**FINAL REPORT**

**ON**

**MAJOR RESEARCH PROJECT by UGC**

**MANAGEMENT SUBJECT ENTITLED**

"HR INITIATIVES IN BUILDING INCLUSIVE AND ACCESSIBLE WORKPLACE"
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## Acknowledgement

The inspiration and the source for what I am today and my achievements are:

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Husband (Mr Vineet Gupta)

Prof (Dr) AK Mittal (Vice Chancellor BBD University Lucknow) & Dr Renu Mittal (Uncle and Aunt)

Kids (Gauree and Kartikeya)

It is their, blessings; guidance, time and love which made me complete this project. Finally, I am thankful to those who have helped me directly and indirectly for the successful completion of this Major Research Project.

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# DECLARATION CERTIFICATE

I, Prof. Shalini Garg hereby declare that this Major Research Project "HR Initiatives in Building Inclusive and Accessible Workplace" is the result of my own work.

I have not submitted this project to any other University or Institution for the award of any academic Purpose.

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# Table of Content

| S No | Item |
|---|---|
| 1 | Declaration of Certificate |
| 2 | Acknowledgement |
| 3 | Table of Content |
| 4 | Index |
| 5 | List of Figures |
| 6 | List of Tables |
| 7 | Preface |
| 8 | Chapter 1 Introduction |
| 9 | Chapter 2 Concept |
| 10 | Chapter 3 Review of Literature |
| 11 | Chapter 4 Research Methodology |
| 12 | Chapter 5 Data Analysis and Interpretation |
| 13 | Chapter 6 Recommendation and Limitation |
| 14 | Chapter 7 Training Manual |
| 15 | Bibliography |
| 16 | References |
| 17 | Annexure |
| | Questionnaire on Inclusion |

**Index**

# List of Tables

**List of Figures**

**Summary of Project**

This UGC Major Research Study is carried out in the field of Human Resource Management under the Management category. The title of the research topic is "HR Initiatives in Building Inclusive and Accessible Workplaces".

This study is mainly divided in seven broad chapters for the smooth flow of the information and the research work presentation. The chapter scheme enabled the PI to present the study systematically and point wise. Following is the summary of each chapter presented in this Project Report.

**Chapter 1 – Introduction**

Introduction Chapter included information about research topic taken for this research study. It contains historical background of Inclusive and accessible practices for diverse workforces outside India and in India. Brief information about future prospects of accessible workplace to universal design, Organizational Shift from Workforce Diversity to Valuing Inclusion and Accessible Workplaces, HR's Initiatives, benefits, advantages, key arguments and challenges to inclusion for diverse workforce   etc. is described in this chapter.

**Chapter 2 – Concept**

This chapter is Conceptual study of terms associated with the topic. It refers to books and articles published and online in various journals. This chapter has overviewed the points and topics related to this study. It described about Diversity, Inclusion, Concept of Inclusive Workplace in Global Perspective, Inclusive HR Practices, Types of Visible Diversity, Invisible Diversity and Inclusive &

Accessible HR Practices, etc. It also includes few inclusion models from HR perspective.

**Chapter 3 – Review of Literature**

This chapter is about work and research carried out previously by other researchers. It also refers to books and articles published and online available in various journals. This chapter has overviewed the points and topics related to this study. It describes after review of literatures about People with Disabilities, HRM Practices, Barriers and Employment Opportunities, Employee Relations, Organizational Climate, Diversity Climate, Inclusive Climate, Accessibility and Employee Perceptions.

**Chapter 4 – Research Methodology:**

Chapter four deals with the research methodology used to carry out this research study. This chapter presents the steps followed by PI to execute the research study. The instrumentation of chapter comprises of the research design, sample frame that describes sample units which includes the type of respondents from where the data is to be collected, determination of sample size which represents the population. The chapter also includes the preparation of instruments and their application on the sample.

**Chapter 5 – Data Analysis and Interpretation**

The present chapter deals with the analysis of data and its interpretation. This chapter is the most important task in research. The wide data was condensed into few manageable groups and tables for analysis. The statistical analysis of the

research study was done using Partial Least Square –Structural Equation Modelling Smart 3.2.6 software. The data for missing values were checked.

**Chapter 6 – Recommendation and Limitation**

This is the last chapter and also an important one. This chapter is the outcome of the study. The research findings indicated that although organizations have successfully implemented inclusion and accessibility practices at workplace, but there are still few requirements to be fulfilled to create fully inclusive and accessible organizations. Therefore, following are some of the recommendations that can help organizations to further create inclusive and accessible work cultures.

It can be recommended that despite of various HRM policies and practices in an organization, enforcement of discrimination and equality acts, there is a huge need to uplift the contextual and social biases.

**Chapter 7 Training Manual**

The Project Report is supplemented by an overview of the framework of Training Manual on HR Enabled Training on Organizational Inclusion and Accessibility. The Training Manual has been developed which can be used by HR Department to train the executives in an organization for developing inclusive and accessible culture. This chapter offers an overview of the Manual Framework that can act as a guide for preparing a checklist and index for promoting inclusive and accessible culture.

This manual shall be worked upon and extended by researcher in her future research works.

Lastly, Bibliography and References will give idea about the Citation of published material like books, journals, research papers and various websites which have been referred and studied in this study and duly acknowledged.

# Chapter 1

# Introduction

## 1.1 Background of the Study: The Origin of Diversity and Move to Inclusion

The origin of diversity and the diversity initiatives for workforce is difficult to determine. Although the first legislation of equal employment opportunity in 1943 was introduced by congress, it was generally a non-starter, as were successive legislative initiatives proposed over the next 20 years. In 1948, President Truman made an official announcement to prohibit the discrimination of the armed forces with the passage of Executive Order 9981, which made disunion/partition based on "color, race, natural origin or religion" outlawed for all members of the armed services.

During the 1960s and 1970s, the need to promote workplace diversity emerged in the United States. Many renowned organizations, military sectors, communities, and higher institutions in educational sectors have been planning, managing and conducting some form of workforce diversity education during this era. The Civil Rights Act of 1964 was also supporting to avoid discrimination in any activity related to employment. The workplace advancement policy survived to go further with introduction of practice to encourage opportunities of equality in employment by identifying prospects to sustain in any department for a longer duration.

It resulted into a massive success, because it successfully implemented the consideration of diversification attributes such as "national origin, ethnic and racial group, age and gender diversity etc. to acknowledge in the principle that to be just and fair to all and treat everyone equally. A President's Committee on Equal Employment anticipation with the objective to find policies to abolish

employment discrimination was recognized by John F. Kennedy, president in 1981.

In 1971, the Nixon Administration review the policy in a way to ensure that positive/Affirmative action outline with a goal is set. In 1987, William Brock Secretary of Labor delegation conducted a trends study of "Workforce 2000" with the association of Hudson Institute and its publication for economical and demographical status of workforce. This study "Workforce 2000: Work and Workers" by William E. Brock commission for the Twenty-First Centurial has became landmark and considered as origin of diversity industry. During 1980s and 90s Diversity training was used in businesses to support, look after and achieve civil rights act benefits. Gender Diversity educational training introduced to develop and become visible during the 1970s and 80s. In the United States its major expansion held in the 1990s to focus on and remove obstacles to inclusion for other identical groups. Differences in abilities, ethnicity, and religious beliefs, lesbian, gay, transgender and other word views lead to appear in organizational training and educational institutions. Thomas' 1990 article in the Harvard Business Review is viewed as one of the earliest treatments of managing diversity from a practitioner perspective.

| 1960-1975 | | 1975- 1985 | | 1985 – Present |
| Affirmative Action Age | → | The Era of Valuing Difference | → | Focus on Managing Inclusion |
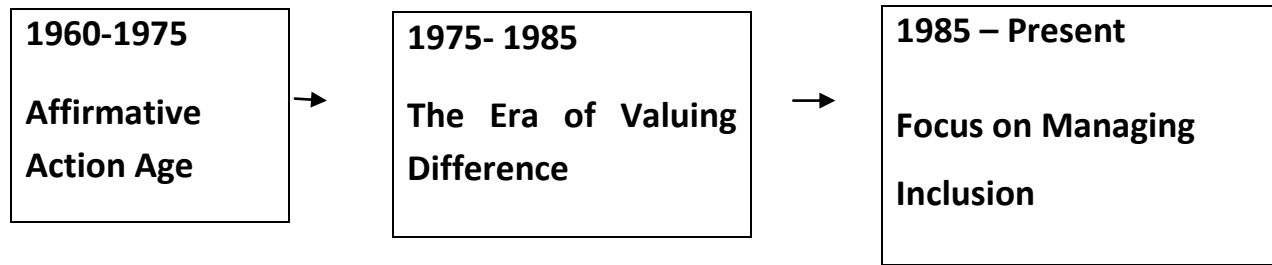
Fig: The Shift of Diversity era to Inclusion age

## 1.2 History of Accessibility Practices at Workplace

The movement of accessibility has its accepted origin with the the Civil Rights Act of 1964 and civil rights movement. These roots lie in the complex structure and implementation of accessibility related laws. The first national accepted standard accessible design was the American National Standards Institute (ANSI) A117.1 for Usable Buildings and Accessible Facilities. It was released in 1961 funded by the Easter Seals Research Foundation and researched done by the University of Illinois. The standards provided served as an important mentioned reference for local, private entities and state governments. In 1974, federal provided the standards inputs when the Department of Housing and Urban Development joined the Secretariat of the committee. The understanding and awareness that many were unable to access premises of buildings initiated the steps toward requirement of accessibility.

With the passage of the Architectural Barriers Act in 1968, the federal government has taken steps to enforce in design or alter facilities which address accessibility, using certain funds provided by federal within organizations.

## 1.3 Future Practices - Beyond Accessibility to Universal Design

Accessibility Law establishes legal mandatory guidelines that safeguard people with disabilities from biasness and provide equal employment opportunity in the built organizational environment of organizational set ups. These practices re assess using minimum legal requirements to ensure appropriateness by people with disabilities based on their participation, involvement and understanding so that they feel acknowledged and are able to involve in organizational activities within workplace.

Universal Design the term was derived on the ground that the environment within organization could be more attainable than the legal compliance requisition if architectural designers focuses their application on upgrading actions and activities for a large dimension of diverse people. At comprehensive level, it is involved with creating universal design for professional organization to cover diverse workforce equality where information, resources and facilities are attainable to all members and potential candidates.

Inclusive organizational design, Life span design or designs for all are the synonym of term Universal Design. It states that comparatively creating design for a moderate user, it is better to construct architecture for employees with different endemic language expression, nationality, origin, ethnological backgrounds, genders, physical potentiality and impairments.

As initially perceived and accepted, Universal Design has its main focus on issues of usability. The device and universal organizational environment created to be accessible by all people in Universal Design, constructed in such a way to that it's

greatest extent possible, so that it does not need any specialized design or adaptation. In the previous ten years, attention was focused and expanded to vast arguments of organizational inclusiveness and social inclusion. An upgraded definition is more admissible to employees covered in Organizational perspective without overlooking person with disabilities. It states that universal design is, a development action that permits and accredits workforce diversity by boosting employee's achievement, well being, accommodation and cooperation" (Steinfeld and Maisel, 2012).

Universal design enhances the unrealized potential for advancing quality standards of lifestyle for a broad scope and dimension of individuals at workplace. It also curtails disfigurement by placing disabled employees on proportional set up of organization. While it does not provides any alternative or replacement assistive technological equipments and devices. Universal design support people with operative function impediment within organization as an aggregate. It guides and holds employee in being more self-sufficient, socially engaged and organizationally supported. For government and organizations, it lowers the fiscal and financial strain of exclusive services and programs constructed and designed to help employees, clients, employees or customers.

Supporters must admit that Universal design environments device and products are only partial accessible by each individual around the world. These managerial practice, policy and services pertaining to universal design thinking can assist employees in organizational setups. Therefore, Universal design should be recognized as a continuous development process rather than an end state. There hardly any closing to the pursuit for enhanced and upgraded service,

healthfulness, social or organizational involvement, hence consideration to just the inbuilt universal design organizational environment is required to obtain these broader conclusion.

## 1.4 Contextual Background: India and Inclusive HRM Practices

India being a diverse, complex and economically re-emerging nation has led to a migratory workforce which resulting in increased diversity at organizations. In the recent years, Inclusion has emerged as fair area of exploration which focuses towards integrating diversity into everyday work life. When India is intent to become the growing country till 2020, it is time to accept universal Inclusive management HR Approach through public sector and private ownership. People management is a complex process. People are the contributors, participants as well as the benefit holders in the growth and development of economy hence their inclusion in work system is of utmost importance.

The Indian Constitution restricts discrimination on the basis of gender, caste, race, religion, or birthplace. Equal employment opportunity is also listed in public employment and in principle of directives. Few major categories of circumvented and disadvantaged groups in India include Muslim, Women, transgender, schedule caste, schedule tribes, bonded laborers and Disabled peoples. As per a report by National Sample Survey Organization(NSSO, 2012), the participation rate of women labor force in employment is 23.3%, Muslims 33.8%, Other Backward Communities 40%, Schedule Cates 41.2%, Schedule Tribe 46%, and other disadvantaged social groups stand at 37.5%. The constitution of India has also created provisions for access of employment opportunities without biasness,

and there are legal frameworks to protect the rights of minority groups. Inclusion in its full fledge form is still far from being achieved.

The significant diversity dimensions in India, and their study and analysis is important for Global Managers to understand challenges at organizational level and in developing Inclusive and accessible management strategies. Diversity management and inclusive workplace creation decisions are closely related to diversity dimension prevailing in the context of country. It cannot be viewed as an independent event in organization. The benefit accumulated from workforce diversity and inclusive workplace largely depends on how strategically it is executed in the organizational set up for effectiveness. In each scenario, Inclusive practices needs different approach for diversity management within organizations. The diversity magnitude and proportion vary from one nation to another within workforce, a deep understanding regarding dimensionality of diversity specifically to a country and their implications is almost essential for developing inclusive strategies for managing diverse workforce.

The present organizational culture in India is symbolized by diverse set of workforce. Since 1991, a number of Multi National Corporations has increased. With the launch of "MAKE IN INDIA" initiative by prime minister in 2014; the number is going to increase in future. Multinational corporations are fascinated and engaged to Indian economy to examine its diverse cultural workforce and market. The organization's management is deliberately making attempts towards framing policies for inclusive practices and creating accessible workplaces for different groups that exist in society to fill the skill gap and acquire the benefits of diverse employee. However the change in demography statistics imports few

threats which is challenging such as formation of formal groups and informal groups, discriminatory behavior towards minorities and conflicts between different groups etc. which reduces the work efficiency of organizations. To derive maximum advantages from diverse workforce, organizations are active towards framing policies for inclusion. Therefore the need is to analyze Indian diversity context at workplace. This would develop perception for the global mangers and Indian managers to manage and harness the benefit of diversity with inclusive strategies. [1]

## 1.5 Organizational Shift from Workforce Diversity to Valuing Inclusion and Accessible Workplaces.

In present times, the discussion on diversity has been shifted towards inclusion. Corporate Consideration regarding diversity has advanced from legal compliance to workplace inclusion (Lockwood, 2005). Successful organizations admit the significance of having a diverse set of employees. Workforce diversity is progressively being observed as conducive in developing the organizational performance, and also a mandatory activity that cannot be ignored by organizations. Today, it is well accepted that inclusive practices adds both tangible and intangible value. Diversity alone, though, is not enough for accomplishing success. Workforce diversification must be accompanied by inclusivity and equality in order to triumph.  Inclusion is about appraising differences that exist in diverse workforce. It is the potential that can be derived by an organization from consciously upbringing and harmonizing diverse groups of employees so that they work together. Workforce inclusion within an organization includes people at all groups and at all hierarchical levels in the

company. Inclusive workplace policy is ethical and flourishes in organizational culture where each employee is independent to choose his or her career goal, development without being restricted by race, ethnicity, origin, gender, nationality, religious beliefs or other factors that are extraneous to work performance (Bryan, 1999). To Manage diverse culture and promote inclusion within organization requires to accredit workforce diversity to execute its full possibilities in an equal framework where no individual has an dominance, influence or unfavorable position (Torres and Bruxelles, 1992). Studies empirically done on inclusive organizational practices are confined to the areas such as Talent acquisition, on boarding, Learning and development, employee engagement activities like meals and practices. This is acceptable since inclusive practices knowledge and practical implementation have only recently entered the organizational practices.

Workforce Diversity programs have been around for decades within organizations, but most of them still lacking to have an inclusive and accessible workplace. Inclusiveness happens when employees feel free to encircle their unique identity to that they belong. Whereas Accessibility can be viewed as the "ability to access resources" and benefit from organizational system. In the absence of inclusion if employee diversity increases then this becomes harder to understand by their colleagues as people feel less known. As per a research of Delloitte shows that companies want to shift from diversity program to inclusion as an organizational strategy. But in the global survey say nearly one-third of companies are unprepared in this area, while only 19% give affirmation to be fully ready. Unfortunately many well designed Inclusion initiatives and accessibility

implementation programs fail because organizations behave on the defense, putting corporate policies in place to increase diverse workforce with appointment of a Diversity Officer, implementation of flexible work policies and thus to escape high cost of legal compliance, without assisting employees to attitude and behaviorism development for inclusion. Broad research reveals that diversity programs alone is not helpful for employees and organizations: research study links differences that diversity alone lower the gain, employee's performance, motivation of employees and wellbeing, along with slow outcome in decisions, increase in clashes, low attendance of employees, missed opportunities and cases of biasness and discrimination. But when instrumented with an inclusive culture and accessibility in the workplace, diversity delivers higher performance, enhanced customer satisfaction, less absenteeism, and greater innovation.

Few organizations even differentiate between diversity and inclusion, Diversity can be inscribed as a compliance issue and followed fairly easily, the range of individual behaviors which make up inclusion and implementing accessibility as per norms is considered as HR's goals. Inclusion requires individuals to transform their inherent beliefs and behaviors, which is why it is more difficult to realize and impact when it happens. Organizations those are confident enough to address inclusion as a cultural issue and implement Accessibility practices within workplace reap immense benefits. It starts with key shifts in attitude from inclusion at a corporate level to individual level and from demographics to diversity of thinking to Inclusion and accessibility practices as an issue of compliance, an essential activity for organizational success.

27

**1.6 HR's Initiatives in Promotion of Inclusion and Accessibility in the Workplace**

**1- Reassess Policies and Promote inclusion**

Sometimes inclusive workplace is obstructed by outmoded policies of company that privilege discriminatory behavior to go unpunished. It is important to take preventive steps against inequity, partiality and intolerance by creating practices, policies and strategies that address inclusion. For example, Nondiscrimination Policy of HP states that they do not tolerate inequity, favoritism against any applicant or employee for job opportunities because of color, origin, gender identity and expression, ethnicity, race, religion, , nationality, marital status, age, sexual orientation, , physical impairment, pregnancy, covered veteran status, protected genetic data information and political affiliation. PepsiCo, HP, Ford Motor and many other re known organizations resist towards discrimination in any form.

**2- Shift Perspectives towards Creating Inclusive Organizational Environment**

To View differences positively and firmly is a key prospect of a positive environment and inclusive workplace. To guide and support coworkers view differences arise due to workforce diversity as an assets rather than as potential liabilities is a way to address diversity issue and helps to create a more inclusive workplace. For example, to consider an old age employee as right fit in a younger generational work culture helps co worker understand that the old age group person is an experienced and valuable resource. When employees are distressing working with a diverse culture person, it helps them understand and acknowledge how heterogeneous culture can be used to abridge with clients.

### 3- To Challenge Stereotypes Notions

To promote inclusive workplace, challenging stereotypical notions that exist within organization is important. For example, few employees believe that older generational people should be in challenging leader's roles while younger employees need to fill supportive positions. Women's should perform nurturing and sympathetic while males in aggressive roles are accepted. There is a need to examine these assumptions, which may appear outmoded but in fact are disingenuous ideas that exist within organizational culture that prevents its member from achieving their potential growth.

### 4- Training and Development for Employees to Promote Inclusion

Inspire and educate employees to share their opinions and views of other people by conducting training and development programs that address queries pertaining to workplace inclusion. Provide effective behavioral training among employees on how to address tricky behaviors such as to remain calm and then challenge and address the situation of discrimination. Assist them to understand how they perceive the world impacts their view about companions and fellow workers. These methods cultivate an inclusive environment that acknowledges diverse employees, thus promoting inclusive practices in the workplace.

| Benefits of Inclusive Workplace |
|---|
| • Enhances job satisfaction among all group of diverse workforce. <br><br> • Lower staff turnover and increase in retention rate. <br><br> • Increase in job productivity. <br><br> • It boosts employee motivation and morale, creates positive attitude. <br><br> • Reduction in conflict issues. <br><br> • Improve decision making and problem solving in organization. <br><br> • Fosters creative and innovative ideas. <br><br> • Enhanced organizational flexibility and learning and knowledge sharing from people of diverse culture at all levels. <br><br> • Result in Robust Recruitment and Retention plan. <br><br> • Cover new clients, audiences and customers of each section with inclusive practices. |

## 1.7 Advantages of Workplace Inclusion

### 1- **Inclusion Contributes Positively to Sales, Customers and Profits**

As per a research study done by the University of Illinois (2009), researchers found that both racial and gender Inclusion add positively to clients, customers base, net sales and profits. Inclusion of diverse race and origin can also positively impacts share in market, even if the significance of gender studies impact on market share was found not of importance. In extension, organization can also derive benefit often by enhancing their creativity with encouraging diverse opinions and perspectives.

