

**INCLUSIVE ORGANIZATIONS: A STUDY OF INCLUSIVE
POLICIES, PRACTICES AND BEHAVIORS IN A PAKISTANI
CONTEXT**



GULRUKH ATTA

MS-HRM-2017

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

2021

**INCLUSIVE ORGANIZATIONS: A STUDY OF INCLUSIVE
POLICIES, PRACTICES AND BEHAVIORS IN A PAKISTANI
CONTEXT**



GULRUKH ATTA

MS-HRM-2017

Dr. ZUNAIRA SAQIB

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

2021

THESIS ACCEPTANCE CERTIFICATE

It is Certified that final copy of MSHRM thesis written by Ms. Gulrukh Atta Registration No. 204479 of MS HRM 2k17 has been vetted by undersigned, found complete in all aspects as per NUST Statutes/Regulations/MS Policy, is free of plagiarism, errors, and mistakes and is accepted as fulfilment for award of MS degree. It is further certified that necessary amendments as pointed out by GEC members and foreign/local evaluators of the scholar have also been incorporated in the said thesis.

Signature of Supervisor with stamp: _____

Date: _____

Programme Head Signature with stamp: _____

Date: _____

Signature of HoD with stamp: _____

Date: _____

Countersign by

Signature (Dean/Principal): _____

Date: _____

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

Student's Name: Gulrukh Atta

Signature:

A handwritten signature in black ink, consisting of a large, sweeping loop on the left and several smaller, more intricate strokes on the right.

Date: _____

Declaration

No portion of the work referred to in the dissertation has been submitted in support of an application for another degree or qualification of this or any other university or other institute of learning.

Acknowledgement

I would like to express my sincere regard to my thesis supervisor Dr. Zunaira Saqib who helped me at every step of the entire research process. She played a vital role in keeping my thoughts straight by giving me guidance, support and confidence to perform in the best way possible. Also, it was a pleasure working with my GEC members Ms. Kishwar Sameen Gulzar and Dr. Hussain Tariq.

I owe my academic accomplishments to my parents, Attaullah Khan and Uzma Atta, who always supported me in every way possible. Their love, sacrifices and prayers made me who I am today. It wouldn't have been possible without them.

Additionally, I would like to thank my husband, Haroon Rasheed, for being a source of continuous support and motivation. Thank you for always reminding me that "you can do it!". Also, I would like to express my appreciation to my siblings for always being so concerned about my educational and personal life experiences and being there for me whenever I needed any help.

Lastly, I would like to acknowledge my friends and classmates for making this journey easier and memorable.

TABLE OF CONTENTS

1. CHAPTER ONE: INTRODUCTION.....	1
1.1 rationale of study	2
1.2 Significance of study	3
1.3 THEsis structure	4
2. chapter two: Literature REVIEW	5
2.1. Diversity and Inclusion	5
2.2. Inclusive organisations	7
2.3. Approaches to inclusion in Organisations	10
3. Chapter Three: Methodology.....	15
3.1. Research Questions and Methodology.....	15
3.2. Case selection and Bounding	16
3.3. Data collection.....	17
3.4. DATA ANALYSIS	19
4. CHAPTER FOUR: DATA ANALYSIS.....	21
4.1 The Change Towards Inclusive Organization.....	21
4.2 D&I POLICIES AND PRACTICES	24
4.2.1 Naya aghaz program	24
4.2.2 Open Mind Training (OMT) Program	25
4.2.3 Grievances of PWDs.....	26
4.2.4 Enablement Policies for Females.....	27
4.2.5 Informal practices: Role of Culture	29
4.2.6 Male Perception: A Challenge	30
4.2.7. Controlling and Measuring Mechanisms	33
4.3. BEHAVIORS	36
5. Chapter five: DISCUSSION.....	39
5.1. Inclusive organizations in a Pakistani context	39
5.1.1 Inclusive policies and practices	39
5.1.2 Inclusive Behaviors	43

5.1.3. Challenges in Inclusive Organizations.....	46
5.2 LIMITATIONS AND FUTURE RESEARCH DIRECTION	49
6. CHAPTER SIX: CONCLUSION.....	51
References	53

ABSTARCT

In recent years, there has been a boost in diversity and inclusion management research but there is a long way to come up with more crystalized and well defined conceptualizations in this area. This thesis research explores how organizations become inclusive by identifying inclusive policies, practices and behaviors prevailed in inclusive organizations. It was also focused that why and how such programs were initiated by the management which made the diverse employees feel included in the organization. Managerial and employee perspective both were taken into account. Qualitative research design was followed to identify the underlying mechanisms of the understudy area. Thus, exploratory single case study analysis took place within a famous MNC of Pakistan. As a result, five key dimensions of inclusive policies and behaviors emerged i.e. top management's commitment to inclusion, employee voice in decision making, access to information, enablement and safety. 'Enablement' and 'safety' being the distinctive features of this research. Additionally, three types of inclusive behaviours were identified which plays a major role in organizations to become inclusive i.e. respect, collaboration and motivation. It was also highlighted that social, cultural and contextual factors in which the organization is operating plays a vital role in designing inclusion management programs. Overall, this thesis enlightens the development of inclusive organizations in Pakistani context and paves path for future researchers in various ways.

1. CHAPTER ONE: INTRODUCTION

In today's world of globalization, organizations have been facing significant changes in form of their workforce dynamics, cultural evolution and technology advancement. Due to such changes, organizations face many challenges to compete in global markets with respect to their workforce. Emergence of new markets on a rapid pace is giving rise to more complicated corporate environment globally, which plays a major role in talent acquisition and talent retention challenges. That is why, organizations included diversity and inclusion as part of their key business agendas to survive effectively in international competitive markets. Similarly, constructs of diversity and inclusion have been gaining more and more attention in the management literature as well. In contemporary organizations diversity has been identified by scholars to be an important ingredient to work effectively and successfully (Compton, 2018). Diverse workforce yields positive outcomes as sharing of ideas, innovation and creativity and high level of organizational productivity (Samwel, 2020). It is considered to be one of those few factors that bring competitive edge and maximized net value to the company by refining the business functions of achieving top talent, flourishing long-term customer relationships, embedding innovation and creativity and portraying a strong employer image (Mor Barak, et al., 2016). On the other hand, research has shown that despite of all the benefits yielded by introducing diversity at workplaces, it can give rise to many detrimental outcomes as well if not managed in a right and useful way such as status discrepancies (Shemla, Meyer, Greer, & Jehn, 2014), subgrouping at workplace (Van Dijk, Van Engen, & Van Knippenberg, 2012), stereotyping and biases against specific groups (Carton & Rosette, 2011). But, importance of diversity can't be denied because as heterogeneous groups due to their variety of perspectives and deep information results in more creative and better decision making (Galinsky, et al., 2015).

Therefore, scholarship of organizational diversity has been very much interested and focused on the construct of workplace inclusion from last two decades. As Smith (2020) commented "*diversity can be achieved by hiring different people in the organization, inclusion is a process that involves change in mind-set of all the people in an organization*" (p. 595). This shift in the attention of scholars was majorly driven by the fact that positive individual and organizational results are linked with effective diversity climates (Mor Barak, 2015). Researchers started digging deep into new approaches of managing diversified workplaces as diversity alone was seen to be insufficient for achievement of all positive organizational outcomes (DeNisi, 2015;

Stewart, Crary & Humberd, 2008). This led to the emphasis on the idea of 'inclusion' in workplaces. The concept of inclusion has gained much more attention than ever before in the eyes of scholars and practitioners (Goswami & Goswami, 2018) as a major step towards providing better workplace experiences to the previously discriminated members of the groups (such as; immigrants, female, disabled, LGBT) (Ponzoni, Ghorashi & Raad, 2017; Kulkarni, Boehm & Basu, 2016; Ozturk & Tatli, 2016; Folguera, 2014). As Ferdman's (2017, p. 235) defines inclusive organizations as;

“In inclusive organizations and societies, people of all identities and many styles can be fully themselves while also contributing to the larger collective, as valued and full members”.

It is believed that workplaces should acknowledge the openness and trustworthiness of their employees so that they are able to perform their best. Work performance also depends on the fact that how people interact with each other in their dealings. That is why Inclusive organizations have become important than ever before for the sustainability of organization and its people. Historically, organizations were only focused on acquiring diverse workforce but currently inclusion has taken over in terms of providing fair and appreciative environment for the diverse workforce to feel accepted, valued and respected (Arcand & Wagner, 2016). As a result, employees having different perspectives and identities feel valued and accept themselves as they are. Employee creativity and performance are higher in these circumstances. Thus, this lexicon overcomes the hurdles in today's global marketplaces by maintaining the diverse and creative workforce and let them perform their finest. Scholarships have talked about creation of inclusive work environment as a way to gain potential benefits of workplace diversity and to retain the talent (Brimhall et al., 2017; Mor Barak, 2013).

1.1 RATIONALE OF STUDY

Although there is a boom in inclusion management studies but still there is no consensus about a lot of its elements. Many ideas have been proposed regarding policies, practices and behaviours that builds up inclusive climate but literature is not so dense to give clear cut answers to whys and hows of establishment of inclusive organizations. Therefore, organizations are struggling to answer how to create inclusive workplaces (Li et al., 2019; Sparkman, 2019; Boekhorst, 2015). Shore et al. (2018) also suggested that there is a need to manifest crystalized and rich information about the construct of inclusive climates along with its empirical testing. Also, commentators of diversity and inclusion call for wider and context specific studies to deepen the global view of these concepts. As Tang et al. (2015) argued that socio-cultural aspects of a region has its impact on organization's inclusive practices. Also

there is a call for future researchers to conduct studies outside western countries, like USA, in eastern countries so that cultural, social, legal and historical aspects can be taken into account of that region (Farndale, Biron, Briscoe, & Raghuram, 2015; Sabharwal, 2014). Exploring the concept of inclusion management in a country specific context has strong implications for the regional organizations as well as the MNCs operating in that region which aim to design inclusive programs for their diverse workforce. Until now focus of inclusion management research has been on the western countries so expansion of literature into the eastern side of world will bear fruitful results.

This research took place on the overarching gap indicated by the scholars to establish crystalized and context specific attributes of inclusive workplaces. The arguments done by the scholarship laid the rationale of this study to explore the functioning of inclusive organizations. The purpose of this study was to study the underlying aspects that are contributing towards inclusive organizations in Pakistan mainly focusing on the inclusive policies, practices and behaviours being carried out in the organization. Digging the whys and hows of implementing certain inclusive policies, practices and behaviours was also the main objective of the present research. Moreover, incorporating the emerging idea of workplace inclusion in Pakistani market research seems to be beneficial for businesses in Pakistan. It might identify the aspects that leads to competitive advantages for the organizations.

1.2 SIGNIFICANCE OF STUDY

This research responds to the call of researchers mentioned above and aim to close noteworthy gaps in inclusion management literature. Firstly, the significance of this study is enhanced as it focuses on specifying the inclusive policies, practices and behaviours that are deemed essential for an organization to become inclusive. Until now, there is scarce knowledge available regarding such policies, practices and behaviours that helps an organization to become inclusive. This research focused on these elements and identified the specific elements of this area which makes this research significant in the existing body of knowledge.

Secondly, managerial as well as employee perspective had been taken into account while conducting this research which makes a major contribution to literature by entertaining a silent area of literature (Shore et al., 2018). Mostly inclusion management studies have talked about the inclusion at organizational level and leadership level but very few have talked about the employee perspective. Therefore, this research is significant in a way that it highlights the employee's perspective aswell in studying the attributes of inclusive organization.

Thirdly, major significance of this research is exploring inclusive organizations in Pakistani context as majorly inclusion management research has been done in western context. Therefore, conducting this research in eastern context i.e. Pakistani organization, it highlights the sociocultural and contextual factors which may impact inclusion programs introduced in the region. This can be beneficial at many levels as it shifts the attention of future researchers towards exploring the functioning of inclusive programs in different contexts. Also, businesses might benefit from such findings by adapting their inclusion programs according to their contextual and social scenarios.

1.3 THESIS STRUCTURE

This thesis has been divided in different chapters, each explaining different phases of the thesis. Chapter 1 (Introduction); gives an overview of the undergone study by explaining the topic of research, rationale of study, significance of study and thesis structure.

Chapter 2 (Literature Review); presents the review of existing studies of inclusion management similar to this research. This chapter talks about different streams of inclusion management which helps in structuring of this research. Majorly, it focusses on the concepts of diversity and inclusion, inclusive organizations and approaches to inclusion management. This discussion of already existing literature is followed by research questions of this research.

Chapter 3 (Methodology); sketches the methodology to carry out the research. This chapter is focused on the philosophical reasoning and justifications for following qualitative single case study for the research. Case bounding and selection is also discussed followed by discussing the methodology used for data collection and data analysis of this research.

Chapter 4 (Data Analysis); describes the detailed findings and analysis of collected data from the respondent organization of this research.

Chapter 5 (Discussion); puts forward the arguments provided to explain the findings of this research by comparing it with the existing literature. Hence, highlighting the contribution and future directions paved by this research.

Chapter 6 (Conclusion); sums up the thesis by providing brief overview of the findings and contributions of carried out research.

2. CHAPTER TWO: LITERATURE REVIEW

2.1. DIVERSITY AND INCLUSION

Traditionally, diversity refers to compositions of different individuals based on their race, ethnicity, education etc. In recent times, however, diversity is not just referred as anthropological differences but about belonging to a group that may be different from whatever society considers mainstream (Michàlle E Mor Barak, 2015). Considerable work has been done in the field of workforce diversity in the past one decade. Michalle E Mor Barak (2016) suggested,

“Workforce diversity refers to the division of the workforce into distinction categories that a) have a perceived commonality within a given culture or national context and that b) impact potentially harmful or beneficial employment outcomes such as job opportunities, treatment in the workplace, and promotion prospects – irrespective of job-related skills and qualifications” (pg:136)

The legal standpoint of workplace diversity and equality also shows the significant importance that it bears. The Equality Act (2010) of UK bounds the public organizations to “(a) eliminate discrimination, harassment and victimization in the workplace, (b) advance equality of opportunity between people from different groups, (c) foster good relations between people of different groups” (Department for International Development UK, n.d.). This act focused on bringing diverse skillset to organizations ultimately leading towards creativity and innovation. The issuance of workforce 2000 report predicted that after year 2000 US workforce will be having only 15% US born new entrants (Page, Grisoni & Turner, 2014). This report stroked a bell in the organizations to restructure their employment strategies to compete well in the market. The management literature elevated the need of change in management style to survive the challenge of demographic and workforce shifts. Thomas (1990) for the first time indicated that affirmative action had served its purpose therefore it’s about time to introduce diversity management initiatives. It was argued that affirmative action played its role in bringing minorities on board but it was insufficient to ensure their development in the form of no career progression. As a result, organizations were failing to have competitive workforce. This led to a greater interest of researchers and practitioners in the notion of diversity and it gained popularity in management literature.

