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A STUDY ON FACTORS INFLUENCING EXPATRIATE ADJUSTMENT

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Abstract: In any organization the frontline managers directly supervise the employees and are in direct contact with the employees. Their inclusion awareness is vitally important because they help foster inclusion within the business. This study has been undertaken to ascertain if there is any impact of leadership on employees feeling of inclusion. The study also focuses on providing corrective measures to improve leaders understanding about inclusion. This study is purely based on primary data collection which was done using questionnaire prepared through google forms and the link was circulated among the targeted respondents to fill the responses. Snowball sampling has also been used in order to identify the sample and required respondents. The questionnaires were circulated to the personal contacts who further circulated the link to the working professionals in their acquaintance. The impact of demographic variables such as age, gender and qualification on employees feeling of inclusion was also studied. The study concluded that leadership has a significant impact on employees feeling of inclusion.

Index Terms – Leadership, Feeling of inclusion, ANOVA, Demographic Factors, Satisfaction, Belongingness

1. INTRODUCTION

Today we live in a complex and interconnected modern society where globalization and technological advancement form the diversity. Organizational diversity serves as an advantage, as it helps foster innovation and helps create empathy in ways that rarely happens in a homogeneous environment. Diversity in organizations today, in the era of globalization, is not limited to just gender, race, and ethnicity, but also includes diverse religious and political views, education, socio-economic backgrounds, sexual orientation, cultures, language, and even disability. In recent years, businesses have learned that the advantages of fostering and maintaining a diverse and inclusive workforce is far more from the objective outcomes. Business has the power to change and to contribute to a society which is more transparent, diverse and inclusive. This would require support from the supervisors who are in direct contact with the subordinates who have a clear understanding of the potential and concerns of the employees. Therefore, the main objective of this study is to find the impact of Leadership on Feeling of inclusiveness of employees. In order to be competitive in today's globalised market we need to look beyond traditional leadership styles and adopt a more modern leadership style. Inclusive leadership is a new way for leading the group. It is about treating people and groups fairly that is, accepting the unique characteristics of people, rather than stereotyping them. Understanding and valuing the uniqueness of diverse individuals while also accepting them as members of the group is inclusion. Research has found out that when the leaders are welcoming in the right way without any biases employees feel that they are being treated fairly, their individuality is being valued and they have a sense of belonging towards the organisation. They feel that they have a say in making decisions. Research has found out that when the leaders are inclusive in the right way without any biases employees feel that they are being treated fairly their uniqueness are being appreciated and they have a sense of belonging towards the organisation. They feel that they have a voice in decision making. Leadership is about leveraging the thoughts of diverse groups for creating smart ideas and decisions that will reduce their risk of being blindsided.

Highly inclusive leaders display the characteristics of commitment towards diversity and inclusion because these objectives align with their personal values and goals. They try to foster a strongly inclusive environment by channelizing the corporate goals also in the same direction. Highly inclusive leaders are also courageous, they speak up and challenge the status quo. But at the same time are also modest about their strengths and weaknesses. Highly inclusive leaders are aware of their personal and organizational biases, and are self-regulating to help ensure fair decision-making is in effect. They also have a high tolerance for ambiguity and tries to understand different views on specific scenarios. They are affluent in cross cultural interactions and help in leveraging the potential of others in the workgroup.

Inclusion involves making use of the differences among individuals in order to support the organisation. Inclusion includes the idea of awareness, acceptance, respect and understanding. Inclusion provides equal opportunity to everyone for participation. Each individual has to be valued for his or her unique abilities experiences and perspectives. Inclusion is also about creating a global community (Source: Diversity Best Practices 2009). Organizational inclusion means creating an environment that allows people with different experiences, personalities, and ways of thinking to work together efficiently and realize their potential. Employees need to feel valued, listened to and respected in order to achieve an inclusive culture Wallace, Pillans, (2016). Inclusion sees that the organizational practices are such that different group or individual backgrounds are culturally and socially accepted, welcomed and treated equally. Inclusion is a sense of belonging for individuals within an organisation, based on respect and quality.

For inclusion to work, organisations must create an atmosphere where. people are engaged and valued. Inclusive organisations must continue to push themselves for continuous improvement. Organisational inclusion can fluctuate due to changes in priorities and focuses.

Inclusion involves the continuous search for value and full, effective utilisation of the richness of diversity among stakeholders. Organisational inclusion can fluctuate due to changes in priorities and focuses. Inclusion is the tool that can bring about change.

