

Concise Summary of PhD Dissertation

**Employee perceptions of Inclusion across diverse cultural settings:
A comparative study of Sri Lankans working in Japanese Companies in
Japan and Sri Lanka**

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Introduction

With increasing globalization, migration and changing demographics, workforce has become increasingly heterogeneous in nature (Bernstein et al., 2015). These changes induce new challenges of diversity within organizations. A diverse workforce is considered as instrumental to enhance the performance of the organizations. The different perspectives of employees, their varied skills, their innovative and creative ideas contribute to the competitive advantage. Thus many organizations have realized that they cannot ignore the advantages of diversity anymore. Despite the fact that diverse workforces add both intangible and tangible values to the organizations it incurs some issues and costs too. For instance recruiting diverse employees requires an environment that promotes the harmony among diverse employees, strategies to avoid language barriers and cultural barriers and the additional costs incurred in training and development programs (T&D Programs) for diverse employees. Managing diversity in the workplace is acknowledged as a business imperative and an organization cannot deny the challenges associated with diversity management. Organizations must be able to attract and retain diverse workforce in order to benefit from diversity employing appropriate measures. Diversity initiatives reflect the organizational will to enhance its corporate culture by acknowledging the differences among employees. In order to have the real power of diversity it needs to initiate inclusive practices in the workplace (Rahman, 2015). Managers and leaders seem to have full awareness of diversity and its benefits. However, only few of them are making the efforts to utilize these diverse workforces to leverage those benefits. Thus in contemporary diversity discussion it can be noticed a shift from diversity to inclusion which goes beyond the discussion on diversity (Nair & Vohra, 2015).

The notion of inclusion originates as a result of the balanced and constructive interaction between the values and beliefs of individuals who are coming from diverse demographic backgrounds and the policies and practices of an organization. It can be considered as a two-way street where the employees and the organizations must communicate mutually about their shared expectations and individual roles and responsibilities. This bi-directional link must provide a win-win solution for both groups (Rahman, 2015). Organizations must be able to adopt adequate and appropriate diversity and inclusion management strategies to achieve the desired goals of diversity and inclusion. The shortcoming of diversity and inclusion can create many challenges for the organizations in terms of their productivity and organizational relations. Thus corporate diversity initiatives now make attempts to include a focus on inclusion which builds on diversity and channels in it in a productive way. Through expanding diversity initiatives towards inclusion, companies can examine how well they actually embrace new ideas, accommodate different thinking styles, enable collaboration and encourage different types of leaders (Tavakoli, 2015:38). The organizations can utilize their diverse workforce to maximize their profit and benefits through business strategies that develop and encourage inclusion in the workplace. According to *Deloitte Global Human Capital Trends Report 2014*, out of all the companies they used for their survey, only twenty percent of companies considered themselves as well prepared to accept the challenges of diversity and inclusion. Around twenty-five percent of the companies rated their ability to create an inclusive climate as merely 'adequate' or 'weak'. It can be due to the difficulties of measuring the success of inclusion initiatives (*Deloitte Global Human Capital Trends Report, 2014*). Though diversity can be measured by tracking gender, ethnicity, age, sexual orientation and the like, the metrics used for inclusion are less forthright (Rahman, 2015)

Most of the companies are giving an emphasis on diversity and inclusion initiatives in their organizations. However the majority have no adequate measures to utilize these initiatives to enhance the positivity of employment engagement. They lack strategic applications which would enable them to address diversity and inclusion initiatives adequately. Diverse workforce alone will not help reaching the expected outcomes of diversity and inclusion. In order to move forward, these organizations need to leverage the diverse backgrounds and viewpoints of employees. In other words, if diversity is an engine that propels an organization towards a quantifiable business metric, the organization must know how to operate the so called engine well to maximize its potentials (Tavakoli, 2015:38). The organizations must need sincere applications of human relations principles in order to create an inclusive culture. Regardless of the basic nature or the simplicity of these principles they contribute to create an inclusive environment in the organizations. For instance, appreciating others, a friendly smile and listening to others may appear as very basic and simple principles. But these principles help to pull out the obstacles which restrain the organizations from their success due to lack of respect and mutual understanding among employees and between managers and workers. An inclusive organizational climate where mutual respect and mutual understanding exists will automatically lead to strong teams and a more productive workforce. In order to ensure the expected results of inclusion, it requires a continuous assessment of inclusion practices in the organizations. However measuring workplace inclusion is considered as a recent phenomenon and the practitioners find that this type of measurements has not been featured often in organizational literature. Most of the organizations that are taking initiatives to understand workplace inclusion are using the ad-hoc measures to identify inclusion. Measuring and quantifying inclusion programs in organization is posing a great challenge to the organizations. The measurement of