Workforce diversity has proven to have both negative and positive consequences for the organization (Michalle E Mor Barak, 2016; Nishii, 2013; Shore et al., 2011). The positive effects include increased innovation and creativity while negative effects can be increased turnover and intergroup conflict (Michalle E Mor Barak, 2016). In order to minimize the negative outcomes and make best use of diverse workforce, diversity management has always been a focus of scholars as well as practitioners. Diversity management is referred as a multidimensional construct (Pitts, 2006) and majorly includes strategies that are aimed to flourish a heterogeneous workforce by recruiting, rewarding, promoting and retaining the minority groups along with establishing a sense of inclusion and cultural awareness (Sabharwal, 2014). As history is full of evidence related to social exclusion on the basis of ethnicity, sex, age and disabilities (Mor Barak, 2005). People belonging to the historically discriminated groups such as, women, LGBT, disable persons, old, religious minorities experience exclusion at workplaces from opportunities like promotions, decision making, networking (Mor Barak, 2015). Exclusion can result in negative outcomes related to employees psychological and physical wellbeing (Jones et al., 2013). While, explicit forms of exclusion of social groups can be legally addressed but, such above mentioned subtle discriminatory actions at workplaces are least likely to be dealt in a legitimate way (Sue et al., 2007). However, it is of no use to just hire people from the marginalized social groups but to provide them with an inclusionary environment is way more important to enjoy the benefits of diverse workforce. Unless organizations are not proactively planning on making their practices which ensure inclusion of minority groups diverse workforce will be a drawback.

Inclusion at workplace is a step forward and sees if these diverse employees feel valued and have a sense of belongingness at the workplace (Michalle E Mor Barak, 2015; Nishii, 2013). The UK dictionary defines inclusion as *“the act of including someone or something in a larger group or set, or the fact of being included in one”* (Buchanan & McConnell, 2017). The concepts of diversity and inclusion are interrelated but different with one focusing on demographic of minority groups while other on participation and integration of these minority groups. It has been suggested that diversity is about people while the inclusion is much broader and is about organisation (Cottrill, Denise Lopez, & C. Hoffman, 2014; Sabharwal, 2014). In 2011, in US a government-wide Inclusion and Diversity Strategic Plan was introduced to promote diversity and inclusion in Federal Workforce. The plan defined diversity as “characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family

structures” (Office of Personnel Management, 2011, p. 5). However, this same plan defines inclusion as “a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential” (Office of Personnel Management, 2011, p. 5). So, it can be said that diversity is the difference between individuals and groups on the basis of their membership of the groups based on their color, cast, sex or religion. While inclusion is respecting these differences and generating a feeling of belongings and acceptance among them by providing equal opportunities to everyone.

The contemporary scholarship has labeled the creation of inclusive work environment as a way to gain potential benefits of workplace diversity and to retain the talent (Brimhall & Mor Barak, 2018). Diverse employees show high level of creativity (Rashid, Nawaz & Zaman, 2020), job satisfaction and organizational commitment in an inclusive environment (Hur, 2020). Thus, there has been a slow but steady shift from diversity management to inclusion management in the organizations (Michalle E Mor Barak, 2016). Diversity management, traditionally, included programs such as affirmative actions and equal employment opportunities (Bleijenbergh, Peters, & Poutsma, 2010). These practices, however, have been criticized for not meeting the local interpretation of equity and equality which can be interpreted as giving everyone similar treatment, or giving diverse treatment for diverse groups, or, meritocracy (Bacchi, 1990; Bleijenbergh et al., 2010). Also, quite often diversity management practices are carried out to just to emphasize the business case of the organization rather than justice and sustainability of employment relation for long term impact (Bleijenbergh et al., 2010). Nishii (2013) confirmed that it leads employees to see each other in form of oversimplifies, and often negative, stereotypes. These practices are focused on improving representation of minority groups at workplace, but result in resentment and backlash (Chavez & Weisinger, 2008). Due to these issues organizations are now working towards inclusive multicultural workplaces rather than just diversity management (Hofbauer & Podsiadlowski, 2014).

2.2. INCLUSIVE ORGANISATIONS

One of the first authors to coined the term inclusion was Parsons (1965), who suggested that only civil and political rights will not guarantee the full inclusion unless enough social mechanism are in place to provide equal opportunities to everyone. The concept of inclusion is usually traced back to provision of education to all children regardless of their race, gender, and, other differences. In England, in 1960’s, policies were implemented which allowed some

students with disability in the mainstream schools (Hodkinson, 2011). Although considerable work has been done to define inclusion in organisational setting; the concept still remains open to debate. It has been referred as an analytical term dealing with inclusion and exclusion, and, as a normative concepts where it is dealt like a strategic dimension in relation to power at work (Hofbauer & Podsiadlowski, 2014).

Woods (2002) described inclusion as;

“the way an organization configures opportunity, interaction, communication and decision-making to utilize the potential of its diversity” (Pg:38).

Hofbauer and Podsiadlowski (2014) have referred to inclusion as a relational construct which includes the process, context, history and strategic goals of an organisation. It has also been referred as an environment in an organisation which welcomes and acknowledges differences in employees and help them reach their potential to achieve better results (Winters, 2014). Oh and Van Der Stouwe (2008) suggested that inclusion does not just mean equal opportunities for all groups, instead, it means maintaining a specific focus on members of the community who are vulnerable to marginalization and exclusion and putting in place specific strategies for them.

Inclusion management refer to policies and practices which assure and encourage the participation of diverse employees in all organisational activities (Michalle E Mor Barak, 2016; Brimhall & Mor Barak, 2018). The purpose of inclusion management is to create a *Climate for inclusion*, which is the shared perception of the employees regarding organisation’s efforts to make employees feel valued and appreciated for their work (Mor Barak, 2016). Nishii and Rich (2014) suggested that three dimensions constitute climate of inclusion in any organization; Organizational Practices, Interaction among employees, and, Objective characteristics of the work settings. However, before these the organization needs to establish a level playing field for all employees and not just historically lower status groups. Dobusch (2014) explained ‘inclusive organizations’ through a theory based perspective suggesting that inclusive organizations can be called a slippery concept as it represents multiple categories. Michal E Mor Barak (2000) defined the inclusive workplace as one that

“..values and appreciates individual and intergroup differences, alleviates the needs of vulnerable groups, informs multi-level social equality agenda, and supports local

communities, thus assuming a social relevance in view of advancing social welfare”

(pg:987) (Cited in Gotsis & Grimani, 2016)

Brimhall and Mor Barak (2018) noted that climate for inclusion was positively associated with perceive quality of care. Multiple perspective exists defining inclusive organizations resulting in disagreements over the concept. Few researchers have suggested that autonomy and information sharing help employees feel empowered at the workplace (Seibert, Silver, & Randolph, 2004) while others have emphasized on the role of leader, (Michalle E Mor Barak, 2016) servant leadership, (Gotsis & Grimani, 2016) and authentic leadership (Cottrill et al., 2014) in creating a climate of inclusion. Ely and Thomas (2001), on the other hand, suggested that learning and integration environment is essential for inclusive organizations. Employees are expected to learn and educate each other regarding each other differences. The purpose of learning is to infuse their thinking in an effort to achieve cultural competence. Yingjung et al. (2020) commented that inclusive organizations possess an innate learning culture in which learning systems are embedded which are updated with their own pace without allowing external interventions.

Literature shows there are different aspects and reasons which lead the organizations to become inclusive. There can be commercial, social, legal, strategic or culture reasons to that. As diversity management strategies gain various fruitful results for the organizations, a study of IBM by Thomas (2004) highlighted that the company increased its credibility many folds by stepping in the race of diversity management for commercial reasons. Their diverse workforce resulted in versatile customer base ultimately making it more adaptive and responsive towards the market changes. Moreover, diversity management programs might be adopted due to regulatory and legal concerns. As Maharaj (2009) states that, Coca Cola had to pay a very heavy amount of settlement due to discrimination allegations towards African Americans in terms of pay and promotions. On the other hand, a case study by Metz & Kulik (2008) explored the diversity inclusion program of Victoria police force showed that it was merely a management initiative that got successful due to the leadership style of police commissioner of that certain time. The leadership was of a viewpoint that level of male dominant culture in police force should be lowered by bringing policies that favoured female employees aswell. Whereas, sometimes organizations strive to become inclusive due to strategic and cultural reasons. Kamal & Ferdousi (2009) explored the diversity management program of HP in Bangladesh and it was seen that the management introduced such programs to polish their strategic goals and maintain their workplace culture according to their core values.

2.3. APPROACHES TO INCLUSION IN ORGANISATIONS

There seems to be a growing agreement that organisations need to create an inclusion environment in which all diverse groups are treated fairly and included in the decision making so it leads to reduce turnover (Nishii, 2013), however there are disagreements over what this inclusive environment include and what makes employees feel included at the workplace. Literature discusses different constructs of inclusion consisting of work group inclusion, perceived inclusion, organisational practices, and inclusion climate (Shore, Cleveland, & Sanchez, 2018).

The work group inclusion focuses on an individual's experience within the workgroup. Tajfel (1974) discusses inclusion as per the social identity theory which suggests that employees are more likely to trust each other when they feel commonality with each other. Shore et al. (2011) critique suggested that commonality is just one element of inclusion as employees also seek uniqueness based on their unique characteristics. The author used Brewer (1991) Optimal Distinctness Theory (OTD) to signify that while individuals are often looking for validation and similarity to others, they are also attempting to fulfill need for uniqueness and individualism. They make efforts to balance these two needs by managing an optimal level of inclusion in groups. Based on OTD theory Shore et al. (2011) defined Inclusion at workplace as *“the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her need for belongingness and uniqueness”* (pg. 1205). The model places high and low value in uniqueness on one axes and high and low belongingness on the other (Figure 1). Based on this the diverse employees can have perceived inclusion in form of exclusion, assimilation, differentiation, or complete inclusion at workplace.

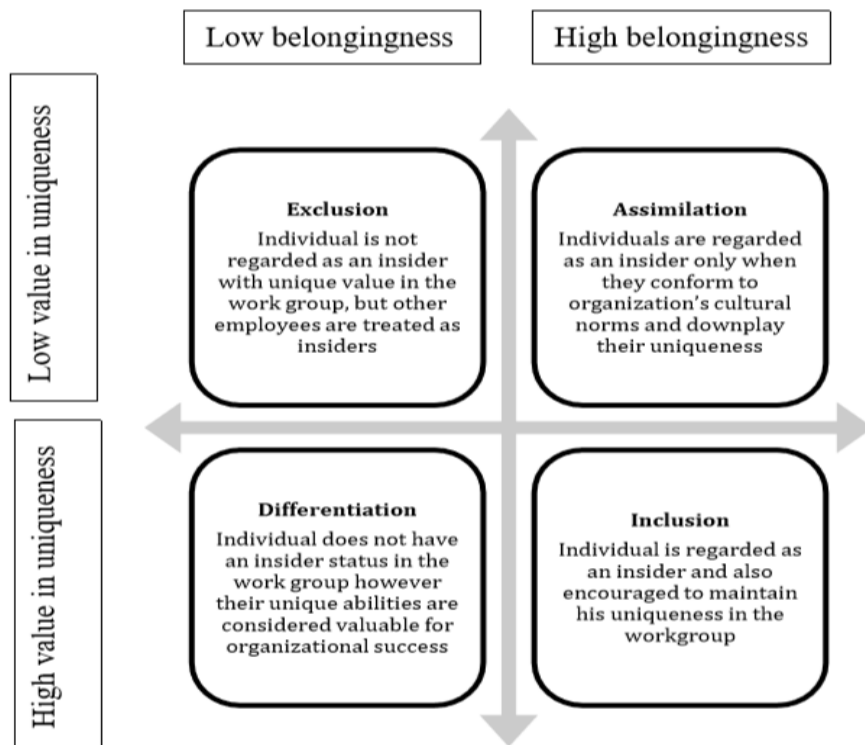


FIGURE 1: Belongingness-Uniqueness Framework of Inclusion (Shore et al., 2011)

Jansen, Otten, van der Zee, and Jans (2014) conceptualized the model further by including two dimensional concepts consisting of perception of belonging and authenticity (Figure 2). Michalle E Mor Barak (2016) confirmed that that individuals feel included in the organizations when they feel part of organization's processes including information, connection with co-workers, and decision making. However one of the crucial problems that diverse employees face at workplace is 'exclusion', due to which they feel left out of formal and informal processes of the organization (Michalle E Mor Barak, 2015). Combining these multiple approaches towards inclusion Shore et al. (2018) proposed a model of inclusive organisations.

The model suggests that the top

	Low Belongingness	High Belongingness
Low value in authenticity	<i>Exclusion</i>	<i>Assimilation</i>
High value in authenticity	<i>Differentiation</i>	<i>Inclusion</i>

Figure 2: Belongingness-Authenticity Framework of Inclusion (Jansen et al., 2014)

management commitment to compliance, diversity, and inclusion leads to employees feeling inclusion in organisation. The high and low degree of inclusion is marked by the inclusion practices including psychological safety, involvement in work groups, and influence in decision making, to name the few. The high degree of inclusion leads to perceived inclusion, retention and expansion of talent, and an inclusive climate (Shore et al., 2018).