2. LITERATURE REVIEW

Nembhard, Edmondson, (2006) investigates on the factors which will result in an improved quality of work when status difference prevails in the organisation. The factors that support the improvement and learning in an interdisciplinary team have been identified. The research was done collecting data of 1440 healthcare professionals in three phases, from 23 neonatal intensive care units (NICUs) of United States and Canada. The research measured the respondent's psychological safety on a scale of 1-7(1= Strongly disagree and 7= Strongly agree). A three-item scale assessed the extent to which NICU leaders' words and deeds indicated an invitation and appreciation for others as contributing members of the group task. Engagement in quality improvement work was measured using a four-item scale. Gender, Years of experience at NICU, Hours per week in NICU were the control variables. The result inferred that more time spent in NICU and also intermediate time spent both resulted in a higher psychological safety. Numbers of hours spent was marginally predictive and gender and hours worked per week were not predictive at all. Of the entire population in the research professional status of employees was directly associated with psychological safety. The research also concluded a positive relation between leader inclusiveness and psychological safety. When physician leaders were perceived to be inclusive and welcoming of others ideas and efforts the psychological safety of employee increased tremendously. The paper thus suggests that in health care industry the status of professional employees influences the beliefs and the freedom to speak up for offering ideas and raise questions. The limitations of this research are that as the research was done on only NICU healthcare professionals the generality of the findings can be limited. Secondly there is a possibility of non-response bias at the group and individual level. Nurses in the study confirmed about the professional training provided to them but it does not provide enough information to accurately identify the different specialities across the various units. The author has given a further scope on research by collecting data on the daily tasks of the professionals to assess the effect of specialisation and status of the respondents on the basis of psychological safety. The Major insight is the training of the Leaders on fostering psychological safety in the subordinates, this will act as the antecedents for effective quality improvement.

Wieseke, Ahearne, Lam, Dick (2009) had done an empirical research on internal marketing. Internal marketing is a process in which the leaders instil a feeling of belongingness among the employees towards the organisation, formally known as organisational identification (OI). The research was done in two multinational studies using multilevel and multisource data. The research has focussed on charismatic leadership only because previous researches have concluded that charismatic leaders have an impact on the follower's attitudes, behaviour, motivation, trust in the leader, low role conflict and motivation for performance improvement. The model described the effect of leaders OI on followers OI which is influenced by the leader-follower instructive tenure and charismatic leadership. The data was collected from a primary care division of a large new Jersey- based pharmaceutical company, where the BU managers were the leaders and frontline salesperson were the followers. Data of 39 sales managers and 285 sales representatives was successfully collected. OI was measured for the responses collected from both the salesperson and the managers using Mael and Ashforth's six item scale. To measure the BU managers OI on customer contact employees OI a two-level model was used. The result concluded a strong manager OI and also a strong employee OI. When the tenure of working relationship between the manager and employee was longer than the OI transfer process was stronger. The research also concluded that OI has positive impact on the sales performance of employees who are in direct contact with the customers thus helping the company in achieving a higher brand value. In the second part of the study the researchers tried to test the learnings from the previous survey by doing a research in a different selling context in the travel agencies of Germany. Responses were collected from 3410 sales persons and 23 sales directors who overlook the performance of these sales people. The same things were measured on this survey also. There was a direct impact of the BU managers OI on the employees OI. Employees who worked under noncharismatic leaders there OI was very weak. Managers span of control had nonsignificant impact on the employees OI as the previous study. The research on an overall focussed on when customer-contact employees identified themselves more with the organisation, their performance and their sales quota achievement increased. BU managers with high OI resulted in higher business turnovers. The limitation of the research is that it uses longitudinal or experimental design. Additional research is required in order to identify the other potential moderators and mediators.

Buttner, Lowe, Harris (2007) researched on business school leaders attributions regarding the various reasons and solutions for the low representation of colour faculty in the US schools. The survey was done among 658 US member school association for the advancement of the Collegiate school of business (AACSB) through an online medium. The main objective for the study was to find the extent to which the leaders racial awareness influences his perception to reduce the low minority representation in the organisation. A review of four factor means concluded that the most important reason for shortage of faculty of colour was the competitive market. The next considerable factors were inhospitable organisational culture and lack of acceptance by colleagues and students. Overall the main reason for the shortage of recruitment of faculty of colour in the organisation was leaders participated rating competition. Individual cause was not found to be a reason for the shortage but the respondents believed that feedback could improve the margin of colour people in the organisation. The results also showed that more racially aware leaders considered systematic factors to be a reason for the misrepresentation of faculty of colour in the organisation. Whereas less racially aware leaders considered non-systematic factors to be the reason for misrepresentation. The inhospitable organisational culture also was a main reason for the misrepresentation. The drawback of the analysis was the potential bias of people. The concern is that respondents in order for achieving cognitive consistency, align their responses in a socially desirable manner. This study can be applicable for non-business school units in higher education and by making some modifications can be used in a private sector setting. The solution for increasing the misrepresentation of employees in the organisation is not just increasing the number of the minority. Having racially aware leaders who imbibe the culture of acceptance would be a long-term solution. The author has given a further scope on research, understanding the perception of the faculty members of colour and determining which factors are important to be considered in their initial employment and further employment stages.