workplace inclusion can be either simple or complicated based on the context of interests. Research studies show that the employers perceive diversity and inclusion as two conceptually distinctive practices. Diversity focuses on organizational demographic content and inclusion pays attention on removing the obstacles arising from the diverseness among employees. Many studies have focused on measuring the impact of diversity and inclusion on the organizational success in terms of the positive effects on employee engagement. Some other studies have focused on the impact of employee engagement on performance and organizational success. In other words, inclusion enhances the employee engagement in the organizations and obviously positive employee engagement increases the organizational performance. The organizations with engaged employees are recognized as the well performing companies compared to non-engaged employees in key performance metrics including productivity, profitability, and customer satisfaction. Studies reveal that the employees are most engaged when they feel valued, confident, inspired, enthused and empowered or particularly when they feel included in the organizations. This sense of attachment and belongingness increases the sense of loyalty towards the organization and its leadership (Tavakoli, 2015:38). An inclusive workplace provides an employee the sense of self worth through appreciation, recognition and identifying and accepting the uniqueness of each individual. This leads employees to contribute their full potentials towards the organizational success and it creates a harmonious work environment.

Research Objectives

Besides the advantages of having a diverse workforce, many have realized the importance of having an inclusive working environment for the diverse workers. Diverse workplaces with

inclusive management practices are outperforming the workplaces that lack inclusive management practices. However, creating an inclusive workplace is a challenge. It needs the adaptation of some contextual antecedents such as an inclusive climate, inclusive leadership and inclusive practices which are promoting inclusion within the organizations (Shore et al., 2011). These contextual antecedents focus on fair systems, diversity climate, management philosophies/values, strategies and decisions and promotion of uniqueness and belongingness needs of the workers. A workplace where employees feel that they are fairly treated and they are recognized for whom they are regardless of their differences will provide the real sense of inclusiveness in the workplace. It results in many positive outcomes in the organizations. For instance, improved interrelations, job satisfaction, high rate of employee retention and commitment for the jobs are few of them. Employees' perspective on inclusion can enhance or reduce both individual and organizational performances in many ways. This study focuses on the perspectives of two employee groups of inclusion with some similar basic characteristics and work in two different cultural settings. Employees are the best source to measure the effectiveness of inclusion practices in an organization. However, the perception of inclusion of the employees can vary based on their perspectives of organizational climate, leadership and management practices they use. Thus this study mainly focuses on finding the impact of the contextual antecedents of inclusive climate, inclusive leadership and inclusive practices on the perceived inclusion of the employees. So far there is no available study which has tested a model for finding the impact of the demographic factors on perceived inclusion of employees. Apart from studying the impact of contextual antecedents on employees' perceived inclusion, this study focuses on studying the impact of demographic factors on the perceived workplace inclusion. The following objectives explore the answers for the proposed research questions.

1. Describe employee perceptions of inclusion in the workplace in diverse cultural settings.
2. Assess the influence of contextual antecedents on perceived workplace inclusion of employees in diverse cultural settings.
3. Differentiate the perceived workplace inclusion of employees based on the demographic factors in diverse cultural settings.

Research Questions

The following specific questions are formed in order to achieve the main objectives of this study.

1. What are the employee perceptions of inclusion in the workplace in diverse cultural settings?
2. What are the influences of contextual antecedents on the perceived workplace inclusion of employees in diverse cultural settings?
3. What is the impact of demographic factors on perceived workplace inclusion of employees working in diverse cultural settings?

The first research question of this study explores the perceived inclusion level of the employees in the workplace. In order to measure the perceived workplace inclusion, several variables introduced by Shore et al. (2011) in their study are used. This question basically answers the question, ‘whether Sri Lankan employees of Japanese Companies are feeling that they are included in their organizations or not?’ This question is tested for Sri Lankans working in Japanese Companies in Sri Lanka and Japan. That will provide an insight into the existing gap in the literature regarding employee perceptions of inclusion in the workplace in diverse cultural settings. The second question delineates the variables to be measured; the impact of contextual

antecedents and the perceived workplace inclusion. The impact of contextual antecedents is measured based on three aspects: inclusive climate, inclusive leadership and inclusive practices in the organizations. The third question explores the impact of demographic factors such as age, gender, education level and location on perceived workplace inclusion. The respondents of the study had different demographic characteristics. Thus testing their perceived inclusion based on the demographic factors investigates the relationship between demographic factors and perceived workplace inclusion. As the available literature is unable to provide sufficient evidences regarding the issue, this study will explore a new dimension in inclusion studies.

Significance of the study

Japan faces serious economic problems, including a declining working-age population, low fertility, and sluggish economic growth (Abe & Brunello, 2013). Thus, migrant workers are drawing the attention as a potential driving force for the growth of the Japan's economy (Jayasinghe, 2015). Most of the countries have realized that migrant workers are bringing up the competitive advantages to compete with other countries. Their different perspectives, different skills and exposures ensure the innovativeness and creativeness of the products and services. However, Japan is known as the only major industrial economy which is not having a significant influx of migrant workers. An analysis for 15 European countries over the period 1991-95 found that for every one percent (1%) increase in a country's population through immigration there was an increase in Gross Domestic Product of 1.25% to 1.5% (Mc Veigh, 2003, www.ictuni.org). These migrant workers are supposed to enhance benefits to the economies such as

- Industry that would otherwise have been outsourced is retained in the local economy.

