and Bengaluru have started the initiative of conducting Pride Parades to celebrate people of all sexualities and genders. Such initiatives give a ray of hope to the LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer) community as a whole and helps to come out of their closet. Though the societies are changing, the world is still a difficult place to live in specially for the homosexuals in India. According to a survey conducted by Centre for Talent Innovation in the year 2015, 61% of Indians have been either criminalized or harassed for expressing their sexuality and gender openly or have seen others from the LGBT Community facing the same. As per the survey, these reasons force most of the homosexual employees to remain closeted at workplace. The above survey states that 58% of the Indian LGBT's are the ones who are working around but have covered their identity. Another 67% do not dare to come out in their professional lives due to the fear of being harassed (Out in the World: Securing LGBT Rights in the Global Marketplace).

Talking about a progressive society, it is very important for that the modern organizations to have an inclusive culture (Venkataraman et al, 2016). Till the time the thought process of the employees does not change in favor of the homosexuals, the organizations can never call themselves inclusive. With the changing scenario, the organizations are putting all the effort to make their environment inclusive. In order to do so, it is very important that they have the support of the employees. The reason for this research is to understand the relationship between organizational culture and attitude of employees towards homosexuals.

As per the data and survey, the average age of the employees of the hospitality industry is 30 years (Hospitality Workforce Statistics, 2016). It is the millennial generation which is ruling over in this industry. The millennial generation refers to the ones between who are between the age of 17-36 years (Byington, 2017).

Theories

The research was based on the fragmentation perspective of organizational culture. As per this perspective, the relationship between cultural manifestations is neither clearly consistent, nor clearly inconsistent. The interpretations of cultural manifestations are ambiguously related to each other. According to this theory, the core of culture is ambiguity and not clarity. This perspective states that the consensus is transient and depends on the issue in per se (Maximini, 2015).

The model used to understand the attitudes of employees towards homosexuals was the Ebb and Flow of Homophobia which is a gender taboo theory. According to this theory, the major reasons for people to be homophobic are due to lack of their physical development, lack of authority, conformity to authorities other than peer, not conforming to gender in terms of appearance. The model also states that the attitude of people is changing with time wherein most people are showing lesser signs of homophobia leading to a more positive attitude towards homosexuals (Plummer, 2014).

Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India

Theoretical Framework

With the changing scenario, both in general and at the workplace, the perception and attitude of people is constantly changing. The organizations are initiating towards having an inclusive workplace thus making sure that there is no discrimination based on sexuality. There are initiatives made by the government as well to make sure that the people of the nation do not lose their identity and will to work due to their sexuality. This research was being done considering the thought of the shift in the organizational culture and whether or not it relates to the attitude of the employees towards homosexuals. Wherein such issues are very sensitive to talk about, the shift in the organizations leads to analyze and study such variables.

Rationale

The reason for the research was to find out whether organizational culture and attitudes of millennial employees towards homosexuals have a relationship with each other. The changing scenarios and mindset of people and the inclusivity of the LGBTQ (Venkataraman, 2016) on part of the organizations lead to ponder upon studying such an issue. The lack of research on this topic in the Indian Context was also one of the prime reasons for this research. Considering the changing mindset of people, the research on the millennial generation helped in understanding the attitudes of the present. Another reason for choosing the millennial generation was that the maximum employees in the hospitality sector belong to that generation (Hospitality Workforce Statistics, 2016). Also, with the increasing knowledge and acceptance towards the homosexuals among people, such a research further helped reduce the taboo making it more convenient for the heterosexuals to openly talk about it and also helped the organizations them to ponder upon ways to deal with a situation wherein they encounter a homosexual or someone from the LGBTQ community as a whole.

Significance

The research was a major contribution not only towards the organizations but the society as a whole. In India, where homosexuality is still a taboo, such a research helps people to understand how they can have a broader view towards homosexuals. It also helped the organizations in creating a more inclusive environment for the LGBTQ Community. Once the organization knows the attitude of its employees towards the homosexuals, they can conduct training programs for inculcating inclusivity and reducing bias. They can also make certain laws in their organizations to make sure that no employee is harassed based on his sexuality.