### 2- Inclusion Provides wide Talent Pool

Company Recruiters can also widen the talent pool if they implement inclusive recruitment policy where widening talent acquisition of employees based on relevant qualifications and experience along with search on race, gender, age or other grounds that are fulfilling the requirements of central to the role.

### 3- Nonprofits can better serve their Communities with inclusiveness

Nonprofit organizations main objective is to make their locality, society stronger, healthy well being, and more advance for all diverse groups they serve. Their areas could be arts, health care, religious activities, civil rights, or any other beneficial philanthropically cause. Nonprofit enriches the standard quality life that people belong to the society they serve.

Generally, People's perception towards different life aspects varies, from arts to health care due to their very nature and diverse cultural backgrounds. Therefore, Inclusive practices; programs and strategies help profitless organizations to take consideration of diverse cultural and ethnic backgrounds, exposures, maturity and understanding in order to have a positive and enhanced impact on the societies they serve.

Nonprofits need to expand their knowledge about how racial diverse group experience their work. If nonprofit organizations continue to implement their plans ignoring inclusion policies and decisions without examining belief and assumptions about their population they may lose accuracy and effectiveness of their work and  will become less relevant.

### 4- Set up an Inclusive Workplace is profitable for Business Growth

Many corporations and Non profits have discovered and a great deal of research has proven that creating an inclusive workplace is good for growth of business when demographic shift in market is taking place at high rate. It also serves more in favor of for nonprofits organizations than for corporate profit based organizations. Generally, Nonprofits derive low salary pay scales than profit based corporate organizations. The volunteers and staff members join philanthropically organization to get personal satisfaction from their work from the community they serve. When monetary incentive is withdrawn from retention policy staff and board which is a key factor and inclusive policies is also implemented, it creates a healthy work environment within organizations.

### 5- Lack of Inclusive practice within organization affects the ability to meet the needs of clients:

There may be considerable costs both hard and soft cost that related with income and expense of an organization and related with lack of engagement in implementation of inclusive practices. Soft costs include those costs that do not have a money impact which includes low morale of staff and board, less innovation because of absence of diverse workforce or members in board, and an unacknowledged work environment to current and untapped potential and employee's, donators, clients, volunteers and members in board.

Hard costs include opportunities missed from donors of racial and color differences, missed opportunities from government contracts, less funding from foundations, less clients, and increased expenses in recruitment function of staff

due to high turnover. Inclusion helps an organization to set communication with target audiences and their communication back to the organization. Inclusive practices positively impact the ability of organization to meet the requirement of its customer, their reach to serve potential customers for its services, clients and fulfill its mission, vision and purpose effectively.

For example, an arts and culture dealing firm which has not implemented inclusive work practices may find that their target customers and clients does not include people from diverse racial and ethnic background. This may affect their customer base, funds they receive and their ability to provide rich diverse inclusive cultural experience to all the community members they serve.

## 1.8 Four Key Arguments Which Favor Promotion and Implementation of Accessible and Inclusive Workplace.

1 **The Moral or Social Justice aspect** From a moral context and mindset, nonprofits are created to advance and better society and make it diverse, inclusive, and equitable. The moral case uphold that every individual has to add share, value, and must resolve hurdles and fence of historical factors that had created discriminatory situations for minor and vulnerable community of peoples.  For example, racial equality refers to fairly non-racial based society that would resemble, where the inclusive Policies should dissemination of society's gain and hardship would not be misrepresent by race, and individuals would be not likely to involve and sense them due to  color of their skin.

2  **The Economical aspect** is established on the ideology that organizations and countries that egress into diverse talent acquisition and inclusive Practices are capable and more robust. The Economist groups see inequity as inability which arises due to systematized misappropriation of human resources. In the findings of Center for American Progress during a survey that biasness and discriminating policies, behaviors at workplace against employees based on gender, sexual orientation and race costs high rate of attrition annually. This high rate depicts high cost in replacement and new hiring of employees who leave their jobs duties each year due to biasness, unfair and discriminative behavior at workplace. In this altercation, organizations should follow diversity and inclusion practices because it favors economical prospect to drag and leverage the pool of talents from different populace.

3  **The Market Case Prospect** upholds that those organizations will be competitive and provide better customer service to their customers who reflect the inclusive practices for diverse group of employees in their strategies, practices, policies and in their market base. According to the Census Bureau of 2043 in The United States, A demography transformation is ongoing in the market which is dramatic as well, it predicts that majorly non-white employees will be in the market as employees and also represent the customer base. In private sector also organizations such as Deloitte acknowledges the purchasing power of minorities in the market base and features that adopting Inclusive HR

practice is demanding to rising market share. In the nonprofit sector, they acknowledge the fact that their clients represent customer base, and they want to see their representation among a ratio of employees at levels in the organizations that serve them. Organizations with inclusive leadership skills are more likely to understand the needs of a diverse base of customers and clients that their funds providers are also their customers. They can derive benefit from the capital assets of different groups which represents diversity.

**4- The Results Case Prospect States** that Inclusive workplace practices creates    better results and outputs. The author of The Difference, Scott Page suggests How the Inclusive HR Practices creates better Work Groups, Team's Cohesiveness, Organizations, agencies academic institutions and diverse Communities with the use of case studies and mathematical models based approach to show how diverse work group and inclusion leads to increase in output and productivity. His research found that diverse workforce team engage in finding solution of a problem exceed in performance compare to homogeneous group. Inclusive nonprofit organizations and their diverse perspectives lead to find better result and solutions to Organizational problems.

**1.9 The Increasing need of Human Resource Practices for Inclusive and Accessible Workplace:**

1- **To Meet Global Environment Changes, Recruit and Harmonize Diverse workforce:**

Diverse workforce helps organizations for taking place at global framework. Heterogeneous teams make it feasible to increase flexibility and implement successfully change management. Studies explore that Talent diversity is the key for business growth. The positive outcome of "Workforce Diversity" is it brings new thinking and ideas, talents, experiences, positive outlook, broader view points in an organization. To maximize the profit within a global framework organization need to become more diversified. For this reason, profit and non-profit organizations need diversity in workforce for being more creative and open to change.

Inculcating inclusive and Accessible HR work practices into an environment helps in harmonizing these diverse workforce and brings many benefits in advancing the success of a business. Having diverse workforce can ultimately lead to a competitive verge because the global environment of business, tastes and preferences of client is constantly changing. Having employees with diverse viewpoints, opinions, ideas and experiences allows for a broader knowledge base of the population at whole. Inculcating inclusive HR practices into a diverse workplace allows for this broader knowledge of public speech and to have equal opportunity in employment. Inclusive Human Resource Policies enhances an organization's competence to achieve better business targets and results by

engaging people from diverse backdrop, culture and perspectives through participation in decision-making.

### 2- To Relate with Global Customers and Increase Market Opportunities:

21$^{st}$ century's world rapidly increasing globalization is making our workplace more diverse. It requires more interaction and attention for mutual exchange and advantage between people from diverse backgrounds, cultures, beliefs, and than ever before. People are now part of a global comprehensive economy with competition coming from nearly every continent. They do not sustain and work in an alone marketplace. Technological Advancement, Generational based turnover, Cultural Transformation, Outspread immigration and advancing markets have all played and will continue to play a dominant role in creating an increasingly manifold complex industrial and corporate ecosystem that both breaks down existing and creates new barriers in recruitment, development, and retention of talent for HR Professionals. In the depth of midst in these changes, diversity at workplace has gained currency in C-suites around the globe. Companies need these days diverse workforce group. It helps them to relate with global customers and increase market opportunities. Also, they get broader range of perspective for issues and challenges for innovative and competitive advantage. Successful organizations admit the significance of having a diverse workforce. HR professionals seek to develop a more connected, combined and creative work environment as a means of driving continued advancement with the help of accessible and Inclusive practices.

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┌─────────────────────┐                                    ┌─────────────────────┐
│   Inclusive and     │ ◄────────────────────────────────► │  To Harmonize and   │
│   Accessible HR     │                                    │  Recruit Diverse    │
│     Practices       │                                    │     Workforce       │
└─────────────────────┘                                    └─────────────────────┘
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**Fig 1.1 Inclusive HR Practices relation with Diverse Workforce and Global Challenges**

Inclusion is a movement of activity within the workforce that means actively engaging and involving each employee's idea base, knowledge, expertise, viewpoints, approaches, and work styles to maximize success of organization.

Inclusion matters these days in global business environment because there are certain changes happening that make inclusion a competitive advantage for organizational growth and success. For example, the change in customer base, due to their changing tastes and preferences. When these same groups of people represented in organization as diverse employee base it gives a competitor's edge to the organization.

**Inclusive and Accessible HR Practices** ◄──────► **To Harmonize and Recruit Diverse Workforce**

1- **Meet Global Challenges and Competition**

2- **Creative and Open to Change related to tastes and preferences of clients.**

3- **Broader knowledge Base**

4- **Relate with Global Customers**

**Fig 1.1 Inclusive HR Practices relation with Diverse Workforce and Global Challenges**

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Secondly, baby boomers will sooner or later leave the industry and Millennials (GenY) will be the adherent who will acquire the move to discover accomplishment for organizations. Their heredity is inherently synergic and goal-oriented, collaboration and team orientation along with the elderly age command and control managerial avenue will create highly efficient result. Inclusive cultured organizations cultivate retention strategies, engagement, high production, self-confidence and innovation which is an imperative for most of the business.

## 1.10 Facing Challenges and the Paradoxes at Organizational Level in the Practice of Inclusion

### 1- Incompetence of HR Policies and Practices

The problems in practicing Inclusion at organizational level originating from today's diverse work force are caused not due to changes in layout distribution of the work force itself but by the incompetence of HR Policies and Practices to truly accommodate and harmonize diverse work force at all organizational level (Cox, 2001; Fernandez 2001). The issue of HR practices in inclusion takes a special imminence in human service organizations. Minority groups, Women, diverse origin, racial and ethnic groups are improperly and unjustifiably expressed among the human services organizations, in their clients, agencies and in employee headcount (Gibelman & Schervish, 2003).

### 2- More Sophisticated approach for HRM policy required towards Gender Identity Inclusion at Workplace

An International Study conducted by ILO 2013, shows Transgender workers suffer the highest rate of discriminatory behavior in employment due to lack of proper organisational support; and insufficient expertise shortcomings exist in collaborating and accommodating needs of transgender employees'. HRM practices and research should pay greater consideration to the workplace experiences of sexual outnumbered employees given that this group now makes up an important part of the talent pool at global level. Research shows that lesbian, gay, bisexual and transgender (LGBT) employees face barriers and challenges in international assignments and thus Human Resources policies and practices in the area of exile management need to be better implemented to address ramification of an increasingly workforce diversity.

### 3- Lack of Focus and Vision

Many HRs endeavor still do not realize the full prospects of budding stage in inclusive workforce Culture. They might still be focused on data, numbers and lack a complete focus, vision and consideration of the business essentials. While inclusion in organizations is increasingly acknowledged and respected as an indispensable human resource function, neither acceptance nor gratefulness have simulated to inclusive workplaces where unique eminence points of diversity among people are valued. Inclusion intensifies an organization's strength to acquire better business results by engaging workforce from diverse environment and perspectives through participation decision-making process.

### 4- Talent Leaders apply Astigmatic Visions

**Neal R. Goodman, (2013)** in his research says about "Taking diversity and inclusion initiatives global" that talent leaders that apply astigmatic visions will fail and will create more complications and dilemma than they solve. Global Recruiters and HR leaders of diversity must initiate with scrutiny of the essential pre assumptions underlying the perception of inclusive practices to create true global inclusive organizations. Inclusion of Diverse workforce by talent acquisition and retention by HR Professionals must be seen as an opportunity to be leveraged for competitive advantage, not an obstacle to overcome.

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# Chapter 2

# Concept

## 2.1 Diversity

The term diversity generally includes all the attributes and practices we differ, the composition of an individual or group which make it different from another. Some of these differences are acquired from birth and cannot be modified. Anything that makes an individual different and uncommon is a constituent of this diversity. In broader sense from HR perspective the definition of diversity includes age, gender, origin, Nationality, Religion, Race, Ethnicity, Language, Physical abilities, Sexual Orientation, Socio economic Status, Educational qualification, Marital Status, and Physical attributes based on Appearance. This definition also includes diversity of thought, ideas, perspectives, beliefs and values. This definition of diversity also recognizes that individuals associate with multiple identities.

Diversity can even further classify into two categories – Visible Diversity Traits and Invisible Diversity Traits.

Fig 2.1 Classification of Diversity

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                    ┌─────────────────┐
                    │ Classification of│
                    │    Diversity     │
                    └─────────────────┘
                     ╱                ╲
                    ╱                  ╲
     ┌──────────────────┐        ┌──────────────────┐
     │ Visible Dimensions│        │ Invisible Dimensions│
     └──────────────────┘        └──────────────────┘

  ┌──────────────────┐        ┌──────────────────────┐
  │ Race, Gender,    │        │ Cultural Diversity,  │
  │ Physical         │        │ Sexual Orientation,  │
  │ Abilities, Age,  │        │ Socio-economic       │
  │ Physical         │        │ status, Religion,    │
  │ appearance/      │        │ education, marital   │
  │ features.        │        │ status, cognitive    │
  │                  │        │ diversity,           │
  │                  │        │ behavioral diversity │
  └──────────────────┘        └──────────────────────┘
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44
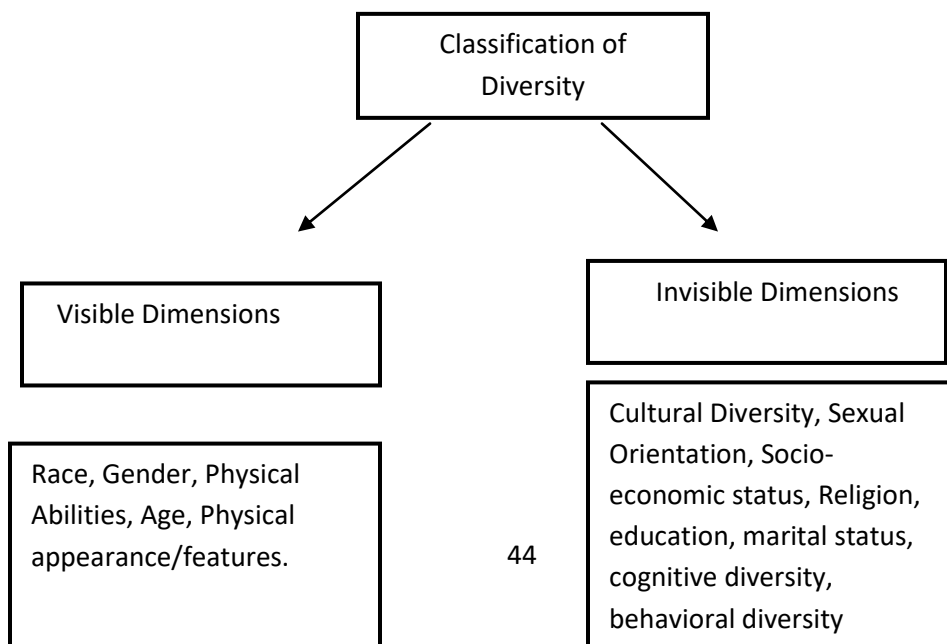
## 2.2 Inclusion

Inclusion at organizational level from HR Professionals involves creating well balanced among these traits and coordinate in such a way that these diverse resources and forces, is beneficial for an organization. HR organizes the concept of Inclusion with diverse resources into action by creating an inclusive cultural environment to involve individuals from different background, connection and belongingness among individuals within an organization. Inclusion also encourages the culture of respect, mutual cooperation, and trust, flourishing ideas, perspectives and, vision to create brand for organizational value. Organizations implements both diverse workforces and inclusive strategies to be advantageous.

Inclusion is the act of creating ambience in the workplace where an employee, group or team can be feeling acknowledged, supported, welcomed, respected, and valued for their participation in assigned job. An inclusive environment embraces and encircles differences and creates respectful communication and leadership for all employees within organization.

It is worthwhile to pay consideration and note that an inclusive team or group is diverse, but a diverse team or group isn't always inclusive within organization. Increasingly, recognition of implicit or unconscious differences helps an organization to be predetermined about identifying and resolving issues of inclusion.

## 2.3 The Concept of Inclusive Workplace in Global Perspective:

An inclusive organization has a work culture and accessible work environment that assist person from heterogeneous backgrounds, frame of mind, and diverse thinkers to work together effectively. In such an environment voices are heard and respected, diverse perspectives, experiences, viewpoints, and approaches are valued, and everyone is strengthened to make a meaningful and unique addition with improvement." (Pless & Maak, 2004).

An inclusive Organization's HR Practices actively works to eradicate all forms of biasness, barriers and discrimination and openly encourage accessibility and values diversity. It responds promptly and proactively to address discrimination and exclusion.

In an inclusive organization, Inclusive HR leaders and members actively participate in recruitment and induction of newcomers. They are willing to change themselves and the culture of the department to make room for new members with diverse education, experience, perspectives, ideas, and ways of working together.

Inclusion includes creating organizational environment in which employees at all level, regardless of their position, identity feel respected, welcomed, included, acknowledged, rewarded and have equitable access to growth opportunities and development within an organization.

**2.4 Inclusive HR Practices**

Inclusive HR Practices within a work organization refers to those that are not only limited to acknowledging and using the diverse employees base of its own, but also in participating community based activities, functions and collaborates in state level and government programs to include minorities, vulnerable groups, and co acts across boundaries of a nation with a target to fulfill mutual cooperation and interests at global level.

**2.5 Types of Visible Diversity and Inclusive HR Practices:**

**2.5.1 Racial Diversity**

The diverse characteristics people have due to their ethnic, ancestry or genetic origins are classified under racial diversity.

When people talk about racial diversity they mean that people belong to same racial group who share same genetic connection but their forefather lived distantly across the globe.

**2.5.1.1 Workplace Discrimination Based on Racial Differences**

When people or a group are biased of their different color biased, prejudiced due to their color of skin(Complexion, shade and tone), hair textures, hair style or facial features treated differently it is racial discrimination at workplace.

Racial discrimination practice has been found in the workplace for many years, and should be uprooted. The attitude of racial discrimination can be found from whites to blacks and vice versa also there are many other races that can become

involved in this practice. Excluding someone from a work group, promotion, career growth and development simply because of their race or you do not like the color of their skin could be the potential example of racial discrimination.

Racial discrimination based on race can happen, intentionally or unintentionally. Therefore, Managers and Supervisors should be observant of their behaviors, attitude and actions towards each racial group. Employees should not be prejudiced in assignment of work, performance evaluations, training, career development, discipline, or discharge disparity. Also, for those Human Resources who participate in Talent Acquisition, On Boarding and Career advancement must be uniform and consistent to persons of all racial groups.

**2.5.1.2 HR Practices in Inclusion of Racial Diversity at Workplace:**

1- Any case of racial discrimination, biased behavior from manager or supervisor must be dealt seriously. A cross cultural team for awareness creation, good attitude and behavior creation may be helpful in areas, department where racism exist within workplace. Campaigning, Role play and showing examples can be helpful for employees to create better understanding for discriminatory practices and how to deal with it.

2- A formal meeting should be conducted on monthly basis to discuss issues based on color, prejudiced behavior, attitudes and concerns.

3- Train and Educate employees on differences and accepting people regardless of their skin color and Leave differences at the door and treat everyone equally.

4- By implementing Open door policy and helping employees if they report case of being harassed and resolving it timely.

5- To promote recruitment for diverse races within organization.

6- To provide them and guidance and support a diversity committee should be set up. This committee will also resolve grievances of racism.

**2.5.2 Gender Diversity**

Gender diversity is fair equal representation between genders which includes men, women and third gender i.e. Transgender in its categories. Gender diversity within a work environment, means that people of all genders are recruited in the same ratio, paid and promoted equally for their equal work. On an intellectual level, most of us realize that in order to be fair and equitable in the workplace, we need to have an equal representation of men, women and Transgender.

**2.5.2.1 Gender Diversity in the Organizational Perspective**

Gender Diversity is not only limited to equal treatment and acknowledgement of both males and females' work force at workplace but it also includes Transgender. Diversity in genders adds value to a company due to the different perspectives, credentials and backgrounds of individuals. Paying focus towards gender based diversity is an important step to build a great organizational practice. Leading and accelerating diverse gender practice is a major attention area that organizations should focus to make significant development for success of true gender equality.