- Additional skills are brought in - this deepens and widens the skill base of the local economy.
- Migrant workers often do work that local people reject – often difficult, dangerous or low-paid work.
- Additional spending power is brought in with the new population – migrant workers tend to be net contributors to local economies and this can have broad regenerative effects.
- Housing regeneration is often a positive consequence - migrant workers take up housing stock in areas of low demand and help to stabilize those communities.
- Craft services become affordable to persons on low incomes as both the stock of trades people and a more competitive market enters the local economy

(Stalker, 2001 as cited by McVeigh, 2003¹)

However, despite these benefits and the reality, there is a popular perception that migration is either problematic or threatening in some way to ‘our’ economy and ‘our’ way of life. These perceptions impact directly on migrant workers and it can create issues on inclusion in the workplace. Japan is now taking initiatives to attract more foreign workers to the country (www.ictuni.org). According to the Labor Ministry there are around one million foreign workers in Japan (*thejapantimes NEWS*, 27th of January, 2017). Due to the shortage of labor, Japan is now trying to initiate some programs to encourage foreign workers to work as housekeeping workers and trainees in Japan. Particularly by recruiting housekeeping workers they expect to attract more Japanese women to the workforce. On the other hand, they have taken initiatives to extend the working visa from 3 years to 5 years in 2012. Now discussions are being done to extend that up to 8 years. As a positive sign it can be noticed that there is a tendency in top companies to

¹ “Migrant workers and their families in Northern Ireland”, Retrieved from http://www.ictuni.org/download/pdf/migrant_workers_2.pdf on 21st of May, 2017

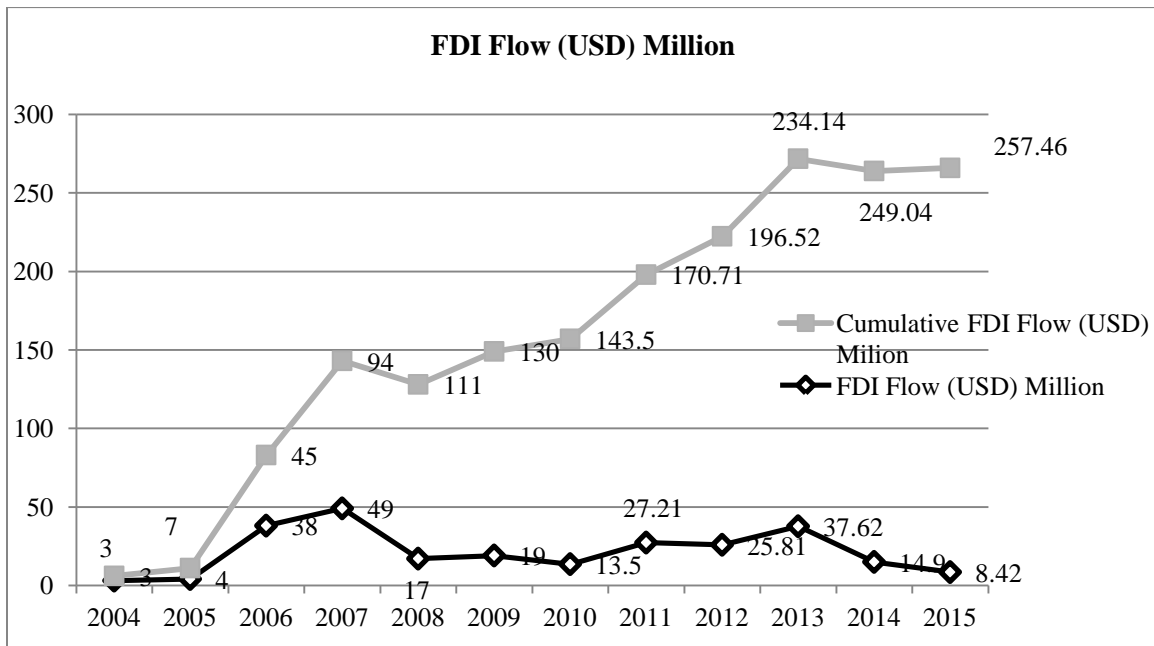
recruit more foreigners than before. For instance, Lawson Company is recruiting around 10%-30% of foreigners as graduate recruitment. For Fujitsu and Hitachi corporations this rate is around 10% for the graduate recruitment. Moreover, some organizations are making some initiatives such as carrying out morning meetings in English in order to provide more comfortable working environment for foreign workers (*thejapantimes NEWS*, 1st of May, 2016). As Japan is seeking for more migrant workers and is making efforts to retain the skill labor in Japan, findings of this study will provide an insight on how to implement the inclusive practices in Japanese organizations to retain the talent from diverse backgrounds.

