

Guidelines Promoting Gender Equality Policies For Aviation Business In Thailand

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ABSTRACT

The purpose of this paper is to present the guidelines promoting gender equality policies for aviation business in Thailand. The paper applies the mixed-method research into the conduct, which consists of: 1) Quantitative Research reflected in the survey on the attitude of the Best Practice airline by means of Likert scale questionnaire; 2) Qualitative Research with the in-depth interview of Best Practice airline by means of open-ended questions, and 3) Studies of the obtained information for conclusion, review and proposal of the guidelines promoting gender equality policies for aviation business as well as recommendation based on the concept of ethics. Organization within aviation business is also one professional sector that could answer the question on whether men and women should be treated equally in their profession. Organization within aviation business places a great importance on valuing every gender equally. Furthermore, the policy on gender equality is one of the organization's key policies. It is not just a written statement; but is indeed so deep-rooted that it becomes a strong culture that serves as the main tool in promoting the practice realistically, which is well perceived by employees. Moreover, this is the key to creating happiness in the workplace as indicated in the concept of utilitarianism. As a result, every staff member receives equal rights and opportunities and feels content at work. Plus, this boosts their motivation at work and encourages them to efficiently exercise their professional potential, which will definitely play a key role in the organization's development in keeping up with current changes.

Keyword: Gender Equality / Corporation Culture / Utilitarianism / Guideline for Aviation Business

INTRODUCTION AND BACKGROUND

The paper's objective is to study the work conditions and the gender equality policies as well as presenting the guidelines promoting the gender equality policies for

Thailand's aviation business. Selected in the study is one Thailand-based Best Practice airline known for its implementation of gender equality policies as reflected in: 1) Its ethics in creating positive work conditions by encouraging and valuing people based on their abilities

and effectiveness; 2) Its human rights policy which respects the rights of employees and all stakeholders without discrimination, and 3) Its treatment of employees in which the airline carries out the recruitment process on the basis of fairness and equality as well as providing everyone the same equal rights when it comes to application under the related legal framework and regulations without taking the matter of gender difference into account. The essence featured in this paper emphasizes the guidelines promoting the gender equality policies for aviation business through ethical point of view. This is to allow everyone in the organization to work with happiness under the establishment of the gender equality culture within the workplace. The objective of this research are 1) To study the working condition and the policy on gender equality in Thailand 2) To offer guidelines promoting gender equality for aviation business.

The ethical problem which relates to the assessment of human value here is the question on whether men and women should be treated equally at work based on their gender. The essence of ethics is to understand the origin of the code of ethics, which determines whether an action is appropriate and should be performed. Such practice shall release one from the limitation that tries to enforce conformity. Human's moral awareness has been reared from ancestors. It is, hence, the human's duty to weigh on which moral judgment needs to be understood to be maintained or adjusted in changes of time.

Paying equal attention to every gender is everyone's duty in which they need to learn, understand and adjust their social roles to better generate gender equality. In the workplace, the gender equality policy is also the key to living

together in the society. Organization in aviation business is one sector that values gender equality and projects the mindset that men and women should be treated equally based on their gender at work. The idea is not written only in policy, but is so deep-rooted and practiced that it has become such a strong corporate culture.

In 2015, the seminar on promoting equality between men and women organized by the Office of the Permanent Secretary for Industry made a conclusion on the economic impact. It is found that more than 61.75% of women have to quit their jobs while only 38.25% of men do. Furthermore, 56.21% of men can return to their jobs and start their new career while only 49.92% of women do. Such findings reflect that women are forced to leave work more than men, and that their chance of starting the new career is less compared to men's. (Saiyanithi, R., 2015: 2)

Gender inequality is one of the arising issues; it affects the daily practice, the work practice and will impact the organizational and the national development. The survey from the World Economic Forum's Global Gender Gap Index which focuses on gender equality at international level shows that Thailand ranks no.7 of Asia's Top 10 Gender-Equal States (Katchwattana, P., 2018), reflecting that Thailand is able to reduce the gender gap and more accepting of gender equality in workplaces. These are also backed by the roles and duties taken on by women in the organization, and growing tendency of female leadership or key assignments. The phenomenon instigates development in every sector since everyone, whether men or women, is given the opportunity to exercise the skills and capabilities at their best.