There has also been growing interest in inclusive leadership which discusses the leaders behaviors which lead to inclusion at workplace (Cottrill et al., 2014). Ashikali, Groeneveld & Kuipers (2020) labelled inclusive leadership a vital element in development of inclusive climate. However it is suggested that further research is needed to clearly describe leaders' behaviour which are seen inclusive by the employees (Nishii & Mayer, 2009; Randel, Dean, Ehrhart, Chung, & Shore, 2016).

Considerable work has also been done on perceived organisational inclusion. Perceived inclusion is the individual's perception that employee is being valued and accepted in his workplace besides his uniqueness resulting in psychological wellbeing and healthy experiences (Michal E Mor Barak, Cherin, & Berkman, 1998; Tang, Zheng, & Chen, 2017). Most of the studies on perceived inclusion have discussed the relationships between the employee's psychological and work outcomes like job satisfaction, high self-esteem, OCB and work engagement (Huang & Prager, 2020; Jansen et al., 2014).

Another stream of research looks at the organizational practices which lead towards inclusion. Konrad and Linehan (1995) suggested that inclusive management in diverse organizations can take two approaches; identity conscious inclusion and identity-blind inclusion. Identity-blind inclusion assures that outcomes of the decision making process are based on individual merit rather than their group identity. Identity-conscious approach, apart from individual merit, takes the cultural and historical aspects of group identity in consideration for decision making process and outcome. There has been criticism on identity blind approach suggesting that group identity is never fully ignored and managers are not "blind" to it when making human resource decisions. Jonasson, Luring, and Guttormsen (2018) research with global expatriates' academics revealed that empowering management with identity blind practices helped inclusion at the workplace, while the identity conscious management increased stress for expatriates. Several practices including collaborative work environment (Roberson, 2006), team building activities, information sharing (Shore et al., 2011), and commitment from top

management (Sabharwal, 2014) have been proven to have an effect on employees feeling included at the workplace.

All the above mentioned streams have led the researchers to question what an inclusive climate entails (Shore et al., 2018). Nishii (2013) proposed that inclusive climate, which is made with collective commitment, would lower the conflict in diverse teams. Andrews and Ashworth (2014) have suggested that inclusive climate is perceived when there is more diversity at the workplace. Boehm, Kunze, and Bruch (2014), on the other hand, suggested that inclusive HR practices led to an inclusive climate. Bendick Jr, Lou Egan, and Lanier (2010) proposed that an inclusive environment is created in combination from top management, equitable policies, and respect for diverse opinions. Though it is also reported that none of these approaches alone can guarantee an inclusive climate (Shore et al., 2018). Despite many studies on inclusion it is still not established that how organisation can create an inclusive climate and environment with specific practices and behaviours (Shore et al., 2018).

This paper aims to fulfil several gaps in the literature. Shore et al. (2018) suggested that while there is an explosion of ideas regarding the specific practices and behaviours which lead to an inclusive climate, there is still a long way to come up with a crystalized clear and well defined construct on inclusive climate with empirical testing. In the past decade little progress has been made to understand how this climate is developed (Li, Perera, Kulik, & Metz, 2019). The climate of inclusion has been defined as an environment which includes the practices, policies, and procedure guiding shared understanding of inclusive behaviours, it is not clear what these specific practices, policies, procures, and behaviours are, thus organisations are struggling to answer how to create inclusive workplaces (Boekhorst, 2015; Li et al., 2019; Sparkman, 2019). There is also a call for future studies to be conducted outside USA, specifically in Asia and underdeveloped countries, to take into context the social, legislative, and historical context that an organisation operates in (Yingjun et al., 2020; Farndale, Biron, Briscoe, & Raghuram, 2015; Sabharwal, 2014). Researchers have suggested conducting use case study methodologies to understand the processes in the organisation which play a role in creating an inclusive climate (Boekhorst, 2015).

In order to close the mentioned gaps, this study has been conducted by studying a multinational company in Pakistan, Tele-P (real name of the company has not been used due to confidentiality issues), which claims to be an inclusive organisation. The claim has been confirmed by several awards and recognitions by national and international bodies around the

world. The study includes the diverse employees and management to understand '*what, how, and why the organisation is doing*' and '*what, how and why employees perceive*' (Li et al., 2019). Both perspectives, management's and employees' are taken into account to understand how an inclusive climate is created. The perspective of management answered how management is implementing the diversity and inclusion programmes to achieve inclusive climate (Li et al., 2019), and diverse employees perspective helped to understand their ideal work environment and preferences (Sparkman, 2019).

Through this study we aim to understand the following;

- How and why specific HR policies and practices lead the diverse employees to feel inclusive at workplace?
- How and why specific behaviours lead the diverse employees to feel inclusive at workplace?
- How and why certain HR policies and practices were developed to create an inclusive climate in the organisation?
- How and why the behaviours were established to create an inclusive climate in the organisation?

This study contributes to the HR, diversity, and inclusion literature by exploring the context specific elements of inclusion management. The existing body of knowledge is strengthened by this research as it focuses on managerial as well as employee perspective of the inclusive organizations. Along with that, crystalized information is added to literature by specifying the policies, practices and behaviours that are considered to be essential for an organization to become inclusive in a specific context.

3. CHAPTER THREE: METHODOLOGY

3.1. RESEARCH QUESTIONS AND METHODOLOGY

Our inquiry aimed to take into account the management and diverse employees' perspective to understand how inclusive climate are created in inclusive organizations. The purpose of this research was to extend the current theory on inclusive organizations. This would be achieved by studying the phenomena within the context for which an inductive qualitative research design was best suited. The qualitative design offers insight into the complex phenomenon of inclusive organizations which is difficult to obtain through quantitative study (Eisenhardt & Graebner, 2007). The qualitative design was essential for this inquiry to answer how and why employees perceive the inclusion policies, practices, and processes set up by the management. To understand the phenomenon of inclusive climate and organizations, case study research design was selected. The case study is considered best when a) the study is answering how and why questions, b) the behaviour of subjects cannot be manipulated, and, c) the study focuses on contemporary events (Baxter & Jack, 2008; Robert Yin, 2003; R. Yin, 2017). Case study research design is often faced by criticism of less generalizability and its lack of rigor in data collection due to the biases or subjectivity. In response to this stance, Patton and Appelbaum (2003) highlighted that case study research, specifically in Management Sciences fills the gap between the theoretical perceptions and practical ground realities in a work environment by taking in account the context and human interactions involved in that. As RK Yin (1984) suggested that *"Empirical research advances only when it is accompanied by logical thinking, and not when it is treated as a mechanistic endeavour"*. Thus, in order to study the inclusive climate and understand inclusive organizations case study was considered to be the best possible option to come up with a fruitful contribution so that *"flesh and bones of everyday life"* (Patton & Appelbaum, 2003) are not detached from this research.

This case was best explored through an exploratory case design. An exploratory case study explores the situations in which the interventions being evaluated have no clear set of outcomes (Baxter & Jack, 2008; Robert Yin, 2003; R. Yin, 2017). Raes, Kyndt, Decuyper, Van den Bossche, and Dochy (2015) used exploratory case study design to understand when and why team learning processes take place in different development stages. The exploration part of this study aimed to answer *how* and *why* questions of inclusive climate and inclusive organizations.

In order to ensure the reliability and validity R. Yin (2017) proposed techniques were used. Construct validity was dealt by using various sources to gather evidence and by letting key informants to review case study report draft. Internal and External validity was assured by addressing rival explanations and use of theory respectively. Reliability was developed by using an efficient case study database and case study protocol.

3.2. CASE SELECTION AND BOUNDING

Single case study was selected to explain and explore the phenomenon of inclusive organizations. Although single case studies are often subject to criticism for being bias and non-generalizable theories, however with careful selection and a transparent protocol they can test and modify theoretical frameworks (Ulriksen & Dadalauri, 2016). The single cases are selected due to their usually revelatory, extreme exemplars, and opportunities for unusual access (Eisenhardt & Graebner, 2007; Robert Yin, 2003). Single case study design is considered to be appropriate and beneficial under certain circumstances and have five specific rationales; a) critical case that is critical to the theory and propositions of research b) an extreme case that is contradictory to the theoretical standards c) a common case that tells about the everyday aspects of the social processes and phenomenon in detail d) a revelatory case that gives an opportunity to analyse a phenomenon that was never been encountered by the researchers before e) a longitudinal case in which same processes are studied at different time periods (R. K. Yin, 2017). We believe that our selection of single case study was critical for testing of the inclusive organization model. As Miles, Huberman, Huberman, and Huberman (1994) explained that a case is a phenomenon that is occurring in a bounded context. The selection of this case was crucial to confirm (disconfirm) and add to theory of inclusive organizations (Ulriksen & Dadalauri, 2016). Based on these factors Tele-P, Pakistan, was selected as the single case study for this research. Tele-P is a mobile data and digital service provider multinational telecom company with more than 22,000 employees around the world. Tele-P has been operating in Pakistan since 2004. The company has over 1000 employees in Pakistan. It was imperative to study an organization which not only claims to be inclusive but has also been officially recognized. The company has won several awards including Employer of Choice Award for Gender Balance by International Finance Corporation and Pakistan Business Council, OICCO Women Empowerment Award, and Diversity and Inclusion Best Practices by HR Metrics. Tele-P claims to be an inclusive workplace by declaring inclusion openly as part of its policy. The company provided a unique context of being a multinational company, with

a different home country policies and practices, operating in Pakistan. Also, due to the case study methodology it was imperative to select a case which offered open and unusual access to its top management and employees.

Bounding the case is as important as the selection of the case (Baxter & Jack, 2008; Robert Yin, 2003; R. Yin, 2017). Clear boundaries for this case were defined as well. To gather management's perspective, the data was collected from top management as they play a crucial role in designing the diversity and inclusion policies. The top management were asked to define the diverse employees. It is important to understand the definition in the particular context of Pakistan as there is no clear agreement on definition of diversity in literature. Michàlle E Mor Barak (2015) confirmed that anyone who is not mainstream can come under the category of a diverse employees, however with this approach the scope of research will very broad and difficult to cover. To understand the employees' perspective, the data was gathered from the diverse employees, as defined by the top management. Also, the study was carried out on one point of time due to the time and resource constraints making it a cross-sectional study.

3.3. DATA COLLECTION

As, it is the essence of case study research design that more than one data sources can be used which results in credible data. Thus, to understand top management's commitment to compliance organization's official documents, website, and HR policies were studied. As discussed earlier, the case was chosen due to the fact that it claims inclusion to be the part of their organization in their official manifesto so thoroughly examining the company's portfolio was very necessary for enriched data.

However, semi-structured interviews were used as main source to collect data from top management and diverse employees. Interviews were selected as a tool for data collection as it is labelled as most reliable in answering 'why' and 'how' aspect of research (Yin, 2017; Robson & McCartan, 2016). It helped in collection of in-depth data containing the perceptions of both sides. The interview protocol comprised of three interview strategies (Patton & Appelbaum, 2003; Vieru & Arduin, 2016). 'Informal conversational strategy' was the initial step to start the interviews in which context specific questions led to individual tailored questions. 'Guide strategy' then followed entertaining the standardized pre-set questions. Interview protocol ended through 'Standardized open-ended interview' strategy which enabled the comparability of responses and systematic data. Two types of interview guide were designed; one for the

management representatives and other for employees. The pre-set questions contributed towards the major themes of the research (Figure 1). However, probing and tweaking of pre-set questions was done according to the situation. A total of 12 interviews took place for the data collection. As repetition of information started taking place and there were not any new

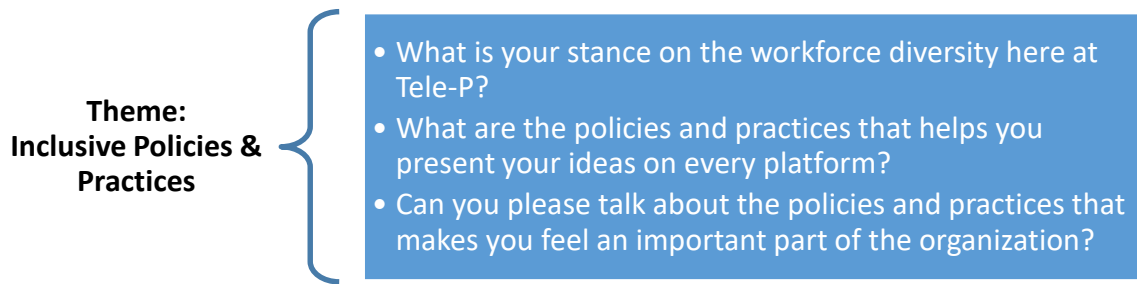


FIGURE 1: Example Interview Questions

themes emerging, hence the data saturation (Saunders et al., 2018), therefore the number of interviews was confined to 12. The respondents include management representatives, diverse employees and majority employees (Table 1). The director level respondents are labelled as management, females and disable employees as diverse employees and males as majority employees in this research. A consent form was signed by all the interviewees before the interview to ensure confidentiality and their consent. All interviews were audio recorded with the permission of respondents. However, two of them did not allow to record the interview so those were jotted down manually. Interviews were transcribed and translated from Urdu to English (where required). Researcher's command on both Urdu and English languages ensured the accuracy of translations. To ensure effective data handling case study database was created to store the raw data which makes the data collection process more reliable (Yin, 2017). Database was helpful in maintaining and storing of key points, official documents, tabular data, narratives and audio files which made the retrieval easier.

No.	Code	Gender	Designation	Duration of Interview	Category
1	MG-1	Female	Director HRBPs	37 mins	Management
2	MG-2	Female	Director IT	35 mins	Management
3	MG-3	Male	Director Ethics & Compliance	65 mins	Management
4	E-1	Female	Manager BI Enablement	45 mins	Diverse Employee
5	E-2	Female	Business Planning Executive	61 mins	Diverse Employee
6	E-3	Female	Talent Acquisition Specialist	40 mins	Diverse Employee
7	E-4	Male	Open Mind Trainee	36 mins	Diverse Employee
8	E-5	Male	Open Mind Trainee	49 mins	Diverse Employee
9	E-6	Male	Open Mind Trainee	22 mins	Diverse Employee
10	E-7	Male	Assistant Manager Sustainability	54 mins	Majority Employee
11	E-8	Male	Agile Coach	27 mins	Majority Employee
12	E-9	Female	Talent & Culture Executive	30 mins	Diverse Employee

Table 1: Details of Interviewees

3.4. DATA ANALYSIS

Data analysis has been done through thematic analysis as it is the most widely used qualitative data analysis method. Thematic analysis facilitates the identification of major themes of the data which ultimately helps in answering the research questions (Gelman et al., 2014). First of all, researcher got thoroughly familiar with the data. Then coding took place of the interviews (Table 2). As a result of coding, initial themes were developed which were later refined to develop specific relation among the interviews. These themes helped in detail analysis of data by generating a framework for giving meaning to raw data. Themes were reviewed to ensure the interrelation of major themes and answering of research questions. Coding of the interviews was done manually. Whereas, themes were assigned by managing data on MS Word and Excel. In the end, write-up for data analysis took place.