### 2.5.3 Transgender

Transgender is a word covers a wide range of concept terminology for persons whose specific identification for gender, related behavior and expression does not confirm to ordinarily accomplice with the gender to which they were accredit at birth. Identity for a particular gender can be defined as a person's internal urge to sense him or her being internally feeling male, female or other; an expression for gender refers to the communication way a person convey his identity for gender to others through behavior, attire, hairstyle and expression of body. "Trans" is used as short form for "transgender" sometimes which is an umbrella terminology. Generally, Transgender is considered as a right usage for term, not everyone whose physical appearance, related expression or behavior is gender-nonconforming will perceived as a transgender person. The ways that transgender people are talked about in culture, science, popular academia, are consistently evolving, particularly as individuals' knowledge, awareness, and openness to their experiences grow about transgender people.

### 2.5.3.1 Discrimination against Transgender People in Employment

Gender discrimination refers to discriminating behavior towards individuals in the workplace specifically because an individual is a woman or a man. If a manager rejects an employment application, fire someone, or stop promotional opportunities in employment because of their gender, then it is under gender discrimination.

As per a research conducted by (Grant et al., 2011) Transgender people experience and have reported difficulty in getting employment opportunities and

maintaining career, getting promotion and face adverse job condition as a result of their expression or identity of gender. It also includes discrimination based on not being acknowledged as their preferred gender, asking for private information disclose, and missing out on job opportunities.

Gender Biased behavior can be found in many forms at workplace. Below are discussed forms of potential gender bias an individual may face at workplace.

## 1. Unequal Wage Rate and Salary Structure

It is found that Women are generally paid less at less wage rate then men and offer low package to do the same job because employers believe that they have less bargain power and they are the secondary earner in their family. It can also be seen that they get smaller or frequent increments.

## 2. Personal Questions during Interview

During interview women are frequently expected to field personal types of questions if they have children or planning to have children. These types of family oriented questions have no relation on a person's job ability and performance. However, few employers presume and ignore hiring potential female employees that they might need maternity leave in near future after joining to their position.

## 3. Discrimination in Position Offer

Many job positions have pre supposed assumptions and linked with the particular gender from the employers. For example, Often Personal Secretaries and Front Office Receptionists positions are generally offered to women. While creating job

positions and offering, academic qualifications and skills should be given consideration instead of their gender.

### 4. Wrongful Terminations

In male dominated sectors, it is generally observed that cases of sexual harassment are not taken seriously. Female employees suffer termination and lose their employment in case of complain for sexual harassment. This wrongful termination cases should be taken seriously and resolve in a timely manner either it is a case of male harassment from their male superiors or female harassment.

### 5. Promotional Barrier

Few Perceived attitudinal promotion barriers for women in the organizations which restrict them from networking, professional development and participation in board room activities with setting up quotas. Few female leaders feel that the career growth ladder for them only goes high and inaccessible in the work Environment. There are various reasons for this which includes child care and family responsibilities.

### 6- Pregnancy Discrimination

Qualified married women may be take no notice and overlook for challenging jobs, career development opportunities, promotions and offered to a less qualified male applicant just because he is a male, as the senior management believes married female employees will ask for maternity leaves and work from home frequently because of their family responsibilities.

**7- Glass Ceiling**

The term "Glass Ceiling" refers to an unseen, unacknowledged and artificial obstacle based on attitudinal barrier that prevents qualified women and minorities from advancing into mid-level and senior-level management positions in their career ladder instead of qualification or achievements.

**8- Sticky Floor to Prohibit Career Advancement**

It is also a form of discriminatory employment practice that keeps minority workers, especially women, in the lower positions of the job scale, with low adjustability and imperceptible hindrance to career advancement. It is observed that "pink collar employees" experience "sticky floor" condition. This employee includes secretarial position, nurses and waitress. More male employee is found in comparison to women workers in clerical job positions is also a condition of sticky floor.

**9- Glass Cliff for Senior Positions**

The glass cliff can be described as the paradox whereby individuals especially women are more likely to be offer or presence found in managerial positions, organizational leadership roles that are associated with a higher risk of failure and critique assessment or in times of sinking ship rather than men in comfortable, boom and flourishing times and success.

**10- Labyrinth – Creating Walls and Hurdles**

Labyrinth which means walls all around, a situation women face within organization often and does not know how to deal with it. When someone passes

through the situation of labyrinth it is not direct or simple to deal with, but requires continuous effort and persistence. One needs to be aware for the progress, and a carefully analyze the mystery, situations that creates confusions and puzzles that lie ahead and the meaning that it intends to convey. It transfers the idea of a complicated path of journey toward achievement of career goal that is worth for striving. This journey is generally for women who crave for top leadership positions. All labyrinths have a possible route via center, the goals set are attainable. The routes exist within labyrinths but are full of twists and turns, both unexpected and expected. The metonymy upholds obstacles but is not ultimately discouraging.

## 2.5.3.2 HR Initiatives towards Inclusion of Gender Diversity

**Hiring:**

1- Managers in Human Resources and Supervisory functions should ensure that non discriminatory policies and practices are framed and implemented in the workplace.

2- The selection criteria in interview should be subjective and non representative which should have equal proportion impact on women.

3- Creating diverse workforce programs helps to eliminate unequal distribution and create inclusive work environment.

4- Recruitment should be based on academic qualification and skills and not on the basis of stereotypical thoughts and ideas.

**Promotion:**

1- The development and growth of female employees should be monitored regularly.

2- Networking, assigning mentors and coaches will help them to train and inform of career advancement and promotional opportunities.

3- Employers should declare their commitment for inclusive practices and diverse workforce and state promotional criteria in each job postings.

**For Transgender**

1- Creating Employee Resource Group and Employee Affinity Group for transgender employees.

2- The anti harassment policies and anti discrimination policies should cover transgendered employees also.

3- Diversity Training to all employees gender identity, creation diversity committee and council to readdress their grievance in proper timely manner, health insurance policies for trans-inclusive group can be some ways to create inclusive practices for transgender employees.

### 2.5.4 Age and Generational Diversity

A generation can be defined as a group of individuals identical in age and who were inborn during a certain time. Their experiences are more or less similar and

their attitudes, opinions and values particularly about job style, found to be alike, due to similarity in experiences during their developmental years.

## 2.5.4.1 Generational Diversity at Workplace

The younger generation brings technology and freshness to the firm, but baby boomers and Gen X frequently have comprehensive experience of market. The organizational environment is an interdependent ecosystem and the generations should work together to achieve success. Inclusion is the key to innovation, motivation, success and improved results.

Only by acceptance and acknowledgment of the value and skills that everyone brings no matter the generation.

Currently, there are five generations that creates composition to our society. Depending on the distinct workplace, the workforce includes four to five generations.

| Generation | Born | Core Values/ Characteristics |
|---|---|---|
| GenZ, iGen, or Centennials: | Born 1996 and later | Global Views, active on social media, technology connectedness. |
| Millenials or Gen Y | Born 1977 to 1995 | Optimistic, dedication for Moral and Civic duties, Confident, Achievement, Social, Diverse Thinkers. |
| Generation X | Born 1965 to 1976 | Diverse Thinking at Global Level, \|awareness for Technology and learning, opportunist, autonomy, self sufficient. |
| Baby Boomers | Born 1946 to 1964 | Optimistic, Team oriented, Personal growth and enjoyment, Health conscious, Involvement in youthful work. |
| Traditionalists or Silent Generation | Born 1945 and before | Dedicated workforce, diligent, Patience, Duty before pleasure, Adherence to rule |

Table 2.1 Diverse Generations and their Core Characteristics

**2.5.4.2 Aging Workforce – Baby Boomers**

In most industrialized countries for the next 15 to 25 years, a large ratio of baby boomers will leave workforce due to retirement based on age. To acknowledge this egress of trained and experienced workforce, Organizations must admit and value mature talented employee base and advance policies to engage and retain them. Mature workforce may be defined as workers generally age group around 50 or 55 years and have skills and experience honed during decades of employment. Many of them have pursued and completed further education, trained themselves technologically and enhanced their skill sets during their career life cycle and in gap periods of underemployment or unemployment. To Recruit and Retain talented Aging workers is simply good business for most organizations. Mature employees are a valuable and profitable source of talent base for organizations presently and will become more deserving and estimable in the coming few decades.

**2.5.4.3 Age Discrimination in Employment can include:**

- Creating Job Description that advertise for young and dynamic employees only and eliminating someone from interview process someone because he/she is  old or too young for the team.

- Excluding young workforce from selection on the basis of assumption that they will switch the job.

- Not giving employment opportunities to mature workforce based on assumption they will not prove as long term resource and retire early.

- Excluding young, mature or old age workers from training and development opportunities based on assumption of their age and worthiness.

- During redundancy period, eliminating employees based on their age criteria.

- To stress someone for voluntarily retirement because of their age.

**2.5.4.4 HR's Initiatives in building Inclusive Workplace of Generational Diverse Workforce:**

**1- Effective Communications with Diverse Age Group Employees:**

While dealing with diverse generation and implementing inclusion at workplace effective communication plays an active and important role. Provide communication training to managers to deal with young generation, mature workers and old age group employees helps to create an inclusive workplace.

Baby boomers or old age group members are found to be composed and less communicative about their ideas and views. If managers apply traditional and authoritarian approach of management then it will work well for organizational benefits. Gen Y or young workforce adopts collaboration across departments and then boundaries to deal with organizational issues. Hence, positive managerial approach works well with them.

**2- Helping Employees to Embrace Change towards Inclusion**

In the workplace it has been found that some employees feel problem in dealing with change towards new policies, practices or work system. When implementing

inclusive policies, employees need little more time or coaching in order to adapt change. Gen Y view change as an opportunity while in contrast baby boomers feels accustomed to change in the workplace. If employer understands each generations approach towards change and additional support given to them accordingly it helps organizations to get their positive response towards inclusive practices and also their successful on boarding.

### 3- Upgrade Learning Tools and Training Programs

As per a research done by Robert Half, founds that there is a divide between generations in terms of communication pattern and learning. If generational diverse issues not handled properly it can be disturbing and trouble making to the workplace. It is found that Baby Boomers and Gen X responds best if they learn from self learning tools or Traditional Instructor led courses method. In contrast, Gen Y or Millennial prefer a technological and collaborative approach to learning.

Management needs to establish group cohesion between these groups for better coordination in the learning process of inclusion practices. They need to develop new communication methods for training of inclusion at team level and organizational level that creates interests to the millennial and that is easily adaptable for mature and older employees too.

### 4- Create Diverse Age Groups Project Teams

Creating a mix up diverse age group project team helps to reduce generational differences and inclusion at workplace. Gen Y and Baby Boomers have different skills and ways of problem solving and project management. Such projects goal is

to create inclusive work environment across generations which enhance their learning from age diversity; develop leadership skill and group cohesiveness.

It also gives younger generation chance to learn as they are the inevitable future. It also builds respect between different age groups which should not be forgotten and overlooked.

**2.5.5 Diversity of Disabled Workforce -**
There are large number of young peoples and adult workforce with unrecognized abilities. Their potential is ignored by just looking at their disabilities.

**2.5.5.1 Definition of Disability:** As the WHO (2011) – A report by World Bank on disability declares: "Disability is temporary or permanent part of the human condition.

It is found that everyone experience partial disability or impairment due to any disease, accident or old age for a short duration or long which creates difficulties in functioning and meeting organizational work needs.

**2.5.5.2 CATEGORIES:** There are different categories of impairments:

**Physical:** limited mobility, strength, dexterity.

**Sensory / Communication:** hearing, vision, speaking problems.

**Intellectual:** brain injuries that results in cognitive difficulties.

**Learning:** for example dyslexia, autism, attention deficit disorder.

These categories are not classifications of persons with disabilities. The distinction between the categories does not imply that individuals with different

impairments are unequal in their capacity to fulfill a job. The categories simply portray the diversity included by the term "disability". Thinking that one kind of disability is only suitable to one particular job is a stigma against persons with disabilities. Disability should not be a barrier as long as the person has the required abilities and skills to do the job.

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## 2.5.5.3 Disability Discrimination

Disability Discrimination can be on the basis of physical or mental impairments, perceived disability, or association with an individual who is physically impaired. Biased Behavior with disabled individuals in employment aspects include recruitment, job assignments, promotion, pay benefits, leave, lay off, and dismiss. The other factors include:

1- To harass or create hostile work environment for disabled employee.

2- To questions job applicants pertaining to their past or current medical conditions and to take medical exams.

3- To create physical barriers in workplace that hurdle the movement of disabled people.

4- To delay or deny in providing reasonable accommodation to physical or mental impaired employees that would help to provide support in their work.

### 2.5.5 Barriers to Disability:

1. **Attitudinal Barriers**. Attitudinal barriers can many a times be the most difficult to resolve within organizations. It includes conventional ideas, stereotyping and misinterpretation which results from misconception, inadequate knowledge. Often, employers lack good understanding of inclusion, belonging and acceptance, they believe that person with disabilities require separate employee engagement activities which is an additional cost for organization.

2. **Administrative Barriers**. Administrative barriers involve lack of financial support and funds to assist with the process of implementation in inclusion at organizational level. These barriers also include inadequate training and development programs for employees and managers on inclusive practices, insufficient leadership programs within organization to promote inclusion, and the outreach of such programs to person with disability which leads to exclusion.

3. **Architectural Barriers.** Architectural barriers within workplace arise due to the lack of physical accessibility of building entrance and exit areas, steps, space, stairways, ramps, furniture, automatic door openers internal and

external, lighting and ventilation, washroom, lifts and elevators, signs, workstation, communication devices, Parking areas and similar accommodations. Absence of these equipments and inaccessibility conveys a clear message that workplace is not welcoming and inclusive for people with disabilities.

4. **Programmatic Barriers.** Programmatic barriers also known as systematic barriers are related with exclusion of people with disabilities from policies, practices, programs, rules and regulations of organization. It also includes employee engagement and recreational activities which may not be supportive for disabled workforce. These barriers arise due to lack of experience, lack of knowledge about accommodating equipment, assistive technologies. These barriers can be overcome by formulating programs, policies or strategies for promoting inclusive communication between people with and without disabilities among managerial staff or leaders.

5. **Communication Barriers**

Communication barriers at workplace affect listening, reading; speaking, writing, and or understanding experience of people with disabilities due to inappropriate and inaccessible communication channels designed for them.

 Examples of communication barriers include:

- No Braille method and no large or small prints material for vision impaired and screen reader users.

- Inaccessible audio messages, videos without caption, oral communication without sign interpreter for hearing impaired people.

**2.5.5.5 HR's Initiative in Inclusion of Disabled Workforce:**

HR Leaders shall take significant steps to encourage people with disabilities to access the work environment, channels of communication, technology facilities, transportation systems and services on an equal basis with others for workplace inclusion and enable disabled peoples to live independently, participate fully in all aspects of life to achieve social inclusion.

**1- Recruitment Policy and Workplace Terms and Conditions**

- The workplace terms and conditions should clearly display anti discrimination policy in recruitment, physical characteristics - Color of Skin, Scar, Birthmark, Body shape, Weight and Height.

- To help person with disabilities in identifying career path planning and progression, opportunities of career development and assign job coaches to learn and accommodate their job roles.

- Adapt content and technology in training which is accessible and meet quality standards. For example, Universal Design for Learning includes employees with learners with diverse abilities and backgrounds with physical, sensory, communication and learning disabilities, Braille for employees with visual impairments.

- Acquire executive buy-in program for inclusive training initiatives which demonstrates impact of inclusive employment and training on turnover and profit of the business.

- Implementing session of pre-training that replicate the organizational work environment to practice employees for the inclusive organizational culture.

- Provide training to employees, supervisors and managers on disabilities, accessibility and accommodation requirements and usage of people-first language in their communication. For example, to use "a person with autism" rather than "an autistic person".

## 2- Reasonable Accommodation:

Reasonable Accommodation is a readjustment, changes or alteration for person with disabilities by an employer so that they can enjoy benefits and opportunities of employment like others equally. Accommodations may vary as per the need and requirement of an employee. It is not necessary that Employees with same disability require same accommodation or all people with disability require reasonable readjustment.

Example of accommodation need is, a hearing impaired applicant may require interpreter to assist in a sign language during interview for reasonable accommodations. A visually impaired employee may need brail reading material.

Reasonable accommodations may include:

- To make facilities available accessible and usable for person with disabilities.

- Restructure job either vertically or horizontally, rearrange work schedules.

- Acquire accessible technology, equipments, devices, workspace adjustments, policies, training materials and arranging interpreters and qualified readers.

**Accessible Technology**

Accessible technology is a technology that is been constructed with the requirements and feasibility of a lot of users including person with disabilities. Its technical construction has built-in customizable aspects so that the user can experience to meet their needs. Accessible technology is well usable by employees with broad range of disabilities and impairments. It assures that disabled people have access to all contents and services conveniently and in the best way. Accessible technology is either directly accessible for person with disabilities For example, mobiles, smart phone with a in-built constructed screen reader is directly accessible, whereas indirectly accessible example is a website that can be directed effectively by visually impaired with the help of screen reader separately.

**Assistive Technology**

Assistive Technology (AT) refers to tools, devices, accessories or equipment that are categorically designed and used to enhance, support, or improve the occupational capacities of person with disabilities. Few Assistive Technologies are

– Specialized Key Boards and Mouse, Voice Amplifying software, Voice Recognition Software, Calendar and Reminder Technology like Microsoft office, Voice Records, Screen Enlargement Technology, Tele Typewriter, smart screen reader software for direct and indirect use, listening assistance devices, apps for recognition of speech and sign language, and user friendly browsers with customization web interface etc. Both Employers and employees with disabilities can greatly benefit from exploring the use of assistive technology as an accommodation in the workplace.

For Example; workers who are blind or have vision loss they have assistive technology available like JAWS or Window eyes to read the content of computer screens to users and provide speech and Braille output.

**Accessible Workplace**

One of the obstacles to participating in employment for differently able people is inaccessible buildings or lack of accessible information due to improper communication channels. To ensure accessibility at workplace that people with disabilities have ingress to the organizational physical environment, communications and other benefits.

**Accessible Workspace**

- Arrangement for sufficient space to maneuver-example width of entrance door should be proper.

- Modify and adapt where required equipments, tools, devices for person with disability E.g. seat height in sitting arrangements, reduction in distance gap to make equipments accessible.

- To assure that there should be no stumbling blocks near ramps and corridors.

- To assure work areas, canteen, and common areas are clearly visible in proper lighting.

- Common areas e.g. bathrooms, hallways, meeting rooms should be accessible.

- Inclusive communication channel should be developed and implemented for person with disabilities to communicate and notified them changes regarding organizational environment, policies practices or system,

- A suitable training on machinery or equipment should be provided before providing access.

**Accessible Information**

- To provide accessibility for information means insure that person with disabilities have access to open or public information and communications, without any biasness or barriers with others.

- The background of presentation should be free from noise.

- Print message should be large and clear.

- Language used should be simple and clear.

- Paper used in communication should be high in contrast such as black on true white.

**Types of Invisible Diversity and Inclusive HR Practices:**

### 2.5.6 Diversity Based on Sexual Orientation:

Sexual orientation covers LGBT Group i.e. Lesbian, Gay, Bisexual and Transgender. Homosexuals and Heterosexuals also observed to fall into these groups.

### 2.5.6.1 Organizational response to Sexual orientation based Diversity:

Sexual orientation has become an important equality part in the agenda of many organizations. A significant increase has been noted among Employers who are welcoming towards the need and requests of LGBT Group of employees.

It is a good business practice and corporate social responsibility also to have diverse workforce within an organization. Employers are shifting their attitude to give equal chance of employment to attract candidates irrespective of their sexual orientation. Employers considered the fact that if all staff is happy to be themselves and being open about their sexual orientation if they want to be will be helpful in creating inclusive environment and bring best out of employees.

The shift in attitudes in the favor and support LGBT staff has been presented across sectors and employers including few industries which were perceived to be conservative for example, banks, law and accountancy firms; they are also embracing equality agendas and formulating LGBT-friendly policies.

**2.5.6.2 HR's Initiative for inclusion of Sexual Orientation Diverse Group:**

- Never make presumptions about sexual orientation or identity for gender.

- Always Respect a person's identification for self-label, name of person and pronunciation.

- Engage transgender person in conversation and get to know them as you would anyone rather than assuming he wants to discuss only about trans issues. Educate more about transgender identity and gender diversity with resources available.

- Avoid using label "lesbian, gay, bisexual, and transgender" if you are only talking about sexual orientation. A person can be recognized and identified from more than one such label.

- Review and frame transgender inclusive policies and procedures at workplace.

- Gender Neutral Bathroom(s): Assign label to all bathrooms with proper sign at the space point the way.

- Proper training to employees on gender issues specially transgender with education method, discussions and films.

- Local and state laws for non discrimination policies, name changes on employment and gender change marker should be learnt and implemented for workplace inclusion.

- Anti discrimination and anti harassment policies for transgender and other should be implemented along with freedom of gender identity expression.

- Inclusive Leadership culture and policies of local and national organizations non – discrimination of transgender should be studied and implemented.