In regards to the legal aspect, Thailand implements the law which emphasizes the dignity, the rights and the freedom of humans. Established in accordance with the Constitution of the Kingdom of Thailand, the Act on Gender Equality B.E. 2558 (2015) is designated to provide protective measures for those discriminated against unfairly due to their sexes, the law of which is in line with the Convention on the Elimination of All Forms of Discrimination against Women, a legal framework of international human rights that Thailand is a member of. (Convention on the Elimination of All Forms of Discrimination against Women)

International aviation business is still committed to achieving the goal on gender equality, especially on raising awareness about gender balance in technical fields namely engineering and crew. The organization feels the need to encourage young women to join the technical field and promote male presence in ground service. (Aviation Benefits Beyond Borders, 2020) Nowadays, the organizations performing aviation business abroad have focused more on the issue, for instance, Airbus promotes gender equality through various programmes that aim to inspire women and girls to participate in aviation business. (Aviation Benefits Beyond Borders, 2020) GE Aviation, meanwhile, launches the unique programme “Cultivate” to develop and retain female engineers in the industry. The programme has actually succeeded in engineer development in which the rate of female engineers is at 50:50. British Airways also joins in the efforts by boosting confidence in gender equality, which serves as one main objective of creating diversity among its staff as well as its executives.

Therefore, to generate a constant international development in gender equality across aviation business in Thailand as well as attaining international recognition, the guidelines promoting gender equality policies for aviation business should be encouraged for further corporate culture of organizations in aviation business.

LITERATURE REVIEW

Ethics is the righteous virtue or the action that should be practiced. It determines the value of human behavior. (Witsavej, W., 1989: 65-144) Justifying human value as expressed through behavior and action comes from the reasoning and determination of value through the thinking framework. One of the notable thinking frameworks is the act of giving value based on the concept of ethics, which divides the value in 2 ways of:

1) Intrinsic Value, or human value, which is the thing that everyone has in common. 2) Extrinsic Value, or different types of human value namely femininity, masculinity, rank, and nobility. All these are considered the tools or means of humans.

Individuals rely on these two types of value in the assessment of value when it comes to leading their lives. The standard of ethics-based justification, meanwhile, is a key problem in terms of ethics.

Such brings the concept of an ethics-based standard which is implemented in the justification of humans' behavior and action. One concept that can be proposed in supporting the creation of happiness at work on the basis of gender equality is utilitarianism.

Utilitarianism

As the term's etymology comes from the word "utility", "utilitarianism" hence means when individuals do things in which the purpose of their actions aims to bring happiness or benefit to as many as they can. Known as "The Greatest Happiness Principle", happiness or benefit is defined as the criteria in justifying whether an action is a virtue or vice, and should or should not be done. The righteousness of such action depends on the tendency to bring happiness whilst the fault lies in the tendency of, indeed, bringing something on the opposite side of happiness. (Witsavej, W., 1989: 99) Key thinkers of the utilitarianism ethics are Jeremy Bentham (A.D.1748-1832) and John Stuart Mill (A.D.1806-1873).

Bentham suggests that happiness is the criteria in defining righteousness. Any action that maximizes happiness is considered the best, and is viewed as ethical righteousness when the action is able to maximize happiness to the biggest number of the crowd without any agenda. To weigh on which action maximizes happiness to the crowd the most, the amount of happiness is deemed the criteria for justification since it is in human nature to seek happiness and avoid suffering. Happiness here does not imply only a mental feeling, but includes the advantage which can be earned and felt for real as well. (Auttawat, M., 2017: 425) Ethical righteousness is the factor that renders everyone in the society happy (Bunchua, K., 1973), allowing them to value future consequences rather than the action's process. If the outcome is the majority's happiness and well-being, it is then acceptable. Happiness, in Bentham's sense, then focuses more on the volume than the quality since he views the happiness of individuals and animals as equal.

Sharing a utilitarianism view with Bentham, Mill however sees the quality of happiness differently. He adjusts the concept by pointing out that humans' happiness and that of animals are different by examining which form of happiness that could level up the mind or the faculty. Individuals develop their ethical faculty which raises their awareness on righteousness all the time. Ethical justification criteria is then different based on the culture and the conditions of time. It is a higher quality of happiness in which one of individuals' idea of happiness is the type that is content and rejoiced in honour. Despite a bit of suffering, every individual is content and glad for the honour more than any types of happiness. "The righteousness of such action depends on the tendency to bring happiness whilst the fault lies in the tendency of, indeed, bringing something on the opposite side of happiness." (Witsavej, W., 1989: 99) This concept then focuses more on the quality of happiness rather than the volume.