Category	Theme	Sub Theme	Quotes
Inclusive Policies	Check & Balance	Reviewing policies	<i>we do focus groups by calling employees from different divisions. We ask them what sort of problems you are facing. We are also getting input feedbacks on regular basis so we are capturing them. We have a people's council which is elected by employees so they also bring employees challenges as well</i>
	Role of Top Mgt.	Open Door Policy	<i>... our management is very accessible. Even the CTO sits right next to me. Our CEO is very accessible, I am the manager and I sit with my team. My entire team can approach and access me as they want. May it be personal matter or professional matter</i>

Table 2: Example Coding

4. CHAPTER FOUR: DATA ANALYSIS

4.1 THE CHANGE TOWARDS INCLUSIVE ORGANIZATION

In order to establish and implement something distinctive, an organization must have to go through a process of major change. Similarly, the understudied organization i.e. Tele-Pakistan has seen drastic changes in terms of its D&I policies and initiatives. It was noticed that the respondents from director level positions who were there with the company from 12 to 13 years said that there had been a radical change in the organization if compared to its starting era. As the Director IT said

“It has evolved quite a lot because when I joined then it was just launched and since then it has grown a lot from a very small company. I have seen different agendas taking place”.

The origin of bringing the idea of diversity and inclusion to the Pakistani subsidiary was merely due to the vision and agenda of the parent organization which operates in Norway. The global headquarter of the company i.e. Norway has undergone through the formalization of policies quite effectively especially they have been working on D&I a lot. A whole D&I manual had been added to their people’ policy as Director Ethics & Compliance highlighted that

“the country we are part of which is Norway, our parent organization, there are a lot of practical steps that have been evolved related to this... within our people’s policy I think in these six years an entire new chapter has been included on D&I... we have our D&I manual in place which spells out all the details on how you report it, what’s meant by diversity, what’s meant by inclusion, etc.”. Another respondent commented that *“I think this was coming from the parent company because when it came our company was established on the values which were in parent company”.*

The major changes started taking place from 2013 and onwards. Being a technology company there were very few female employees that could be counted on fingertips back when the company was launched. But it was seen that in last 5-6 years more and more females were hired at various positions. At that time hiring females and moreover pregnant females was a very courageous step that was taken. Director HRBPs states as

“For me what was interesting was for 4-5 years I was away from the organization but when I came back I saw a complete shift. We were hiring females who were expecting at that time

which I would have thought that no line manager would ever agree that he would hire a person who would go on leave again. We had so many females”.

It was the first company to focus on the element of ‘gender balance’ in the industry and they took significant steps that would contribute towards it. The policies which only benefited majority gender were eliminated as Director Ethics and Compliance commented that

“I have observed in last 5-6 years a lot of changes... I think we have done so much effort and being an HR professional now we do conscious efforts on all the elements of employee experience. If we had adapted certain practices which were addressing only one gender... we have changed that!”

Although it was a challenge to achieve the targets of gender balance and female diversity due to the societal and geographical factors. One of the directors mentioned that

“at that time management gave a very conscious call to hire only females and as many females as we possibly can... but again what happened was one year after many inductions most of them were getting married or moving and whatever so they left”.

Along with that females were reluctant due to the unsafe environment of technological companies, late sittings and no transportation facilities. These problems were highlighted in the statement made by one of the respondents

“I said usually in technology companies’ females don't work firstly because of the environment and secondly pick and drop and thirdly late working hours”. (MG-2)

The management tried hard to find all the problems and provide solutions for them in the form of different policies and practices that started operating in the organization. They were not only focused on bringing female diversity on board however, they also took commendable steps for the facilitation of female hires at that time to foster an inclusive organization. Working mothers were given comfort in the form of quality ‘Day-care’ facility inside the office premises. It gave comfort to the working mothers as a respondent involved in policy making at that time states that

“We had daycares...We had recognized the need and at least in our main office's daycares started emerging” (MG-1).

Additionally, pick and drop service was started for female employees so that their safety is assured and they can join the organization without the worry of transport. A respondent commented on it as;

“we started off with this which attracted a lot of female candidates because for female transport is one of the very big issues. So what could be safer than this? 9-6 you have a shuttle van and if you are doing late sittings then you would get a pool car”. (MG-2)

Director Ethics & Compliance stated;

“A lot of our talented colleagues get married and the kind of entwined corporate culture we have, they don't have the courage to come back after a gap of a year or two, etc. They think their knowledge might have not been updated or someone won't accept us. So for that segment we said okay we want to give you a new life and we have launched the program Naya Aghaz”.

It is clear from the above stated comment from our respondent that management took steps according to the problems that female employees were facing in continuing their professional careers after marriage. Moreover, flexible work timings were introduced as well so that female employees who cannot do late sittings can complete their work from home without any effect on their performance as one of the commentators mentioned;

“When I came back (2013) we introduced flexible working that primarily helped women. For example, if someone's kid is sick so she did not have to think about what to do. She can sit at home, open up her laptop and continue working and attend meetings online. So such policies started coming up”.

This shows that the understudy organization was very much dedicated to the enablement of female employees.

Tele-P Pakistan not only focused on female diversity but they introduced people with disabilities too in their organization as part of the D&I program. Open Mind program was launched which gave the chance to disable people to work for the organization. A respondent told us that

“it is the first organization which included another element of diversity other than gender which is people with disabilities. Its example is our Open Mind Training Program. It's been six years of doing that program...its purpose was to make them more and more employable”.

It could be summarized that Tele-P Pakistan has started step by step and worked hard to live by their vision and mission of bringing diversity and inclusion as a major constituent of their organization. It is clear from the above discussion that they incorporated gradual changes according to the needs to claim themselves as an inclusive organization today.

4.2 D&I POLICIES AND PRACTICES

After analysing how the organization took steps towards changing the policies in order to become a diverse and inclusive organization the further analysis is about the current policies and practices that are implemented by the management and how are these perceived by the diverse employees. The interviews from management and the diverse employees showed that various policies and formal/informal practices are being functioning in the organization to foster diversity and inclusion.

4.2.1 NAYA AGHAZ PROGRAM

Naya Aghaz program was launched in 2015 as a key initiative by the management to bring their ideas of inclusive governance to reality. This program provides a chance to those women who were on their career break due to any personal reasons to continue their work life once again. As, it has been seen around the corporate world that those candidates who for whatsoever reason take a break in their work life are not given many opportunities when given jobs. It is a six-month program after which the candidates are selected for permanent positions in the company according to their performance or some of them get opportunities at some other places in the industry. So the management identified this need and launched such a program which was merely contributing towards empowering women at workplaces and bringing diversity on board. This observation was endorsed by the significance of Naya Aghaz program stated on the official website of the company as;

“The six-month “Naya-Aghaaz Associate” program enables Tele-P to create a future Talent pool of potential female employees and future female leaders for the organization, while allowing them the quintessential “Tele-P Learning experience” supported by our novel GOBeyond work model and relatable work & employee convenient office environment. This program benefits Tele-P by bringing in inclusion of women from diverse backgrounds into our organization, which in return brings diversity of thought and ideas as well”

Female employees also appreciated the Naya Aghaz program as it gave chance to so many talented women which became part of the organization and contributed towards the success of

the company. As said by one of the female employees while talking about this program that “A lot of women were brought at leadership positions at managerial level, director level, AM level a lot of women got exposures” (MG-2). Another employee added to it by commenting that;

“one thing that is very good about here is that a lot of people get career breaks so for that they have a program of Naya Aghaz. It's for females and for those who take a break in between as it's very difficult to get back in the arena. So this is something you can say that is an actual facility or option which only this company shows and I haven't seen it anywhere else in the market yet so this is their exclusive ”. (E-2)

4.2.2 OPEN MIND TRAINING (OMT) PROGRAM

Tele-P was the pioneer in Pakistan for bringing disability in the agenda of diversity and inclusion. Therefore, they launched a program called Open Mind Training which provides employment opportunities to people with disabilities (PwD) and ensures their social inclusion. The PwDs that are targeted through this program have hearing, speaking, physical and visual disabilities. As per the official website of the company and the collected interviews, there is a rigorous recruitment process after which candidates are selected and placed in different departments according to the needs and their skills. However, for the first 3-months two persons are placed in the same department who are competing with each other after that one of them is selected on the basis of performance and given 9-month on job training. The traineeship is followed by the evaluation of candidates after which they are considered for the permanent positions in the company depending upon the availability. The website shows the OMT process as follows;



When the PwDs were asked about their views on this program, they appreciated the effort being done by the management as one of them stated that;

“there's no doubt in Tele-P promoting diversity and inclusion very much. Their place, office, and people's attitudes everything is very amazing as much as I know” (E-5).

Also, the management claims that they took a lot of steps to make this program a success, such as sensitizing the teams for inclusive recruitment, ensuring disable-friendly infrastructure, buddy program etc. It was also acknowledged by one of the OMT trainees that when he was asked that did he face any inappropriate question during his interview by saying that

“No. If I rate it that was 10/10...they didn't do anything like that. They told some generic things and asked about my past experience and in which dimension I want to work etc. So it was quite good” (E-5).

Supporting the claims of management of the buddy program a PwD stated as;

“Every OMT is assigned a ‘buddy’, every zone has a person who acts as the ‘buddy’ for that OMT. In case of any emergency, that person will help them in evacuating and taking care of them” (E-4).

4.2.3 GRIEVANCES OF PWDS

The analysis showed that People with Disabilities (PWDs) had some grievances related to the OMT program. First of all, it was highlighted that PWDs are taken as PWDs as whole but within them it is not differentiated that what sort of facilities each one needs. As different disabilities have different requirements and that cannot be catered by treating it as a whole. For example, a person with visual disability will have to face different obstacles than a person having any physical disability. As commented by a person with visual disability

“my disability is quite more severe as I am visually impaired. I can't use my phone and laptop by looking at it. I use software so some things are like this which are causing a lot of challenges to me mostly” (E-5).

Similarly, job role also needs to be according to the disability to provide a work-friendly experience to all disable people. As commented by a PWD

“holistically they are catering it but at microscopic level they are not. I mean I agree that they have that infrastructure and building is disable friendly but then you have to be work-friendly aswell” (E-4).

Secondly, job roles are not defined from the start which gives rise to uncertainty and self-doubt among the PWDs. The interviewed PWDs were of the point of view that there should be a defined job role from the start and then training needs to be provided on that before starting actual work. That is how it will get clear whether the nature of work is suitable for the type of disability the person is having or not along with the good performance.

Thirdly, the respondents emphasized on the fact that two PWDs are appointed in the same team out of which one is selected for the extension of contract. This was not considered fair by them as two people are with different types of disability and area of expertise so it is not right to make them compete for the same position. As stated by a PWD who has a stammering issue

“the issue in this Open Mind project is that in every division they hire two people and they compete with each other so this is not right. They should be sent to different teams, not compete with each other. As, there was a guy with me in my team who was on a wheelchair and in my opinion his placement here was wrong. As he was a developer and had a coding background and here he was not suitable. So this is the thing which needs to be addressed” (E-4).

However, Assistant Manager Sustainability argued that this is done to give them a feel of competition so they strive to do better to achieve something as he said

“this factor was added because we did not want to give them the feeling that they were hired just because they were disable.... They need to prove themselves and earn it actually, so that’s pure performance based”.

4.2.4 ENABLEMENT POLICIES FOR FEMALES

It has been analysed that the under-research organization has been practicing many of such policies and practices that are enabling the women to work without facing any barriers. By doing so they have enabled their female workforce to give their best performance without worrying about the major concerns that they have in their personal life. As one of the female employees commented; *“they have enabled in a larger picture... these things which come and go in your personal life Tele-P doesn't let them become a hurdle. So it's all about what I am doing here and will help me in my personal life as well to prove myself up to that level and keep contributing to my career... It means there is no more challenge. The challenging part has already been catered by Tele-P and I think this is something very big”* (E-1).

Daycare facility is provided to women at the workplace. All of the female respondents were seen really contented due to the presence of high quality daycare facility within the office premises. Previously the age limit for the children was upto 2 years but then the management upgraded it to 4 years so that mothers can bring their children along with them until they become school going. It was highlighted as one of the major reliefs that the company is providing to empower their women. As a respondent explained; “*the day care provided to mothers... if I think of my first child it was difficult for me and I had thoughts of leaving the job as well. But, at the time of my second child I was very relaxed and tension free due to the Daycare facility at our office. Now I bring her along and I can visit her whenever I want, I am tension free*” (E-3).

However, it was told by the management side that if they run out of space at Daycare or those female employees who are comfortable with nannies at home are given ‘*Nanny Allowance*’. Director HRBPs mentioned it as “*Some mothers are okay with Nanny's and since we had capacity issues too we started providing nanny allowances. So we started giving them allowances to hire a nanny who looks after your kids while you are at work*” (MG-1)

Tele-P was the pioneer of introducing six-month ‘*Maternity Leaves*’ for working mothers which proved to be a great enabler in maintaining an inclusive environment for the diverse workforce of females. Management always emphasizes making the post-marriage working conditions for females to be comfortable for them. Female employees also agreed to it as said by one of the females that “*in maternity leave for 6 months you are just off with your child and if there's a problem so you take unpaid leaves. So these are very mentally facilitating policies*” (MG-2).