Objective

- The objective of the study was to find the relationship between Organizational Culture and Attitude of Millennial Employees Towards Homosexuality in the Hospitality sector in India.

Hypothesis

- There is no relationship between organizational culture and Attitude of Millennial Employees Towards Homosexuality.

REVIEW OF LITERATURE

Until 1973, the Diagnostic and Statistical Manual pathologized homosexuality. DSM I and II were as per the theories of pathology of homosexuality. According to these theories, it was assumed that adult homosexuality is a psychopathological state and a condition deviating from normal heterosexual development (Mitchell, 2002). It was believed that the presence of

Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India

atypical gender behavior or feelings are the symptoms of a disease or disorder to which needs attention of the mental health professionals (Drescher, 2015). Over the years, the theorists moved from this thought to the theories of immaturity and then the theories of normal version. The theorists of normal version believed that homosexuality is normal but different. They considered it to be good and positive (Hooker, 1957). It was after this that the DSM removed homosexuality from being a mental disorder in its third version (Drescher, 2015).

Though the world changed its attitude towards homosexuals long ago, Indians is still redundant about doing so. Homosexuality was beautifully described in the past through art and culture and in erotic carvings in temples of Khajuraho, Ambernath Shiva, Bhuvaneshwar Rajarani, Bagali Shiva and Konark (Ahuja, 2017). This restricted behavior of the Indians is mostly due to the ancient literature of India. The book Manusmriti which is considered as one of the most read literature by Indians, has condemned the idea of homosexuality among the priestly. The book considered homosexuality as a loss of caste. Further, the Manusmriti exhorts “A twice-born man who commits an unnatural offence with a male, or has intercourse with a female in a cart drawn by oxen, in water, or in the day-time, shall bathe, dressed in his clothes (Tiwari).” The condition in India worsened when the British criminalised Homosexuality under section 377 of the Indian Penal Code. Due to all this in the past, Indians became reluctant towards homosexuality which still holds true.

Over the years, there have been awareness campaigns and pride parades in cities like Chandigarh, Mumbai and Bengaluru to support homosexuality. Such initiatives are needed to make sure that people no more criminalise homosexuals and give them equal rights and opportunities. “In 2012, a guide titled 'Creating Inclusive Workplaces for LGBT employees in India' was developed by IBM, Goldman Sachs, Google together with Community Business, a non- profit organisation” (Advertising vis-a-vis Human Rights: LGBT).

The concept of organizational culture has been of great interest for a lot of scholars. Over the years, a great deal of research has been done on this concept. For example, a research was done by Kenneth L. Hacker to measure and interpret organizational culture in the year 1987. The article offered a triangulation approach to study organisational culture. This was done by employing reliably coded interviews to interpret and place in context the results of a statistical analysis from a standardised survey questionnaire named occupational culture survey, satisfaction/dissatisfaction ratios and interpretive themes. From this triangulation, it was concluded that the morale of the employees reduces when the management refuses to listen to them. Lack and block of information also deteriorates the culture in the organizations (Glaser, 1987). This lack of information can also be one of the causes for employees and organizations to not be inclusive of the homosexuals. The lack of delivery of such ideas by the management to the employees leads to exclusivity even in today's world.

Where organizational culture works commonly for all others, the scenario is quite different in the hospitality sector. The culture and patterns of the hospitality industry focus more on service and environment than the product alone. Due to this reason, a research was conducted to understand the organizational culture of the hospitality sector per se. This study was conducted by Dawson et al. in the year 2011. Based on the scale constructed, the study concluded the principal components of organizational culture and personal attributes for the hospitality sector. These components include management principles, customer relationships, job variety, job satisfaction, principles, propitiousness, leadership, risk taker, accuracy, and composure (Dawson, 2011).

Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India

Despite such elaborate studies, the gap is the lack of connection felt to relate the two. Many organizations still do not feel the need to have an inclusive culture for the homosexuals. This scenario is more prominent in India than in any other country. Also, in the hospitality sector, it is considered demeaning to hire homosexuals. The fact that their reputation will be harmed by hiring homosexuals stops most big organizations from doing so.