Both Bentham and Mill share the same concept that the value of an action is a hypothesis; it is unreal. It can change based on time and environment. Actions which deliver happiness to the majority are the criteria for virtue, which ultimately aims at creating happiness or benefit for individuals.

The problem of gender inequality is another ethical issue. The decision on individuals' honour and rights, or in other words "human rights", is viewed as the basic rights that every individual should receive. Regardless of gender, everyone poses the same equal human value. Concept of ethics is another means that provides reasons systematically based on the actual problems. The society is ever-changing as seen in aspects such as ethical value, individuals' idea, way of life,

scientific and technological progress, etc. The concept of ethics will channel a positive attitude to an organization's employees in which they should feel good and do not need to be concerned about inappropriate conduct or behavior from their colleagues. (Kaewjomnong, A., 2009, 1-2)

Individuals' lifestyle in each area, community and culture is different, resulting in each specific ethics which can evolve based on place, time, society and culture. Such a characteristic is known as "Ethical Relativism." Anthropologist Ruth Benedict (A.D.1887-1948) provides the view on the use of norms and culture as the justification criteria on the society's ethical value that despite different belief in each society, those beliefs do not serve as the factors indicating what is right and what is wrong, and cannot be referred to as the cause for committing a wrong act. (Montrikul Na Ayudhaya, B., 2016: 24-29)

From the mentioned factors, the aspect leading to gender inequality is based solely on the patriarchal ideology which is the product of socialization in Thailand. It consists of: 1) Male social dominance; 2) Designation of female and male space, housework belongs to women while outside work belongs to men, for instance, and 3) Gender-defined scope of work such as women's work and men's work. Despite the prevailing patriarchal concept in the Thai society, the relations between men and women in the society are founded on equality, with different roles following their interests, for instance, women are more interested in domestic activities whereas men show more roles and interest in outside activities, allowing them to build up their power, authority and network. (Thaweessit S., 2007: 322) That is the reason why Thai women do not voice

their rights as much as they should in comparison with those of men.

One of idiom in Thailand said about the elephant front legs-hind legs to compare with men-women and husband-wife. The idiom is "Elephant front legs-hind legs". The meaning is front legs like a men-leader and hind legs like a women-follower. The comparison of this idiom is opposite from the truth of elephant's nature. Due to as usually elephant is stepping by using the hind legs before the front legs. In Thai society still belief that front legs like a husband to be a leader for the hind legs. In the meantime, women will be the front legs if there are in their house or private zone of the family. Women or wife will be a leader to decision and take care everything in the house. She will also support the men or husband and their children to be move forward and drive them to be an achieve person. In Thai politics is also less women in every level. its showed Thai women are satisfied to be a leader in their house than outside working. The result of this article is showed Thai women are pleased to be a housewife for their husband to support and encourage them to be successful men. This idiom can classify who is front legs-hind legs by depending on the duty of men and women, husband and wife and manager and staff to design their own jobs. (Jermsittiparsert K.,2020)

The culture, which has been embedded in Thailand since the old days, reflects the gender inequality. An example can be seen in aviation business in which pilots, aviation engineers and security guards are exclusively reserved for men and are the profession deemed unsuitable for women. Furthermore, there is a harbouring idea that should women perform the said jobs, they cannot be as good as men. Gender equality in

Thailand's aviation business is by no means different than in the past. However, a growing number of organizations start to value the aspect of gender equality. This research with its guidelines promoting gender equality for aviation business, then, is very much expected to contribute to the change for the stable and realistic gender equality in aviation business.

Awareness and consciousness in regards to gender equality is one process for culturalization. Under this scope, channeling the right roles of men and women as well as the switching between the roles can be forged. They can also serve as the guidelines that could eradicate unfair discrimination between the sexes.

In Thailand, a country in the eastern part of the world, the issue on gender inequality is not as strong as in the West. The two parts of the world pose different internal corporate culture with clearly distinct characteristics in these following 5 aspects (Stone, D., 2019):

1) Relations - The West tends to love meetings and highly focus on participation in activities as well as respect in privacy. The East meanwhile focuses on trust-building and is less strict in comparison to the West.

2) Criticism - The West provides clear, honest criticism to fix the right issue. This is different from the East which avoids criticism and focuses more on compromise.

3) Punctuality - The West extremely values punctuality and performs according to schedule, with exception in some countries. The East, nevertheless, can adjust the schedule based on flexibility.

4) Questioning - In the West, everyone can pose questions to voice opinions and provide better recommendations in which others are

willing to listen. But the East would rather avoid questioning and tend to be more concerned should they express different views.