Another major factor that contributed towards the feeling of inclusiveness of female employees was ‘**pick and drop**’ service provided to them. For females, commuting is one of the major concerns while working so that is why management started this policy to facilitate them in the best possible way. As per a female employee “*this is one of the best things about XYZ because I think convenience is one of the biggest concerns of girls. So they take that end to end responsibility and assurity*” (E-1). Similarly, it was analyzed that females feel a sense of safety due to the concern of their organization. They go an extra mile whenever it comes to provide a safe environment to their employees even if in their personal life. As it was told by one of the respondents that “*When I was getting married a few years back, Director Security approached me if I need any security as the area in which I was living was very unsafe in terms of law and*

order at that time and a lot of theft/robbery was taking place in the area. He supported me in every possible way and guards were appointed at my house for the whole month” (E-3).

As discussed previously by the management representatives that flexible work timings are provided to female team members and they can easily work from home. So it was highlighted by most of the female respondents as it gives them a chance to achieve work-life balance. As commented by E-3 *“It motivates me to work harder as I know I have to get my work done and produce results. It motivates me. Also, work from home is very beneficial for mothers and it helps a lot”.*

4.2.5 INFORMAL PRACTICES: ROLE OF CULTURE

It is very interesting to find out that apart from the formal policies and practices that were functioning under the head of D&I agenda of the company, the commentators pointed towards the role of culture in the progression of inclusive organization. The analysis shows that the under-study organization has a very strong culture which makes it different from others. The management as well as the diverse employees were of the point of view that the informal practices that are being practiced in the company due to its culture plays a vital role in generating an inclusive environment. The employees are tuned in such a way that they get involved in more and more socialization and networking. This is made possible by giving avenues for networking as stated by an employee

“There is a great focus on being vocal and interaction with people around you. There are social areas, kitchenettes where they can make tea/ coffee and have a good talk. There is a beautiful walking track where you can have casual talks with your teammates. Ludo and other games are placed in our social area, there is a table on our top floor which has swings around it so you can sit on them and work in a relaxed environment” (E-3).

As claimed by the management in the company’s official website *“modification in physical infrastructure of the building including emergency evacuation protocols, ramps, signage, designated parking, transportation facility, accessible washrooms and workstations”* was done to provide a comfortable and enabling environment to different abled employees. This claim was further endorsed by Director Ethics by stating that

“our office is 100% compliant to people with disabilities... everything is designed keeping them in the forefront so that they don't have any challenges here” (MG-3).

Similarly, one of the OMTs appreciated the fact that even on team lunches their limitations were kept in mind by saying that

“there was a person with me who used to be on a wheelchair.. we had a team lunch which was specifically arranged at the venue which had access for wheelchairs so that he can go too and he feels included because mostly he didn’t go to such occasions like hiking” (E-4).

Additionally, the building is designed in such a way that it gives the opportunity of physical activity as well. It was remarked that *“there's a gym as well. Physical environment is also helping and I think it keeps you healthy mentally as well. You stay positive so I think that's very important”* (E-1).

Team building culture and open space culture are also important constituents that contribute towards the inclusive culture. As said

“I think the sitting environment gives you a very open message. Your directors and CSOs sit on the same table and zone. They don't have separate rooms to hide something” (E-8).

That is how it is made sure that all employees are equally important and there is no discrimination among them. It was noticed that the diverse employees were in love with the culture of the company and culture was one of the main reasons for their motivation to work for this company. It was said by an employee that

“I don’t have words to thank this company and I am in love with this company. It provides a whole package to us in terms of our emotional and financial needs and the culture of the company” (E-3).

This statement is further verified by another comment made *“overall culture is one of the best cultures in Pakistan... So if you see from that perspective then it has kept its culture at a high level. Believe me you wouldn't find it anywhere else”* (E-6).

The above discussed policies and practices leads us to analyse that it contributes towards the feeling of inclusiveness among diverse employees in a positive way. This finding is validated by a comment *“it has exhibited a role of opportunity where I exhibited my skill and potential in whole”* (E-1).

4.2.6 MALE PERCEPTION: A CHALLENGE

The most interesting finding of this research is the male perception that is prevailing in the organization due to more and more gender diversity and inclusion initiatives in the company. As discussed above, the focused organization is providing a lot of venues of female empowerment in the company. Also the female diverse employees were found very content with the extent of inclusiveness provided to them. However, a major challenge that was highlighted by management as well as employees was the male perception regarding these initiatives. Therefore, interviews were taken from male employees as well to understand their side of the story too.

Female employees highlighted the fact there is a strong sentiment among male counterparts that in order to fulfill the diversity goals, females are given some sort of priority over male employees even if they are not deserving. As a statement was made by a female respondent that

“There exists a perception from male employees that there is some sort of discrimination with them and merit is not taken care of” (E-3).

However, female workforce is of the viewpoint that there is not any sort of discrimination and compromise on merit. There is a very level field of playing when it comes to work and achieving something bigger. In fact, females have to work harder to prove themselves in order to overcome this perception. As long as diversity numbers are concerned, at time of induction HR makes sure to shortlist equal numbers of CVs of males and females both but after that whoever is deserving gets hired. As said;

“But after that it's a very level field. It's not like you are a woman so you will be hired. No it's not like that. Then criteria are the same for everyone. It's on merit but what you have at the start is just to bring more CVs of females to facilitate the procedure of that” (E-2).

Conversely, there is a mind-set present in the company which believes that if a male and female are competing for a position then female will be given priority. But a female respondent argued and discarded this claim by saying that

“I don't think merit is compromised. I was competing for a position with a male candidate and there was a great hype in the circles that I will get hired maybe because I am a female but I did not get hired. The decision takers must have found him more deserving and talented than me that is why he was promoted and not me. Females have proved themselves, we have very

talented females on director levels and they are very bold and professional. Everyone accepts this fact” (E-3).

On the other hand, it was seen that male employees had their concerns which they think are not catered by the management rightly. The execution of the D&I program is what was wrong in their viewpoint. Hiring of female employees just for the sake of achieving the required diversity headcount is not right even for the program itself. Assistant Manager Sustainability gave many insights about the male sentiments prevailing in the organization. He highlighted that there is lack of long term planning in the policies for example if the line manager’s tilt is towards hiring male candidates over a married female then nobody looks at the reasons for that. If a woman goes on maternity leaves then HR needs to provide her replacement to the manager as soon as she leaves. Also, while hiring if only female CVs are forwarded to the line manager then he will be forced to hire a female candidate so in order to achieve the gender diversity target of the team, merit is compromised. As he stated that

“everyone calls it bad and says it shouldn't happen but why am I doing this no one asks about it... I am not against maternity leaves but I want support from HR to give me an alternative for that”. He added to the discussion as “Pick and drop and Nanny allowance is for females only... so there’s no equality! If you talk about equality, then make everything equal”.

However, the commentators also spoke about the different formal and informal forums that are used to discuss the concerns and feelings of male employees. As asserted by the Agile Coach *“we discuss our concerns and after that discussion the positivity comes outside. It's not like someone is taking an action over something. It's just a little frustration that we discuss and then everyone gets over it” (E-8).*

It was attention-grabbing to find that management has a very clear idea of the challenge of male perception to gender diversity and inclusion programs. They told us that if you go to the male employees of the company you will get to hear that they are not satisfied with the way things are being implemented. Other than that, while talking about the challenges one of the directors mentioned that

“when you do these things particularly gender balance it has alot of emotional challenges especially from the male community... it causes alot of unconscious biases, how you play with mind, entire mental game, communication and alot of venting” (MG-3).

So it was analyzed that at management level they are facing challenges to cope up with such challenges which involve satisfying the concerns of male community in the company. As one of the directors mentioned it as an area of improvement as well saying that

“I think male participation should be increased in these topics... when you talk about inclusion and diversity you should do everything with the mutual consents of both the genders... I think inclusion at the male side and inclusion of the majority needs to be there. Because you have set up the baseline so now move forward” (MG-2).

Culture of the organization has to be given the major credit for the awareness of management level about the prevalent sentiments of male community. It is the essence of their culture that open communication is the key highlighting factor in their organization. This finding is endorsed by the statement made by Director Ethics

“it’s our culture’s power that before the damage was done it came at the surface to top leadership they were connecting even with the foundation level employees as well... we are a little better than normal average organization because of which we got to the idea that people are not getting what we are trying to say” (MG-3).

The top management has always been involved in the matters that people related and their people centric approach gives rise to open communication. It was found that employees are reluctant to voice their feelings with the managerial level and on formal forums but very comfortable to voice their concerns with the top management.

Similarly, it was reported by one of the HR persons that in an effort to address the male employees’ grievances the CxOs held private sessions with male employees without presence of HR in those sessions. The purpose of those sessions was to address the common myths and stereotypes about gender diversity. According to that HR person (E-9) recently HR also generated gender diversity numbers and found out the following

- 72% promotions were of the male employees in last 3 years.
- More male employees resigned as compared to females in last 3 years.
- 30% married women had 8 years plus tenure in Tele-P.

4.2.7. CONTROLLING AND MEASURING MECHANISMS

To minimize the previously discussed challenges and grievances of diverse employees, management took significant steps. It is very important to keep a strong check and balance on the policies and their execution for them to be successful and fruitful. Similarly, to maintain a culture that supports diversity and inclusion it was necessary to provide such platforms that ensured employee voices to be heard at all levels.

In accordance to that, regular feedback is collected from employees through various sessions and surveys. **Focus group discussions** are held in which employees from different divisions come together and discuss their problems. There is a **people's council** that is selected by employees which brings employee's concerns in front of management and HR. Whereas the feelings and opinions of employees are measured through anonymous feedback in sessions and surveys like **Employee Engagement Survey (EES)**. While talking about EES it was commented that

“we have an annual EES in which there comes a lot of feedback about D&I as well... you get the feedback of both the kinds there. A lot of people vented out as well. So from that we get to know what people are saying where” (MG-3).

Additionally, there are sessions on human rights as well in which many times males and females share their opinions about D&I.

Being a Norwegian company, the management does not come on hard while implementing the D&I initiatives but rather implemented many programs to fix the values and culture of the organization. That is how they tuned the people's mindset accordingly. As mentioned previously, unconscious bias is a hurdle in the way of diversity and inclusion so for that many **training sessions on unconscious bias** for everyone. Also, there is a great focus on training the leadership on unconscious bias as well. Therefore, a tool is adapted called '**leadership shadow**'. It is a questionnaire designed in such a way that tells the respondent what areas of his personality are holding him back to be free of any biases. As asserted by a management representative

“leadership shadow is a reflective exercise to find my overhead in an area, I need to sit back and reflect. It's a questionnaire which guides me and I can score myself how much I am supporting it and which are my personal challenges which are creating roadblocks for the company in this journey as a leader” (MG-3).

With the aim of ensuring control mechanisms there are certain enablers in the organization which is leadership's work to put such systems in organization that no one can run from. In order to ensure merit and transparency, '**women talent review forum**' is in place. That is how female talent is reviewed at all levels which makes sure that they are not deprived of any opportunities due to certain thought processes of any entity. Under the female talent review forum, there is a '**fast track leadership program**' as well. The main purpose for this program is to prepare the females for leadership positions to foster the diversity and inclusion program.

"we have a fast track leadership program for them where we feel like yes she's there but not really there... so on that we push her a little through HR interventions, leadership push her a little, takes a little more time but at the end makes her ready" (MG-2).

Moreover, HR acts as a bridge between its people and top management. If the employees have any issues or concerns they communicate it to the HR which further brings it to the top management. That is how the whole mechanism of reviewing policies works. Director HRBP commented

"In daycare policy we brought some changes and improved it as we (HR) got feedback from the mothers and also single fathers too... So we took feedback from them and made certain proposals and which were taken to our top management. They review it and then decide the way forward. So that's our complete mechanism" (MG-1).

Furthermore, the role of top management is very eminent in creating such a culture in which employees can easily voice their emotions and sentiments. There is an open door policy in the organization and employees can reach the top management whenever they want. It was commented

"It's very open and open in a sense that there are no barriers when it comes to this CxO layer, there is no bureaucracy... When they say the culture is open it actually is open. CxO is as accessible to me as probably my peer or my junior or my immediate senior." (E-2).

The executive layer takes interest in the feedback sessions and becomes part of those sessions most of the time. That is why, they have in place strong control and measure mechanisms to make the D&I program a success.

4.3. BEHAVIORS

Along with the formalization of policies and practices there are some prevailing behaviours that are unsaid in any society or environment. Similarly, Tele-P Pakistan has its own behaviours that are being instilled in the culture through various mechanisms. These behaviours add positively or negatively to the feeling of inclusion among diverse employees of the organizations as well.

Most importantly, the set of behaviours prevalent in the Tele-P comes from their **vision** i.e. Empowering Societies. Leadership has talked a lot about it at every level and made sure that it leads to one of the best behavioural training of employees in every aspect of life.

“Our vision has helped a lot in crafting our behaviors... we actually live by our vision... I truly believe that I am working in the organization which is empowering society in all facets of society be it economic, gender, disabilities, everything!” (MG-3)

Respect is considered to be the most important behavior followed by integrity, honesty and collaboration. Management majorly focuses on respectful behavior and there is no compromise on anything which comes under disrespectful behavior. Director HRBPs asserted *“Our most important behavior is being respectful. Be respectful, keep exploring, and create together. But being respectful is a behavior that we had from day one”*. It is deep rooted in the culture of Tele-P to provide the element of circle of safety to the employees where they are free of any bullying and catcalling.

Collaboration is another behavior which grabs major attention from the management to be a part of their environment. Many trainings are being done on that to benefit the D&I program as one of the respondents commented about collaboration

“a lot of people in the leadership has passed from that training in which they have talked a lot about diversity that what’s the actual power of diversity...accepting different type of thoughts” (MG-3).

A diverse employee validates it by saying *“As here in Tele-P, they have told that you have to support, it’s in the environment. It the culture and way of work here at Tele-P that you have to be supportive and inclusive, it’s there in their mission/vision. Overall its on the chance and depend on the people but here at TP it is enforced to act in that way (E-4).*

It can be summarized that everyone in the organization is tuned in such a way that they become a contributor towards the inclusive environment by practicing collaborative behaviors. However, in case of PWDs, it was reported that acceptance level is comparatively low among people as all the PWDs do lunch together rather than doing it with their other colleagues. So there is still need of improvement in training the people of behaviors towards PWDs.