Japan is among the most reliable and trustworthy investor for Sri Lanka. By March, 2015 (Source: *Board of Investments, Sri Lanka*), 78 Japanese investors were conducting their business operations in Sri Lanka in both manufacturing and service sector while another 23 companies were waiting for the approval of implementation or commercial operations. Foreign Direct Investment (FDI) history of Sri Lanka and Japan dates back to 1970's. The first Japan- Sri Lanka joint venture was venture between Noritake of Japan and the Ceylon Ceramic Corporation. Since then Japanese investments has contributed immeasurably to the country's industrial development particularly in the electronics, ceramics, engineering and metal based sector (*Board of Investments Sri Lanka, 2015*).

The size and scale of Japanese operations have gradually increased. From 1996, a number of large Japanese companies including Mitsui Group, Fuji Denki Kagaku Kogyo Corporation, Okaya Electrical Industries Co. Ltd., Ithochu Corporation, Inoac Corporation, Sagawa Corporation and YKK Group have invested in large infrastructure and manufacturing projects in Sri Lanka. According to *Board of Investments*, Japanese Companies have invested in many industries including manufacturing semi-conductors, printed circuit boards, ceramic items,

cement, apparel, building and repairing of ships, fabrication and installation of integrated buildings, power sector, tourism sector, infrastructure and logistics. Up to 31, December, 2015, they have invested about US\$ 343 Million (cumulative) providing about 10,000 employment opportunities for Sri Lankan employees. The graph 1.2 depicts the Japanese FDI flow from 2004 to 2015 (Section 17 Projects)

Graph 1. 1 Japanese FDI Flow from 2004 to 2015 (Section 17 Projects)



(Source: Board of Investments Sri Lanka, 2015)

Sri Lanka expects to attract more Japanese companies in the future by providing more facilities for them. For instance, to encourage more Japanese investors to Sri Lanka, memorandum of understandings have been signed by the Board of Investments of Sri Lanka with world reputed Japanese Banks; Bank of Tokyo Mitsubishi UFJ (Signed on 18/08/2014) and Mizuho Bank Ltd. (Signed on 07/09/2014). Moreover, Board of Investments Sri Lanka suggests setting up a dedicated Export Processing Zone in Sri Lanka for Japanese investors with the support of Japanese government. In this background, it can expect a rise in Japanese companies in Sri

Lanka in the future. When considering the future possibilities and current Sri Lankan workforce in Japanese companies in Sri Lanka, this study will provide an opportunity to explore the inclusiveness of management practices in these companies. On the other hand, the findings of this study will assist the organizations to focus on their initiatives to create a working environment with equal opportunities for everyone where employees feel they are a part of their organization. Conversely the findings of this study will be able to fill the available gap in inclusion literature. Furthermore, this study will provide a direction for the policy makers and the researchers for their future studies.