5) Hierarchy - The West is not strict when it comes to hierarchy; everyone can have a direct talk with executives. This is different in the East in which hierarchy and respect to those with higher appointment or social status prevail.

The East is more flexible and more compromising as well as avoiding raising questions. This, as a result, makes the demand for gender equality rights less severe than in the West with its respect to rights and personal space as well as direct questioning and criticism. The difference shows that different thinking cultures could lead to different working approaches, including the different thinking process when problems occur.

Thailand however has seen debates on the roles and rights that women should be entitled to. The rallies for women's liberation by means of construction of knowledge or production of knowledge also persist until now. (Sornprasert, T. & Sompiboon, S, 2017: 42) Some organizations have developed their thinking methods, and hence implemented the policies on creating discrimination-free environment within the organization to better generate gender equality.

Definition of gender equality

Gender equality means the rights of groups of individuals with similar social status and treatment. (Cambridge dictionary: 2019) One of the examples is gender equality, which is the basic human rights; men and women are all entitled to the same rights, dignity, roles, duties and opportunities. The society meanwhile should emphasize the same equal human

value for both men and women. (Junthirun, P. (2012: 15)

French philosopher Simone de Beauvoid meanwhile proposes a complicated topic about sex that femininity is not related only to birth sex or organs; but could be the product of the social norms on femininity. There come the separated definitions between sex and gender. (Satrawut, R., 2016) Sex is based on anatomy in defining whether an individual is male or female. Gender, meanwhile, can change according to culture and time which shapes individuals for their gender roles or qualities as expected by the society. These could go with or against their birth sex.

Despite anatomical difference between men and women, they can perform their tasks fitted with their responsible roles and duties.

Context of work in aviation business

Aviation business operates all businesses in relation to aviation. It directs, coordinates and supports all operations under aviation business with the goal to provide aircraft-related services by direct and indirect fields.

Direct field means the area dealt directly with aircrafts such as aircraft maintenance engineer, aircraft mechanics, flight attendant, flight operations officer, air traffic controller and staff performing direct actions with aircrafts.

Indirect field means the support for aircraft's activities such as ground attendant, ground equipment services, cargo services, catering, aviation meteorologist, airline administrative support and others.

The Office of the Eastern Economic Corridor (EEC) has projected that the aviation industry will likely be the fastest-growing sector in the New Industry

Group as it can help develop and extend the potential in turning Thailand into the air transport hub in the Greater Mekong Subregion (GMS). The Civil Aviation Authority of Thailand, meanwhile, sees a rapid and continuing growing trend of aviation business in which the Compound Annual Growth Rate (CAGR) of the passengers in total in 2018 was recorded at 10.8% per year and that the growth of domestic passengers in average was 11.6% per year. (The Civil Aviation Authority of Thailand, 2018: Executive Summary)

One job that the Thai society expects and prefers male employees to women is engineering due to the specific conditions at work and the inequality of the job market. Many organizations recruit only male engineers, resulting in Thailand's engineering studies having a higher number of male students than women. Therefore, the researcher decides to study the engineering department of the Best Practice airline. It is the organization's key part that ensures the aircrafts' operability in responding to the organization's objectives.

METHODOLOGY

The paper applies the mixed-method research into the conduct, which consists of: 1) Quantitative Research reflected in the survey on the attitude of the Best Practice airline by means of Likert scale questionnaire; 2) Qualitative Research with the in-depth interview of Best Practice airline by means of open-ended questions, and 3) Studies of the obtained information for conclusion, review and proposal of the guidelines promoting gender equality policies for aviation business as well as recommendation based on the concept of ethics.

The paper studies the work conditions and the gender equality policies for aviation business in Thailand. The quantitative approach meanwhile is reflected by means of close-ended questionnaires conducted among the employees of Thailand's Best Practice airline where gender equality policies are implemented. Conducted among 243 employees, this approach is to acknowledge the work conditions and the employees' understanding about the organization's gender equality policies. Additionally, 5 of the organization's executives are interviewed in the in-depth interview by means of open-ended questions. This is to allow the interviewees to express their opinions and attitude openly. The in-depth interview applies the method of purposive sampling, with key focus on studying the organization's policies, difficulties and solutions as well as the aviation business' performance conditions in Thailand.

