

Ritsumeikan Asia Pacific University
Graduate School of Asia Pacific Studies

Record of Doctoral Dissertation Screening

Name	JAYASINGHE Pihiliange Gedara Nilushika Chandima
Degree Type	Doctor of Philosophy in Asia Pacific Studies
Degree No.	Dr. A No.101
Date of Award	September 20, 2018
Requirements for Degree Conferral	Persons who comply to the Ritsumeikan Asia Pacific University Degree Regulations Article 13 Section 1
	Degree Regulations Article 4 Section 1
Title of Dissertation	Employee perceptions of Inclusion across diverse cultural settings: A comparative study of Sri Lankans working in Japanese Companies in Japan and Sri Lanka
Examiners (Affiliation)	1. YOKOYAMA Kenji (Supervisor)
	2. SHINOHARA Yoshiki
	3. RAJARATNE Milton (University of Peradeniya, Sri Lanka)
	4. MANI, A. (Professor Emeritus of APU)

The space in the sections below will grow as required. Please make sure that you provide sufficient information for each section.

Summary of Dissertation Contents	<p>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.</p> <p>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?’ Inclusion studies are still in infancy and lack adequate research on employees’ perceptions of workplace inclusion. The cross-cultural studies and the research related to the impact of the demographic factors on perceived workplace inclusion of the employees are rare in the academia. Furthermore, most of the studies focus on Europe and United States and are limited to issues such as race, gender and minority groups at the societal level. Thus the findings of this study provide an insight into the inclusion studies in work organizations in Asia.</p> <p>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 and organizational performance to the existing inclusion model of Shore et al. (2011). The study also shows the model that suitable for comparative studies in diverse cultural settings. Moreover it suggests a resource and cost effective model that can predict the perceived workplace inclusion of employees. The study is limited only to one national groups across different cultural settings. Future research is recommended to consider more nationalities in order to enhance the generalizability of the studies in diverse cultural settings. In addition, more attention towards theoretical aspects related to cross-cultural diversity is recommended. This would enable a fuller understanding of impact of the culture on perceived workplace inclusion of employees in diverse cultural settings.</p>
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<p>Summary of Dissertation Screening Results</p>	<p>The comments the examiners centered on were three things as follows: The dissertation firstly submitted by the author didn't clearly mention the purpose of the paper, though it used terms like diversity, culture, inclusion so much. The author finally added the proper aim of the dissertation together with its related research questions. Secondly, the comments from the examiners centered upon the definitions about the terms of "diversity", "globalization" and "inclusion", though they were closely related to the main topic of the dissertation. About this matter, the author didn't clearly mention its definitions. However, the examiners all understood the difficulty to do so and the dissertation finally succeeded to insinuate what they meant all through the dissertation. Lastly, the author may have misunderstood the difference between "factor analysis" and "component analysis" in terms with research methodology. The examiners strongly recommended the author to use the component analysis. The author successfully revised it before the interview.</p>
<p>Summary of Examination Results or confirmation of Academic Skills</p>	<p>The examiners gave the above comments to the dissertation firstly submitted by the author. The author responded to the above comments and revised accordingly, which led her to the final interview or the defense. In the final interview, we mainly focused on the definitions of some important terms. All the examiners were satisfied with discussion, because the dissertation itself could successfully insinuate the definitions more or less through its analysis as a result.</p>