Byrne, Barling, Dupre (2014) researched on whether leaders apologies had a positive impact on the employee's psychological wellbeing and emotional health, with the severity of transgression being a moderator. They also studies whether leaders' apologies had a positive impact on their own psychological wellbeing, positive emotional health and authentic pride. The leader transgressions can be competence or integrity based. The magnitude of a leader's transgression varied in terms of its severity. More intense the transgression the amount of repair efforts required for the victim was found to be maximum. Responses were collected from working professionals using data response from people who were employed full time at least 30 hours per week, and were reporting directly to a supervisor. Critical incident technique was used and participants were randomly given an integrity or competence-based transgression condition, and were asked to provide details on a time where the leader had offended them. Respondents were asked to recall a situation where the leader had offended them intentionally or unintentionally in both the transgression respectively. For measuring the follower's wellbeing employee's psychological health, positive

emotions and negative emotions was assessed with four items from General Health questionnaire. The other variables were age, gender and hierarchical levels of employees. One item offence severity measure by Bradfield and Aquino (1999) was used to measure the extent of severity of the leader transgression. To measure leader's apology modifications were made to Schmitt et al. scale to reflect two components of leader's apology, expression of remorse, acceptance of responsibility, display of empathy and a plan to avoid transgressions in the future. The result concluded with positive impact of leader's apologies on employee's wellbeing and social health regardless of the transgression type. Whereas the type of transgression moderated the impact of leader's apology on his self-wellbeing. A leaders apology also may strengthen the relationship between the leader and the subordinate.

Buengeler, Leroy, Stobbeleir (2018) had developed a theoretical framework to study how leaders shape the impact of HR diversity practices on employee inclusion. Leaders have an important role in implanting the HR policies and alignment of these policies for reaching a particular level of employee inclusion in the organisation. The responses of leaders to the HR practices are deletion, compartmentalization, aggregation and integration. Investments that a company makes in diversity training may not always pay off and in some cases may even produce adverse effects, training in many cases makes the existing differences more visible, unwillingly strengthening biases. In order to resolve these problems, the researchers have proposed to consider the role of the front-line managers who directly supervise their employees. An identity theory was developed which stated that while dealing with diversity practices leaders have multiple role identities which may conflict with each other and therefore should be managed. A leader's impact on fostering inclusion and diversity in the organisation depends on the level of his acceptance to the organisations HR practices. The contextual factors that may cause a shift in the relative degree of effectiveness of various degrees of alignment of leaders with the HR diversity practices are, whether the organisation considers diversity as a method for end to end marketing, or has a mindset for avoidance of lawsuits or whether the organisation perceives it to have an implication on the strategic functioning of the organisation. In the case of deletion approach as a response of a leader towards the HR practices there is one dominant identity and the other identity. When the leader is asked to promote diversity as a part of HR policy, he finds it opposing to his identity seeking to promote organisational effectiveness. In the case of compartmentalization approach, a leader exhibits both effectiveness focussed and diversity focussed identities but separated in two detached identities. They respond to dual identities but exhibiting one identity at a time. In case of aggregation approach both diversity focussed and effectiveness focussed identities exist but not necessarily in conflict with each other. Here the leaders are open to the diversity practices and apply them, as they feel it would make them a better leader. But they sometimes blindly follow it and ensure they are related to their own goals and values. In case of Integration approach the two identities are seamlessly integrated with each other, a leaders diversity focus equals his or her effectiveness focus. The research on an overall concludes that a leaders full alignment with HR practices is the most conducive for employee inclusion.

Aysola, Barg, Martinez, Kearney, Agesa, Carmona, Higginbotham (2018) investigated on the factors which contribute to inclusive work and learning environments and what can be done by the organisations in order to increase the level of inclusivity. A qualitative narrative analysis was done using an online medium which contained two open ended stimulus questions asking the participants to reflect stories of inclusion or lack of inclusion in the work environment. 315 completed narratives were collected. The narratives were analysed with a focus on both the structure and content, using the Labov Waletzky model for narrative analysis. The analysis provided six main factors that affected inclusion in the health care organisation. The presence of discrimination at the workplace included microaggression and unequal performance expectations, the silent witness which fostered anxiety and hindrance to job performance among the employees, the presence of hierarchy which resulted in a difference in treatment and perceived value based on the status, recognition and civility, the effectiveness of a leader or mentor of a group. A common perception in this case was that leaders in high positions focus on promoting and protecting their own power. Support for work life balance and perceptions of exclusion from inclusion efforts. Respondents also reported that a lack of inclusivity in the organisation caused them stress, social isolation, expendability and feeling of hopelessness. The results also proved that there was lack of proper channel within the organisation to address the challenges relating to the organisation culture and interactions. A system level intervention was needed in order to solve the problem. The limitation of the research was that it was done in a regionally limited set of hospitals and health science schools, therefore it cannot be generalized nationally. The research is also subjected to selection bias.