**2.5.7 Cultural Diversity:** Cultural Diversity prevails within organizations and identified when people or group of people with specific recognizable behavior towards their culture and affiliations for cultural significance exist within a larger group or organization (Cox, 1993)

**Benefits:**

- Cultural diversity drives and inspires creativity and innovation.

- A culture that exists in local geographical arena affects market knowledge and insights which makes a business competitive and profitable.

- An organization that is sensitive towards cultural insights and knowledge leads to target marketing and improvement in quality of services.

- Cultural Diversity allows for a wider talent pool and selection for best talent within an organization.

- A broader and diverse skills base within an organization helps to serve its customers with broader and more adaptable range of product and services.

- Culturally Diverse teams perform better, more productively with opportunities of growing personally and professionally.

**Challenges:**

- Employees who belong from some cultures may face discrimination at workplaces and their complaints and voices may less likely to be heard.

- It is difficult to integrate multicultural team towards common goal, few members may cultural stereotypes or prejudiced towards others.

- Formal communication needs to be drafted carefully and it can be misinterpreted across different cultures.

- Sometimes cultural diversity leads to conflicting work styles across teams, different understanding of professional behavior and etiquettes.

- Setting up diverse cultural teams needs to be studied carefully in terms of employment law, accommodation cost of workplace.

**2.5.7.1 HR's Initiative in building Inclusive workplace for Cultural Diversity**

- Employee engagement activities, celebration of events such as Women's Day helps employee to feel recognized and provide chance to multicultural teams to celebrate their differences and share their culture.

- Welcoming newcomers and let them aware about their culturally diverse teams, inclusive workplace culture.

- Pairing up culturally diverse employees to become mentor or trainers for new joiners.

- Appreciating employees and giving them reorganization for their unique talent, skills or achievements to strengthen culturally diverse team cohesiveness.

- Conducting team based motivational exercises to share their goals and interest to get along with each other well in a culturally diverse team.

### 2.5.8 Religious Belief

Religious diversity includes differences in beliefs of religious practice recognized by small group of people, communities. Religious belief means to hold, practice or not beliefs for a particular religion. Religious activity means taking part, not taking part or refusing to take part in a religious activity. With increase in publications, emigration and information from travel activities, thoughtful people started to acknowledge more about religious diversity.

### 2.5.8.1 Religious Belief or Activity at workplace

Discrimination at workplaces based on someone's actual or assumed religious belief or practices is not acceptable in inclusive organizations. Employees should be fairly treated without any biasness in recruitment, other organizational activity.

### 2.5.8.2 Religious Accommodation and Inclusion

- Employers should be aware about the religious and non religious practices and beliefs of employees. Managers should accommodate for religion with creating an environment of trust, respect within workplace for inclusion.

They should be respectful for the religious and spiritual practices of others within workplace.

- By allocating meaningful task, career growth and feedback, appreciation for quality work they can creative collaborative work environment.

- Employers should also reduce any fear of retaliation and practice an "adaptive management" style. An adaptive approach of management implies how a manager learns and modifies his leadership approach to make an individual employee successful in his job.

- The absence of these management competencies causes employees to feel they are not valued or respected. Their presence build environment of trust, respect towards each other and for their beliefs.

## 2.5.9 Socio – Economic Status based Diverse Workforce:

Socioeconomic status based diversity at workplace consists of worker's education and his financial status. It is important for employers and managers to enhance socio-economic diversity within organization. A person's financial situation never shows any relationship of his performance for his work. A wealthy person never means he/she is right fit and performs well instead talent should be given preference in hiring. All employees should be treated with equality and it is essential for a fair workplace environment.

## 2.5.9.1 Inclusion of Socioeconomic Diversity:

1- Establish an Open door Policy

2- Promote Collaborative Work; Team based projects and group activities.

**2.5.10 Marital Status:**

Marital status shows someone status regarding their marriage or single, divorce, separation or widowed. Workplace policies should be non discriminatory for employees to their marital status. Employees should be protected from discriminatory behavior in employment including recruitment, promotion, career development and dismissal.

**2.5.10.1 Inclusion of Marital Status based Diversity:**

Workplace should be free from discriminations or treating differently to employees for their marital status in work and assignments allocations, salary, promotions and benefits etc. HRs can clearly state this in their anti discrimination policy.

**2.5.11 Behavioral and Cognitive Diversity**

**Cognitive Diversity** It focuses on diversity of thinking. It is represented by 4 dimensions i.e. perspective, interpretations, heuristics, and predictive models. Cognitive diversity results in high performance while dealing with complex tasks. The usage of technical language, long words and sentences with many syllables within communication at workplace may be significant barriers in understanding for people with cognitive impairments.

**Behavioral Diversity** also exists within an organization which includes diversity in style of work, decision making and thinking, learning and acquiring knowledge, communication pattern, belief, practices, aspirations, value system, attitudes, and expectation of employees.

**Inclusion of Cognitive and Behavioral diversity**

- Develop tools, methodology to develop objectives and validate attributes required for job.

- Use a combination of assessments, questionnaires, tests, simulations to test behavioral stuff.

- Coach and feedback to change behavior.

- Continuous monitoring of team well being.

## 2.5.12 Diversity based on Political Belief

Political beliefs, includes activity of a person towards a political party, beliefs he hold, participate or not in any political activity.

**Political belief or activity at Workplace and Inclusion**

- Workplace discrimination against anyone because of their political beliefs or activities, actual or assumed is not fair.

- Employees at workplace should be free from discriminatory behavior in work allocation and assignments, career growth, development and dismissal.

- Creating a culture of respect for opinions, views of others.

## 2.5.13 Inclusion Model

## Work Groups for Inclusion and Diversity: A Review and Future Research Model

| | Low in Belongingness | High in Belongingness |
|---|---|---|
| **Low value Towards Uniqueness** | **Stage of Exclusion**<br><br>Individuals with Rare value or characteristics are not considered as an insider in workplace group but there are other employees in work groups who are considered as insiders. | **Stage of Assimilation**<br><br>Individual is accepted as member, an insider in the work group when they affirm to cultural norms and downplay uniqueness dominant in organization. |
| **High Value towards Uniqueness** | **Stage of Differentiation**<br><br>Individual is not considered as an insider in the work group but their peculiar characteristics are valued and required for success of group organization. | **Stage of Inclusion**<br><br>Individual is acknowledged as an insider and encouraged to retain unique characteristics within the workgroup. |

Fig 2.2 Framework for Workplace Inclusion of Individuals in a Work Group

In Figure 2.2, A 2 × 2 framework for workplace inclusion of individuals in a work group is presented in which it is proposed that unique and belonging towards work, group and organization creates feelings of inclusion. Specifically, it is discussed that unique characteristics within individual will provide opportunities for improved performance of group, when a individual with unique characteristics is an accepted member of the group and the group values the particular unique characteristic as shown in inclusion category in figure.

**Inclusion Model of Contextual Antecedents and Outcomes**
**Potential contextual antecedents and associated outcomes are suggested for**
**future research.**

**Contextual Antecedents (Factors)**

**Organizational Climate of inclusion**

-Fairness in Systems

-Diverse work Climate

**Outcomes**

**Inclusive style of leadership**

-Management Values/ philosophies.

-Strategic decisions

Perception of employee for work group inclusion

-Improved Quality relation with supervisors and group members
-Enhanced Satisfaction for Job.
-Employee retention
-Improved performance in job
-Organizational Citizenship
- Commitment for organization.
-emotional and health well being (low stress,)
-enhance creativity
-career opportunities for diverse individuals

**Inclusive Practices**

Promotion of needs for belongingness and satisfaction.

Promotes satisfaction of uniqueness of needs

**Figure 2.3 Antecedents and Outcomes of Inclusion**

**The Inclusive Workplace – A Value Based Model**

| | Conformation to Values and Norms Pre Established by organizations | Pluralistic Co evolving Organizational Culture |
|---|---|---|
| **Inclusion and Diversity at work organizational level** — Individuals, Groups, Organization | | |
| **Inclusion and relationship level between corporate and community** — Organization Communities | Exclusive responsibility to financial stakeholders. Intrinsic Organizational focus. | Recognition of Community system as stake holder's dual intrinsic and extrinsic focus. |
| **Inclusion and welfare to work programs** — State, Federal, Government | Treatment towards poor people as disposable labour. | Treatment towards working poor people as a potentially stable upwardly mobile labour force. |
| **Inclusion and Economic Organization** — International | Culture specific competition based nationalistic focus. | Pluralistic collaboration based focus o global mutual interest. |

**Macro Y axis**

A value set that drives inclusive practices and policies of inclusive workplace. An ecosystem perspective is used in this diagram to describe values as they vary from micro to macro within organizational levels (in figure). An organization's explicit or implicit actions, like behavior of a person are informed by its values. The key focus in this model is on inclusion-exclusion continuum. This model shows the key driving factors of exclusionary workplace and inclusive organization on its two end

of axis. Practically, it is under extreme cases as rarely such organizations exist. Most organization lay in between somewhere this scale.

The model defined in Figure reviews the value frame of organization at the two utmost of the continuum of inclusion-exclusion framework at x axis and on each of the four levels of system at y axis. The diversity level within organizations relates to relations among its own employees at internal level. A workplace that is exclusionary is based on the approach that the pre decided and well established norms and values of an organization (determined by its "mainstream"), should be confirm by its all workers. The inclusive organizations are pluralistic in nature and value frame.

An example to demonstrate characteristics of exclusionary workplace is its communication pattern during new joiner's orientation program. They organize one-day orientation and interact with one way communication. They will be inducted to company's behaviors, expectations, norms and how they do things around there. On the other hand an inclusive workplace implements continuous feedback method, two-way communication to improve its norms and values to meet its employee's expectation. These methods involve open meetings and e-mail systems between management and employee to learn of its employees' issues they are facing and expectations.

**The level of "Inclusion and Corporate- Community Relations"**

It is related with the organization's participation in community based activities in its encompassing community. An exclusionary workplace participates minimum or not in activities for community because it's main focus is on its obligation towards

financial shareholders. On the other hand, an inclusive workplace acknowledges its obligation towards its surrounding communities and focuses on both intrinsic and extrinsic values and norms.

An example of organization that are exclusionary in nature considers service based activities involvement as after work activity for its employees, whereas an workplace inclusive in nature encourages volunteer work such as financial support for activities such as elementary school teaching to students or mentoring youths of inner-city.

**Inclusive workplace and programs for Welfare-to-Work**

The third level and it refers to the moral standards that rides organizational place perceives poor workforce as labor to be dispose after work and former welfare recipients as in the sole domain of welfare agencies. The inclusive workplace perceives these groups as a budding, stable and upward moving mobile labor force. This results in more on the job training and education learning sessions in evening to train and develop workforce in inclusive culture, whereas the exclusion organization disposes and hire new workforce to replace them.

**Inclusive workplace and the Economy at Global Level**

The fourth level and it refers to the position of an organization with respect to collaboration with international projects. The exclusionary workplace operates within a specific, competitive based cultural framework, and focuses its vision on narrowly defined national interests. The inclusive workplace respects collaboration across national borders, and in valuing global mutual interest. The inclusive workplace recruits managers at local level and gives authority to its

international branches. Whereas the exclusive organization sends its local employees on global assignments to strictly implement company's values and norms overseas.

**Inclusion Index – A Base measure for multicultural Organization**

A research conducted by Preeti Daya, "Diversity and Inclusion in emerging context" Explored an Inclusion index which provides a useful base measure for multicultural organization implemented at organizational, interpersonal and individual level for leaders in developing inclusive leadership policies and practices in the areas that are weak and need more attention for improvement and eventually establish an organization into inclusive process driven.



Organizational Level → **Senior Leadership, Organizational Belonging, Organization Climate, Transparent Recruitment Communication and, Promotion Training and Development**

Interpersonal/Relational Level → **Line Manager/Subordinate Relationship - Subordinates Experience of Dignity, Trust and Recognition.**

**Employee Engagement , Decision-Making Authority and Access to Information.**

**Individual's Relationship with the organization's vision and values"**

Individual Level → **Personality", Self-confidence which includes self-esteem "power", and "locus of control"**

**Fig 2.5** Inclusion Index – A Base measure for multicultural Organization

Her study explores that key elements to inclusion required to be transformed at an Organizational Level include "senior leadership practices and strategies",

"organization belongingness", "organizational climate", "Inclusive communication" and "transparency in acquisition of talent, promotion, training and development". At the level of interpersonal or relational, the components of inclusion includes culture of acceptance and respect, the relationship of "line manager/subordinate relationship" (which includes the experience of its subordinates for respectability, faith and recognition), "engagement" which includes authority, participation in decision-making and information access, and the relationship of individual with the organization's vision and values. Finally, at an individual level, in recruitment or management the factors for inclusion which requires attention were "locus of control", "personality",  self-assurance which includes self-esteem and "power"

## The Inclusive Workplace: The Practice Model

**Fig 2.6 Barriers and Benefits of Implementing the Inclusive Workplace**
(Provides a summary illustration of the main barriers and benefits of implementing the inclusive workplace)

| Barriers | Benefits | |
| --- | --- | --- |
| | Individuals | Organization |
| • Discriminatory Behavior<br><br>• Prejudice<br><br><br>• Perceive threat to job security | • Access and opportunities for career advancement and job promotions.<br>• Improved income and benefits<br>• More decision-making power. | • Organizational growth and productivity.<br>• Cost reduction, savings (e.g. lower turnover, less absenteeism).<br>• Positive image with employees, customers and financial institution. |

# The Achievement of Inclusion Model

|  | | Low Inclusion | High Inclusion |
|---|---|---|---|
| **High** Diversity | | Competitive Advantage for Employees: Low<br>Collaboration among employees: Low<br>Employee Morale: Low<br>Employee Engagement: Low<br>Employee Retention: Low<br><br>**A** | Competitive Advantage for employees: High<br>Collaboration among Employees: High<br>Employee Morale: High<br>Employee Engagement: High<br>Employee Retention: High<br><br>**D** |
| **Low** | | **B**<br>Competitive Advantage for Employees: Average<br>Collaboration among Employees: Average<br>Morale of Employees: Average<br>Employee Engagement: Average<br>Employee Retention: Average | **C**<br>Competitive Advantage for Employees: Low<br>Collaboration among Employees: Low<br>Employee Morale: High<br>Employee Engagement: High<br>Employee Retention: High |

**Low          Inclusion          High**

Fig 2.7 Chart Diversity and Inclusion Relationship

**The Diversity and Inclusion Relationship is shown in following chart**

High diversity but low inclusion is shown in the upper left quadrant (A). In the lower left quadrant (B) low diversity and low inclusion is represented. The bottom right quadrant (C) shows high inclusion but low diversity. Quadrant (D) shows high inclusion and high diversity. It is observed that those organizations which practices inclusion and have diverse employee base experiences high collaborative environment, engagement of employees, retention and competitive advantage over others.

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# Chapter 3

# Review of Literature

In recent years, organizations have felt the importance of inclusive and accessible workforce. There has been a slow paradigm shift from diversity to inclusion and now accessibility has also started gaining attention of organizations and researchers. Although there is a substantial low amount of research in both the areas, but inclusion and accessibility is slowly attaining its attention. The organizations have realized that the inclusive and accessible workforce can also contribute to organizational performance. Therefore, to have inclusive and accessible organizations, companies have started implementing related HRM practices.

## 3.1 People with Disabilities

Disability has been defined differently by groups; the definition used by WHO (Iniesto, F et al 2016) for disability "is any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being." Different laws give different explanation to disability, although all of them share a same platform which includes (White Paper on Rights of Persons with Disabilities, 2015):

- The existence of impairment

- The lack of activity to perform as compared to abled person.

- The focus on abilities of the person with disabilities.

- Lack of access to activities based on environmental barriers.

- Disabilities can be temporary or permanent, can exist by birth or can be accidental.

Thus, a person with disabilities can be defined as his or her ability to perform an activity based on environmental barriers. As per researchers, Laabidi, M. et al, 2013 persons with disabilities can also be categorized into four groups: Mobility Impairment, Hearing Impairment, Visual Impairment and Cognitive Impairment.

Mobility impairment refers to persons with disabilities related to physical disorders such as orthopedic problems, skeletal, muscular or neuromuscular disorders restricting the movement of the person. Hearing impairment address the people with disabilities related to hearing problems where the person faces deafness, difficulties in reading, writing, communicating because of the inability to hear. Persons who suffer from complete or partial vision losses are known as visually impaired and persons with intellectual disabilities who lack learning and understanding abilities are referred as cognitive impairment.

The employment of people with disability has been considered as the most important and crucial issue (Furuoka, F et al, 2011). International Labor Organization (ILO) has been increasingly highlighting several initiatives to promote equal employment opportunities.  ILO has also highlighted the increasing need for improving employment and training for person with disabilities (Furuoka, F et al, 2011). Despite of disabilities, various organizations have started finding the idea of hiring an employee with disabilities as beneficial and profitable (World Report on Disability, 2011). According to World Report on Disability, organizations prefer to hire people with disabilities, as they often have appropriate skills, loyal towards organization and low absenteeism rate. As per office for National Statistics (ONS) less than 48% of disabled persons are

employed as compared to 80% of abled people (Policy Department A: Economic and scientific policy, 2017, Office for National Statistics (ONS), 2016).

## 3.2 HRM Practices

A large amount of work has been initiated at the global level which promotes inclusive work culture. Goodman, N. R. (2013) the research highlighted that companies with myopic visions can fail and can create more problems. Global leaders of diversity must begin with an assessment of the constitutional assumptions and understanding of diversity and inclusion to create fully global diverse and inclusive organizations. Diversity must be seen as a prospect for creating a competitive advantage and not a barrier to overcome.

Meacham, H., Cavanagh, J., Shaw, A., Bartram, T. (2017) this paper examined the HRM practices in few hotels located in Australia that an either enhance or slow down the contribution of employees with intellectual disabilities, contributions include employment, participation, and well-being of such workers. The research found that the opportunities to participate in organizational activities are primarily driven by developing a social climate that helps in enabling the social cohesion through philanthropic motives of managers/supervisors. Cavanagh, J. et al (2017) the study highlighted human resource and management practices that can impact employees with physical disabilities, psychological disabilities and intellectual disabilities, who are either employed in the workforce or applying for an employment. The study also aimed to investigate the use of HRM practices, attitudes of managers to facilitate and help promoting employee related disability issues.

Chan F, et al (2010) examined aspects of employment that may have an impact on hiring and retenting people with special needs. The research indicated that the manager has a neutral awareness of the Americans with Disabilities Act (ADA) and job accommodation. Also, their views about the company's effort towards disability as a part of company's diversity practice was also neutral. This indicated the managers have less knowledge about diversity practices promoted by their organization. The research also identified hiring efforts for employees with special needs had significant association with the diversity climate of the company and inclusion of disability in diversity efforts. The study conducted multi- regression with results indicating significant amount of variance in the constructs; commitment to hire, awareness of the ADA, job accommodation. The paper also found a positive association between inclusion of disability in diversity efforts and commitment of the company to employ people with disabilities.

## 3.3 Barriers and Employment Opportunities

Although organizations have started recognizing the skills and abilities possessed by employees with disabilities, they still undergo discrimination at workplace. This was outlawed back in 1990s by Americans with disabilities Act, and till today negative attitude of others' towards such employees is quite evident. However, the rate of employment for people with special needs has shown a gradual growth of 1.3 percent in April-June, 2017 than the same period in 2016. It has indicated growth by 104,000 in the employment of people with disabilities (Brown, J., Powell, A. 2018). Although the employment rate for people with disabilities has increased to a rate of 49.2%, but this is much less when compared with an employment rate for people without disabilities which is recorded as

80.6% (Brown, J., Powell, A. 2018), this indicated the employment gap of 31.4%. Employees with disabilities are generally stigmatized and discriminated on the bases of their disability (Draper, W., 2012). These can often be seen as demonstrating "fundamental attribution error," which refers to the misattribution of the behavior of the individual rather than to the situation (Draper, W., 2012). Using Integrated Mission System data of U.S. Equal Employment Opportunity Commission (Bjelland, M. J., 2010) the study claimed that employment discrimination is experienced by older or disabled workers.

Parul Dixit, Dr. B.L Bajpai, in their research (2015) highlighted different laws across the globe and shared practices used by top multinational companies operating in India, has covered various diversity management areas. Different Laws for Diversity, Discrimination were initiated by the government of different countries, some of which are as follows:

- As per Watson Sr., 1935 – There will not be any discrimination between men and women on the basis of work. Both genders will do the same kind of work for equality in pay structure.
- Other personalities such as CEO, Thomas J Watson Jr. in1953, through their work emphasized on Equal Employment Opportunity (EEO).
- In the United States, diversity issues have been taken into consideration with special reference to Civil Rights, Anti-Discrimination measures and Affirmative Actions.
- In India various acts are placed for safeguarding people facing physically disabled workers (India basically promotes Equal opportunity, protection of rights) - 1995.

- Even Australia has placed various acts to safeguard the rights of people with disabilities such as Sex Discrimination Act (1984), Disability Discrimination Act (1992), Federal level Racial Discrimination Act (1975), Human Rights and Equal Opportunity Commission Act (1986) and at state level Anti Discrimination Act (1977) and Equal Opportunity Act (1995).