On the other hand, **motivational and encouraging behaviors** are the major contributors towards the feeling of inclusion among diverse employees with disabilities. It was informed in interviews that the colleagues and people around them are very helpful and welcoming. Most of the respondents highlighted the supportive role of their managers. Managers are labelled as most encouraging entities which motivate them to perform well and communicate with them if there are any hurdles in their work life. A respondent who had stammering issues told that his manager motivated him to participate in an internal training program called 'Activate' although he was reluctant but due to the encouraging and motivational behavior of people there he felt very motivated as he stated

“if I tell you about it, seriously I was not expecting (as I stammer so in start I used to quiet and not take part actively) that I will get such good feedback an appreciation at the end. In end organizers of ACTIVATE gave very positive comments and the titles given at the end.... They highlighted me as the ‘most inspirational’ due to which I felt very good.

Besides, to ensure the behavioural fit in the company and to bring same mind-sets on board, the recruitment process is designed accordingly. It consists of two phases of interviews i.e. behavioral interview and functional interview. The behavioral interview is managed by HR who ensures that the selected candidates are a good culture fit for the company as behaviors are derived by the culture. Also, Tele-P has a distinctive culture where everyone is treated equally and everyone is together as a team. So, anyone who has different values cannot operate in the company for a longer run.

To instil the already existing set of behaviors in the new hires, **mentoring program** is there. Mentors are voluntary who are labelled in the list of mentors and the employees choose their mentor by looking at his/her profile. The mentor is responsible to guide the employee on every area of work life including behaviors and cultural norms of the company. Also if the employees have any issues, there mentors can bring them to the higher authorities without disclosing their names. Similarly, there are **counselling sessions** to correct the problems first rather than punishing it. These sessions can be by the managers for females or any employee who has any

concerns or problems going on. These sessions are effective because employees especially females are reluctant to voice their issue in front of everyone. It could be analysed that there is strong check and balance mechanisms that ensures the preservation and prevalence of set behaviors in the company according to its culture and vision.

5. CHAPTER FIVE: DISCUSSION

The purpose of this research was to explore that how an inclusive climate is created, how and why management is doing it and how and why employees perceive it to be inclusive by studying a leading telecommunication MNC of Pakistan. Building upon the existing literature on workplace inclusion which is mainly revolving around western contexts, this research explores the functioning of inclusive organization in a developing country context; Pakistan. Our research majorly focused on the themes of policies, practices and behaviors that are deemed to be essential for the formation of inclusive climate.

5.1. INCLUSIVE ORGANIZATIONS IN A PAKISTANI CONTEXT

This research highlighted the journey towards becoming an inclusive organization. The previous studies done on inclusion management show that the journey of organizations goes from equal opportunity to diversity to inclusion (Khan & Jabeen, 2019). Conversely, it was seen in this research that organizations in Pakistan have no legal or social bounding to become diverse or inclusive. However, in Pakistan organizations are still towards the equal opportunity side and inclusion is in its very early stages. The factors emerged as the reason of understudy organization's shift towards becoming inclusive were the influence of **parent organization** and the **vision** of the company. It could be seen that efforts done for the inclusion in Pakistani subsidiary and parent organization i.e. Norwegian HQ were different. As in Norway, there is a high level of support from the government but in Pakistan the initiative is totally based on organizational level. For example, the maternity leave given in Norway is supported by government and in Pakistan only the organization is liable to bear the cost. So, Tele-P emerged as a pioneer of inclusive measures in the industry because of the signalling in international market and getting in line with the parent organization values and vision. Whereas, the policies, practices and behaviors explored by this research are discussed further.

5.1.1 INCLUSIVE POLICIES AND PRACTICES

Inclusive climate is defined by the scholars in different ways. Nishi (2013) defines it as “In inclusive environments, individuals of all backgrounds-not just members of historically powerful identity groups are fairly treated, valued for who they are, and included in core decision making” (p. 1754). Bendick Jr, Lou Egan, and Lanier (2010) proposed that an inclusive environment is created in combination from top management, equitable policies, and respect for diverse opinions. Additionally, Mor Barak and Daya (2014) argue that “the

inclusive workplace is based on a pluralistic value frame that respects all cultural perspectives represented among its employees” (p. 393–394). Whereas, Shore et al. (2013) presented a matrix in which those organizations where feelings of belongingness are high along with maintaining the uniqueness of employees are labelled as inclusive. On the other hand, this research extended the existing literature, majorly done in western context, and explored the functioning of inclusive organizations in Pakistani context. The data collected as a result of this research highlighted policies and practices that are believed to be necessary for an organization to become inclusive. The results show that the construct of inclusive climate in Pakistani context is wider than the western conceptualization of inclusive climate due to the socio-cultural differences. It was revealed that there are five dimensions on which the inclusive policies and practices are based; *top management’s commitment to inclusion, employee voice in decision making, access to information, enablement and safety* (Table 3). Three of these dimensions (i.e. top management’s commitment to inclusion, employee voice in decision making and access to information) are already highlighted by the existing literature (Roberson, 2006; Bendick Jr, Lou Egan & Lanier, 2010;). However, **enablement** and **safety** emerged as the unique dimensions in the inclusive organization of Pakistan. This finding contributes in the existing pool of knowledge significantly and pave path for the future researchers to explore the distinctive features of inclusive setting in different contexts to add up in the crystallization of inclusive organization construct.

Enablement; The enablement practices and policies were incorporated in the organization such as disable-friendly infrastructure, pick and drop facility, six-month maternity leave, flexible timings and daycare facility. These policies and practices paved path for the diverse employees to work independently and effectively without facing any hurdles in their personal or professional life. A likely reason of focusing on enablement policies and practices under the umbrella of inclusion program by the organization is to minimize the societal factors that might have hindered the equal participation of their workforce. As in Pakistani society, gender roles are defined in a traditional way (Ali et, al., 2011) according to which women are liable for taking care of their family and children and fulfill the duties by residing inside the home. The understudy organization, by providing the aforementioned facilities, provides the female employees with high level of work-life balance and facilitate them inside the office premises. Work-life balance is considered to be one of the major motivators for females

Inclusive Policies & Practices	How?	Why?
Top Management's commitment to inclusion	Open door policy, CxOs individual meetings with diverse employees, individual participation of top management in occasions	To bring vision into reality, foster diversity and inclusion program, be a role model in industry
Employee voice in decision making	Equal participation, regular feedback mechanisms, FGDs, town hall meetings, etc.	Provide confidence and self believe, non-bureaucratic culture, OCB*
Access to Information	Open sitting, open door policy, availability of CxOs	Equality among employees, sense of belongingness, employee loyalty, friendly environment
Enablement	Infrastructure, HR policies (pick and drop, daycare, maternity leaves, flexible timings)	Unequal gender roles in society, work-life balance, (De) Stigmatization
Safety	Strong grievance channels, human rights sessions, compliance teams, no tolerance policies, sensitization and mentoring, psychological safety	Patriarchal society, high rate of workplace harassment and bullying

Table 3: Inclusive policies and practices (*OCB= Organization Citizenship Behavior)

involved in corporate world of Pakistan (Rehman & Roomi, 2012). That is how they are able to perform well in their personal as well as professional life. In contrast, developed countries do not face these issues as roles and responsibilities are not defined on the basis of gender and inclination towards equal gender values is at the higher side (Voicu & Constantin, 2014). Due to which organizations operating in western context (developed countries) do not need to focus on this dimension to such an extent. Similarly, in case of disable people there is high level of stigmatization in underdeveloped countries and their representation in the overall workforce is near to none. The respondent organization is the pioneer in the industry to give employment opportunities to disable people to minimize the stigma attached to them. Research shows that (de)stigmatization of the groups that are being labelled as a stigma historically contributes towards the evolution of inclusive organizations (Arnold et, al., 2019). Also, the allocation of

basic facilities such as disable-friendly infrastructure and right tools for them to work also fall under the efforts towards inclusive environment.

Safety; Safety emerged as an important inclusive policies and practices dimension as a result of the findings. It was guaranteed that such inclusive climate is generated in the organization that ensures the safety of its diverse employees. It was also reported by the employee side of respondents that they feel safer inside the office premises than outside. The policies and practices such as no tolerance policy on harassment, strong grievance channels, mentoring sessions, human rights sessions, FGDs, sensitization programs and counselling sessions contributes towards the development of safer environment. It was seen that all these factors contributed towards the feeling of inclusion in the organization along with management's claim of incorporating these policies to become an inclusive organization. The reason that safety is given so much importance in Pakistani inclusive organization is the socio-cultural dynamics of the country. As in underdeveloped countries like Pakistan education rate is lesser, high rate of workplace harassment, high rate of workplace bullying and employee voicing mechanisms are less. Therefore, to become an inclusive organization, organizations needs to work on the minimization of mentioned factors so that diverse employees can work in a relaxed and comfortable environment. On the other hand, western literature is silent on this area because in developed countries women are not targeted on the basis of their gender and rate of workplace crimes are less due to strong check and balance. Another reason of ensuring the safety, especially of female employees, is the culture of this society in which the concept of females involved in corporate world is new-born. Families of female employees are very much concerned about the environment in which she will be working. That is why, such policies and practices are instilled in the organization which ensures the safety of females. Additionally, psychological safety of diverse employees is believed to be vital aswell. In psychological safe settings employees feel recognized and valued (Frazier et, al., 2017). This research showed that psychological safety of employees is ensured by providing them platforms to voice their ideas and feelings such as regular employee feedback, town hall meetings, female sessions, FGDs, etc. This is done so to minimize the effects of patriarchal society where females are considered to be an element of subordination and not allowed to express their feelings. Whereas, in case of disable people Pakistani culture is more towards sympathy rather than practicing empathy. This is because of the high level of human orientation index that people are kind and caring in their interactions (House et, al., 2004). However, the findings showed that this decreases the confidence of PWDs and make them feel bad about themselves. Therefore, sensitization and

mentoring programs are there to minimize the element of sympathy towards them. This research showed that as a result of the inclusive policies and practices the level of sympathy was low inside the organization and PWDs felt valued hence elevating their psychological safety.

Moreover, this research showed that identity-conscious inclusion programs contribute towards formation of inclusive organization. The existing literature has both opposing and similar arguments about the role of identity-conscious programs in establishing an inclusive environment. Li, Perera, Kulik & Metz (2019) commented that identity-conscious programs produce an inclusive climate. On the contrary, some organizations believe in uniformity among their employees and decisions made for them are done above their personal identity hence choosing an identity-blind approach (Yang et al., 2019). The respondent organization of this research came out to be a supporter of identity-conscious inclusion programs as they introduced two programs. One program was to hire females having career breaks and the other program aims to provide employment opportunities to disabled people. This was done to bring a diverse workforce on board and providing them an inclusive environment to bring innovation and creativity to the organization. In the Pakistani society, most of the working women leave their jobs due to their personal life events like marriage. That is why such programs were launched to cater this gap in the industry and to facilitate females. Similarly, disabled people are rarely made part of white collar jobs that is why the program was launched for hiring of qualified PWDs in jobs. That is how this research strengthens the literature that supports identity-conscious inclusion literature by defining the type of programs that can be beneficial for an inclusive climate in the context of developing countries.

5.1.2 INCLUSIVE BEHAVIORS

The stream of literature that talks about the required behaviors for an organization to become inclusive is very much scarce. The existing pool of knowledge indicates that there needs to be such policies, practices and behaviors that contribute towards the inclusion climate (Shore et al., 2018), but it does not entail crystalized information about the mentioned areas. A few studies talk about the interpersonal skills and values that are important for inclusive organizations. Daya (2014) highlights the factors that are needed on an interpersonal level for inclusion which includes; respect and acceptance, empathy, listening skills and trust.

Additionally, the values important for inclusion are humility, acceptance of differences, openness to new ideas and flexibility (Nair & Vohra, 2015). Therefore, this research closed the gap in literature by exploring the inclusive behaviors and contributed towards existing pool of studies. There were three types of inclusive behaviors that emerged as a result of interviews from management representatives and employees i.e. **Respect**, **Collaboration** and **Motivational behaviors** (Table 4). These behaviors were seen at interpersonal level as well as organizational level which also makes it a contribution of this research.

<i>Inclusive Behaviors</i>	<i>How?</i>	<i>Why?</i>
Respect	Organization value	Cultural factors
	Bullying free culture	Masculinity
	Sense of appreciation	Power distance
		High context culture
Collaboration	Teamwork	Collectivism
	Trainings	Professional growth
	Culture	High human orientation
	Networking	
Motivation	Role of managers	Group dynamics
	Role of teammates	Collectivism
	Recognition	Social support is needed
		To minimize redundancy
		Empowerment

Table 4: Inclusive Behaviors

Respect is considered to be the most important inclusive behavior that inclusive organizations strive to imbed in their culture and systems along with the emphasis done by employees on its importance. As respectful behaviors spark the sense of appreciation among employees (Walsh, 2018) which make them feel valued, making it a major indicator of inclusive setting (Li et, al., 2019). Research also labelled respectful environment as a tool to minimize workplace harassment (Robotham & Cortina, 2019). The present case study findings showed that the organization ensured the prevalence of respectful behavior at every level by making it a part of their organizational values. A lot of efforts were emplaced to generate such an environment which is free of bullying and catcalling. It was reported that a lot of sensitizing and informative sessions are done regularly to instill such organizational values in the organization. The reason that ‘respect’ emerged as one of the important inclusive behaviors is the cultural and social factors of the respective setting. As Pakistan is high-context culture in which inter-personal relationships are greatly valued and respectful interactions are part of it (Mohamed, Ali & Tam, 2009). In contrast, western literature argues that open communication is a part of inclusive setting (Boekhorst, 2015) but it is not very much appreciated in Pakistani context as there is high level of power distance (Islam, 2004) and explicit communication might be taken as disrespectful. Another societal factor that forms a reasoning for this finding is that there is high level of masculinity in the respective society and also there is less male to female interaction. Therefore, to minimize the effect of such societal factors organizations needs to carry out mentoring and training sessions which change the mind-set of male workforce. This makes them able to be respectful towards their female peers and colleagues. However, in developed countries the societal and cultural context is much different than the present scenario.