Brimhall, Barak, Palinkas, Henwood (2016) conducted a research to investigate whether organisational leaders can influence workplace inclusion and how an employee's perception about inclusion can change overtime and how leadership can influence this change. The hypothesis focussed on high quality leader member exchange (LMX) will be positively associated with perceptions of inclusion. A three-wave longitudinal design was used to investigate the relationship between LMX and inclusion. Data was collected at three points with a six-month interval starting from 2004. A sample of 363 employees was collected from a large public child welfare agency in the western United States. A seven-item questionnaire to measure LMX. A 15-item Mor Barak Inclusion-exclusion scale was used to measure inclusion. The control variables in the study were Demographics which included the race, ethnicity, gender, job tenure and job position. Organisational commitment was measured using Allen Meyer's (1990) eight item Affective commitment scale. Organisations fairness perceptions was measured using four-item procedural justice subscale and Price and Mueller's (1986) four-item distributive justice subscale. The responses were measured on a Likert scale. A four scales item developed by Quinn and Staines (1979) was used to measure the level of job satisfaction among the employees. A four-item measure was used to measure the extent of an employees intention to leave the organisation. The sample collected was racially and ethnically diverse. The results concluded that an employees perception of inclusion gradually increases over time and the leader-follower relationship positively influences inclusion, depending on the employees tenure within the organisation. The result implies that the success of workplace inclusion depends highly on the relationship between the leader and the subordinate. The limitation of the research is that it does not specify in quantitative terms the level at which the inclusion changes over time. Further research can be done to find the specific degree to which inclusion changes overtime. Other factors of leadership such as leadership behaviours, leadership styles, team-level leadership has not been accounted in the present research. The sample used in this study cannot be generalised for all the organisations.

Visser (2015) had researched to determine the factors that foster or inhibit institutional change in the area of diversity as well as how institutions identify and monitor the diversity change in their organisations. The study is a multilevel framework that provides both analytical and comparative data which can further assist the practitioners in discovering the broad implications across various contexts. The research helps to study diversity in the field of higher education. It was tried to understand how deep lasting is the inclusion embedded in the institutions. The factors that have been focussed in the research as the mission of the organisation and how is it linked in promoting diversity, strategies that have been employed in order to deal with diversity, racial and ethnical diversity of students in the institution, public perception of the institutions commitments to diversity, public examination to understand the institutions history of diversity issues and incidents, monitoring the progress how the diversity activities are being done. A qualitative study was done in order to see how diversity is seen and understood across four liberal arts institutions in California. Demographic data was collected relating to faculty and the students retention. Results indicated a change in the compositional diversity of students and faculty over time. Despite the change in the demographics the

African Americans continued to be underrepresented in the organisation particularly in the case of faculty and administration. Results also indicated that an institutions diversity is increased if the diversity goals are mentioned in the mission statement of the organisation, making everyone believe and strive for inclusion and diversity. A positive change is seen when the senior leaders along with the key stakeholders across the multiple departments in the organisation practice equal distribution of task and responsibilities. A further scope on this research has been given by extending the research to investigate the role of Board of Trustees in contributing towards a positive change in incorporating diversity in the organisation. Factors that encourage students in institutional diversity efforts can be found out. Research can also be done on how organisations foster diversity and inclusion in the organisation without dwindling the financial resources.

3. RESEARCH DESIGN

3.1 OBJECTIVES OF THE STUDY

- A. To ascertain if there is impact of between leadership and Feeling of Inclusion
- B. To provide corrective measures to improve leaders understanding about inclusion.
- C. To ascertain if there is a significant difference in feeling of inclusiveness with respect to Gender
- D. To ascertain if there is a significant difference in feeling of inclusiveness with respect to Age
- E. To ascertain if there is a significant difference in feeling of inclusiveness with respect to Qualification.

3.2 STATEMENT OF THE PROBLEM

With the increasing diversity in the workforce, considerable efforts need to be taken to manage Diversity. Managing diversity comes with creating inclusion. A diverse team without any inclusivity has negative impact on the organisation. Even though the HR department brings a change in its policies and programs to increase the level of inclusivity in the organisation. But these practices can result in lowered inclusion. In order to resolve these issues, we believe it is important to consider the role of front-line managers who directly supervise the employees. Previous research has suggested that leaders may foster employee inclusion within workgroups by emphasizing each individuals value without signalling inequality, thus promoting exclusion. Leaders are also considered to be communicators and implementer of HR policies. So far HR and leader are considered to be vital for inclusion. This research will help the companies to have a better understanding on the of impact of leadership on individual inclusion.

3.3 OPERATIONAL DEFINITIONS

The idea of inclusion has recently received considerable attention in the diversity literature as well as in related fields such as social work, social psychology and educational research. The degree to which individuals obtain group attention is defined by inclusion, which satisfies their need for identity and singularity. The need to belong is driving others to form strong and stable relationships. Belonging is made up of two elements of group membership and group love. Group membership represents the perceived bond strength between an individual and the group, the perceived positive bond valence reflects group affection. The need for individuality is the inspiration for a distinctive definition of oneself. To satisfy this need requires people to distinguish themselves perceptually from significant others by downplaying one's commonalities with others or by defining themselves in terms of one's idiosyncratic characteristics ad opinions. Three important things become apparent from this description. First, the inclusion of individual needs within a group is seen as satisfying them. The second contains two components: belonging and singularity. Third, rather than the individual connecting to the community, it is the group that includes the participant.

The frontline managers directly supervise the employees and are in direct contact with the employees. Their inclusion awareness is vitally important because they help foster inclusion within the business. Previous research has shown that leaders have a profound influence on followers attitudes and behaviours, increased engagement, low-position tension and performance enhancement sensitivity A leader's impact on promoting inclusion and diversity within the organization depends on the level of recognition of HR practices in organizations. Leaders seek to create an inclusive environment that helps resolve anxiety, social isolation, spending, and feeling problems that workers that face as a result of exclusion. Once employees feel inclusive their efficiency increases and their commitment to organizational objectives often increases with the fulfilment of their basic needs of actualization and belonging.