Discrimination has been a major barrier for employing people with disabilities, especially women (Naami, A. (2015), the research indicated that the majority of women with disabilities suffer from discrimination and lives in poverty, most of the women with disabilities are unemployed whereas those employed works in marginal and menial jobs. Jones, J. (2013) the study explored the challenges faced by Transgenders while working in the organization. Although Transgenders have been accepted as a third gender by law but they still have to face discrimination in the workplace. Thus, the study tried to investigate the anti-discrimination policies followed by organizations in United Kingdom. The results of the study revealed that although organizations have such anti-discrimination policies, but still they have to face disparities. The research recommended organizations to have a more supportive work climate for creating an inclusive environment for such workforce. But before being hired as a workforce, people with special needs face various obstacles in getting employed.

In order to improve employment conditions for people with special needs, global companies need to bring together diversity champions from each country or regions to develop a diversity survey focused on a corporate level, the business case for diversity in each country where they operate. The government has also contributed in order to promote inclusion, Clayton, S et al, (2011) has conducted a

review of government initiatives focused on changing the behavior and attitude of employers towards inclusive workforce. From the review, it was found that the Governments have implemented four main types of initiatives to reduce barriers to employment faced by disabled people by influencing the behavior of employers. The government has taken steps like legal act, code and norms outlaw discriminative behavior and encouraged employers to make reasonable workplace adjustments to accommodate people with special needs. Secondly, the government has extended their support to employers for making adjustments in their work environment. Thirdly, they have initiated a financial incentive scheme, providing employers to hire people with special needs, and fourth intervention implemented by the government helps in strengthening and boosting employers to engage actively in "Return-to-Work Planning" for people with special needs and chronic ill health. Return to work plan helps people suffering from chronic health issues, accidental injuries causing partial or permanent disabilities to resume their workplace and help them to adapt their work environment by facilitating such employees with conductive and reasonable job accommodation requirements. The social model of disability has influenced these approaches, which views disability and the resultant elimination as consequential from negative attitudes and barriers in society (Clayton, S et al, 2011).

Bengisu M and S Balta (2011) this research tried to investigate the fundamental principles to be followed while hiring people with special needs. To investigate the research objective, researchers followed the Delphi approach and collected the responses of experts and professionals working in the field of inclusion. The research study was examined to understand the effect of parameters related to

service quality, safety, cost, efficiency, and management in case of employing people with special needs. The result indicated that rather than focussing on the presence or level of disability, the organization should hire employees with disabilities based on merit, suitability, skills and abilities of the candidate. The research also suggested that organizations should consider the accommodation requirements for people with special needs and allocate job or task that best fit their requirement such that employees can show their performance. The guidelines received from the experts through Delphi approach stated that the jobs or tasks that demands a high level of expertise and ability. Such jobs cannot be fulfilled by employing person with special need even with the aid of technology or by other means. However, apart from such extreme and obvious cases, the research indicated that experts mostly agreed upon employing PWD for any task in the hospitality industry as long as their knowledge,  skills and abilities can fit into those tasks.

K. Vornholt et al (2017) their research highlighted the state of affairs between disability and employment. The research was conducted with three objectives. Firstly, since the definition of disability is given in different forms, this paper defined disability with the organizational perspective. Secondly, the study highlighted the laws enforced by  Europe and North America to accommodate people with special needs in the labor market. Thirdly, research also indicated barriers and enablers to employment. It indicated that both barrier and enablers are the two sides of the same coin. According to this statement an employer may be open to hire an employee with disabilities or the employer might be reluctant to hire such an employee. Therefore, such type of an attitude of an employer can

either cause barrier or can be an enabler for employing an employee with disabilities. Studies have indicated that people who suffers from disability, employment is particularly necessary for them as it reduces isolation which is generally caused by the disability a person suffers from (WHO, 2011, Morin, D. et al, 2013, Zheng et al, 2014). Studies have indicated that work is important for people with disabilities and has shown a positive effect on their health (Saunders & Nedelec, 2014). However, employment is not always viewed a boon for such employees if the support for workplace accommodation and job requirements are not met (Williams, Fossey, Corbière, Paluch, & Harvey, 2016). Particularly job requirements at the workplace has increased considerably that requires social skills to interact with different people in the workplace. This has apparently increased the difficulty for people with special needs at workplace in accommodating and performing adequately (Organization for Economic Cooperation and Development, 2012; Zijlstra, Van Ruitenbeek, Mulders, & Van Lierop, 2017). Some studies have underpinned work disparities and organizational injustice, causing societal barriers, structural barriers (lack of accessibility resources) and systematic barriers caused by lack of understanding about the rights of people with special needs (Rebeiro Gruhl, 2012, Shaw et al., 2012).

### 3.4 Employee Relations

Bernstein, R.S. et al 2015 in their research suggested how organizations can work effectively to promote diversity and inclusion at the personal level, group level and organizational levels.

Focusing on an individual level or personal level, an individual as leaders and managers in organizations, it is vital to understand how people learn to create

high quality based performance and work interrelation. Managers and supervisors should help organizations to create a learning environment and help employees in developing intellectual skills and abilities. For the progress of organization. Employees as an individual can continuously develop their skills and managers can encourage them by recognizing their effort ignoring all prejudices and biases. This in turn develops the sense of commitment and trust in an individual.

At Group level the researcher suggested that one must continually explore additional responsiveness so as to create social capital and increase group cohesiveness that helps in bridging the differences among diverse members, building relationship to produce cross-cultural trust, learning environment, ease and enhanced skill.

At Organizational level, practices should facilitate the development and maintenance of inclusive cultures that creates sustainable, supportive and productive work relationships between diverse members, organizational practices and systems that foster inclusion of different and diverse work groups, organizational practices. This enables to strengthen individual and group-level diversity and creating inclusive and accessible environment.

Foster, D. and Fosh, P. (2010) the research attempted to understand issues related to workplace accommodation and negotiation of workplace adjustment. The data were collected through qualitative interviews with employees with special needs, union officers and disability related organizations. UK employment law utilized an individual medical model of disability, which showed disagreement

with traditional collective approaches supported by trade unions, these approaches had implications for disabled employees and union representation. The research explored different strategies available to unions and concluded that, unions are the only key players for representing personal and disability issues into organizational agendas. Unions are the representative of the workforce and can be one of the way for negotiating disability issues with the organization. Derven, M., 2014 used Case Study approach and conducted In-depth interviews with six best global companies' leaders working in the area of diversity and inclusion in USA  and found that many of these organizations have created and developed different employee group such as Employee Resource Groups (ERGs), also known as Business Resource Groups, Affinity Groups or; such networks were initially established to promote a supportive and gratifying environment for under-represented or minority groups - such as employees with special needs, women, person of color, age etc). Research has also demonstrated that affinity groups and employee networks can have a positive impact on employee engagement and retention. The mentioned network for such employees help them to build cross identity relationships and provides a discussion forum for employees where they can be comfortable to connect with others who share a similar background, they can also grow to inspire others to connect and promote the learning culture within the organization. ERGs can help organizations to take diversity to the next level where employees can establish networks globally and can be used  to build competitive advantage for the organizations where they can also connect to potential customers and understand their requirements, thereby helping in developing learning environments in organizations. Organizations who do not offer Employee Resource Groups, can leverage the resource through other

means. Various organizations have created other networks such as 'Think Tanks' which are constituted of employees who work and support each other and help organizations to create employees as their capital assets irrespective of their cultural, physical or psychological differences. Smith J.G., Lindsay J.B. (2014) the research indicated the effect of inclusion in the mindset of an individual. This effect was referred as Intrapersonal level. The study indicated that although organizations undergoes huge changes in all the levels while adapting inclusion, but even individuals had to undergo personal changes such as self talk, thoughts, reasoning and involvement in decision making. The study suggested that individuals have to adapt to inclusive environment considering everyone in one group. Intrapersonal inclusion, thus refers to desire to include oneself in organizational decision making process and other critical areas. The study also indicated that it becomes important for the organization to understand one's requirements, flexible workplace and easy access to affinity groups such that employees feel free to share their notions and anxieties.

## 3.5 Organizational Climate

Organizational Climate and Organizational Culture are most of the times used interchangeably. They provide us an understanding about behavior, attitude and well-being of an individual working in the organization and explains why some organizations adapt to environmental changes easily and why some organizations are more successful than others (Castro, M., & Martins, N., 2010). Organizational climate has been referred as "the shared meaning attach to the events, policies, practices, and procedures that are experienced by organizational member and the behaviors they feel will be rewarded, supported, and expected" (Ehrhart,

Schneider, & Macey, 2014, Ehrhart, M. G. & Schneider, B, 2016). Organizational climate refers to the shared values, beliefs, norms that govern employee's behavior in the organization. It fosters equality amongst employees without any prejudices and biases. It promotes the sense of appreciation and belongings in individuals and at the same time maintains the uniqueness in each worker. Ehrhart, M. G. & Schneider, B., (2016) the study uses the review method to explain the relation between organizational climate and organizational culture. It further explains that the integration of both leads to the understanding of how employees experience, perceive their work organization and behave in an organization that leads to people and organizational effectiveness. Castro, M., & Martins, N. (2010) in their research has highlighted about positive association between organizational climate and job satisfaction. According to their research if employees work in a positive and progressive climate, they feel satisfied at work. The study also highlighted an important fact that managers and human resource practitioners should be aware about the needs of different biographical groups that can influence employee job satisfaction level and their behavior.

Studies have been undertaken to understand the relation between organizational climate and inclusion of people with disabilities. Various studies and government regulations portray the list of recommendations to improve the employment issues for people with special needs. Hashim, H. Et al, 2015 examined the relationship between organizational climate and disability job emboddedness. Research has also shown that hiring people with special needs may have positive impacts on the organization. Buciuniene and Kazlauskaite (2010), Thai and Leng (2013) suggested that despite of the difficulties faced by the company in hiring

employees with special needs, such employees can be very committed to work and loyal to the organization.

According to Morley, T. (2018) organizations have been taking various initiatives to create diverse and inclusive organizations such that it meets organizational objectives. Organizations are looking forward to accept similarities and differentiation between individuals through diversity programs. Organizations are all focussing in accommodating individuals in minority groups through inclusion programs. Such that these individuals feel welcomed, safe and accepted in the work culture. However, in order to become inclusive and diverse organizations, they require a support from top management so that they could facilitate minority groups with appropriate requirements and focus on organizational performance. Diversity and inclusion program fosters organization to improve employer's brand and recognition. This also serves as one of the corporate social responsibility of an organization to generate employment for people with special needs.

## 3.6 Diversity Climate

O'Donovan, D. (2017) proposed in the research study that organizations should think of adopting modern diversity practices that also includes diversity practices towards inclusion. According to this research, it suggests that no two employees are similar to one another. The two individuals may differ in age, gender, experience, skill and ethnicity from one another. The researcher also suggested that organizations should adopt diversity practices that could manage a diverse

workforce. According to the researcher organizations can come across various barriers in managing a diverse workforce. One of the major barriers can be training, managers to deal with such diversity issues. Another challenge in managing diversity is no adequate support from the top management. Therefore, it becomes necessary for each level in the organization to accept diverse workforce for the skills, knowledge and abilities they have. Robinson, L (2015) in the article stated that TMS, a minerals, metals and materials society have taken several measures for the growth of diversity and inclusion practices. It claims that a lot of work need to be done for involving women and minorities into the workplace by all organizations. TMS has taken few steps towards this initiative and has been showing an increasing trend. Ravazzani, S. (2016) in the research has indicated about different diversity approaches taken by the companies in Italy. The research study revealed that most of the organizations are focused on fulfilling social expectations mostly related to equal opportunities. However, the respondents during the survey revealed that diversity approaches are implemented because of the external pressures. The findings of this research revealed flexible timing, trainings, policies related to work-life balance and partnership with external agencies are more prevalent in the companies as diversity management approaches. Positive organization diverse climate prevents discrimination in work group. Diversity climate can be referred as "The perception of members about their organizational work environment". A diversity climate is said to be positive when it acts as a strong standardized guideline if it emphasize on including everyone in the close group and no member is discriminated on any grounds. It also focuses on equal dissemination of the message and information among fellow workers without any prejudices and biases. Input from all members

of the group should be valued and welcomed which fosters trust and helps in promoting a diversity climate in the organization. Fapohunda, T.M. (2016) the research has studied lack of employee voice generally with female employees. The study indicates that female workforce usually found silent, organizations should look for some voice mechanism which could meet the requirements of female workers in the organization. The author also recommended that the HR department and HR manager should create a mechanism for facilitating expression of voice for female workers to create diverse organizations.  Ferdman, B. (2014) in their research explained about inclusion, diversity and cross-cultural relationships. Through the research author tried to indicate that the diversity and inclusion can also be created through organizational development practices. Such practices can enhance the skills and abilities of employees and maintain the health and functioning of Human Resource system. Biggs M.E. (2017) according to the researcher Frederick A. Miller was the first person who recognized the necessity of diversity and inclusion in the workplace. He suggested that workplace cannot ignore diversity and inclusion factors. The research also suggested that it can be the part of organizational development, such that all employees at various levels can be treated fairly and equally.

Various studies indicate diversity related HR practices initiated by organizations have fixed its target on modifying the elements of the labor force and focus on activities related to recruitment - modifying job descriptions, focusing on specific groups for accommodating people with special needs, diverse recruiting team set up, retention schemes such as  forming internal networks, affinity groups, Employee Resource Groups, work life programs, bonus and incentives, as well as

training and development like coaching and mentoring. Further these activities constitutes the development of external partnerships for example community service outreach, communication endeavours, recognition programs like award functions and public acknowledgements for achievements of diversity which includes printed mails, Banners and newsletters for communication purpose, speech of senior management persons, training activities based on sensitivity awareness, anti stereotype and leadership training as well as activities related to staffing and infrastructural arrangements of designated diversity managers within the firm regarding the performance indication of such diversity-related HR practices that foster a distinct positive diversity climate in organizations (Avery & McKay, 2010). Pro-diversity work climate programs such as employee cooperation and participation, valid systems for selection of employees, mentoring, training and development programs, structured performance appraisal systems, and merit based promotions. Kulkarni, M., Boehm, S.A., Basu, S. (2016) the research study described about diversity and inclusion practices being followed in Germany and India. The study was conducted on people with disabilities and the data was collected  using interview method. The findings of the research indicated that usually organization follows similar practices; organizations consider employees as their assets and talent pool, secondly, organizations follow implementation of inclusion practices holistically (that is inclusion effort is the joint effort of both top management and the employee groups) and thirdly, organizations build networks with external resources such as NGOs to maintain their resource capacities. The research study also indicated that inclusion efforts with government support are mostly prevalent in regions of Germany as compared to India. The study also

indicated that urban regions of India have better talent, resources than in rural areas, which was not indicated in the regions of Germany.

Williams, B.R. (2017) the paper indicated in the research that after diversity recommendations in 2010 it focused on promoting gender diversity. The research was carried out in Australia and is relevant to the Australian context. According to this study ASX council (Australian Securities Exchange council) suggested to broaden the diversity aspects and promote gender diversity. Ali, M., Metz, I. & Kulik, C.T. (2015) the study indicated that gender diversity improves the turnover of employees in the organization. It further stated that diversity practices related to gender diversity help organization to retain their workforce. It implies that employees feel valued when organization adapt gender diversity and thus reduces employee turnover, creating an inclusive environment for employees with different genders. Paolillo, A., Silva, S.A., Pasini, M. (2016) the research study indicated the positive association between diversity climate and inclusive climate with a mediating effect of safety participation. The study indicated that diversity and inclusion can be implemented by promoting safety at workplace. The individuals should feel safe in their workplace. In order to promote safety organizations can introduce safety programs, thus creating an organization whose main concern is well being of its workers.

## 3.7 Inclusive Climate
Organizations that fosters inclusion practices makes sure everyone is appreciated and recognized to develop the feeling of belongingness in the member of each group. At the same time inclusive practices also allows to keep his/her

individuality and uniqueness; Each member of the organization is required to recognize and adapt the individual for qualities, skills, abilities they acquire.

The past research studies have indicated HRM practices that are initiated by the organizations to build inclusive workplaces. These activities are mainly related to the processes of recruiting and selecting, training and developing, performance appraisals. Organizations at all the levels participate to create such inclusive and accessible, enterprises by incorporating values such as respect, cooperation and acceptance. Baumgärtner, M. K. et al (2014) with their research has contributed to the inclusion of employees with special needs, the research examined the level of job satisfaction for employees with special needs and employees without special needs with the focus to perceived flexibility (centralization and formalization) in the organizational environment. The results indicated higher job satisfaction level with decentralized organizational context, but negatively associated with perceived formalization. Therefore, the research suggested that companies, especially their human resource departments have to understand the needs of employees with disabilities and provide the flexible work environment. Daya, P., (2014) identified inclusive practices that can be incorporated at all the levels, at the organizational level, enterprises have to transform their recruiting, training and development processes in order to promote inclusive organizational climate. At an interpersonal or relational level, components of inclusion include acceptance and respect, the "relationship between line managers and his subordinates" which includes - experience of recognition, trust and dignity by the subordinates, "engagement" which includes - process of making decision regarding access and authority to information, and at the final relationship of the

106

"individual with the values and vision started by organization". At an individual level, some parameters require prime focus of management while implementing inclusive and accessible practices, these factors include  personality, locus of control, self-esteem and power.

The research further promotes that organizations should develop structures to support organizational diversity practices. These might include changes in their training and development programs, coaching and mentoring programs, affirmative action programs, career development program, performance appraisals, reward systems, HR policy and benefit changes, changes in job descriptions and job evaluations for accommodating diverse members of the organization. To foster inclusive and accessible organizational environment the suggested changes are required to be adopted at all the suggested levels.

An inclusive environment should follow an ideal model for accommodating diverse groups and should foster flexibility and freedom to make choices. The leadership style of the top management team is important; the leaders should use employees experience and cooperative leadership style to create an inclusive climate in the organization. Communication also plays a vital role in developing inclusive environment. This not only includes feedback to the employees from their supervisors, but also encourage open and two way communication between employees and their supervisors. Thus, helps in strengthening the cross-departmental integration, and increases the connection between peers and supervisors. Creating such an open environment help  employees' to develop the feeling of belongingness toward the organization and attracts potential employees to the organization. Information is another prime factor to develop

the sense of belongingness for the organization. Individuals should have equal amount of access to information for undertaking executing a job, it also forms an essential source for building informal networks and resources that could ultimately support employee performance. Employers should encourage group participation, recognize solicit contributions from employees and give the feedback to them such that they feel themselves as a valuable asset of the organization. Managers or supervisors should also encourage participative decision making style this helps in generating more and new ideas that would in turn help company's growth. Problem-solving processes recommend that employees should have some independence for work and should be set free to make their own career decisions while in job also. With that autonomy employees are able to use their individual talents and make a difference in the organization by either being a part of successful initiative or managing a meaningful task. According to these processes, they acknowledge that employees should be treated equally and fairly, and should feel validated, accepted and appreciated. The studies advocate that employees be recognized for their good work and organizations should show respect for such high performing employees. The perception of inclusion is enhanced when employees experience job security.

- For creating a multicultural organization, top management needs to communicate organization's vision and values about diversity. The management requires to set up plans for creating awareness among fellow workers about diversity and inclusion issue. Moreover, top management has to create leadership which understand and promote diversity and inclusion in the workforce.

- To meet diversity goals, leadership should be created along with strategies to meet diversity challenges in a group through clear communication to complete organization's inclusion and accessibility journey.

There should be an organization's identity which includes all identity groups present in the workplace. Also to create an inclusive climate, organizational norms and values should unify the minority culture and set my procedures to reduce the cultural, age related, gender related, physical and psychological related biases. Daya, P. (2014) the research suggested that to create inclusive organizations, change should happen at all levels of the organization, which includes organizational, interpersonal and personal levels. Ortlieb, R., Sieben, B. (2014) in their research tries to envisage how companies can become inclusive, what kind of practices they need to opt for creating an inclusive climate. The paper reveals that there are three kinds of practices which organizations can implement, these practices pertains to making amendments in recruitment and selection policy in order to accommodate people with special needs. Also suggested to implement innovative training and development programs for creating inclusive organizations and the three practice is arranging for inclusive get-togethers, meals and parties such that everyone at workplace feels connected with each other as well as with the organization.

Creating Inclusive climate largely depends on the kind of leadership, according to Kenna Cottrill Patricia Denise Lopez Calvin C. Hoffman, (2014) study Leaders of diverse and inclusive organizations must model comfort with diversity, alter rules for acceptable and adequate behaviors to ensure wide application, create opportunities for conversation about diversity and differences to increase

awareness regarding inclusion across the organization, exhibit an interest in learning and understanding about their own obstacles and elation to strengthen the faithfulness in others. The study highlighted different leadership characteristics as follows:

*Authentic leaders Characteristics:* studies revealed that Authentic Leaders play a considerable role in contributing to employee perception about inclusion. Authentic leaders showcase themselves to be supportive managers that hold employee concern at priority and at the same time maintains employee productivity. They possess positive psychological capacities and moral reasoning which aligns with multicultural competencies emphasized by the diversity experts. These psychological capacities, include self-consciousness, positive mindset and open communication abilities, all these capacities support an inclusive environment. Authentic leaders build benevolence and integrity with their followers by encouraging totally open communication, individual engagement, sharing of critical information, sharing their perceptions and feelings about the people with whom they work; the result of authentic leadership reveals real and honest social relationship with their followers' and increased levels of personal and social identification.