RESULT OF DATA ANALYSIS

The result from the questionnaire in the form of Likert Scale with score ranging from 1-5, with 5 signifying "Strongly Agrees" and 1 meaning "Strongly Disagrees" indicates that most targets in the airline believe that the workplace conditions are compatible with the gender equality policies with the mean at 3.62. The aspect of being the organization with zero issue that could impact gender inequality poses the mean at 3.70. The aspect that the gender equality policies can efficiently reduce the problem of gender inequality poses the mean at 3.86. Lastly, the aspect that the guidelines promoting gender equality policies for aviation business will benefit the better performance efficiency in general and that

the employees' loyalty for the organization motivates the decision for long-term work poses the mean at 3.76. Details from the in-depth interview are the followings:

Workplace conditions

Work space should be in the right proportion compared to the number of employees, the individuals' limitations and the individuals' sexual identities or genders. Each work space should take employees' safety into account, for instance, installing a gap or a transparent section at the door or the window to avoid blind spots.

Meanwhile areas for common use should offer the appropriate number of male and female bathrooms with clear signs. Cafeteria should provide enough space in accordance with the number of employees and utility while the fitness room should offer exercise equipment for every gender. Activities that could be done together without taking the factor of gender discrimination into account should also be established.

Recruitment should always focus first and foremost on professional performance rather than gender. Design of performance requirements, then, should be based on the performance flexibility. Equipment that could aid with the work for everyone should be procured, and that teamwork-oriented approach should be emphasized, with each team composed of both men and women.

Nevertheless, the organization that the researcher chose cannot balance the number of men and women due to each work structure that results in different work content. The organization, however, focuses more on the employees' performance rather than the appropriate balanced ratio between men and women.

Preparing the right workplace conditions for the employees will

encourage their readiness to work, which, as a result, will bring about positive performance achievement.

Gender equality policies in aviation business

The organization, when announcing recruitment, should grant every gender the same rights by not mentioning the birth gender. Announcement of each position will use the image of both male and female presenters.

It implements the non-discrimination regulations and provides knowledge and understanding on gender equality. Plus, it sets up the platform for complaints in regards to gender misconduct as well as establishing the management guidelines to tackle issues arising from gender inequality.

Such policies will result in better performance efficiency in general as everyone in the organization is aware of the career opportunity and advancement based on each ability. They are, therefore, ready to devote their time and skills for the organization, resulting in the employees' deeper bond with their organization which will also benefit the work in the long run. The importance on gender equality does not include only male or female; but also lesbian, gay, bisexual, transgender, queer (LGBTQ). This encourages all employees to exercise their own potential at work, and promotes equality in terms of career performance. All these lead to the next outcome: assignment of work, promotion and fair wage.

Moreover, the target group views training as crucial for aviation personnel who need to be trained regularly. This is another approach to create gender equality by making every gender work together without discrimination, reducing the gap between ideas as well as prejudice

at work. It also brings about mutual respect and acceptance in one another's ability, leading eventually to corporation culture.

The majority of the target group agree that reducing gender inequality is the main factor for bringing about gender equality in the organization. As a result, it will benefit the employees' level of happiness and the company's management.

The key factor that the organization emphasizes is to create positive ambience or design the workplace conditions that will make employees feel physically and mentally safe as well as focusing on happiness at work and working together without discrimination. To enable these practices, the executives of the organization must show a sense of vision by expressing their commitment and practicing together with their employees. Such doing will make the employees aware of gender equality-based practice thanks to the close communication from the executives or the committee conveyed through the receiver, or the employees. These practices have been carried out steadily and have turned into habit. In the researcher's words, those practices are the way to form the corporate culture of organization in aviation business.

DISCUSSION AND CONCLUSIONS

The paper is based on the studies of human value to present the practical guidelines corresponding with the ethical solution on whether men and women should be granted gender equality at work. The issue is related to the basic human rights that everyone should be entitled to as human beings, and that within all, individuals bear the intrinsic value. The paper therefore incorporates the concept of ethics into establishing the practical

guidelines, so that individuals in the organization can receive the basic rights equally and that they are treated equally. The concept also aims to reduce the issue of inequality within the organization, boost motivation at work and promote the gender equality policy. Furthermore, the approach strengthens happiness at work and as a result, the organization can benefit not only from the better performance of employees, but also the improved effectiveness for itself.

Individuals all seek happiness. And to elaborate on the topic, the criteria in justifying individuals' behavior and action based on the ethical studies is the "utilitarianism" which promotes gender equality. Aimed at happiness or the highest purpose, all individuals, regardless of their genders, all bear the same equal dignity and human rights, which eventually lead to gender equality. Or in other words, having the same equal rights is the path to happiness. The studies show that in Mill's utilitarianism point of view, happiness is value in itself and is the highest benefit. It is the same as beauty, knowledge and aesthetics that require intelligence or a higher form of perception in appreciation. In return, individuals are aware of right and wrong, and their happiness is more cherished.