METHODOLOGY

Sample

The sample was of the millennial employees of the hospitality industry across India. It was a quantitative study. The sample included employees of the millennial age group that is from 17-39 years of age. The sample size was of 100 employees. The sampling technique which was used was convenient sampling.

Exclusion Criteria

The research did not include employees who are there in the organization for less than six months. The reason for doing so was their lack of understanding of the organizational culture due to less time spent within. The reason for excluding the management and employers was their lack of interaction with the employees at various levels.

Inclusion Criteria

The reason to include the employees was that they are in direct contact with their co employees which can include both homosexuals and heterosexuals. There was every possibility that there is a clash between their ideas and experiences. The study helped in studying their attitudes and whether the organization and its culture plays an important role in it. Where homophobia is not predominant in the rest of the world, it is still prevalent in India. Since the culture of every country is different, their attitudes tend to vary according to their environment and society. This was the reason the research was specific to Indians.

Instruments

Two measures were used in this study,

- 1. OCTAPACE Profile:** The tool being used to measure organizational culture is the OCTAPACE Profile developed by Uday Pareek in 2002. This scale measures eight dimensions of organizational culture which are openness, confrontation, trust, authenticity, pro action, autonomy, collaboration and experimenting. A high score on these dimensions indicate a healthy and positive organizational culture. The reason to choose this scale was that it measures dimensions which helps in understanding whether the employees feel a sense of freedom and inclusiveness in their organization. Along with that, it is a culturally fare scale which can be used all across. It is a four-point scale with a total of 40 items and a split half reliability of 0.80 and validity of 0.89 (Research Methodology).
- 2. The Development of Attitudes Towards Homosexuality Scale for Indians (AHSI)** scale by Kanika Ahuja was been used for the study to test the attitude of employees towards homosexuality. The reason for using this scale was that it had been performed in the Indian context. Since not much research was done in India, this scale was apt for the study. It is a 5-point Likert scale consisting of 20 items. The scale had a reliability of 0.91. The higher the score, the more positive is the attitude of the subject towards homosexuals. The test was administered in a one on one setting considering that participants will be more honest if the researcher builds a rapport with them (Ahuja, 2017).

Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India

Procedure

The participants were approached by contacting the HR personals of various hotels and resorts across the North of India, face to face as well as through google forms. All the participants were given a brief about the research and its purpose before they signed the consent form. Following which a form requiring demographic details was filled by the participants. After this, the participants were asked to complete two scales- OCTAPACE Profile and The Development of Attitudes Towards Homosexuality Scale for Indians. The overall questionnaire took about 12-15 minutes for completion.

RESULTS

Table No. 1 Correlations between OCTAPACE Profile and Attitudes Toward Homosexuality Scale for Indians

Correlations	Correlation Coefficients									
		O	C	T	A	P	A	C	E	AHSI
Spearman's rho	Openness	1.000								
	Confrontation	.351**	1.000							
	Trust	.409**	.443**	1.000						
	Authenticity	.085	.070	.187	1.000					
	Pro-action	.604**	.421**	.416**	.260**	1.000				
	Autonomy	.079	-.040	.011	.084	-.018	1.000			
	Collaboration	.206*	.189	.118	-.020	.158	.122	1.000		
	Experimentation	.268**	.528**	.389**	.055	.338**	-.002	.222*	1.000	
	Attitude Towards Homosexuality	-.111	.081	-.038	-.366**	-.067	-.050	.223*	.038	1.000

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

As per the Spearman Rho correlation, openness has a significant relation with confrontation, trust, pro action and experimentation at 0.01 level of significance and with collaboration at 0.05 level of significance. It does not have a significant relation with authenticity, autonomy and Attitude towards homosexuality. Thus, the null hypothesis is accepted. This shows that the level of interaction in an organisation does not have a relationship with the attitude of employees towards homosexuality.