3.4 HYPOTHESES

Based on the research questions and the variables identified, the following hypotheses have been identified:

- H1o= There is no significant difference in feeling of inclusiveness based on gender.
- H2o= There is no significant difference in feeling of inclusiveness based on Age.
- H3o= There is no significant difference in feeling of inclusiveness based on Qualification.
- H4o= There is no relationship between Leadership and feeling of inclusiveness.
- H50= There is no significant impact of Leadership on feeling of inclusiveness.

3.5 METHOD OF DATA COLLECTION/ INSTRUMENT

- Research Type- A empirical research will be conducted where conclusions of the study are strictly drawn from concretely empirical evidence. Primary data will be collected with minimum of 58 responses from company's employees belonging to different departments in the IT industry.
- Sources- The questionnaires were circulated to the personal contacts who further circulated the link to the working professionals in their acquaintance.
- Methods- The questionnaire was prepared using google forms and the link was circulated among the targeted respondents to fill the responses.
- Analysis tools- ANOVA (analysis of variance) will be done after the collection of data. It is a collection of statistical models and their associated estimation procedures (such as the "variation" among and between groups) used to analyse the differences among group means in a sample. Correlation will also be done which will help to locate the relationship between any two variables and tells us about their significant relationship. Regression analysis has been done which helps to determine whether the relationships in the sample also exists in the larger population.

3.6 POPULATION AND SAMPLE

A sample of 58 employees in the IT industry has been selected on the basis of non-probability convenience sampling.

3.7 LIMITATIONS

As with all research, there are certain limitations inherent in our study that restricts its interpretation and generalizability. First the small sample size can prove to be insignificant when the results of the study is generalized and applied to a greater population. Secondly more participants would be needed to test all the aspects of the study and understand about the mediating and moderating factors of individual inclusion. Third limitation was that only correlation study was done. This allows association only between the variables. Additional directionality would have been of further value in determining which behaviours elicited the other. Fourth the unwillingness and lack of interest of people in filling the questionnaire acts as a hurdle. Lastly the study is limited to the working population of India and no other country.

4 ANALYSIS

4.1 DESCRIPTIVE STATISTICS

Descriptive statistics helps us to understand the basic features of the data that is being studied. Summaries that are related to the samples and the measures relevant to the study are understood. A descriptive study is the basis for all quantitative data analysis.

4.1.1 Descriptive Analysis for Leadership Factors

Table 4.1 showing descriptive statistics for leadership factors

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
L1	58	1	5	3.086	0.9039	-0.174	0.314	0.321	0.618
L2	58	1	5	1.966	0.9906	0.856	0.314	0.275	0.618
L3	58	2	5	3.845	0.8543	-0.216	0.314	-0.664	0.618
L4	58	1	5	4.224	0.992	-1.254	0.314	1.07	0.618
L5	58	1	5	3.862	0.9262	-0.814	0.314	0.669	0.618
L6	58	2	5	3.741	0.9283	-0.27	0.314	-0.731	0.618
L7	58	1	5	3.724	1.0889	-0.687	0.314	0.148	0.618
L8	58	1	5	3.914	1.0643	-0.637	0.314	-0.073	0.618
L9	58	1	5	3.845	1.1668	-0.648	0.314	-0.551	0.618
L10	58	1	5	3.931	0.9887	-0.76	0.314	0.165	0.618
L11	58	1	5	3.914	0.9603	-0.685	0.314	0.207	0.618
L12	58	2	5	4.224	0.9185	-0.891	0.314	-0.25	0.618

The table illustrates the perspective that the employees have of their leaders. Out of the 58 responses collected “My leader greets me when he/she sees me” and “My leader encourages group members to work together” questions have the highest mean value of 4.224. The next highest mean value was for the question- “My leader does a good job providing work group members with all the information needed to do this job well” with a mean of 3.931. The question “My leader belittles or ridicules members of my workgroup” has the lowest mean of 1.966.

4.1.2 DESCRIPTIVE ANALYSIS FOR FEELING OF INCLUSION FACTORS

TABLE 4.2 SHOWING DESCRIPTIVE STATISTICS FOR FEELING OF INCLUSION FACTORS

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IN1	58	1	5	3.569	0.9753	-0.083	0.314	-0.424	0.618
IN2	58	1	5	3.534	1.0632	-0.32	0.314	-0.433	0.618
IN3	58	1	5	3.707	1.2284	-0.47	0.314	-0.99	0.618
IN5	58	2	5	3.569	0.8189	0.168	0.314	-0.515	0.618
IN6	58	3	5	4.276	0.7205	-0.471	0.314	-0.932	0.618
IN7	58	2	4	3.293	0.5622	-0.031	0.314	-0.504	0.618
IN8	58	2	4	3.276	0.5862	-0.129	0.314	-0.474	0.618
IN9	58	2	4	3.276	0.4882	0.553	0.314	-0.572	0.618
IN10	58	1	4	3.121	0.6234	-0.534	0.314	1.543	0.618

The table illustrates the inclusivity individuals in an organisation feel. Out of the 58 responses collected “I am fully respected by the members of my workgroup.” question has the highest mean value of 4.276. The next highest mean value was for the question- “At work, I can be open about my religious and spiritual beliefs/practices without the fear of being ridiculed or hostility.” with a mean of 3.707. The question “I feel I can be fully myself at work.” has the lowest mean of 3.121.

