

ABSTARCT

The recognition of the importance of diverse workforces in organizations has created the need of inclusion studies in recent academia. This study examines perceived workplace inclusion based on contextual antecedent factors and demographic factors in diverse cultural settings with special reference to 450 Sri Lankans working in Japanese companies in Sri Lanka and Japan.

The central question of this study focuses on investigating ‘what are the employee perceptions of inclusion in diverse cultural settings and how it can be impacted by the contextual antecedents and demographic factors?’

The findings show that, all the contextual antecedents of ‘inclusive climate’, ‘inclusive leadership’ and ‘inclusive practices’ are positively and significantly associated with perceived workplace inclusion of employees. The demographic factors of gender, education, service length and industry of the employees are significantly (positively or negatively) associated with perceived workplace inclusion of employees. On the other hand, the diverse cultural settings make differential results in the perceived workplace inclusion of the employees. Thus the study suggests demographic factors to the existing inclusion model of Shore et al. (2011), in addition to the available contextual antecedent factors to assess the perceived workplace inclusion of employees. The suggested model is more appropriate for the organizations in culturally diverse backgrounds.

keywords: diversity, inclusion, employee perceptions, contextual antecedents, demographic factors, diverse cultural settings.