Confrontation has a significant relation with openness, trust, pro action and experimentation at 0.01 level of significance It does not have a relationship with authenticity, autonomy, collaboration and Attitude towards homosexuality. Thus, the null hypothesis is accepted. This shows that the improved problem solving and interactive team discussions is does not have a relationship with the attitude of employees towards homosexuality.

On the other hand, Trust has a significant relation with openness, confrontation, pro action and experimentation at 0.01 level of significance It does not have a significant relation with authenticity, autonomy, collaboration and Attitude towards homosexuality. Thus, the null hypothesis is accepted. This shows that the increase in empathy and support does not have a relationship with the attitude of employees towards homosexuality.

Authenticity has a positive correlation with pro action at 0.01 level of significance and moderate negative correlation with Attitude towards homosexuality at 0.01 level. It does not have a significant relation with openness, confrontation, trust, autonomy, collaboration and experimentation. Thus, the null hypothesis is rejected. This shows that higher the congruence

Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India

between what an employee one feels and says, more are his chances of having a negative attitude towards homosexuality.

Pro action has a positive correlation with openness, confrontation, trust, authenticity and experimentation at 0.01 level of significance. It does not have a significant relation with autonomy, collaboration and Attitude towards homosexuality. Thus, the null hypothesis is accepted. This shows that taking initiative and preplanning in an organisation does not have a relationship with attitude of employees towards homosexuality.

Autonomy does not have correlation with any of the factors i.e., openness, confrontation, trust, authenticity, pro action, autonomy, collaboration, experimentation and Attitude towards homosexuality. Thus, the null hypothesis is accepted. This shows that the freedom to plan and act in ones' own sphere does not relate the employees' attitude towards homosexuality.

As per the correlation, collaboration has a significant positive relationship with openness, experimentation and a weak yet positive relationship with Attitude towards homosexuality. It does not have a significant relation with confrontation, trust, authenticity, pro action and autonomy. Thus, the null hypothesis is rejected. This shows that the more the giving and accepting of help in the organizations, more will the employees hold a positive attitude towards homosexuality.

Lastly, Experimentation has a significant relation with openness, confrontation, trust and pro action at 0.01 level of significance and with collaboration at 0.05 level of significance. It does not have a significant relation with authenticity, autonomy, experimentation and AHSI. Thus, the null hypothesis is accepted. This shows that using and encouraging innovative ways to solve problems does not have a relation with the attitude of employees towards homosexuality.

DISCUSSION

Homosexuality is a terminology that still manages to create jitters in the minds of people. Though the decision of the Supreme Court in September 2018 ('Gay sex is not a crime,' says Supreme Court in historic judgment - Times of India , 2018) has managed to help the LGBTQ in gaining freedom, the perception of the citizens is a different story all together and surely does not change by changing the law alone. The results of the study focus on the dimensions of organizational culture which have a relation with the employees' attitude towards homosexuals and the ones which do not. With millennials, job change is a very common phenomenon as the prime focus of this generation is their career and not the organization. Unless the organizations focus on increasing the commitment level of employees, the likelihood for them to stay will be low (Anttila, 2014).

The hypothesis which stated that there is no significant relationship between organizational culture and attitude of employees towards homosexuality holds true to a large extent. Out of the eight dimensions of OCTAPACE profile, only two show a significant relationship with Attitude of employees towards homosexuality. The more the authenticity and congruence in the employees' perception and behavior, the more negative attitude will he hold towards homosexuals. The reason behind this could be the overshadowing of one authentic thought over the other. Where on one hand, an individual thinks that homosexuality is normal, it might be possible that he has never had an encounter with a homosexual. In such a case, if the second thought overpowers the first one, the individual may hold a negative attitude towards

Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India

homosexuals despite the fact that he does not know them in person (Kristinsson). Along with, collaboration has a positive relationship with the attitude of employees. More the interaction and knowledge sharing amongst the employees, more are the chances of them holding a positive attitude towards homosexuality (Sahni , Gupta , Nodiyal , & Pant , 2016). When the employees are encouraged to work together, there are more chances that they can break stereotypes and focus more on the individual than his sexuality.