*Health-focused leadership:* Health focused leadership is another pathway that indicates the positive effects of disability and age diversity. According to this leadership style supervisor requires to protect and restore employee's health. The leadership style seems relevant for both old age employees as well as employees with long standing health constraint such that the supervisor can support such workers to maintain their work ability and ensure their productivity within diverse

teams. Allen P. (2018) the study indicated that leadership is a next major requirement for promoting diversity and inclusion in the organization. Leaders helps in easing out the change process, diversity and inclusion being the major requirements of an organization today,  therefore, easy adoption of diversity and inclusion requires efficient leadership.

*Transformational leadership:* Transformational leadership has a significant effect on individuals and social entities such as inculcating pride, trust and respect. Transformational leadership style is the new style of supervising where the manager focuses on encouraging innovation, shifting individual focus from self interest to combine or collective interest, including higher order needs (such as self-esteem and self-actualization) and thereby, enabling followers to perform beyond expectations. Thus, it is an ideal leadership form for inclusion practices. Transformational leaders influence followers by becoming their role models or through influential behaviors, provide inspirational motivation through a captivating vision, ensure intellectual provocation, challenge the status quo, and show personalized consideration through coaching, mentoring and developmental activities. They instill the importance towards disability issues by focussing on methods to increase team cooperation, team cohesion, group work and collective efficacy. Moreover, by demonstrating intellectual potentials and individualized assessment, leaders can encourage their team members to leverage on their uniqueness (unique skills and abilities) by welcoming discussion, acceptance of diverse ideas and innovative approaches. Therefore, transformational leadership helps in providing the necessary emotional and mental safety to both minority and non minority group members to fully apply

their cognitive potential "raising questions, collecting feedback, experiment and reflection on results, discussion on errors and unexpected outcomes".

*Top Management Leadership:* They are the key agents of organizational change. They play a vital role in shaping and capitalizing on their workforce. The attitudes and behavior of top management influence the norms and developing organizational culture throughout the company. Top management leadership acts as a vital resource for promoting and managing diversity initiatives of minorities and disable peoples.This style of leadership is associated with developing organizational policies, procedures and therefore, helps in providing infrastructural support for people with special needs.

Holmes, O. (2010) summarized finding of different studies indicating how people study and perceive diversity with reference to LGBT groups (Lesbians, Guys, Bi-sexuals and Transgenders). The study tried to give diversity and inclusion, wider perspective by including experience and perception about LGBT groups as a part of the organizations work force. Matos, K., (2014) presents an interesting picture of several organizational characteristics that enhance the inclusion of employees with disabilities. It suggests that People and organizations investing in improving the employment options for people with disabilities should consider encouraging smaller employers to engage in more proactive planning to recruit and retain such staff. Kuznetsova, Y., (2012) highlights the recruitment, selection, and training and retention policy initiatives by different sectors. These sectors consists of IT, Telecommunication, R&D, Pharmaceutical, Financial services, Consulting firms in the UK and Norway regions. The study founded IT, R&D, Financial service firms and Pharmaceutical firms have taken maximum initiatives to accommodate

employees with disabilities. The firms in these areas have made strategic alterations in the retention policies of the company to accommodate differently abled employees. This has also led to infrastructural changes such as design of office space, washrooms, walking area and other aids to accommodate differently abled employees. The firms have provided health and safety measures for such employees and has also provided them will specialized support or mentors with whom they can feel comfortable to share their problems and take their suggestion. The companies have created an employee network to establish awareness amongst employees and conducting training programs for promoting inclusive and accessible environment.

Ponzoni, E. (2017) in their research investigated the inclusion of refugees in organizations. The study analyzed the mediation between the organization and job seeking refugees. The findings indicated that inclusion of migrants in organization lacks in their disclosure which creates negative experiences that limit their inclusion in the organizations.

## 3.8 Accessibility
Various organizations have contributed to accessibility such as the National Organization on Disabilities, (2016), has developed NOD's Leading Disability Employer Seal; the organization examines the performance of companies on five basic aspects: Climate and Culture, Talent Sourcing, People Practices, Workplace & Technology and Strategy & Metrics. Access and Inclusion Index by The Australian Network on Disability is a suite of online tools for Australian organizations used to understand, assess, benchmark and improve their disability confidence to meet the needs of their customers and employees with disability

(http://www.and.org.au/). The index helps the organization to understand the disability confidence and increase company's understanding about accessibility and inclusion. The organizations must be a member of the Australian Network on Disability (AND) to access the full suite of Access and Inclusion tools and benefits. The index is based on ten key aspects: Commitment, Premises, Workplace Adjustments, Communication and Marketing, Products and Services, Information Communication Technology (ICT), Recruitment and Selection, Career Development, Suppliers and Partners and Innovation. Evaluation of the Bridges to Business Progress: Final Report, (2012) is the program initiated to effectively place people with disabilities in employment. Various studies indicate that organizations adapting diversity, inclusion, has experienced increase in workforce commitment level, because of the diverse workforce it has shown better performance level, high determination, discrimination free work environment (Boehm, S.A. et al, 2015). Baumgärtner M.K., 2014 indicate a positive relationship between social support and job performance, it suggests that if the person with disability is socially supported can lead to job performance. As research on inclusion and accessibility is still in the nascent stage, several past study highlights inclusive and accessible practices followed by the companies which is restricted to their recruitment, training and career opportunity policies.

(http://bbi.syr.edu/projects/Demand_Side_Models/docs/a_inclusive_culture.htm) Burton Blatt Institute (BBI) in their research indicated recruitment, training and advancement opportunities as the prime factors to create inclusive culture.

Von Schrader et al, 2014 suggested some initiatives to increase the employment of individuals with special needs.

- *Reasonable Accommodation:* it enables a person with special needs to become more efficient and productive in his or her job. However, an employer must first learn before arranging accommodation about the requirements and functional limitations of employees with special needs. These accommodations incurs marginal costs when compared with the benefits obtained by acquiring such workplace adjustments. This leads to improved interaction among coworker, employee productivity, attendance, attitudes and, as well as reduction in stress level, improvement in the attitudes of coworker and increased overall organizational morale. Employers working to create productive and inclusive workplaces, the mentioned benefits are the most recommended outcomes for such organizations.

- *Workplace Culture:* Employees working in the organization that exhibits inclusive climate feel higher levels of psychological empowerment in the job and experience higher levels of organizational support. One can identify employer's success for achieving inclusive workplace, when employees feel comfortable in disclosing their disabilities or other functional limitations. In turn, this impacts employee job satisfaction, employee commitment and productivity. Further, employees observing that their colleagues with special needs are fairly treated can further build employee loyalty, commitment and sense of equality in the organization.

- *Compliance with Initiative:* Compliance and various applicable standards are mandatory and failure to comply may lead to fines in organizations

which are employing disable peoples and promising to make the workplace accessible for them.

Darcy, S., 2010 the research has tried to investigate the criteria, people with special needs consider 'important' for selecting accommodation. The results suggested  that socio-demographic variables did offer some insight into the selection criteria, but the most significant explanation for selection criteria was given by the dimensions of special needs and level of support required.

*Inclusion and Accessibility Initiatives Leading to Positive Performance*

Various research studies claim that inclusive climate has greatly influenced performance. Miriam K. Baumgärtner, Stephan A. Böhm, David J.G. Dwertmann, (2014) indicated that employees with special needs differ in their level of Social Support from the supervisor to perform higher level of task. This varied level of social support can also affect their Job Performance. The results indicated a significant relationship between social support and Job Performance, it revealed that the increased level of social support has shown positive effects on the Job Performance of employees with low self-efficacy. The research also indicated that organizations can fully say to promote an inclusive environment if they  introduce HR practices for accommodating workforce with diverse age (age-inclusive practices). This does not solely focus on older employees, but equally promotes all age groups. Stephan A. Böhm, David J.G. Dwertmann, (2014) suggested that age-inclusive HR practices might include recruiting policies considering age diversity, all age groups should be given equal access to training, practices related to career and promotion systems free from age related biases. Such HR practices would foster age – inclusive organizational culture. In order to promote such

116

practices organizations require to educate leaders about considering age diversity in the workplace. According to the research (Stephan A. Böhm, David J.G. Dwertmann, 2014) skills and abilities cultivated over the period of time are more valuable consideration than age bars for the productivity of an organization. Humberd, B.K. et al (2015) In their paper examined how the forces outside the organization affect the internal efforts of organizations in creating an inclusive environment. According to this study, outside forces were referred as communities outside the organization. The research has indicated communities outside the organization as one of the challenges experienced in implementing inclusive practices within. The result revealed that these outside communities can exert a significant impact on the experiences and involvement of employees from under-represented minority groups. It also indicated that such challenges can resist leaders to retain and support minority groups. Burgess, J. Et al, 2015 the research discussed about vulnerable workers who are at risk of getting discriminated due to their special needs in the workplace. The research was conducted to understand human rights, probable strategies for inclusion of such workers. According to the study, vulnerable workers are apprehensive and insecure about protection rights for them. They are often characterized and discriminated on the basis of their age, status, gender and skill profiles. The findings of the research revealed that vulnerable workers generally undergoes sufferings in their personal as well as family life, they end up with low job quality and unequal or low incomes.

Vulnerability and susceptibility are extensively spread across the workforce, with workers subjected to work enlargement, job uncertainty and work life imbalance.

The research further added that the vulnerability also comprises of temporary jobs and contractual based jobs. Indeed, it also includes job opportunities which are outside of the labor market in terms of estimation, regulation and status.

The criteria's that make certain jobs vulnerable in different form and degrees for workers include – lack of training and career development, balance in work life, income, voice, working hours, protection and discrimination.

The organizations can opt for inclusion strategies for the Inclusion of such vulnerable workers which includes both young and old age workers, lower-skilled workers, women and migrants, minorities, disabled and single parents have a high occurrence of vulnerability in their work arrangements. The research also suggested that the strategies which include changes in research and policy for vulnerable workers should be thoroughly analyzed, identified and assessed in order to manage vulnerable employment. This requires to understand the causes and changes in the processes that can create vulnerability – with special reference of study one needs to understand how conditions in labour market and characteristics of worker acts together in creating vulnerability; this also requires to understand the parameters of vulnerability for workers and their dependents; examining the vulnerability responses to policy changes from extended labour market regulation; addressing vulnerability requires improved implementation of existing rules and regulations with regulations for protecting workers against such vulnerabilities, modifications in taxation, welfare administration and benefit schemes, it also requires extensive and increased government supervision and anti-discrimination acts. Shore, L.M. et al, 2011 derived the definition of Inclusion using Optimal Distinctiveness Theory (ODT) and has derived the effect of group

inclusion on performance. The outcomes indicated that work group inclusion leads to job satisfaction, quality relations between supervisor and subordinates, well-being, creativity, career opportunity and job commitment. Mitchell R, Boyle B, Parker V, Giles M, Chiang V, Joyce P. (2015) study results reinforce the critical role of leader inclusiveness in diverse teams and suggest that social identity and perceived status differences are critical factors mediating its impact on performance. National Organization on Disability, (2016) indicates NOD's leading disability employer seal is a seal designed to recognize organizations that are leaders in implementing and executing inclusive and accessible practices. Organizations are recognized by NOD on the basis of their HR practices such as hiring talents with special needs, greater employee engagement, increasing rate of employee productivity, high commitment, transparent communication public, collegial superior subordinate relationship. NOD leading disability employer seal is granted based on data furnished by companies in response to the disability employment tracker. The performances of the companies are examined on the basis of five aspects: Climate and culture, Talent sourcing, People practices, Workplace & technology, Strategy & metrics (http://www.nod.org).

Boehm, S.A., Dwertmann, D.J.G. (2015) indicates that companies opting for age and disability diversity have led to significant impacts that includes high creativity, increased workforce loyalty, and improved workforce efficacy. Bernstein, R.S, Crary, M., Bilimoria, D. (2015) this research identifies how organizations can build a diverse and inclusive culture by learning and understanding social identity differences. These differences can be caused due to difference in gender, race, ethnicity, skills and knowledge. Social Identities help to understand the

uniqueness in an individual and helps in maintaining social identity interactions within the organization. Dowler, D.L., Solovieva, T.I., & Walls, R.T. (2010) Study examined the types of workplace adjustment and job accommodations implemented for people with special needs. The research also explored the benefits caused by adopting job accommodation. The research study revealed retention of good employees, growth in employee productivity, decrease in the cost of training new employee, decrease in the cost of hiring were some of the direct benefits experienced by the organizations if accommodation requirements are considered and implemented. Further, the research study also revealed better interactions and interpersonal relationship with coworkers has helped in increasing overall company morale and has also increased company's overall productivity as some of the indirect benefits received after implementing accommodation. In order to make workforce inclusive, it requires the set of tools that can facilitate such workers with special needs. Omatu, S. et al. (2013) the study discussed about PANGEA platform that was specially designed for the workers with disabilities. This platform was used to facilitate workers with hearing impairment in using Web-services, such that these employees can perform adequately.

**3.9 Employee Perception**
Chen, C., Tang, N. (2018) in their research discussed about perception of employees about their inclusion in the organization. According to this, there can be employees who may feel neglected at the workplace, therefore, it becomes vital to know the facts related to this exclusion. The paper also explored the influence of perceived inclusion on employee behavior. The paper revealed that

120

perceived inclusion influence the behavior of an employee towards its job. It impacts the individual's role identity and fosters organizational commitment. The employees hold diverse views about persons with special needs in the workplace, policies related to employees with special needs. People with special needs face various difficulties when they are integrated into the labor force of an organization. Paez, P. et al, (2014) study was performed to assess the attitude of manager's in U.S. hotels and restaurants towards employees with special needs. The research found training and education as a need of an hour to help increase current and future hotel and restaurant managers' knowledge to promote success in working with people with special needs. The study tried to investigate the manager's attitude based on characteristics such as attitude about teamwork, training, cost and skills. The results of the study also revealed that managers generally exhibit a positive attitude in working with such employees. The study concluded hospitality industry to have viable employment opportunities for people with special needs. Also from the perspective of an employer, they perceive beneficial to hire people with disabilities. Scott, M. et al, 2017 the study investigated the benefits and costs of hiring adults with autism spectrum disorder (ASD), from the perspective of employers. The findings suggest that employing an adult with ASD provides benefits to employers and their organizations without incurring additional costs. However, employees with ASd receive comparatively low wages than their counterparts without ASD.

Baumgärtner, M. K. et al, 2015 examined job satisfaction of employees with disabilities, according to this research it investigated perceived centralization and formalization, representing different indicators of flexibility, as moderators of the

disability–job satisfaction relationship.  The findings of the study indicate the need for companies and especially human resource departments to adapt to the needs of people with disabilities by creating flexible working environments.

Vornholt, K. et al, 2013 the study presented a rational review of the literature on factors affecting the acceptance of people with disabilities in regular employment. The results of the study indicated the acceptance of employees with disabilities is influenced by three main variable groups: characteristics of co-workers, of the persons with disabilities and of the employers/organizations. Most studies present factors that influence co-workers' or employers' attitudes toward employees with disabilities such as demographic variables. Hall, E. (2010) the paper conducts a review of social exclusion of people with intellectual disabilities and formulate the policies for the inclusion of such people in the workforce. The paper also examined (using a case study approach) the ways in which people with intellectual disabilities develop feelings of belongingness within artistic spaces. The paper, thereby concludes by mentioning that such artistic space, mostly results in positive outcomes for individuals, and also have a potential role in developing the social and cultural understanding of people with intellectual disabilities. Scior, K. (2011) the research study used review approach to investigate the knowledge, awareness, beliefs and attitudes of the masses (population) about people with intellectual disabilities.  The results of  the study indicated that age, educational background and initial contact with someone with an intellectual disability are some of the characteristics that predicted attitude of people towards such people, while the effect of gender was not consistent. The study used eight studies to understand and gain knowledge about intellectual

disability and beliefs about its causes in a range of cultural contexts. The research also examined 12 studies in order to understand the impact of interferences designed to improve attitudes or awareness of population about such people.

Barbra, M., Mutswanga, P. (2014) this study highlighted the attitudes of employers and coworkers towards employees with special needs in the community of Chitungwiza in Zimbabwe. The major findings of this study revealed that employees with special needs were discriminated in the Workplace in comparison to employees without special needs. As per Coworkers, they perceived PWDs lacks ability and would require the assistance of colleagues to accomplish their tasks. The paper also revealed the perception of employers who were of the view that some PWDs generally scare the customers while others can be dependent on colleagues for the accomplishment of tasks. The research, thereby indicated that employers perceived that most PWDs lacks in knowledge, have low or poor qualifications and therefore cannot be considered for employment. Coworkers felt that employees with special needs required maximum supervision and tasks has to be assigned depending to the suitability of their conditions. From these findings, the researcher recommended that coworkers should change their attitude towards employees with special needs. The paper also suggested that in order to promote employment of employees with special needs, the Ministry of Labor requires to establish incentive packages for companies that employ persons with special needs for encouraging employment of more persons with special needs and create an inclusive and accessible environment. It further suggested that such incentive packages can be in the form of exemption of tax payment for such companies who consider

employing people with special needs. The Ministry can also revise, strengthen and activate laws that will act against discrimination and protecting the rights of people with special needs. Support by the ministry to encourage the implementation of reforms to promote inclusive work culture. Zappella E. (2017) the research indicated that although people with special needs face various advantages if employed, but has to come across several challenges. As per the research one of the challenges is people with special needs may find it difficult to look for suitable job. Another challenge they come across is hiring experience where both employers as well as employee should be open to understand the requirements of such employees. The third challenge is workplace accommodation. Organizations need to make changes in the workplace so as to adjust people with disabilities and help them perform.

SCOPE Report, 2014 the study investigated the impact of public attitude towards people with disabilities. The findings of the report showed that the large sections of the population hold negative attitudes towards disabled people, and these attitudes are underpinned by a general lack of understanding about disability and disabled people's needs. Nations are realizing, negative attitudes toward people with special needs has affected the integration of such people into the community (Morin, D. et al, 2013, Zheng et al, 2014) and thus organizations may incur the loss of a potential resource. Research studies have indicated the negative perceptions of employers and coworkers about employees with special needs may lead to lack of opportunities and work, low self-esteem, and isolation, and consequently to stigmatization and recurring negative health outcomes that

prolong the discomfort of people with special needs and also create a substantial social burden on such people (Sharac, J. et al, 2010, Zheng et al, 2014).

Zheng et al, (2016) This study was to be conducted to evaluate the attitudes of three groups, namely PWD, caregivers, and the public toward disability and PWD in China, through this study, researcher tried to find inconsistencies in attitude among the three groups and examined possible influencing factors of attitude within each group. The results of the research indicated that a large number of caregivers were family members of PWD's. It also indicated that the Caregivers who had taken care of PWDs for longer durations had negative attitudes toward disability. In contrast, PWDs who had been disabled for longer times had a positive attitude toward disability. Zheng, et al. (2014) this study investigated the level of quality of life (QoL), self-perceived quality of care and support (QOCS), severity of disability and personal attitude towards disability among people with physical disability in China, it also identified how quality of life can be affected by severity of disability through quality of care, support and personal attitude towards disability among PWD. Even with a mild disability, relatively low levels of quality of life and quality of care and support, as well as unfavorable personal attitude towards disability were identified among PWD. According to SEM, the research found that the influence of severity of physical disability on quality of life is not only directly effecting, but is also effecting indirectly through quality of care, support and their personal attitudes towards disability, with quality of care and support playing a more important mediating role than PWD's attitudes towards their own disability. Dowler, D.L. et al, (2010) the research tried to find out the perception of individual user about their value of workplace

125

accommodation. The study collected the feedback from such individual users who have taken personal assistance services (PAS) by contacting the Job Accommodation Network to discuss their own job accommodation requirements. The results indicated that for people with disabilities who have considered or implemented personal assistance service accommodations, perception of work ability increases from being "Substantially Limited" to "Not Limited at All" with accommodations.

Inclusive Practices have to be inculcated right from the top, Bernstein, R.S. et al (2013) in their research has discussed inclusion of minority groups as board members. This paper investigated the perception of minority group about their inclusion as board members. The findings indicated that inclusion of such members has increased and is perceived positively. Darcy, S., Pegg, S. (2011) this study aimed at finding the perception of managers in the accommodation sector towards disability service conditions in order to understand if there are any service gaps or failures. The study findings thereby, revealed five key factors that had not been previously covered by the research fraternity that included; Inclusive attitudes; safety; communication of needs; perceptions of rooms; and operational processes. Schur, L, et al, 2014 in their paper, they tried to compare accommodation cost associated with recruiting and retaining employees with disabilities and employees without disabilities. The research collected information through focused group interviews with 5000 employees and managers. Through their research they tried to find out the perspectives on, accommodation cost, benefits among employees, coworkers and managers. The findings indicated that although the request for accommodation is more from employees with

disabilities, but the costs and benefits associated with employees with and without disabilities were reported similar. Further to this all groups tended to have positive coworker reactions towards employees with disabilities.