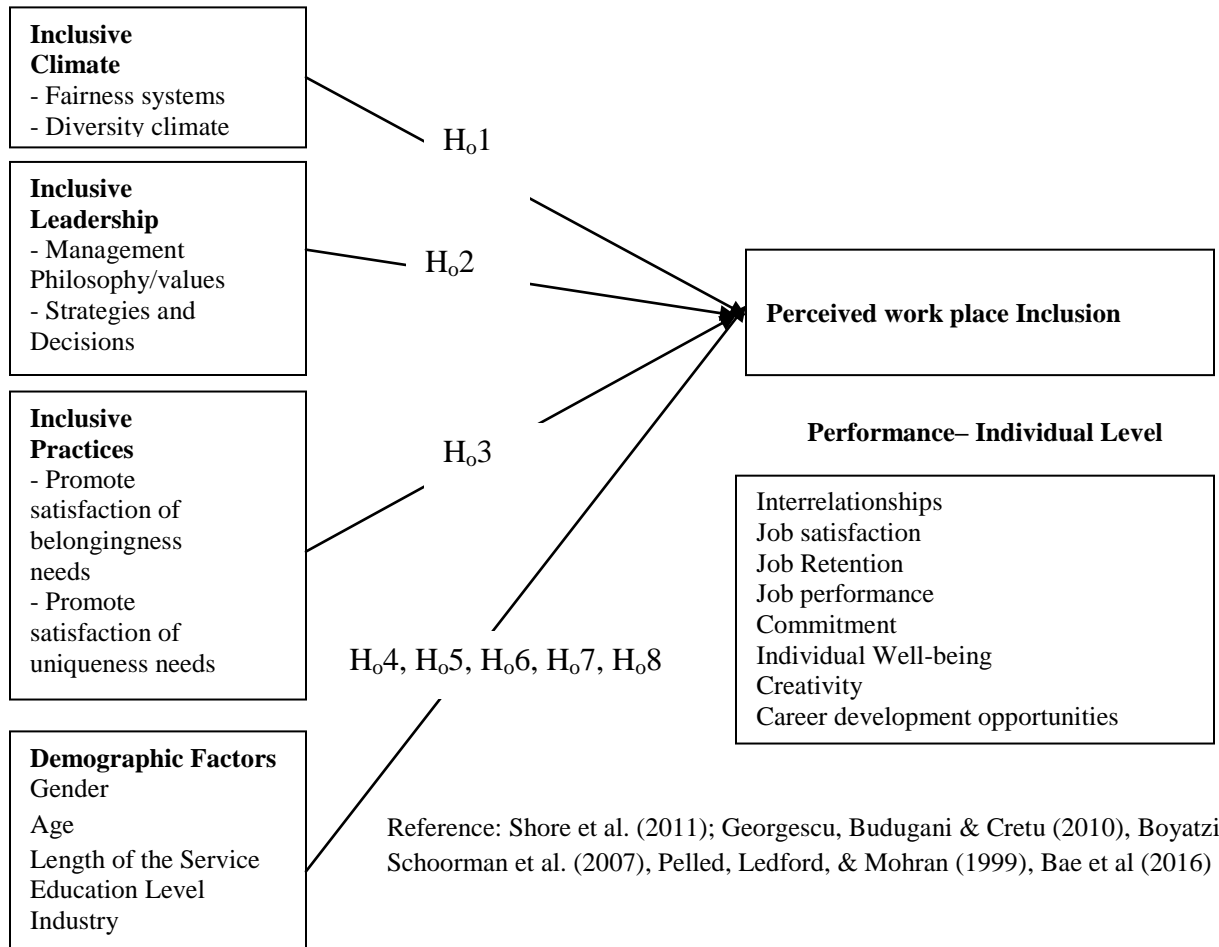
Methodology of the study

Independent variables of this study are the contextual antecedents and demographic factors of the respondents. The dependent variable is perceived workplace inclusion. ‘Inclusive Climate’, ‘Inclusive Leadership’ and ‘Inclusive Practices’ are used as the three main contextual antecedents. Perceived workplace inclusion is measured based on different dimensions. To describe the demographic factors of gender, age, length of the service and educational level, industry of employees’ are used

Conceptual Framework

Antecedents and Outcome of Inclusion

Contextual Antecedents



Hypotheses of the study

Hypotheses for the study were formed and tested to investigate the relationship between the independent variables of ‘Inclusive Climate’, ‘Inclusive Leadership’, and ‘Inclusive Practices’ and the dependent variable of ‘Employee perceptions’ of inclusion within the workplace. In order to measure the inclusive climate, the dimensions of fairness systems and diverse climate are used. Inclusive leadership is measured based on the dimensions related to management philosophy/values and strategies and decisions. Inclusive practices are measured based on the

dimensions that foster the satisfaction of belongingness needs and uniqueness needs of the employees. The perceived workplace inclusion is measured based on the individual outcome for the employees including interrelationships, job satisfaction, job retention, job performance, commitment, individual well-being, creativity and career development opportunities. The following Hypotheses are formed and tested for the study.

- H₀1: There is no significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on inclusive climate.
- H₀2: There is no significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on inclusive leadership
- H₀3: There is no significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on inclusive practices.
- H₀4: There is no significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on employees' gender
- H₀5: There is no significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on employees' age group
- H₀6: There is no significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on employees' service length group

- H₀7: There is no significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on employees' educational group
- H₀8: There is no significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on employees' industry group

The alternative hypotheses for the study are as follow;

- H₁1: There is a significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on inclusive climate.
- H₁2: There is a significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on inclusive leadership
- H₁3: There is a significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on inclusive practices.
- H₁4: There is a significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on employees' gender
- H₁5: There is a significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on employees' age group

- H₁₆: There is a significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on employees' service length group
- H₁₇: There is a significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on employees' educational group
- H₁₈: There is a significant difference of perceived workplace inclusion between Sri Lankans working in Japanese companies in Japan and Sri Lanka based on employees' industry group

Sample of the study & Data collection

In order to research the objectives, a population of Sri Lankan nationals working in Japanese companies in Japan and Sri Lanka were selected. For purposes of scientific data collection and analysis, the study identified and conducted a survey research among 450 Sri Lankans working in Japanese companies in Japan and Sri Lanka. Purposive sampling method was used to conduct the survey in Sri Lanka and an online survey and snowball sampling method was used to collect the data in Japan. The questionnaire was administrated among full time workers in Japanese companies of the selected industries in Japan and Sri Lanka. In Sri Lanka, the sample was selected from companies in Colombo and Matale areas registered under the Board of Investments in Sri Lanka. As indicated by the records of Board of Investments (2015) in Sri Lanka, around 10,000 employees are working in Japanese companies in Sri Lanka.

In Japan, the total number of full time Sri Lankan workers is not available. According to Sri Lanka Bureau of Foreign Employment (SLBFE), the registered full time Sri Lankan workers in Japan for 2015 are 88 and for 2016 it accounts for 106 (unpublished data). However, the total number of full time workers is not available. Data has been collected from Sri Lankans who are mainly working in the industries in Oita Prefecture, Tokyo Prefecture, Chiba Prefecture, Yamanashi Prefecture and Saitama Prefecture.