On the other hand, dimensions of openness, confrontation, trust, pro action, autonomy and experimentation do not have a relationship with the attitude of employees towards homosexuality. This can be majorly due to perceptual sets of individuals. Stereotypes are a part of individuals irrespective of their organization and are difficult to break (Managerial applications/importance of perception - Organizational Behaviour - Academic library - free online college e textbooks). When the individual perception overpowers the company's perception, the various dimensions of the organizational culture do not influence the attitude of an individual (Significance of perception in Organisational Behaviour - Significance of perception in Organisational Behaviour (12184) | Wisdom Jobs).

Along with, when considering the Indian aspect per se, the impact of religion and society tends to overpower the organizational culture. As per one of the researches, people who tend to have more confidence in religious institutions, are more affected by their propaganda (Ilikbaev, 2017). For such individuals, their attitudes and opinions are strongly built in accordance with their religious beliefs. Greater the level of confidence in religious institutions, more these people tend to develop a sense of homonegativity.

While most of the researches have primarily focused on individual personality factors, society, culture, religion and perceptual sets and their relationship with attitude towards homosexuality, there is no such research which talks about the relationship of the dimensions of openness, confrontation, trust, pro action, autonomy and experimentation with attitude of employees per se. So far, this is a gap in the literature and further studies can be done on this.

The findings of the research state that while certain factors like collaboration enhance positive attitude towards homosexuals, there are others that either do not have a relation with or tend to make the attitude negative. Though section 377 has managed to work in favor of the homosexuals, the attitude of different people depends on many other personal and professional factors which are individualistic and will possibly change with the breaking of taboo over the years.

LIMITATIONS

When it comes to the subject of homosexuality, the primary limitation is that of social desirability. Wherein people do not express their discomfort overtly, they prefer answering according to the social acceptability. There is every possibility that there is a difference between the perception of the people and what they choose to tell.

Secondly, the research is done through convenient sampling and mainly covered the participants from Chandigarh and Delhi. The results may not be generalizable to the entire millennial population of India and future research is required across the country.

Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India

Thirdly, the sample size should have been preferably larger. Nevertheless, although the sample size was small, it was required as the test was administered face to face keeping in mind the sensitivity of the topic.

Lastly, correlation cannot determine cause and effect relationship and hence cannot be generalized. It can't prove that one variable causes a change in another variable. In other words, correlation does not equal causation.

IMPLICATIONS

1. The research can be used by the hospitality sector to create an Inclusive culture for the LGBTQ and other minorities. Since most of the leading companies, both national and international have started to understand the importance of inclusivity (Banerji, Burns, & Vernon, 2012), this research can further help them comprehend as to what all aspects need to be taken into consideration to bring about the inclusive culture.
2. As for the future researchers, this research can help them study the impact of various dimensions of the organizational culture and link it to individual attitudes. They can also use it to study gender and age differences for the same.
3. Along with the other population, this research can be of great help to the millennial generation who are either about to enter the corporate world or have just stepped in it. It will help them understand how the various dimensions of the organizational culture can affect them on a professional as well as a personal edge. As the millennials are the future change agents, the change in their thought process can further help bringing about a change in the organisation as a whole.
4. It can help the homosexual employees grow, both personally as well as professionally. When an individual will not be forced to remain closeted, it will be easier for him to focus more on his work.
5. It will also help in spreading awareness on homosexuality, both on the societal as well as the corporate level. Since in India, homosexuality is still a taboo, initiating such researches can help the readers broaden their thought process which may eventually help to bring about a change in the attitude of people towards the homosexuals.
6. The research can give an insight to the organizations to create a zero tolerance policy for any kind of discrimination. Though companies are now talking about it, a lot of them still do not have inclusivity as their main agenda or value. This research can help them work in the direction of keeping their corporate agenda in lieu of inclusivity.

CONCLUSION

The research states that while factors like authenticity and collaboration have a significant effect on attitude of employees towards homosexuals, other dimensions like openness, confrontation, trust, autonomy, pro action and experimentation do not influence individuals' attitude. The perception of an individual depends on many other factors and not the organizational culture alone. Also, no matter what the organization teaches or tries to inculcate, unless the individual wishes to alter his perception, no cultural change can do so, be it any kind of organization. In terms of homosexuality, till the time the taboo is not removed across the country, both personally and professionally, there is very less scope for individual attitude to change due to the constraints of social desirability.