4.1.3 DESCRIPTIVE ANALYSIS FOR GENDER OF THE RESPONDENTS

TABLE 4.3 SHOWING DESCRIPTIVE STATISTICS FOR GENDER OF THE RESPONDENTS

Gender	Number	Percentage
Respondents who are male	29	50%
Respondents who are female	29	50%

Gender
58 responses



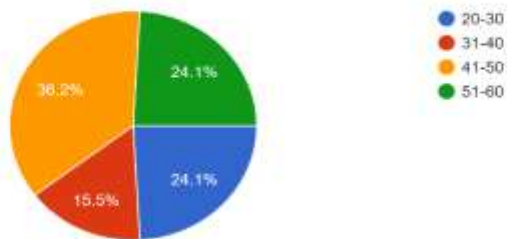
The pie chart shows that the sex ratio of the respondents was 50:50. Out of the total 58 responses that were collected for the study there were 29 men and 29 women. The options Others and Prefer not to say was also available. But all the respondents responded as either male or female.

4.1.4 DESCRIPTIVE ANALYSIS FOR AGE OF THE RESPONDENTS

TABLE 4.4 SHOWING DESCRIPTIVE STATISTICS FOR AGE OF THE RESPONDENTS

Age	Number	Percentage
20-30	14	24.10%
31-40	9	15.50%
41-50	21	36.20%
51-60	14	24.10%

Age
58 responses



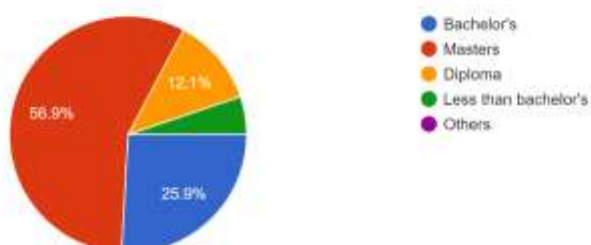
The pie chart shows that the maximum number of respondents lied between the age of 41-50 which accounted for 36.20% of the entire population. Respondents were present for all the four age groups and the least number of responses were received from the age groups of 31-40

4.1.5 DESCRIPTIVE ANALYSIS FOR QUALIFICATION OF RESPONDENTS

TABLE 4.5 SHOWING DESCRIPTIVE STATISTICS FOR QUALIFICATION OF RESPONDENTS

Qualification	Number	Percentage
Bachelors	15	25.90%
Masters	33	56.90%
Diploma	7	12.10%
Less than bachelors	3	5.20%

Qualification
58 responses



The above pie chart shows that the maximum number of respondents was qualified up till the level of Masters which accounted for 56.9%. Out of the 58 respondents there were 3 respondents who had a qualification of below bachelors and accounted for 5.2%.

4.2 RELIABILITY ANALYSIS

The reliability test is done in order to determine to what degree the scale is in consistency with the results. If the analysis results in a high reliability, it is determined that the scale used, is in par with the results obtained at the end of the study. In this case we have used a Likert Scale for our analysis. Once the result for reliability is positive, we can proceed further with the research.

Table 4.9 showing reliability statistics for Independent variable, Leadership

Cronbach's Alpha	N of Items
.789	12

The test for reliability of Leadership was conducted using 12 questions that pertains to understand the behaviour of a leader towards its employees. The test resulted in a Cronbach's Alpha value of 0.789. The resulting score is greater than the recommended score, which is score greater than 0.7. It is therefore concluded that the reliability level is accepted and can be used for further analysis.

Table 4.10 showing reliability statistics for individual factors

Cronbach's Alpha	N of Items
.727	9

The test for reliability of Feeling of inclusiveness was conducted using 9 questions which pertains only to understanding the inclusion level of employees at workplace. The test resulted in a Cronbach's Alpha of 0.727. The resulting score is greater than the recommended score, which is greater than 0.7. It is therefore concluded that the reliability level is accepted and can be used for further study.

4.3 HYPOTHESIS TESTING

Ho= There is no significant difference in Feeling of inclusiveness based on gender.

H1= There is a significant difference in Feeling of inclusiveness based on gender.

To test the above hypothesis One Way ANOVA (Analysis of variance) test which is widely used statistical method that tests whether means of two or more population are equal. The one-way ANOVA compares the means between the groups and determines whether any of those means are statistically significantly different from each other.