Reliability and Validity

Out of the total number of 450 respondents a pilot survey was conducted among 40 respondents in order to measure the reliability and validity of the study. Special attention was given to clusters of questions which were used to capture the same latent variables such as Inclusive Climate, Inclusive Leadership, Inclusive Practices, and Perceived Workplace Inclusion. Convergent and discriminant validity of the constructs was tested in order to make sure that the survey is going to gather data effectively

Conclusion of Major Findings of the Study

Employees' Overall Perceptions of Inclusion in the Workplace

Both employee groups agreed that they feel included in their workgroups and in their organizations. Respondents from familiar cultural setting in Sri Lanka recorded a higher percentage of perceived overall workplace inclusion compared to the respondents who work in the unfamiliar cultural setting of Japan. Thus it can be advanced that the cultural setting of the

employees is influencing the perceived workplace inclusion of the employees. On the other hand, it can be concluded that the Japanese firms have succeeded in the inclusion aspects associated with Sri Lankan workers in both their own country and in Sri Lanka.

The Influences of Contextual Antecedents on the Perceived Workplace Inclusion

Contextual antecedents are positively and significantly related to the perceived workplace inclusion of employees. However, the degree of the impact of each contextual antecedent on the perceived workplace inclusion and the level of perceived workplace inclusion of the employees demonstrated differential effects based on different two cultural settings.

The Impact of Demographic Factors on Perceived Workplace Inclusion

Perceived workplace inclusion can differ based on demographic factors such as, gender, education level, service length /tenure and the industry of the employees. Moreover, the influence of demographic factors can also differ based on the cultural setting that the employees are working in.

Contributions to the Literature

The study has advanced a new conceptual framework (Figure 6.1) to assess the perceived workplace inclusion of employees by modifying the conceptual framework by Shore et al. (2011). Demographic factors greatly associate with the different perspectives of employees and their relationship with the organizational aspects. For instance, according to the previous studies demographic factors associate with job satisfaction, job retention and performance level of employees. Hence inclusion is also a psychologically sensitive issue and as it is related with

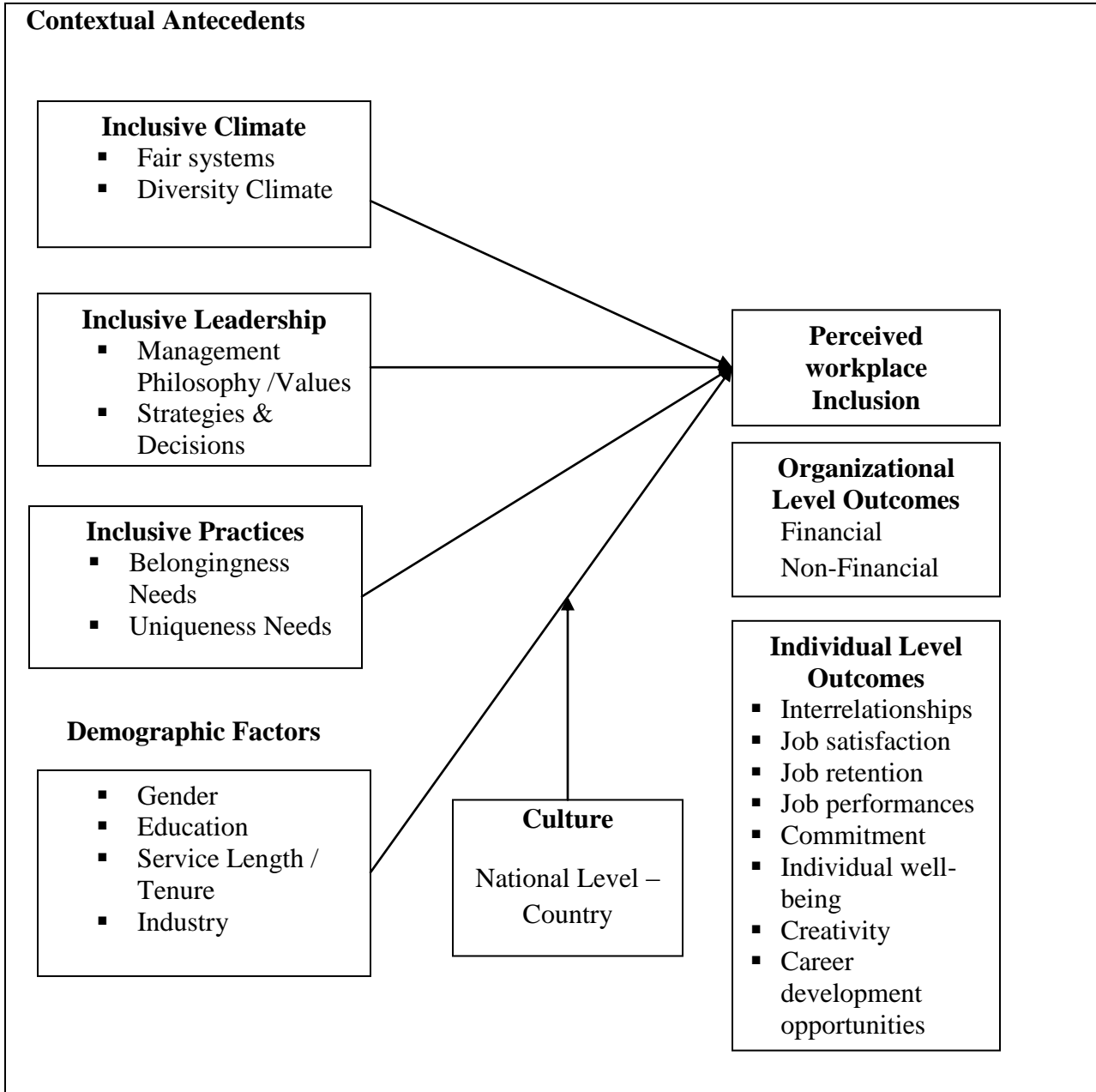
fulfilling the needs of uniqueness and belongingness of employees it can assume to associate with different characteristics and diverse nature of people. This is proved by some of the previous studies and according to them, demographic factors such as gender, race, ethnicity, educational background of employees and tenure have a relationship with perceived workplace inclusion. However the model suggested by Shore et al (2011) is missing this important aspect of the impact of demographic factors while assessing the perceived workplace inclusion of employees. The results of the study highlight the association between demographic factors and the contextual antecedent factors and the individual outcome factors that are used in the current model. Thus by the addition of demographic factors to the model, it helps to enhance the accuracy of the current model. As the study suggests, perceived workplace inclusion of employees can demonstrate differential results for the impact of contextual antecedents and the impact of demographic factors in diverse cultural settings. Thus in addition to demographic factors and the organizational outcome factor, the study proposes the addition of the broad culture as the mediator variable for the comparative studies in diverse cultural settings. It can justify this conclusion through the recommendations of the study of Nair & Vohra (2015) that was done in India. Accordingly, the available inclusion elements have not been reported as distinct elements of inclusion in the Indian context. Thus they suggest exploring the meaning and interpretation of diversity and inclusion in different cultural contexts. Thus adding the broad culture as a mediator variable and using that to assess the perceived workplace inclusion of employees in diverse cultures has enhanced the outcome of the study.