Collaboration is the second inclusive behaviour that is highlighted by the data collected for this research. As it provides sense of achievement to the diverse employees when they get involved in the majority groups and express their abilities and talent. It has been determined that collaborative behaviors increases the morale of diverse employees ultimately uplifting the feeling of belongingness. Such inclusive behaviors are practiced in the inclusive organization by establishing them through effective teamwork and extensive networking within the organization. The reason of collaborative behaviors to be labelled as inclusive is that it results in the professional growth of employees enhancing their skillset. People with disabilities and females who were on the career break feel more equipped due to the collaborative inclusive behaviors as it helps them in polishing their skills. There is high level of learning due to networking and teamwork. Secondly, collectivism prevails in Pakistani society which is the

reason that collaborative behaviors are considered to be inclusive. Literature also shows that high level of collectivism in a culture provides with a bountiful context for establishing an inclusion climate (Stoermer, Bader & Froese, 2016).

Lastly, **motivational behaviours** emerged as inclusive behaviors of an inclusive organization. This research displayed that diverse employees feel included when they experience motivational behaviors from their colleagues and especially from their managers. According to the findings role of managers plays a great role in motivating the diverse employees to believe on their potential and maintain their uniqueness. People with disabilities and female employees reported that they always receive recognition from their peers and colleagues which encourage them to perform better. The motivational behaviors are instilled in an inclusive organization to make the diverse employees feel empowered. Whereas, western conceptualization of inclusion and inclusive behaviors do not give much importance to motivational behaviors because of the fact that in west individualism prevails. European people like to keep themselves motivated by their own without any external help. On the other hand, Asian people focus on group dynamics, seek for social support to stay motivated and celebrate their success and failures with people. That is why motivational behaviors were labelled as inclusive behaviour in the context of Pakistani setting.

5.1.3. CHALLENGES IN INCLUSIVE ORGANIZATIONS

The challenges faced by inclusive organizations that are emphasized by this research can be categorized as **employees' perceptions and acceptance level**. Existing pool of inclusion research focused on the role of top managements' support for inclusion programs (Nishii, 2013; Roberson 2006) and very few scholars have talked about the role of employee's support and influences on sustainability of inclusive settings. This research explored that respondents of Pakistani context organization categorized employees' perceptions as a challenge in the way of producing inclusive organization. This finding may also be a distinctive feature of inclusion management in Pakistani organizations. As, MNCs function in different parts of the globe having dissimilar environments thus facing different hurdles (Jackson & Deeg, 2008). It is interesting for the future researchers to explore such factors that hinders the inclusion management in organizations at employees' level.

Male perception is the most attention grabbing aspect that comes under the employees' perceptions and acceptance level umbrella of challenges. Due to the rigorous amount of focus

on the inclusion initiatives related to the female inclusion, a strong feeling merged among the male counterparts that these initiatives are extra beneficial for females. It was perceived that females are given more than what they deserve on the basis of their competency rather they are benefitted just because of their belongingness to a diverse group. Altering the fundamental mindset of male employees was considered to be most challenging in Pakistani inclusive organization. It was done through a lot of informative sessions, mentoring, counselling sessions and a lot of training. Literature also shows that there are high chances of conflicts among the parties that are not being benefitted from the diversity and inclusion policies (Nishii, 2013). The most likely reason of emergence of male perception as a challenge is the cultural and societal context of Pakistan. Women have been a target of patriarchy and discrimination in this society since always. Masculinity prevails in the culture which makes men superior and women are associated with subordination. Hence, the respective finding of male resistance is parallel to the Pakistani society. Another reason that adds up to male perception is the threat of reverse discrimination. As one of the negative consequence of diversity and inclusion management is ‘reverse discrimination’ i.e. there is so much focus on facilitating the minority groups that the majority groups start facing discrimination (Von Bergen, Soper & Foster, 2002).

Another challenge that is a part of “employees’ perception and acceptance level” is **grievances of PWDs**. This research showed that there is still a room of improvement in Pakistani inclusive organizations when it comes to disability inclusion management. Until now scholars and practitioners have commented on the importance of inclusion of people with disabilities and elements of human resource system that can be beneficial for disability inclusion management (Kulkarni, Boehm & Basu, 2016). It was also claimed that involvement of PWDs in the workforce brings out significant benefits for the organization (Lindsay et, al., 2018). However, this research highlighted a very interesting area of disability inclusion management that has not yet been explored by the scholars. According to the findings of this research, disability inclusion can be incorporated in its true sense when ‘type of disability’ is made the center of focus while designing the disability inclusion programs. As it was reported by the disable respondents of this research that their perception of inclusion will be strengthened when they will be facilitated according to the type of disability they have. For example, a physically disable person has different needs and wants than a person with hearing or vision disability. Also, the job roles need to be aligned with the type of disability to make disable people feel included by making best use of their abilities. Research shows that employers attitude is influenced by the type of disability of the employee (Nota et, al., 2014) but literature is silent

on how to treat different types of disability in a workplace effectively to foster an inclusive climate. That is how this research makes a major contribution towards the existing literature of disability inclusion and opens avenues for future researchers and practitioners to put emphasis on type of disability and its influence on workplace inclusion. The reason that inclusion of PWDs has loopholes in Pakistani context is that it is a newly born concept in Pakistan and it will take time to excel as programs related to female inclusion. Also, there are no legislative measures taken by the government unlike developed countries which promote representation of PWDs in the workforce. Another grievance highlighted was low acceptance level towards PWDs. Sensitization and training programs are implemented on frequent basis to overcome this gap. Whenever, there is such a big change in organizations, stakeholders are reluctant to accept it instantly. Research also shows that the level of readiness to change is low whenever there is a transformational change in the organization (Napier, Amborski & Pesek, 2017).



FFIGURE 2: Dimensions of Inclusive Policies & Practices

That is why this finding emerged as a challenge to inclusive organizations.



Figure 3: Framework for Inclusive Organizations

5.2 LIMITATIONS AND FUTURE RESEARCH DIRECTION

This research has some limitations too due to the resource and time constraints. Qualitative research method has been used for the data collection whereas, more in depth analysis could be done by adopting mixed method research design. Also, data was collected at one point of time making it a cross-sectional study which can be transformed into longitudinal study to measure the long-term impact of inclusion programs in the organization. Moreover, single case study methodology is also a limitation to this research which can be overcome by opting for multiple-case study design which enables the researcher to collect more in depth information than a single case study design (Stake, 2013).

In spite of the above mentioned limitations, the present research paves path for future researchers in various ways. It adds to the existing literature significantly by exploring the organizational as well as employee perspective of inclusive organizations in Pakistan. The inclusive policies and practices and inclusive behaviours framework proposed by this research can be incorporated in future studies of eastern countries as well as western countries to contribute towards the global inclusion management literature. Also, quantitative empirical testing and effects of the framework proposed by this research can be done to strengthen the conceptualization of inclusion management.

Moreover, this research identified a very attention grabbing role of societal and contextual factors on the inclusive organizations therefore, future researchers are required to dig deep into this area by carrying out studies in different contexts so that inclusion literature can be made denser.

6. CHAPTER SIX: CONCLUSION

This thesis research gives an overview of inclusive organizations in Pakistan. It dwells deep into the conceptualisation and mechanisms of inclusion management in the organizations. Majorly, inclusive policies and practices and inclusive behaviours were explored in depth by taking into account organizational as well as employee perspective, which is the major significance of this study. The results of the research revealed interesting elements of inclusive organizations in a Pakistani context hence, contributing towards existing pool of knowledge significantly.

One of the major contributions this research has made is the identification of dimensions of inclusive policies and practices that are essential for an organization to become inclusive. The results demonstrate that there are five dimensions of inclusive policies and practices; top management's commitment to inclusion, employee voice in decision making, access to information, enablement and safety. The first three dimensions have been identified by the previous researchers whereas, 'safety' and 'enablement' emerged as the distinctive features of Pakistani context due to the socio-cultural factors. That is how significant addition has been done to the existing pool of inclusion literature. The findings also showed that inclusion management is a wide concept which varies according to the contextual dynamics of the organizations.

Secondly, this research adds significantly to the existing literature by commenting on the inclusive behaviours that are prevailed in an inclusive organization and are essential for the employees to feel included. Until now the inclusion management literature is silent on this area hence this research has closed this gap by proposing three essential inclusive behaviours which helps in the evolution of inclusive organization i.e. respect, collaboration and motivation. It has been found that these behaviours are labelled essential at organizational as well as individual level.

Thirdly, disability inclusion literature is expanded considerably through this research by revealing a very interesting finding. The results showed that 'type of disability' needs to be taken into account while designing policies and programs for disability inclusion in the organizations to be effective. This finding emerged as a grievance from disable employees who believe that inclusion management can be done more effectively if they are treated distinctively on the basis of their type of disability.

Lastly, this research adds to the existing pool of knowledge by underlining a major hurdle of inclusive organization in underdeveloped countries i.e. Male perception. This shows that inclusive organizations are supposed to design and implement their inclusion programs by taking into account the social, cultural and contextual factors in which they are operating. Western literature does not indicate any hurdles related to male perception about female inclusion in the organization whereas, this research found that male perception is one of the major hurdles in the smooth implementation of inclusive policies in the Pakistani organizations. Thus, this research makes a major contribution in the inclusion management literature.

REFERENCES

- Ali, T. S., Krantz, G., Gul, R., Asad, N., Johansson, E., & Mogren, I. (2011). Gender roles and their influence on life prospects for women in urban Karachi, Pakistan: a qualitative study. *Global health action*, 4(1), 7448.
- Andrews, R., & Ashworth, R. E. (2014). *Representation and Inclusion in Public Organizations: An Evaluation of the UK Civil Service*. Paper presented at the Academy of Management Proceedings.
- Arnold, K. A., Beard, R., Berkley, R. A., Daus, C., Hancock, A. J., Johnson, T. D., ... & Pontikes, E. (2019, July). (De) Stigmatization and The Inclusive Organization. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 15840). Briarcliff Manor, NY 10510: Academy of Management.
- Ashikali, T., Groeneveld, S., & Kuipers, B. (2020). The Role of Inclusive Leadership in Supporting an Inclusive Climate in Diverse Public Sector Teams. *Review of Public Personnel Administration*, 0734371X19899722.
- Bacchi, C. L. (1990). *Same difference: Feminism and sexual difference*: Allen & Unwin Sydney.
- Barak, M. E. M. (2000). Beyond affirmative action: Toward a model of diversity and organizational inclusion. *Administration in Social Work*, 23(3-4), 47-68.
- Barak, M. E. M., & Daya, P. (2014). Fostering inclusion from the inside out to create an inclusive workplace. *The Professional Practice Series*, 391.
- Barak, M. E. M. (2016). *Managing diversity: Toward a globally inclusive workplace*: Sage Publications.
- Baxter, P., & Jack, S. (2008). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. *The Qualitative Report*, 13(4), 544-559.
- Bendick Jr, M., Lou Egan, M., & Lanier, L. (2010). The business case for diversity and the perverse practice of matching employees to customers. *Personnel Review*, 39(4), 468-486.
- Bleijenbergh, I., Peters, P., & Poutsma, E. (2010). Diversity management beyond the business case. *Equality, Diversity and Inclusion: An International Journal*, 29(5), 413-421.
- Brimhall, K. C., Mor Barak, M. E., Hurlburt, M., McArdle, J. J., Palinkas, L., & Henwood, B. (2017). Increasing workplace inclusion: The promise of leader-member

exchange. *Human Service Organizations: Management, Leadership & Governance*, 41(3), 222-239

- Boehm, S. A., Kunze, F., & Bruch, H. (2014). Spotlight on age-diversity climate: The impact of age-inclusive HR practices on firm-level outcomes. *Personnel Psychology*, 67(3), 667-704.
- Boekhorst, J. A. (2015). The role of authentic leadership in fostering workplace inclusion: A social information processing perspective. *Human Resource Management*, 54(2), 241-264.
- Brewer, M. B. (1991). The social self: On being the same and different at the same time. *Personality and social psychology bulletin*, 17(5), 475-482.
- Brimhall, K. C., & Mor Barak, M. E. (2018). The critical role of workplace inclusion in fostering innovation, job satisfaction, and quality of care in a diverse human service organization. *Human Service Organizations: Management, Leadership & Governance*, 42(5), 474-492.
- Buchanan, T.M. and McConnell, A.R., 2017. Family as a source of support under stress: Benefits of greater breadth of family inclusion. *Self and Identity*, 16(1), pp.97- 122.
- Carton, A. M., & Rosette, A. S. (2011). Explaining bias against black leaders: Integrating theory on information processing and goal-based stereotyping. *Academy of Management Journal*, 54(6), 1141–1158.
- Chavez, C. I., & Weisinger, J. Y. (2008). Beyond diversity training: A social infusion for cultural inclusion. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 47(2), 331-350.
- Chua, E. G., & Gudykunst, W. B. (1987). Conflict resolution styles in low-and high-context cultures. *Communication research reports*, 4(1).
- Compton, N. (2018). Diversity and Collaboration—Essential Ingredients for Success. *Angewandte Chemie International Edition*, 57(1), 4-6.
- Cottrill, K., Denise Lopez, P., & C. Hoffman, C. (2014). How authentic leadership and inclusion benefit organizations. *Equality, Diversity and Inclusion: An International Journal*, 33(3), 275-292.
- Daya, P., & April, K. (2017). Practical Considerations for the Management of Diversity and Inclusion in an Emerging Market Context: A South African Case Study. In *Management and Diversity*. Emerald Publishing Limited.