Table 4.11 showing ANOVA results for Gender

ANOVA Results for Gender

SIN					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.897	1	6.897	.398	.531
Within Groups	970.759	56	17.335		
Total	977.655	57			

The above analysis of variance (ANOVA) table looks at the difference in the study in the current organization and Individual inclusion. The significant value on an average in the table is 0.531 which is much higher than 0.05. It means that the chances of error are high and therefore null hypothesis will be accepted. This goes to show that there is no significant difference in gender and individual inclusion in current study.

Ho= There is no significant difference in Feeling of inclusiveness based on Qualification.

H1= There is a significant difference in Feeling of inclusiveness based on Qualification.

Table 4.12 showing ANOVA results for Qualification

ANOVA

SIN

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	27.671	3	9.224	.524	.667
Within Groups	949.984	54	17.592		
Total	977.655	57			

The above analysis of variance (ANOVA) table looks at the difference in the qualification of employees in the study and Individual inclusion. The significant value on an average in the table is 0.667 which is much higher than 0.05. It means that the chances of error are high and therefore null hypothesis will be accepted. This goes to show that there is no significant difference in qualification and individual inclusion in current study.

H₀= There is no significant difference in Feeling of inclusiveness based on Age.

H₁= There is a significant difference in Feeling of inclusiveness based on Age.

Table 4.13 showing ANOVA results for Age

ANOVA

SIN

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	36.385	3	12.128	.696	.559
Within Groups	941.270	54	17.431		
Total	977.655	57			

The above analysis of variance (ANOVA) table looks at the difference in the age of employees in the study and Individual inclusion. The significant value on an average in the table is 0.559 which is much higher than 0.05. It means that the chances of error are high and therefore null hypothesis will be accepted. This goes to show that there is no significant difference in age and individual inclusion in current study.

4.4 Correlation

H₀= There is no association between Leadership and Feeling of inclusiveness.

H₁= There is an association between Leadership and Feeling of inclusiveness

Correlation helps to locate the relationship between any two variables and tells us about their significant relationship. The Pearson bivariate correlation produces a coefficient of sample correlation, r , which measures the strength and direction of linear relations between pairs of continuous variables. Through definition, the Pearson Correlation tests whether there is statistical evidence of a linear relationship between the same pairs of variables in the population, represented by a coefficient of population correlation, ρ (rho). The parametric calculation of the Pearson Correlation is. The correlation value may vary between (-1,1). The sign of the correlation coefficient determines the direction of the relationship. While the magnitude of the correlation indicated the strength of the relationship.

Table 4.13 showing Correlation between leadership and feeling of inclusion

Correlations

		SIN	SL
SIN	Pearson Correlation	1	.528
	Sig. (2-tailed)		.000
	N	58	58
SL	Pearson Correlation	.528	1
	Sig. (2-tailed)	.000	
	N	58	58

We can observe that the significance value is less than 0.05. ($p < 0.05$). Thus, we can conclude that Leadership and individual inclusion have a statistically significant linear relationship ($p < .001$). The direction of the relationship is positive i.e., Leadership and individuals feeling of inclusion are positively correlated, meaning that these variables tend to increase together (i.e., higher leadership is related to higher feeling of inclusion). Thus, this Correlation test validates the assumption of the relation between Leadership and Individual

Inclusion. Therefore, we can accept the alternate hypothesis and reject the null hypothesis. Thus, there is a positive relationship between leadership and Feeling of inclusiveness

4.5 Regression

Regression analysis is a form of inferential statistics. The p-value helps to determine the relationships in the sample also exists in the larger population. It is understanding the relationship that is shared between the variables in the study. It studies how the dependent variable changes when there is a variation in the independent variable. Regression analysis helps us to understand which independent variable is related to the dependent variable. Interpreting the results are based on R squared coefficients which range from 0-1.

Hypothesis

H_0 = There is no significant impact of Leadership on Feeling of inclusiveness.

H_1 = There is no significant impact of Leadership on Feeling of inclusiveness.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528 ^a	.279	.266	3.54722

a. Predictors: (Constant), SL

This table provides the R and R square values. The R value represents the simple correlation and is 0.528 (the "R" Column), which indicates a moderate degree of correlation. The R square value (the "R Square" column) indicates how much of the total variation in the dependent variable, Price, can be explained by the independent variable, Income. In this case, 27.9% can be explained, which is small.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	273.022	1	273.022	21.698	.000 ^b
Residual	704.634	56	12.583		
Total	977.655	57			

a. Dependent Variable: SIN

b. Predictors: (Constant), SL

The above table tests the ANOVA that is shared between the average of Leadership- independent variable- and Individual Inclusion- the dependent variable. The significance level of both the variables that are studied above is less than the standard value of 0.005. As it is less than 0.005 it can be inferred that the independent variable-Leadership does have a significant impact on the dependent variable- Individual Inclusion in this study. If this research is conducted in the same area of study with a similar sample, the findings will be seen to hold true 27.9% of the time.