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# Chapter 4

# Research Methodology

**4.1 Introduction**

This chapter presents the steps followed by researcher to execute the research study. The instrumentation of chapter comprises of the research design, sample frame that describes sample units which includes the type of respondents from where the data is to be collected, determination of sample size which represents the population. The chapter also includes the preparation of instruments and their application on the sample. Research methodology also defines the use of statistical methods for processing the data.

**4.1.1 Research Framework and Hypothesis**

This research study is an attempt to understand Human Resource Practices taken up by organizations for the betterment and inclusion of people with special needs at workplace for creating inclusive and diverse organizational climate. The study further tries to make a contribution in the field of inclusion and accessibility by understanding the perception of employees with and without special needs about the inclusion and accessibility practices in the workplace. Although lot of previous research studies have been undertaken in the area of inclusion and diversity, but still the area of accessibility and employee perception about Inclusion and Accessibility practices at the workplace remains unexplored.

Damoe, F.M., Hamid,K., Sharif, M. (2017) in their research indicated that organizational climate has a mediating effect with Human Resource Management (HRM) Practices. As HRM practices develop the organizational climate, it is equally important to understand the relationship between HRM practices and employee perception. According to Gonçalves, S.P., Neves, J. (2012) research it revealed

that some of the HRM practices are positively correlated with employee perception on well-being at work. Other research by Jiang, K., Hu, J., Liu, S., Lepak, D. (2015) also examined employees' perceptions of HRM practices. The results revealed that both manager and coworkers perceived HRM practices positively as compared to other employee's perception. Since, this research study focuses on inclusion and Accessibility practices, it examines HRM practices with respect to two variables; Equal Employment Opportunities and Employee Relations for understanding the relationship between HRM Practices, Organizational climate and employee perception on Inclusion and Accessibility practices. Organizational climate is also described using Inclusive climate, Accessibility and Diversity Climate. Bearing this in mind, research framework is defined so as to understand employees perception towards organization's HRM (inclusive) practices.

HRM Practices
- Equal Employment Opportunities
- Employee Relations

Organizational Climate
- Inclusive Climate
- Accessibility
- Diversity Climate

Employee Perception on Inclusion and Accessibility Practices
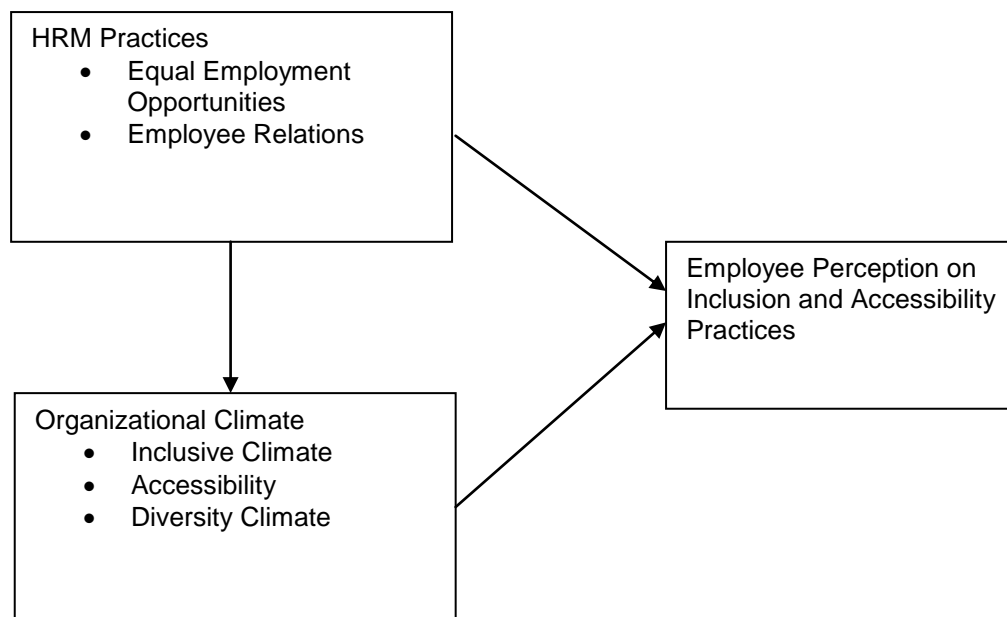
Figure 4.1: Research Framework

The  study has therefore, considered following assumptions:

1.  Equal Opportunities are positively related to Inclusion Climate (At 0.05 level of significance).

2. Equal Opportunities are positively related to Accessibility (At 0.05 level of significance).

3. Equal Opportunities are positively related to Diversity Climate (At 0.05 level of significance).

4. Equal Opportunities are positively related to Employee Perception (At 0.05 level of significance).

5. Employee Relations are positively related to Inclusion Climate (At 0.05 level of significance).

6. Employee Relations are positively related to Accessibility (At 0.05 level of significance).

7. Employee Relations are positively related to Diversity Climate (At 0.05 level of significance).

8. Employee Relations are positively related to Employee Perception (At 0.05 level of significance).

9. Inclusion Climate is positively related to Employee Perception (At 0.05 level of significance).

10. Accessibility is positively related to Employee Perception (At 0.05 level of significance).

11. Diversity Climate is positively related to Employee Perception (At 0.05 level of significance).

## 4.1.2 Research Design

This research has been carried out using quantitative research which includes exploratory and descriptive type of research. The exploratory research will help in collecting data which helps in giving insights about how people feel or what they think about inclusion and accessibility practices in their organization. Exploratory research is believed to be an elaborative study about an area (Strydom, H., 2013). According to Engel and Schutt (2010) and Engel and Schutt (2013), exploratory studies investigate about the events or circumstances in particular settings, it enquires about how people feel and get along with others, understand about situations and what concerns them. Exploratory research can be used for topics with little information, to explore new concerns or for acquiring a broad understanding of a situation, theories or topics (Strydom, H., 2013, Mitchell & Jolley, 2010 & Royse, 2011). Babbie (2013), Pierson and Thomas 2010) add that an exploratory study not only apply to new concerns, but it can also be applied to familiarize oneself with the topic so as to gain preliminary understanding of a topic. Exploratory research can also be suitable for more persistent studies, for understanding feasibility of the study, phenomena, for developing new methods and theory.

Dane (2011) and Rubin and Babbie (2010) say that exploratory research can be used to explore whether a phenomena exists or not. It can be employed to gain initial familiarity with the topic. The researcher also suggested that exploratory

research can also be used in quantitative and mixed method research. According to Babbie (2013) researcher's goal is to formulate more research questions for future research prospects. Exploration is normally the first stage in executing the research study, as it involves the researcher to have a thorough understanding of the research area such that researcher exhibits enough information to execute a systematic and extensive study. This extensive study can then be used for developing hypothesis and building theories. While conducting an exploratory study it is not necessary to have a well-defined research question and thus the direction of enquiry might change accordingly. Researchers using an exploratory method of research must be flexible while exploring the sources of information. Through this research study, author tries to investigate whether employees feel positive about the inclusive and accessible practices implemented by their organization.

In order to study the demographic factors, employee perception of HRM practices in organizations, the research employs descriptive research. This type of research is mainly concerned with recording and reporting documents (Strydom, H., 2013), it is not majorly concerned with the causes. Descriptive research type is used for categorizing factors such as age, gender, income, educational background and family size. The type of research can be used for describing the nature of participant groups and their attributed such as age, gender and so on. Descriptive nature of research can also be helpful in finding descriptive questions such as "What is your experience working in this organization?", "How do you feel about inclusive practices implemented in your organization?" Such type of information can normally be mixed kind of research. In case of quantitative studies, collected

data can be represented in the form of graphs, tables, pie-charts, frequency distribution, scatter diagrams and histograms (Strydom, H., 2013).

This research study is using a descriptive approach to explain the demographic factors such as age, gender, position in the company, experience and physical impairment. The study tries to investigate employee's (with or without special needs) perception towards inclusion and accessible practices implemented by the organizations.

The research questions, need to be looked after are:

1- How employees perceive about HRM practices being implemented in their organization?

2- Whether employees are given equal employment opportunities?

3- Whether employees feel included in the organizational set up?

4- How do employees feel in an inclusive and diverse environment?

5- Whether special assistance is provided to employees with special needs?

### 4.1.3 Research Method

This explanatory study is based on cross-sectional research design, therefore the responses collected from the respondents are taken for one single moment in time. The conceptual model is developed during the research (as shown in Figure 1) and is investigated with the help of three hypothesis. The unit of research tries to investigate employee perception regarding the implementation of inclusive and accessible practices creating inclusive and diverse organizational climate.

The research study uses survey method for collecting the data from the respondents. The questionnaire has been divided into two sections;

First section comprises of employee demographic profile that contains age, gender, educational background, position in the company as per junior or senior level, working experience with the company and status of impairment.

The second section consists on questionnaire based on variables. There are 34 statements in total. The responses are recorded using Likert scale (Measuring Scale: 1 - Strongly Disagree, 2 - Moderately Disagree, 3 – Slightly Disagree, 4 – Slightly Agree, 5 – Moderately Agree and 6 – Strongly Agree). The questionnaire was administered personally to the employees. All the responses are then tabulated and coded for analysis. Data collected for this study is then analyzed using SPSS for demographic profile and PLS-SEM SMART 3 for investigating the hypothesis. The analysis through SMART 3 consists of measurement model and structural model.

### 4.1.4 Study Population

A study of population is an early stage of any research (Eldredge, J. D., Weagel, E. F., & Kroth, P. J. 2014) that involves potential respondents for clear and definite understanding of a research problem. Population defines the unit of study for which exploratory, descriptive or any other research has to apply (Eldredge, J. D., Weagel, E. F., & Kroth, P. J. 2014). The defined population, then helps in identifying individuals for the study and further provide support for data collection.

The study population is defined "as a research project that involves inductive reasoning, critical thinking, and pragmatic project management skills" (CONSORT, 2010). According to Mponda, J.M., Biwot, G.K. (2015) a population is the total

151

collection of elements on which the research is to be conducted and some inferences will be drawn subjecting to these elements. The population refers to the entire group of elements, objects or individuals to which research conclusions will be generalized. The target population consists of varied demographic characteristics which represents the research study. It is important to select target population carefully so as to drawn accurate inferences which further helps in drawing appropriate conclusions..

The population of this research study includes all the organizations from different sectors following inclusion and accessible practices. The target population is taken from following working sectors in India:

- Engineering and Construction
- Consulting and Technology
- Healthcare, Pharma and Insurance
- Banking
- IT-Software/BPO
- Education
- Telecommunications
- Hospitality
- FMCG

## 4.1.5 Study Sample

Johnson and Christensen (2008, 223) define the sample as "a set of elements taken from a larger population, according to certain rules". Sample is a subset of target population that is selected out of the population such that the results

obtained after analysis can give inferences about that target population. It is also described as the subset of population that can be used for investigations. Sample provides the mean for describing population without studying the complete population. The sample selected should bear the similar characteristics as target population. The results obtained after testing the sample, they should be free from bias, independent of each other and completely represent the population. The universe for the study comprises of all the organizations working in different sectors as mentioned above (in Study Population).

Study of sample involves selection of sampling technique, it defines the way sample are determined from the target population. Sampling method can further be defined as selection of observations from the population representing its sample for survey process. Sampling thereby defines the predetermined way to draw observations from the selected sample representing the population. Sampling technique is divided into two techniques – Probability Sampling and Non-Probability Sampling. According to Probability sampling each sample as equal chances of getting selected, thus the research can choose amongst various probability samplings depending on the research requirements. Similarily, non-probability sampling also provides various ways of selecting the sample; that comprises of convenience sampling, purposive sampling, judgement sampling and snowball sampling.

This research is carried out by choosing non-probability sampling techniques, in which it uses purposive sampling method. According to Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015) purposive sampling is used widely in mixed research where samples are chosen based on

some attributes or criterion. This can also be referred as criterion sampling method. It can also be referred as judgement, selective or subjective sampling. It basically depends on the judgement of the researcher. The current study uses inclusion and accessibility practices as the common criteria for choosing the sample from its target population.

**4.1.5 (a) Sampling Size**

Sample size for drawing the respondents for research study is determined by using Cochran's formula (1977), for infinite populations (formula for Sample Size):

$$n_o = z^2 pq / e^2 \text{ --------------------------(i)}$$

where, $n_o$ is the sample size, z is the critical value for the desired confidence interval, p denotes the proportion of the present population, q =1-p and e is the desired level of precision. This research study has considered confidence interval = 95% with z-value = 1.96 at Level of Significance=5%.

Since we have assumed infinite population, the degree of variability is unknown, therefore, p is considered to be equal to 0.5 and q=1-0.5=0.5.

Putting the values in equation (i)-------------------------------------------------------------------

$$n_o = (1.96^2 X0.5 X0.5) / (0.05)^2$$

$$n_o = 384 \sim 390 \text{ samples (approximately)}$$

Also, as per the thumb rule used for non-probabilistic sampling for determining sample size is given by 10 times the items per variables. Since, there are 34 items

for corresponding six variables. Therefore, the sample size calculated for conducting the current research study is 340 samples.

**4.1.5 (b) Sampling Design**

A sample of 340 is taken wherein from each company a sample of 15 employees is taken, with a ratio of 5:10, where five are the employees from Middle Level and ten are the employees in the Junior Level. The sampling distribution for the sample is given in table 2.

Table 2: Sampling Distribution

|  | Each Company | Total Companies | Total Employees |
|---|---|---|---|
| Middle Level Employees | 5 | 26 | 130 |
| Junior Level Employees | 10 | 26 | 260 |
| Total Sample | 15 | 26 | 390 |

The study is conducted in the NCT region of Delhi (India), among 26 companies using inclusive and accessibility practices as a criterion for selecting the companies.

## 4.1.6 Study Variables

| Construct | Definition | Reference(s) |
|---|---|---|
| HRM Practices | HRM practices are viewed as broad HRM routines and techniques that ensure the actual implementation of HRM policies. The research study is focusing on the implementation of Equal Employment Opportunities and maintaining employee relations. | Björkman, Ehrnrooth, Makela, Smale, & Sumelius (2014) |
| Equal Employment Opportunities | Refers to workplace which is free from discrimination on the basis of race, religion, caste, colour, creed | ILO (2011), Assmann, S. (2014) |
| Employee Relations | Employee Relations is a part of HRM practices which concentrates on building collegial relationship between employer and employee | Ahmad, S. (2015), Casler, Gundlach, Persons, & Zivnuska, (2010) |
| Organizational Climate | Organizational climate has been referred as "the shared meaning attach to the events, policies, practices, and procedures that are experienced by organizational | Ehrhart, Schneider, & Macey, (2014), Ehrhart, M. G. & Schneider, B, (2016) |

| | | |
|---|---|---|
| | member and the behaviors they feel will be rewarded, supported, and expected" | |
| Inclusion Climate | Inclusion Climate is defined as environments in which members of all identity groups perceive that they are fairly treated, valued and included in decision making process. | Nishii, (2013) |
| Accessibility | Accessibility is referred as an access to people with special needs which enables them to live independently and participate equally in all aspects of life and work. | Accessibility and Development: Environmental accessibility and its implications for inclusive, sustainable and equitable development for all, (2013) |
| Diversity Climate | Diversity climate is defined as an organizational climate characterized by openness and appreciation of individual differences, and representing culturally diverse teams. | Hofhuis, J., Van Der Rijt, P. G. A., & Vlug, M. (2016) |

| Employee Perception | According to Oxford dictionary, perception is defined as "the ability of a person to perceive the relative distance of objects on one's visual field". Therefore, employee perception refers to the ability of employees to perceive objects. | Oxford Dictionaries |

## 4.1.6 (a) Endogenous and Exogenous Variables

A factor in a causal model or causal system whose value is independent from the states of other variables in the system is called Exogenous Variable (Flannelly , L.T., Flannelly, K.J. & Jankowski, K.R.B., 2014). An exogenous variable is by definition one whose value is wholly causally independent from other variables in the system. Whereas, *Endogenous* variable refers to the status of the variable is relative to the specification of a particular model and causal relations among the independent variables. (Flannelly , L.T., Flannelly, K.J. & Jankowski, K.R.B., 2014). This results in explaining the cause phenomena. The current study tries to investigate employee perception regarding HRM Practices and Inclusive Organizational climate. Hence, employee perception forms a Endogenous variable while the Exogenous variable comprises of HRM practices and Organizational Climate. The research also likes to examine the relationship between HRM Practices and Organizational Climate so as to understand the reliable implementation of inclusion and accessibility practices crease diverse and inclusive organizations.

158

## 4.1.7 Pilot Study

The pilot study was conducted on the sample of 99 respondents from various sectors. The demographic profile for the same is represented in table 3.

Table 3: Demographic Profile

| Participant Details | Criteria | Frequency | Percentage of Total Sample (%) |
|---|---|---|---|
| Region | Andhra Pradesh | 3 | 3.03 |
| | Delhi | 27 | 27.27 |
| | Gujarat | 3 | 3.03 |
| | Haryana | 4 | 4.04 |
| | Karnataka | 1 | 1.01 |
| | Madhya Pradesh | 1 | 1.01 |
| | Maharastra | 7 | 7.07 |
| | Punjab | 1 | 1.01 |
| | Telangana | 1 | 1.01 |
| | Uttar Pradesh | 38 | 38.38 |
| Age | 18-25 | 30 | 30.30 |
| | 26-35 | 46 | 46.46 |
| | 36-45 | 19 | 19.19 |
| | 46-55 | 3 | 3.03 |
| | 56-60 | 1 | 1.01 |
| Gender | Male | 52 | 52.53 |
| | Female | 47 | 47.47 |
| Educational Background | Graduate | 41 | 41.41 |
| | Post Graduate | 51 | 51.52 |
| | Doctorate | 7 | 7.07 |
| Position In Company | Junior Level | 76 | 76.77 |
| | Middle Level | 22 | 22.22 |
| | Others | 1 | 1.01 |
| Experience | 1-10 years | 60 | 60.61 |
| | 11-20 years | 39 | 39.39 |
| Differently Abled | Yes | 34 | 34.34 |
| | No | 65 | 65.66 |

| | | | |
|---|---|---|---|
| | person with injury, illness or disability | 34 | 34.34 |
| Option that describe best | Supervisor or team leader of person with injury, illness or disability | 40 | 40.40 |
| | Interest in the area of inclusion | 25 | 25.25 |
| Total Sample | | 99 | |

From table 3. The data were collected from different parts of the country where, about 27% and 38% respondents were from Delhi and Uttar Pradesh respectively. 30% of respondents were within the age ranging from 18 to 25 years, 46% of respondents were in the range of 26 to 35 years and 19%, 3% and 1% in the range of 36 to 45, 46 to 55 and 56 year and above respectively. The pilot study consisted of 52% males and 47% of females with the educational background of 41%, 51% and 7% as graduate, post graduate and doctorate respectively. 76% of the respondents were in the junior position level and 22% at the senior level in the respective organizations with an experience of 60% between 1 to 10 years and 39% between 11 to 20 years. The sample consists of 34% of respondents who were differently abled and 65% of respondents were without any disabilities.

Few respondents amongst mentioned in table 3 also constitutes of those respondents who were met anonymously in public places in some regions.

Smart PLS approach (Ringle et al., 2015) was used for the measurement model and the structural models to assess instantaneously and to confirm the

convergence and discriminate validity of the measure. The reliability of all subfactors in the questionnaire was checked by applying Cronbach's Alpha reliability method. The reliability coefficient value of the questionnaire was found to be high with a result of 0.852 which is higher than 0.7. (Hair et al., 2010). Smart PLS software was used to confirm the measure of measurement model and structural models. The present study considers the factors such as equal opportunities, employee relations, inclusion climate, accessibility, Diversity climate and employee perception.