As Shore et al (2011) suggest, there is a lack of consideration of the joint roles of belongingness and uniqueness across inclusion studies. That leads to have the mixed results for the diversity studies in organizations. Thus, they recommend using both belongingness needs and uniqueness

needs factors for the inclusion studies. For instance, as they claim, singular focus on belongingness (e.g. assimilation) can enhance the danger of encouraging individuals to hold back the backgrounds, experiences, and opinions that highlights them as the individuals (Hewlin, 2009 as cited by Shore et al., 2011). Similarly, the sole focus on uniqueness needs (e.g. differentiation) can lead to the interpersonal relations involving segregation and overreliance on stereotypes (Ely & Thomas, 2001). This study has adopted the respective joint approach and it will eliminate the danger of using a singular focus on either belongingness needs or uniqueness needs.

Moreover, as this study is focused on the meaning and conceptualization of inclusion and two nations apart from the West, this study directs towards a new dimension of inclusion studies to fill the available gap in the lack of inclusion research in the conceptualization of inclusion and focusing on other nations beyond the west. Furthermore, this study focuses on investigating the employee perceptions related to one minority group and one majority group in two different cultural settings. Thus this will contribute to the inclusion studies as a comparative study that investigated the perceptions of two employee groups with some similar basic conditions and later become a majority group and a minority group in two different destinations. Hence the previous studies have suggested focusing on the voice of the minorities and their perceptions of inclusion in organizations; the study will provide an insight for the respective study area. On the other hand, as a primary goal of this study, the proposed conceptualization of inclusion will guide future research on diversity in workgroups and in organizations.

Proposed New Conceptual Framework for the Perceived Workplace Inclusion: An Addition to the Conceptual Framework of Shore et al. (2011)



Constructed by the author, 2017 (Source: Shore et al. 2011; Pelled, Ledford & Mohmran, 1999; Bae et al. 2016)

Implications for Further Research

The study is limited only to two groups of Sri Lankans working in Japanese companies in Japan and Sri Lanka. Previous cross-cultural studies suggest that the cultural knowledge and/or personality traits of migrant workers assist them while adjusting the organizations in cross-cultural setting (Caliguuri, 2000; Ryder et al., 2000; Johnson et al., 2003; Huang & Lawler, 2005; Peltokorpi & Froese, 2012). Employees' flexibility to adjust to the novel cultures can be greatly varied based on their awareness of the other cultures and shared cultural and social values of their own culture and other cultures. For instance Chinese and Koreans exhibit a great flexibility while adjusting in Japanese cultural environment due to their similar and shared cultural and social values. In contrast employees from western countries may exhibit comparatively greater difficulties while adjusting in a reserved culture like Japanese culture. Thus perceived workplace inclusion of employees may show differential results based on their nationalities and other similar traits. Thus the future research is recommended to consider the different nationalities in order to enhance the generalizability of the studies in diverse cultural settings.