From the ANOVA, it can be interpreted that any change in the independent variable by 1 the degree to which the dependent variable will be impacted is by 0.337. The regression equation is considered significant as the significance value in the table is 0.00. The equation for regression can be stated as follows: Individual Inclusion= 16.680+0.337x leadership initiatives.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.680	3.241		5.146	.000
SL	.337	.072	.528	4.658	.000

a. Dependent Variable: SIN

The Coefficients table provides us with the necessary information to predict individual inclusion from leadership, as well as determine whether leadership contributes statistically significantly to the model (by looking at the "Sig." column). This indicates the

statistical significance of the regression model that was run. Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

5. FINDINGS AND DISCUSSION

The research was conducted with respect to no single organisation. Data was collected from working professionals across all organisations and departments. A self-administered questionnaire was distributed among the employees. A total of fifty-eight responses were collected to understand the relationship. The analysis of this data as has been observed in the data analysis chapter has been conducted with the help of a statistical software developed by IBM-SPSS Version 21. The first analysis to be conducted was a reliability analysis that was carried out first for leadership and individual Inclusion separately and then for both the independent and dependent variable together which produced a Cronbach's Alpha reliability of 0.838. The value is greater than 0.7 and hence can be concluded that the data is reliable and can be used for further analysis. The next test conducted was Analysis of Variance (ANOVA) that was used to assess the acceptance or rejection of hypothesis that were found at the beginning of this study based on the objectives of the study. The first ANOVA test was conducted between elements of Individual Inclusion and the Gender of the respondent. The test concluded that there was no impact of Gender on Individual Inclusion of the employee. The significant value on an average was 0.531 which is much higher than 0.05. Therefore, we had to reject the alternate hypothesis and accept the null hypothesis in this case. The second ANOVA test was conducted between elements of Individual Inclusion and the Qualification of the respondent. The test concluded that there was no impact of respondents Qualification on Individual Inclusion of the employee. The significant value on an average was 0.667 which is much higher than 0.05. Therefore, we had to reject the alternate hypothesis and accept the null hypothesis in this case. Resulting that is no significant difference in qualification and individual inclusion in current study.

The third ANOVA test was conducted between elements of Individual Inclusion and the Age of the respondent. The test concluded that there was no impact of respondents Age on Individual Inclusion of the employee. The significant value on an average was 0.559 which is much higher than 0.05. Therefore, we had to reject the alternate hypothesis and accept the null hypothesis in this case. Resulting that is no significant difference in age and individual inclusion in current study. Next test which was conducted was Pearson's Correlation. According to the analysis, the arrived significance level was 0.00 which is less than 0.05 which means that there lies a strong positive correlation between the two variables, Leadership and Individual Inclusion. In other words, Leadership and Individual Inclusion are highly correlated. Finally, the regression analysis, the model summary of regression analysis for the data that is being studied an R square value of 0.279 was generated (27.9%). This implies that if this study is carried out in similar situation under similar circumstances then the predictability of the data will be 27.9 %. This goes to show that there is only 27.9% chance that similar results will be found if this study is conducted at other times. The next examination done was ANOVA that is shared between the average of Leadership- independent variable- and Individual Inclusion- the dependent variable. The significance level of both the variables that are studied above is less than the standard value of 0.005. As it is less than 0.005 it can be inferred that the independent variable-Leadership does have a significant impact on the dependent variable- Individual Inclusion in this study. If this research is conducted in the same area of study with a similar sample, the findings will be seen to hold true 27.9% of the time. From the ANOVA, it can be interpreted that any change in the independent variable by 1 the degree to which the dependent variable will be impacted is by 0.337. The regression equation is considered significant as the significance value in the table is 0.00. The equation for regression can be stated as follows: Individual Inclusion= 16.680+0.337x leadership initiatives. From the above table, the relationship between Leadership and Individual Inclusion is being studied and as the significance level is below 0.05, we can conclude that the null hypothesis is rejected and there is a significant impact of leadership- Independent variable on Individual Inclusion- Dependent variable

6. CONCLUSION

From the study it can be concluded that the managers and supervisors should involve in training sessions which aim at increasing the enactment of interactional justice in order to be perceived as high inclusive leaders. Perceptions of trust in leaders are enhanced when the leaders behaved ethically, positively influenced organisation culture, treated employees fairly and consistently, encouraged employee's growth and developed and promoted work-life balance. Therefore, it is a dire need for the organisations to recruit and develop the leaders in such a way where they make decisions without any bias and makes all the employees feel safe and secure to open up with their views in the organisation. This will help to increase an employees commitment and contribution to the organisation in a positive way as he has mental peace by feeling inclusive.

7. RECOMMENDATIONS

Opportunities for additional research related to finding the Mediating and moderating factors to employee satisfaction can be done. Further research can also delve into finding departmental subcultures that can have a profound impact on an employee's attitude. Companies should pay more attention to leadership in order to foster inclusion within the organisation because there lies a strong relationship between leadership and Individual Inclusion. As the Leaders are in direct contact with the subordinates, they can imbibe the culture of inclusivity in a much better way. They should take the initiative to understand the issues of its employees which is causing them to perform below their potential and take measures to help them. Further research can also be done on measuring the impact of individual inclusion on performance of the employees. This will help us understand in a more quantitative way whether it is useful to make policies and practices for inclusion. As a lot of cost and time is involved in training the employees on being inclusive. By doing further research we can have a cost benefit analysis and determine the results in a quantitative manner.

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