- DeNisi, A. S. (2014). An I/O psychologist's perspective on diversity and inclusion in the workplace. In B. M. Ferdman & B. R. Deane (Eds.), *Diversity at work: The practice of inclusion*, (pp. 564-579). San Francisco, CA: Jossey-Bass.
- Department for International Development UK, Equality and Diversity, <https://www.gov.uk/government/organisations/department-for-international-development/about/equality-and-diversity>
- Dobusch, L. (2014). How exclusive are inclusive organisations? *Equality, Diversity and Inclusion: An International Journal*, 33(3), 220-234.
- Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Opportunities and challenges. *Academy of management journal*, 50(1), 25-32.
- Ely, R. J., & Thomas, D. A. (2001). Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes. *Administrative science quarterly*, 46(2), 229-273.
- Farndale, E., Biron, M., Briscoe, D. R., & Raghuram, S. (2015). *A global perspective on diversity and inclusion in work organisations*: Taylor & Francis.
- Ferdman, B. M. (2017). Paradoxes of inclusion: Understanding and managing the tensions of diversity and multiculturalism. *The Journal of Applied Behavioral Science*, 53(2), 235–263.
- Folguera, C. (2014). Women with disabilities: Inclusion, forgetting and vindication in an organizational setting. *Equality, Diversity and Inclusion*, 33(8), 776–788.
- Frazier, M. L., Fainshmidt, S., Klinger, R. L., Pezeshkan, A., & Vacheva, V. (2017). Psychological safety: A meta-analytic review and extension. *Personnel Psychology*, 70(1), 113-165.
- Galinsky, A. D., Todd, A. R., Homan, A. C., Phillips, K. W., Apfelbaum, E. P., Sasaki, S. J., ... & Maddux, W. W. (2015). Maximizing the gains and minimizing the pains of diversity: A policy perspective. *Perspectives on Psychological Science*, 10(6), 742-748.
- Gelman, A., Carlin, J.B., Stern, H.S., Dunson, D.B., Vehtari, A. and Rubin, D.B., 2014. *Bayesian data analysis* (Vol. 2). Boca Raton, FL: CRC press.
- George, A. L., Bennett, A., Lynn-Jones, S. M., & Miller, S. E. (2005). *Case studies and theory development in the social sciences*: mit Press.

- Goswami, S., & Goswami, B. K. (2018). Exploring the Relationship between Workforce Diversity, Inclusion and Employee Engagement. *Drishtikon: A Management Journal*, 9(1).
- Gotsis, G., & Grimani, K. (2016). The role of servant leadership in fostering inclusive organizations. *Journal of Management Development*, 35(8), 985-1010.
- Hayes, B. C. (2002). Creating inclusive organizations: its meaning and measurement.
- Hodgkinson, A. (2011). Inclusion: a defining definition? *Power and Education*, 3(2), 179-185.
- Hofbauer, J., & Podsiadlowski, A. (2014). Envisioning 'inclusive organizations'. *Equality, Diversity and Inclusion: An International Journal*, 33(3), 214-219.
- House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Sage publications.
- Hur, H. (2020). The role of inclusive work environment practices in promoting LGBT employee job satisfaction and commitment. *Public Money & Management*, 40(6), 426-436.
- Huang, Y. A., & Jarroff Prager, S. (2020). Out, Loud and Proud?-LGBT+ Employees' Perceptions of Workplace Inclusion & Diversity.
- Islam, N. (2004). Sifarish, sycophants, power and collectivism: Administrative culture in Pakistan. *International Review of Administrative Sciences*, 70(2), 311-330.
- Jackson, G., & Deeg, R. (2008). Comparing capitalisms: Understanding institutional diversity and its implications for international business. *Journal of International Business Studies*, 39(4), 540-561.
- Jansen, W. S., Otten, S., van der Zee, K. I., & Jans, L. (2014). Inclusion: Conceptualization and measurement. *European journal of social psychology*, 44(4), 370-385.
- Jonasson, C., Lauring, J., & Guttormsen, D. S. (2018). Inclusive management in international organizations: How does it affect local and expatriate academics? *Personnel Review*, 47(2), 458-473.
- Jones, K. P., Peddie, C. I., Gilrane, V. L., King, E. B., & Gray, A. L. (2013). Not so subtle: A meta-analytic investigation of correlates of subtle and overt discrimination. *Journal of Management*, 42(6), 1588–1613.

- Kamal, Y., & Ferdousi, M. (2009). Managing diversity at workplace: A case study of hp
- Khan, K. T., & Jabeen, S. (2019). Investigating the Impact of Workplace Diversity on Organizational Citizenship Behavior: The Mediating Role of Inclusion. *Journal of Management and Research*, 6(2), 18-50.
- Kulkarni, M., Boehm, S. A., & Basu, S. (2016). Workplace inclusion of persons with a disability. *Equality, Diversity and Inclusion: An International Journal*. Nair, N., & Vohra, N. (2015). Diversity and inclusion at the workplace: a review of research and perspectives.
- Konrad, A. M., & Linehan, F. (1995). Race and sex differences in line managers' reactions to equal employment opportunity and affirmative action interventions. *Group & Organization Management*, 20(4), 409-439.
- Li, Y., Perera, S., Kulik, C. T., & Metz, I. (2019). Inclusion climate: A multilevel investigation of its antecedents and consequences. *Human Resource Management*.
- Lindsay, S., Cagliostro, E., Albarico, M., Mortaji, N., & Karon, L. (2018). A systematic review of the benefits of hiring people with disabilities. *Journal of occupational rehabilitation*, 1-22.
- Metz, I., & Kulik, C. T. (2008). Making public organizations more inclusive: A case study of the Victoria Police Force. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 47(2), 369-387.
- Miles, M. B., Huberman, A. M., Huberman, M. A., & Huberman, M. (1994). *Qualitative data analysis: An expanded sourcebook*: sage.
- Mohamed, S., Ali, T. H., & Tam, W. Y. V. (2009). National culture and safe work behaviour of construction workers in Pakistan. *Safety science*, 47(1), 29-35.
- Mor Barak, M. E. (2015). Inclusion is the key to diversity management, but what is inclusion? *Human Service Organizations: Management, Leadership & Governance*, 39(2), 83-88.
- Mor Barak, M. E., Cherin, D. A., & Berkman, S. (1998). Organizational and personal dimensions in diversity climate: Ethnic and gender differences in employee perceptions. *The Journal of Applied Behavioral Science*, 34(1), 82-104.

- Napier, G. S., Amborski, D. J., & Pesek, V. (2017). Preparing for transformational change: a framework for assessing organisational change readiness. *International Journal of Human Resources Development and Management*, 17(1-2), 129-142.
- Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of management journal*, 56(6), 1754-1774.
- Nishii, L. H., & Mayer, D. M. (2009). Do inclusive leaders help to reduce turnover in diverse groups? The moderating role of leader–member exchange in the diversity to turnover relationship. *Journal of applied psychology*, 94(6), 1412.
- Nishii, L. H., & Rich, R. E. (2014). Creating inclusive climates in diverse organizations. *Diversity at work: The practice of inclusion*, 330-363.
- Nota, L., Santilli, S., Ginevra, M. C., & Soresi, S. (2014). Employer attitudes towards the work inclusion of people with disability. *Journal of Applied Research in Intellectual Disabilities*, 27(6), 511-520.
- Office of Personnel Management. (2011). Government-wide diversity and inclusion strategic plan. <https://www.opm.gov/policy-dataoversight/diversityandinclusion/reports/governmentwidedistrategicplan.pdf>
- Oh, S.-A., & Van Der Stouwe, M. (2008). Education, diversity, and inclusion in Burmese refugee camps in Thailand. *Comparative Education Review*, 52(4), 589-617.
- Ozturk, M. B., & Tatli, A. (2016). Gender identity inclusion in the workplace: Broadening diversity management research and practice through the case of transgender employees in the UK. *The International Journal of Human Resource Management*, 27(8), 781–802.
- Page, M., Grisoni, L. and Turner, A., 2014. Dreaming fairness and re-imagining equality and diversity through participative aesthetic inquiry. *Management Learning*, 45(5), pp.577-592.
- Parsons, T. (1965). Full citizenship for the Negro American? A sociological problem. *Daedalus*, 1009-1054.
- Patton, E., & Appelbaum, S. H. (2003). The case for case studies in management research. *Management Research News*, 26(5), 60-71.
- Ponzoni, E., Ghorashi, H., & van der Raad, S. (2017). Caught between norm and difference: Narratives on refugees' inclusion in organizations. *Equality, Diversity and Inclusion*, 36(3), 222–237.

- Raes, E., Kyndt, E., Decuyper, S., Van den Bossche, P., & Dochy, F. (2015). An exploratory study of group development and team learning. *Human Resource Development Quarterly*, 26(1), 5-30.
- Randel, A. E., Dean, M. A., Ehrhart, K. H., Chung, B., & Shore, L. (2016). Leader inclusiveness, psychological diversity climate, and helping behaviors. *Journal of Managerial Psychology*, 31(1), 216-234.
- Rashid, A., Nawaz, S., & Zaman, U. (2020). Examining the effect of inclusive climate on public health official's creative performance: Mediating role of innovation climate. *Journal of Public Affairs*, e2273.
- Rehman, S., & Roomi, M. A. (2012). Gender and work-life balance: a phenomenological study of women entrepreneurs in Pakistan. *Journal of small business and enterprise development*.
- Roberson, Q. M. (2006). Disentangling the meanings of diversity and inclusion in organizations. *Group & Organization Management*, 31(2), 212-236.
- Robotham, K., & Cortina, L. (2019). Promoting respect as a solution to workplace harassment. *Equality, Diversity and Inclusion: An International Journal*.
- Robson, C., & McCartan, K. (2016). *Real world research*. John Wiley & Sons.
- Sabharwal, M. (2014). Is diversity management sufficient? Organizational inclusion to further performance. *Public Personnel Management*, 43(2), 197-217.
- Samwel, J. O. (2020). Benefits and challenges of workforce diversity in manufacturing industries in Tanzania. *International Journal of Business Management and Economic Review*, 3(2).
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., ... & Jinks, C. (2018). Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality & quantity*, 52(4), 1893-1907.
- Seibert, S. E., Silver, S. R., & Randolph, W. A. (2004). Taking empowerment to the next level: A multiple-level model of empowerment, performance, and satisfaction. *Academy of management journal*, 47(3), 332-349.
- Shemla, M., Meyer, B., Greer, L., & Jehn, K. (2014). A review of perceived diversity in teams: Does how members perceive their team's composition impact on team processes and outcomes? *Journal of Organizational Behavior*, 1-43.
- Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176-189.

- Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Holcombe Ehrhart, K., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of management*, 37(4), 1262-1289.
- Smith, A. J. (2020). Theoretical Framework of Inclusiveness at Workplace.
- Sparkman, T. E. (2019). Exploring the Boundaries of Diversity and Inclusion in Human Resource Development. *Human Resource Development Review*, 1534484319837030.
- Stewart, M. M., Crary, M., & Humberd, B. K. (2008). Teaching Value in Diversity: On the folly of espousing inclusion, while practicing exclusion. *Academy of Management Learning & Education*, 7, 374–386.
- Stake, R. E. (2013). *Multiple case study analysis*. Guilford press.
- Stoermer, S., Bader, A. K., & Froese, F. J. (2016). Culture matters: The influence of national culture on inclusion climate. *Cross Cultural & Strategic Management*, 23(2), 287-305.
- Sue, D.W., Capodilupo, C.M., Torino ,G.C., Bucceri, J.M., Holder, A.M., Nadal,K.L. & Esquilin,M. (2007). Racial micro aggressions in everyday life: Implications for clinical practice. *American Psychologist*, 62(4), 271–286.
- Tajfel, H. (1974). Social identity and intergroup behaviour. *Information (International Social Science Council)*, 13(2), 65-93.
- Tang, N., Jiang, Y., Chen, C., Zhou, Z., Chen, C. C., & Yu, Z. (2015). Inclusion and inclusion management in the Chinese context: An exploratory study. *The International Journal of Human Resource Management*, 26(6), 856-874.
- Tang, N., Zheng, X., & Chen, C. (2017). Managing Chinese diverse workforce: toward a theory of organizational inclusion. *Nankai Business Review International*, 8(1), 39-56.
- Thomas, R. R. (1990). From affirmative action to affirming diversity. *Harvard Business Review*, 2(2), 107—117.
- Thomas, D. A. (2004). Diversity as strategy. *Harvard business review*, 82(9), 98-98.
- Ulriksen, M. S., & Dadalauri, N. (2016). Single case studies and theory-testing: the knots and dots of the process-tracing method. *International Journal of Social Research Methodology*, 19(2), 223-239.
- Van Dijk, H., Van Engen, M. L., & Van Knippenberg, D. (2012). Defying conventional wisdom: A meta-analytical examination of the differences between demographic and job-related diversity relationships with performance. *Organizational Behavior and Human Decision Processes*, 1191, 38 –53

- Vieru, D., & Arduin, P.-E. (2016). *Sharing knowledge in a shared services center context: an explanatory case study of the dialectics of formal and informal practices*. Paper presented at the International Workshop on Global Sourcing of Information Technology and Business Processes.
- Voicu, M., & Constantin, A. (2014). 14. Attitudes towards Gender Roles in Europe: Modernization and Social Institutions. In *Value contrasts and consensus in present-day Europe* (pp. 311-328). Brill.
- Walsh, B. M., Lee, J. J., Jensen, J. M., McGonagle, A. K., & Samnani, A. K. (2018). Positive leader behaviors and workplace incivility: The mediating role of perceived norms for respect. *Journal of business and psychology*, 33(4), 495-508.
- Winters, M.-F. (2014). From diversity to inclusion: An inclusion equation. *Diversity at work: The practice of inclusion*, 205-228.
- Woods, S. (2002). *Creating Inclusive Organizations: Aligning Systems with Diversity*.
- Yang, Y., Chen, H., Konrad, A. M., Richard, O. C., & Beydoun, A. R. (2019, July). Embrace Merit and Inclusion: Creative Gains from Linking Identity Conscious to Identity Blind Climate. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 16033). Briarcliff Manor, NY 10510: Academy of Management.
- Yin, R. (1984). *Case Study Research. Design and Methods*, SAGE Publications, Unites States of America.
- Yin, R. (2003). *Case Study Research: Design and Methods (3rd Edition)*. Thousand Oaks: Sage.
- Yin, R. (2017). *Case study research and applications: Design and methods*: Sage publications.
- Yingjun, Z., Rehman, K. U., Hafeez, S., & Jahan, S. (2020). INCLUSION: ANOTHER SEED FOR FRAGMENTATION AND A NEW FIELD OF RESEARCH. *International Journal of Information, Business and Management*, 12(1), 1-22.