Gender equality policies can also create corporate culture in terms of gender equality by ensuring that every individual earns the equal basic human rights, for instance, acceptance, mutual respect, career advancement and work with harmony. This is to respond to individuals' needs: happiness at work.

Therefore, gender equality is able to generate happiness in the workplace. (Apaipakdi K., 2020) Once individuals who work in an organization

are happy to work in a harmonious, satisfying workplace, they feel bonded with their work and the organization. All these positive attitudes can be generated by the idea that every employee can contribute to the organization's success. Once the human resource is successful, so is the work. As a result, the organization generates development in line with its pre-established goals.

The ethical outcome proposes here that every employee in aviation business, as individuals, should earn the rights and the career opportunity equally regardless of their genders. Organizations should establish the policies related to gender equality to ensure that their employees are treated equally at work.

The paper presents the guidelines promoting gender equality based on the concept of ethics in policy-making. This is done to ensure happiness for the employees within the organization, which is in line with the concept of utilitarianism. Following this ethical concept, the consequence of an action aims for happiness or The Greatest Happiness Principle which is to provide moral attitude.

The attitude and behavior of those in the organization are influenced by the company's own culture including the value and belief. They serve as practical guidelines and have been practiced, turning into habit and the way of practicing. They are considered the link that unites the organization or the units as well as the foundation of good behavior. Benefiting from them, the organization can also influence its employees to show good, appropriate performance.

Corporation culture is what explains the organization's internal environment. It includes hypotheses, beliefs and values that the organization's

members share together and uphold as the guidelines in their performance. This is to ensure an official interaction with the structure of behavior designation. (Gordon,1999: 342)

Factors about the corporation culture are then very important in allowing the organization to achieve the established policies, vision and missions. They are: establishing the desired corporation culture; analyzing the cultural gap that could happen to the existing culture, and setting the guidelines in creating the new corporation culture so the organization can achieve the outcome based on the established policies. (Chumnan, S., 2013: 6-10) It is then essential for the organization and the executives to pay attention to the corporation culture and ensure that it runs appropriately and in the direction where the organization's utmost benefit lies.

Creation of corporation culture

The researcher finds that creating corporation culture is going to impact the creation of equality among colleagues as all individuals at work will find happiness. Hence, when there is an environment of happiness and good ambience for people in the organization, happiness re-occurs and results similarly to the concept of utilitarianism. Regarding "The Greatest Happiness" of the majority, Mill's view focuses on happiness in terms of "quality" rather than that in Bentham's sense.

Receiving gender equality at work is part of the reasons that make individuals in the organization happy because they receive the basic rights equally without discrimination. In return, they feel motivated to work for the organization. Furthermore, if the organization treats its employees equally, it contributes to the

corporation culture and will be an advantage for the company in the long run.

The paper, then, presents the guidelines promoting gender equality policies for aviation business as follows:

1. Arrangement of suitable space including workspace and basic utility space.

2. Non-gender descriptive recruitment and requirements. The organization should not take gender characteristics ranging from birth sex, sex or gender as the specific requirement for each job.

3. The organization should promote recruitment of both men and women as well as those behaving differently from their birth sexes. At the right balance, they should be appointed in various postings or serve as committee based on their knowledge and abilities and professional experience.

4. The organization should come up with clear prevention and solutions to sexual harassment in workplace.

5. Training and knowledge on gender equality policies should be given to reduce bias or gap between the sexes at work, with the goal for mutual acceptance and respect.

6. The organization should make sure that every employee will be equally treated, protected and respected for basic rights.

RECOMMENDATIONS

- 1) Strong corporate culture in terms of gender equality needs to be established, so the employees feel motivated to embark on self-development and show their full potential. These will create a direct impact to the organization where its employees perform with

devotion in which it is able to develop and keep up with the current changes.

2) Ethics is another mechanism that could generate the culture of togetherness in the society. Every organization should then establish the gender equality policies based on ethics to ensure fairness and equality at work.

3) Research on gender equality in aviation business should be conducted every 3-5 year to earn timely guidelines and data as well as updates on the equality that LGBTQ should receive in the organization.

4) Survey on fairness based on gender equality in the organization should be carried out. This is to promote gender equality in terms of combined ethics and justice to ensure that the corporation culture is transparent and fair to every employee in the organization.

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