The study is focused on investigating the possible association between contextual antecedents, demographic factors and the perceived workplace inclusion of the employees. However, the study has not focused on the cultural differences while conducting the study in the selected two destinations. Thus, the future research is recommended to consider the cultural understanding while conducting the cross-national inclusion studies. Besides more attention towards theoretical aspects related to the cross-cultural diversity is recommended to use in order to fully understand

the impact of the culture on the perceived workplace inclusion of the employees in diverse cultural settings.

The proposed new conceptual framework is an addition to the existing conceptual framework of Shore et al. (2011). The respective new framework discusses about the impact of demographic factors on perceiving workplace inclusion apart from the contextual antecedents discusses in the existing model. Besides it suggests the organizational level performance to assess the perceived workplace inclusion of employees for future research. Organizational performance can be measured through financial and non-financial indicators. Financial performance of an organization can be measured through indicators such as profitability, market growth and market value of the organization (Santos & Brito, 2012). Non-financial indicators can be either objective or subjective indicators. Objective non-financial indicators can be measured through the indicators oriented to the organizational activities, indicators oriented to the employees and indicators oriented to the clients. In contrast the subjective non-financial indicators can be identified as long-term perspective of the business, the ability to gain new skills / knowledge in an efficient way, the will to share knowledge in the organization, degree of cooperation with the other departments in the organization, state of mind/morale of the employees in the department, management / leadership style and degree of loyalty to the company (Georgescu, Budugani & Cretu, 2010). Thus assessing organizational performance in terms of perceived workplace inclusion will be a good research area for future researchers.

Proposed Model to Measure Perceived Workplace Inclusion

This model is constructed to assess the perceived workplace inclusion using only Inclusive Practices, Age of the respondents and their Educational qualifications. Collecting data from

employees to assess their perceived workplace inclusion is both time and resource consuming. Through this suggested model it can easily assess the perceived workplace inclusion of employees based on the secondary data that can be obtained from the relevant organization. This model has an adjusted R square of 81.9% and that indicates the higher adequacy of the model. Two dummy variables have been used for the model for age and education level of employees. The proposed model to calculate the perceived workplace inclusion is below

$$\text{PWI} = 0.56 + .903 \text{ IP} - .106 \text{ AGE} - .130 \text{ EDU}$$

PWI = Perceived Workplace Inclusion

IP = Inclusive Practices

EDU = Education

Where, Age = 1 if > 35/ 0 Otherwise, Education=1 if Degree, Masters, PhD /0 Otherwise

To assess the perceived workplace inclusion based on the above model, an organization needs to know only about the inclusive practices they implement. Almost all the organizations have employee details including their demographic information. Thus it can obtain the details regarding employees' age and education qualifications along with the information regarding inclusive practices. This model will avoid time wasting and cost wasting approaches while finding out perceived workplace inclusion of employees.

Limitations of the Research

Respondents in this study were limited only to Sri Lankan workers in some specified industries in Japanese companies in Japan and Sri Lanka. Thus there is an issue of generalizing this study

to the entire population of workers who work in Japanese companies in Japan and beyond. However, the findings would lend themselves for use in other types of organizations.

As the Hofstede & Hofstede (2001) suggest, when conducting the cross-cultural interaction studies it needs to have a national understanding of the differences of the considered national contexts. However, the cultural differences between these two destinations were not considered for the study. As the study is basically conducted as an exploratory study, theories and constructs used to understand the cross-cultural diversity for the study were limited.

Inclusion literature is comparatively meager. Adding to that, due to the language barrier it was extremely hard to access the available literature in Japanese. Thus the study could have missed some important information written in Japanese.

This study is solely based on primary data provided by the employees. Thus there are issues of reliability and credibility of the collected data. However, in order to reduce the fabrication of answers employees were given a confidential and convenient environment to participate for the survey. And they were convinced that their answers will be kept confidential and anonymous.

Conducting the survey in Sri Lanka was easier. The survey in Japan was challenging. Sri Lankan workers are scattered around Japan and most of the accessible Sri Lankan groups consisted of either students or part-time workers. Thus apart from using the pre-arranged online survey it had to use snowball sampling to collect the data in Japan.

However, all possible measures were taken to increase the credibility and reliability of data by eliminating the limitations of the study.

Conclusion

In general, the contextual antecedents of inclusive climate, leadership, and practices are significantly associated with perceived workplace inclusion. The results are largely consistent with the model proposed earlier by Shore et al. (2011). In addition, the study found that perceived workplace inclusion is significantly associated with factors such as the employee's gender, length of service and educational level, and the nature of the industry, but not with the employee's age. More importantly, by comparing the data for two subgroups in different settings, the research noted that the degree of the relationships between the variables may be differentially affected by location-related, possibly cultural characteristics. In particular, inclusive climate, leadership, and practices appear to have a stronger influence on perceived workplace inclusion among employees in Japanese companies based in Sri Lanka, as compared to employees in Japanese companies based in Japan. This finding suggests that the broader socio-cultural environment, or possibly the majority versus minority position that employees find themselves in, plays an equally important influence on perceived workplace inclusion.