REFERENCES

'Gay sex is not a crime,' says Supreme Court in historic judgment - Times of India . (2018, September 6). Retrieved from The Times of India:

**Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards
Homosexuality In The Hospitality Sector In India**

- <https://timesofindia.indiatimes.com/india/gay-sex-is-not-a-crime-says-supreme-court-in-historic-judgement/articleshow/65695172.cms>
- Ahuja, K. K. (2017). Advertising vis-a-vis Human Rights: LGBT. (n.d.). Retrieved from retrieved from http://shodhganga.inflibnet.ac.in/bitstream/10603/160686/12/12_chapter%206.pdf
- Ahuja, K. K. (2017). Development of Attitudes Toward Homosexuality Scale for Indians (AHSI) . *Journal of Homosexuality*.
- Aishah Amirah bt Zainal Abidin, Ruzaini bt Ibrahim, Siti Aisyah bt Akiah. (n.d.). Attitude.
- Alijanpour, M., Dousti, M., & Alijanpour, M. (2013). The Relationship between Organizational Commitment and Organizational Trust of Staff. *Annals of Applied Sport Science*, 1, 45-52.
- Anttila, E. (2014, October). Components Of Organizational Commitment . Retrieved from Tampub.uta.fi:<http://tampub.uta.fi/bitstream/handle/10024/96724/GRADU1424344150.pdf;sequence=1>
- Bahramzadeh, H., & Khosroabadi, S. (2012). The relationship between organizational commitment and knowledge sharing: A case study of university employee cooperation.
- Banerji, A., Burns, K., & Vernon, K. (2012). Creating Inclusive Workplaces for LGBT Employees in India. Retrieved from Old.outandequal.org: <http://old.outandequal.org/wp-content/uploads/2015/05/Community-Business-Inclusive-Workplace-India-2012.pdf>
- Byington, T. (2017). Millennials in the Workplace: Understanding Generational Differences. Retrieved from <https://naepsdp.wildapricot.org/resources/Pictures/Millennials%20in%20the%20workplace%202017.pdf>
- Celik, G. T., & Oral, E. L. (2016). Big Five and Organizational Commitment – The Case of Turkish Construction Professionals. *Human Resource Management Research* , 6-14.
- Dawson , M., Abbott, J., & Shoemaker, S. (2011). The Hospitality Culture Scale: A measure organizational culture and personal attributes. *International Journal of Hospitality Management*, 290-300.
- Drescher, J. (2015, December). Out of DSM: Depathologizing Homosexuality. 5(4), 565-575.
- Glaser, S. R., Zamanou, S., & Hacker, K. L. (1987, November). Measuring and Interpreting Organizational Culture. *Management Communication Quarterly*, 1(2), 173-198.
- Hilton worldwide. (n.d.). Retrieved from http://cr.hiltonworldwide.com/download/Hilton_CRReport_Inclusion.pdf
- Hooker, E. A. (1957). The adjustment of the male overt homosexual. 18-31.
- Hospitality Workforce Statistics. (2016). Retrieved from Retrieved from <http://info.fourth.com/hospitality-workforce-statistics>
- Hyatt. (n.d.). Retrieved from <https://www.hyatt.com/content/dam/Minisites/diversity/pdfs/Awards-Feb2014.pdf>
- Ilikbaev, A. (2017). A Great Divide on Homosexuality in the Contemporary World: How Do Attitudes Change?
- Kristinsson, S. (n.d.). Authenticity, identity, and fidelity to self. Retrieved from Fil.lu.se: <http://www.fil.lu.se/homageawlodek/site/papper/KristinssonSigurdur.pdf>
- Kumar, N. (2010). Delhi High Court strikes down Section 377 of IPC.
- LGBT Law: a comparison between the UK and the USA. (n.d.). Retrieved from retrieved from:https://www.uni-trier.de/fileadmin/fb5/FFA/KURSUNTERLAGEN/Anglo-Amerikanisches_Recht/English_Law_Terminology/SS_2016/Torrens/PRESENTATION_LGBT_Law__New_.pdf

Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India

- LGBTQ+ Terminology. (n.d.). Retrieved from as retrieved from <http://sja.sdes.ucf.edu/docs/lgbtq-terminology.pdf>
- Lin, S.-C., & Lin, J. S.-J. (2011, April 18). Impacts of coworkers' relationships on organizational commitment- and intervening effects of job satisfaction. *African Journal of Business Management*, 5, 3396-3409.
- Madhumitha Venkataraman, Ritesh Rajani, Srinivas Muktha. (2016). LGBTIQ+ inclusion at the workplace. Retrieved from http://orinam.net/content/wpcontent/uploads/2011/10/Basic_guide_to_building_LGBTIQA_inclusive_workplaces_05072016.pdf
- Managerial applications/importance of perception - Organizational Behaviour - Academic library - free online college e textbooks. (n.d.). Retrieved from Ebrary.net: https://ebrary.net/2955/management/managerial_applicationsimportance_perception
- Manetje, O. (2009). Organisational Culture. Retrieved from <http://uir.unisa.ac.za/bitstream/handle/10500/1133/03chapter2.pdf>
- Maximini, D. (2015). *The Scrum Culture: Introducing Agile Methods in Organizations*.
- Mitchell, S. A. (2002). Psychodynamics, Homosexuality, and the Question of Pathology. *Studies in Gender and Sexuality*, 3(1), 3-21.
- Myers, D. (n.d.). *Psychology, Tenth Edition*. Worth Publishers.
- Naqvi, R., Ishtiaq, M., Kanwal, N., & Ali, M. (2013). Impact of Job Autonomy on Organizational Commitment and Job Satisfaction: The Moderating Role of Organizational Culture in Fast Food Sector of Pakistan. *International Journal of Business and Management*, 8.
- Olcer, F., & Ozenir, I. (2017, August). The relationship between organizational communication, organizational commitment and intention to leave. *European Journal of Business and Social Sciences*, 6, 30-53.
- Out in the World: Securing LGBT Rights in the Global Marketplace. (n.d.). Retrieved from retrieved from https://www.crismhom.com/sites/default/files/outintheworld_infographic-jan2016-cti.pdf
- Plummer, D. (2014, August). The Ebb and Flow of Homophobia: a Gender Taboo Theory. *Sex Roles*, 71(3), 126-136.
- Research Methodology. (n.d.). Retrieved from http://shodhganga.inflibnet.ac.in/bitstream/10603/69246/8/09_chapter%203.pdf
- Sahni, S., Gupta, B., Nodiyal, K., & Pant, V. (2016). Attitude of Indian Youth towards Homosexuality. *The International Journal of Indian Psychology*, 4.
- Significance of perception in Organisational Behaviour - Significance of perception in Organisational Behaviour (12184) | Wisdom Jobs. (n.d.). Retrieved from Wisdom Jobs: <https://www.wisdomjobs.com/e-university/organisational-behaviour-tutorial-362/significance-of-perception-12184.html>
- Tiwari, N. (n.d.). Homosexuality in India: review of literatures.
- Venkataraman, M., Rajani, R., & Muktha, S. (2016, July). LGBTIQ+ inclusion at the workplace.

Acknowledgements

The authors profoundly appreciate all the people who have successfully contributed in ensuring this paper in place. Their contributions are acknowledged however their names cannot be mentioned.

**Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards
Homosexuality In The Hospitality Sector In India**

Conflict of Interest

The authors carefully declare this paper to bear not conflict of interests

How to cite this article: K Kaur & Stephen S. (2019). Relationship Between Organizational Culture And Attitude Of Millennial Employees Towards Homosexuality In The Hospitality Sector In India. *International Journal of Indian Psychology*, 7(2), 286-298. DIP:18.01.034/20190702, DOI:10.25215/0702.034