Principal component analysis forms the base of PLS and intend for explaining the alteration in constructs elaborate in the model (Chin, 1998). Chin, Marcolin and Newsted (2003) recommended that PLS was an operative analytical tool to decline error (Silaparasetti, V. Et al, 2017). The conceptual model as given in figure 1 is represented as a research model as per figure 2 in PLS SEM. The model was tested by using measurement model and structural model in PLS. It was first tested using the measurement model for obtaining reliability, construct validity and discriminant validity at the first stage. The relation between sub-factors and latent variables was tested by reliability of constructs.
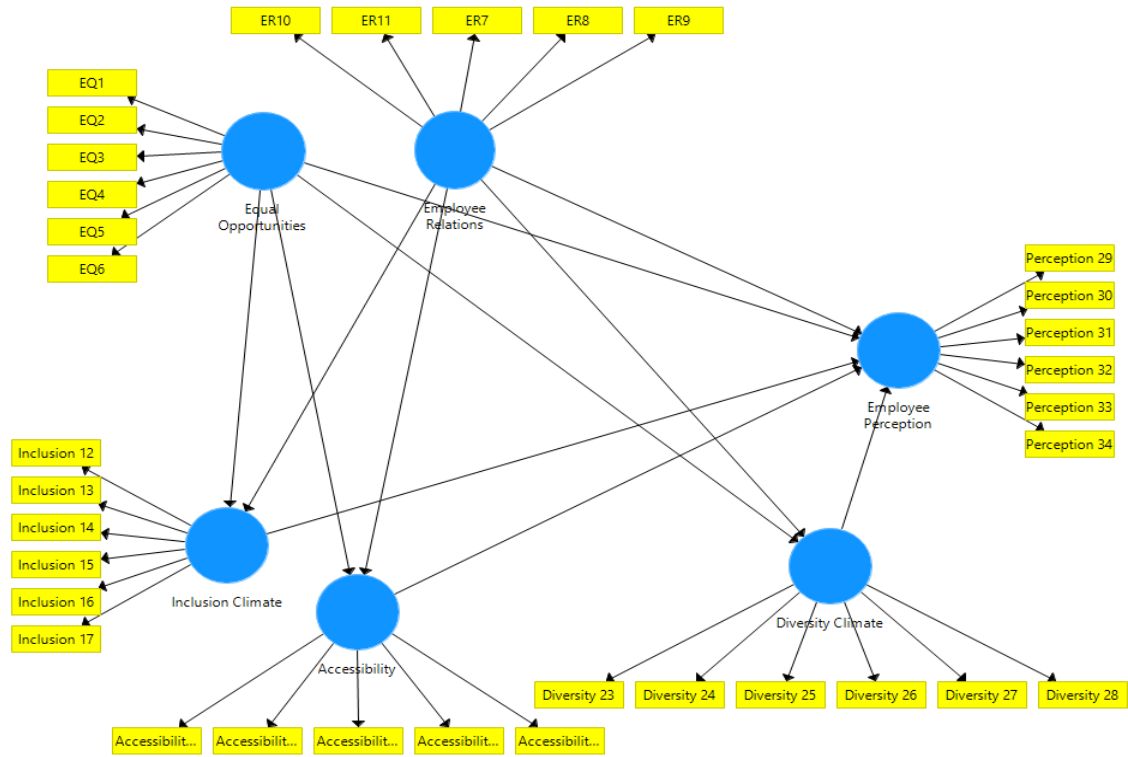
Figure 2: Research Model

In the second stage, the model was bootstrapped to obtain path coefficients and goodness-of-fit. The values for path coefficients, outer loadings and R square are as shown in figure 3.
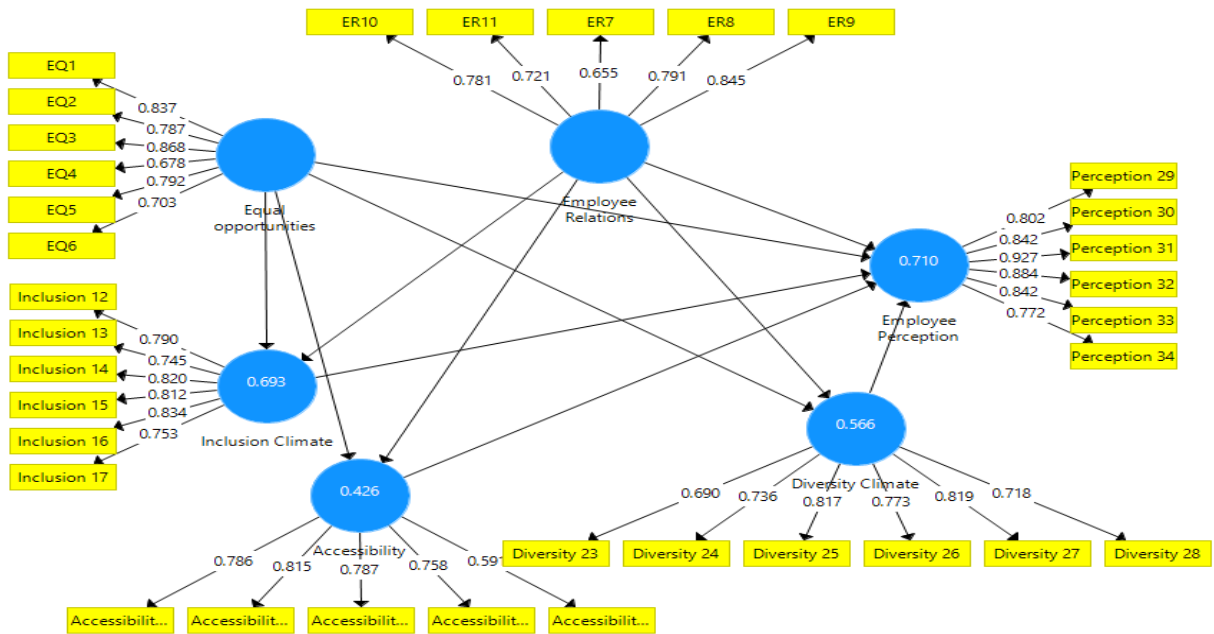
Figure 3: Initial Path Model
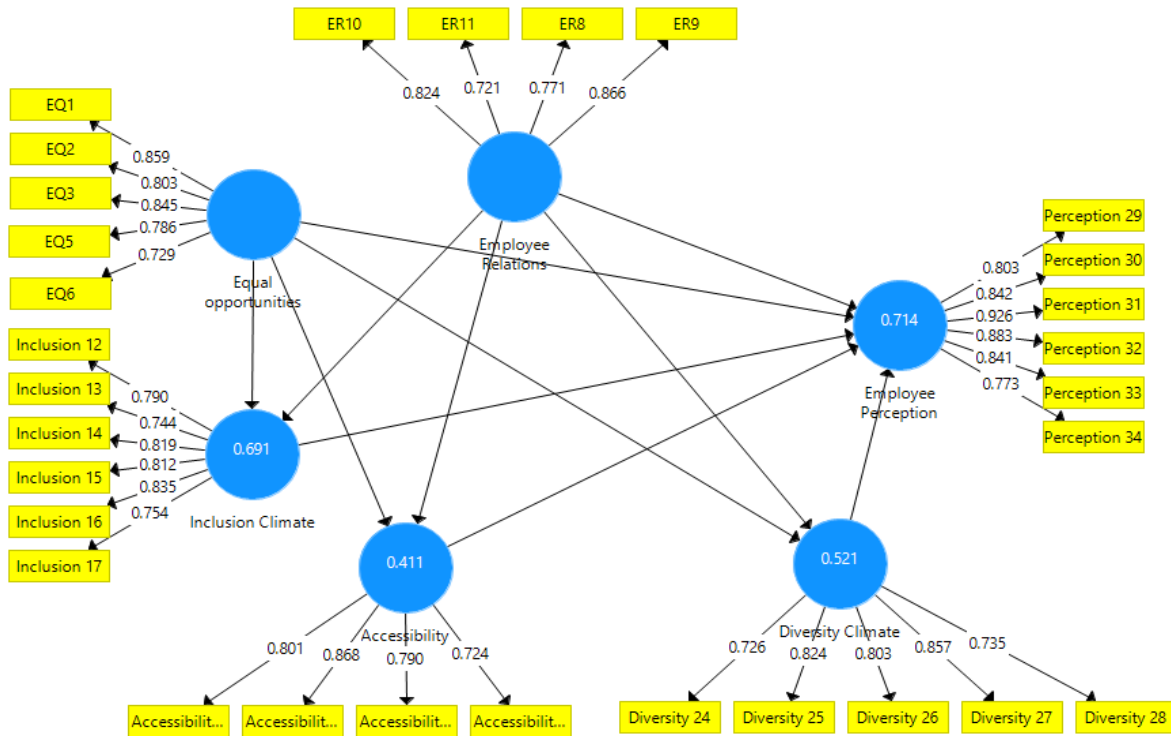
Figure 4: Final Path Model

Reliability of the latent variable was found using cronbach's alpha and composite reliability. The threshold value of cronbach's alpha is suggested more than 0.6 (Hair et al.,2010) and cut-off value for composite reliability is suggested more than 0.7 (Gefen, Straub and Boudreau, 2000).

The values for cronbach's alpha and Composite value found after running PLS Algorithm was more than 0.6 and 0.7 respectively (as shown in Table 4). Therefore, the constructs are said to be reliable.

Convergent Validity of the constructs was validated using Average Variant Extracted (AVE). As per Fornell and Larcker, (1981), AVE indicates the amount of variance that a construct detentions from its displays comparative to the amount due to dimension errors. The consequences of the AVE is shown in Table 4 that confirms AVE scores, it indicates values for constructs are greater than 0.602 cut-off value.

Table 4: Factor loading for indicators of latent constructs

| Factors and Sub-Factors | | Factor Loadings | Cronbach's Alpha | Composite Reliability | AVE |
|---|---|---|---|---|---|
| **Equal Opportunities** | | | 0.864 | 0.902 | 0.65 |
| EQ1 | Organization provides equal employment and promotion opportunity to employees. | 0.859 | | | |
| EQ2 | Organization recognizes performers and provides equal training opportunities to all the employees without prejudices or biases. | 0.803 | | | |
| EQ3 | Organization provides equal welfare schemes to employees without prejudices or biases. | 0.845 | | | |
| EQ5 | Organization sponsor classes, workshops, and seminars on inclusion and diversity. | 0.729 | | | |
| EQ6 | Organization puts a lot of effort, money and time into diversity-inclusion awareness and related | 0.729 | | | |

| | | | | |
|---|---|---|---|---|
| | trainings. | | | | |
| **Employee Relations** | | | 0.808 | 0.874 | 0.636 |
| ER8 | Grievance Cell is available to handle issues related to differently abled employees. | 0.771 | | | |
| ER9 | The decision and judgement made by the harassment cell is fair and valid keeping in mind employees with special needs. | 0.866 | | | |
| ER10 | Organization promotes the sense of equality between colleagues and boss. | 0.824 | | | |
| ER11 | Organization takes measures for ICT (Information & Communication Technology) adjustments to accommodate accessibility issues. | 0.721 | | | |
| **Inclusion Climate** | | | 0.882 | 0.901 | 0.629 |
| Inclusion12 | Organization has build policies to create inclusive and accessible environment. | 0.79 | | | |
| Inclusion13 | Organization also follows inclusiveness in supply chain to accommodate suppliers with | 0.744 | | | |

| | | | | |
|---|---|---|---|---|
| | disabilities. | | | |
| Inclusion14 | The adoption and implementation of inclusion and accessibility practices are consistent across department and at all organizational levels. | 0.819 | | |
| Inclusion15 | Awareness programs are conducted for employees and supervisors for accommodating differently abled employees. | 0.812 | | |
| Inclusion16 | Informal efforts are made to sensitize employees without disabilities on engaging with differently abled employees. | 0.835 | | |
| Inclusion17 | The organization is the member of Disability network, social and official networks of organization and all employees with and without disabilities is encouraged to participate in that. | 0.754 | | |
| **Accessibility** | | | 0.813 | 0.874 | 0.639 |
| Accessibility18 | Workplace Adjustments are made for work and career growth of | 0.801 | | |

| | | | | | |
|---|---|---|---|---|---|
| | employee with disabilities. | | | | |
| Accessibility19 | Job postings are done in mediums which can also be accessible to differently abled. | 0.868 | | | |
| Accessibility20 | The written standards for job analysis and recruitment process are conducted to accommodate differently abled. | 0.79 | | | |
| Accessibility21 | Web portal is available to accommodate accessibility issues. | 0.724 | | | |
| **Diversity Climate** | | | 0.849 | 0.893 | 0.625 |
| Diversity24 | There is a free flow of information amongst work group which also help them to participate in decision making. | 0.726 | | | |
| Diversity25 | Employees are encouraged to participate in formal as well as informal social activities of the organization. | 0.824 | | | |
| Diversity26 | Orientation programmes are specially designed keeping in mind differently abled employees. | 0.803 | | | |

168

| | | | | 0.716 |
|---|---|---|---|---|
| Diversity27 | Training programmes are specially designed keeping in mind differently abled employees. | 0.857 | | | |
| Diversity28 | Top management have strong commitment to hire people with disabilities. | 0.735 | | | |
| **Perception** | | | 0.902 | 0.9 | 0.716 |
| Perception 29 | My supervisor has a good understanding of workplace accessibility. | 0.803 | | | |
| Perception 30 | Organization promotes workplace accessibility and adjustment. | 0.842 | | | |
| Perception 31 | Organization has laid strong policies and processes related to inclusion and accessibility. | 0.926 | | | |
| Perception 32 | Organization is aware and acknowledges the needs of people with disabilities. | 0.883 | | | |
| Perception 33 | Organization takes measure to spread awareness among staff members for creating inclusive and accessible environment. | 0.841 | | | |
| Perception 34 | Organization provides inclusive and accessible environment for all employees with | 0.773 | | | |

| | | | disabilities. | | | | | |
|---|---|---|---|---|---|

Discriminant validity indicated that each construct is diverse from the other constructs in the model (Hulland, 1999). Discriminant validity of the constructs are as shown in table 5 below.

Table 5: Discriminant Validity

| | Accessibility | Diversity Climate | Employee Perception | Employee Relations | Equal Opportunities | Inclusion Cimate |
|---|---|---|---|---|---|---|
| Accessibility | 0.797 | | | | | |
| Diversity Climate | 0.648 | 0.791 | | | | |
| Employee Perception | 0.727 | 0.706 | 0.846 | | | |
| Employee Relations | 0.636 | 0.603 | 0.709 | 0.798 | | |
| Equal Opportunities | 0.511 | 0.71 | 0.671 | 0.721 | 0.806 | |
| Inclusion Climate | 0.68 | 0.765 | 0.792 | 0.801 | 0.73 | 0.793 |

**Structural Model Analysis**

SMART PLS SEM version 3 was used to analyze the structural model for research. The data was bootstrapped to find the values for R-square, exogenous variable and endogenous variables. The values of R square and R square adjusted are as shown in table 6.

Table 6: R Square and R Square Adjusted

| | R Square | R Square Adjusted |
|---|---|---|
| **Accessibility** | 0.411 | 0.399 |
| **Diversity Climate** | 0.521 | 0.511 |
| **Employee Perception** | 0.714 | 0.699 |
| **Inclusion Climate** | 0.691 | 0.684 |

R square is known as the coefficient of determination which is used to measure the predictive power of the model (Perera, et al. 2017). This explains combine effect of exogenous latent variables on the endogenous variables. The values indicates for Accessibility is 41.1% which can be considered as weak, values for Diversity Climate is 52.1% and can be considered, moderate. Whereas, values for Employee Perception and Inclusion Climate is obtained as 71.4% and 69.1% respectively, which are considered to be high.

**Assessment of Fit**

In case of PLS SEM goodness-of-fit is most widely recommended measurement for assessment of model fit (Silaparasetti, V. Et al, 2017). GoF (0 < GoF < 1) is definite as the geometric mean of the average community/ AVE and average R2 (for endogenous construct). GoF = √average R2 * average communality . The GoF value has been calculated for this research model and was 0.512 (Table 8).

Table 7: Results for Model Evaluation

|  | R Square | Communality | Redundancy |
|---|---|---|---|
| **Accessibility** | 0.411 | 0.386 | 0.222 |
| **Diversity Climate** | 0.521 | 0.424 | 0.291 |
| **Employee Perception** | 0.714 | 0.573 | 0.468 |
| **Employee Relations** |  | 0.387 |  |
| **Equal Opportunities** |  | 0.461 |  |
| **Inclusion Climate** | 0.691 | 0.463 | 0.397 |

GoF = √average R2 x average communality = √ 0.584 x 0.449 = 0.512 (Tenenhaus et al., 2005)

The value for goodness of fit (GoF) indicates that the model is a good fit as the value obtained is greater than its cut-off of 0.33 (Tenenhaus, et al. 2004, Hussein, et al. 2015, Henseler, et al. 2013). Other models were also evaluated using Chi-square, RMS Theta, SRMR and NFI as indicated below (Table 9)

**Table 8: Fitness Size of Structural Model**

| Overall Fit | Values Obtained | Remarks | Cut-off |
|---|---|---|---|
| Chi Square | 1040.629 | Bad | 209.76 |
| RMS Theta | 0.177 | Good |  |
| GoF | 0.512 | Good | >0.38 |
| SRMR | 0.102 | Good | >0.08 |
| NFI | 0.6 | Moderate | >0.90 |

SRMR is the square root of the sum of the squared differences between the model-implied and the empirical correlation matrix (Henseler, Hubona, & Ray, 2016). A value of 0 for SRMR would indicate a perfect fit, but models can yield SRMR values of 0.064 and higher (Henseler, et al., 2014). RMS Theta builds on the outer model residuals, which are the differences between predicted indicator values and the observed indicator values. RMS theta values below 0.12 indicate a well-fitting model, whereas higher values indicate a lack of fit (Henseler, et al., 2014). For this model RMStheta is 0.117 and considered as a good fit (Hair, Hult, Ringle, & Sarstedt, 2017).

To understand the consequence of the model, decision was drawn from path coefficient table. The level of significance 0f 5% (that is p<0.05) was chosen to take decisions on the values obtained for t-statistics and p-value as shown in table 7.

Table 9: Path Coeffiecients with t-Statistics

| Factors | Original Sample (O) | Sample Mean (M) | Standard Deviation (STD DEV) | t-Statistics (O/STD DEV) | P-Value (p<0.05) | Supported |
|---|---|---|---|---|---|---|
| Accessibility -> Employee Perception | 0.31 | 0.321 | 0.095 | 3.269 | 0.001 | Yes |
| Diversity Climate -> Employee Perception | 0.098 | 0.103 | 0.087 | 1.125 | 0.261 | No |
| Employee Relations -> Accessibility | 0.557 | 0.571 | 0.112 | 4.992 | 0.000 | Yes |
| Employee Relations -> Diversity Climate | 0.192 | 0.204 | 0.123 | 1.554 | 0.121 | No |
| Employee Relations -> Employee Perception | 0.079 | 0.103 | 0.123 | 0.643 | 0.521 | No |
| Employee Relations -> Inclusion Climate | 0.573 | 0.582 | 0.102 | 5.632 | 0.000 | Yes |
| Equal Opportunities -> Accessibility | 0.110 | 0.105 | 0.121 | 0.906 | 0.365 | No |
| Equal Opportunities -> Diversity Climate | 0.572 | 0.564 | 0.119 | 4.803 | 0.000 | Yes |
| Equal Opportunities -> Employee Perception | 0.133 | 0.125 | 0.117 | 1.133 | 0.258 | No |
| Equal Opportunities -> Inclusion Climate | 0.317 | 0.312 | 0.109 | 2.909 | 0.004 | Yes |
| Inclusion Climate -> Employee Perception | 0.346 | 0.316 | 0.161 | 2.15 | 0.032 | Yes |

The path coefficient with corresponding t-statistics are indicated, it states that the relationship between Accessibility and Employee perception is supported at level of significance 5% with value for original sample (β) = 0.310 and level of

174

significance given by p-value = 0.001 (p-value <0.05). Therefore, the t-statistics indicates that Accessibility is positively related to Employee Perception.

The relationship between Diversity Climate and Employee Perception is shown with for original sample (β) =0.098 and p-value = 0.261, the value of p is greater than 0.05 which indicates that the null hypothesis is rejected. Therefore, Diversity Climate is not positively related to Employee Perception.

The relationship between Employee Relations and Accessibility is shown with for original sample (β) =0.557 and p-value = 0.000, which indicated that the relationship is highly significant and therefore, it can be concluded that Employee Relations are positively related to Accessibility.

The relationship between Employee Relations and Diversity Climate is shown with for original sample (β) =0.192 and p-value = 0.121, which indicated that the relationship is not significant and therefore, it can be concluded that Employee Relations are not positively related to Diversity Climate.

The relationship between Employee Relations and Employee Perception is shown with for original sample (β) =0.079 and p-value = 0.521, which indicated that the relationship is not significant and therefore, it can be concluded that Employee Relations are not positively related to Employee Perception.

The relationship between Employee Relations and Inclusion Climate is shown with for original sample (β) =0.573 and p-value = 0.000, which indicated that the relationship is highly significant and therefore, it can be concluded that Employee Relations are positively related to Inclusion Climate.

The relationship between Equal Opportunies and Accessibility is shown with for original sample (β) =0.110 and p-value = 0.365, which indicated that the relationship is not significant and therefore, it can be concluded that  Equal Opportunities are not positively related to Accessibility.

The relationship between Equal Opportunities and Diversity Climate is shown with for original sample (β) =0.572 and p-value = 0.000, which indicated that the relationship is highly significant and therefore, it can be concluded that  Equal Opportunities are not positively related to Diversity Climate.

The relationship between Equal Opportunities and Employee Perception is shown with for original sample (β) =0.133 and p-value = 0.258, which indicated that the relationship is not significant and therefore, it can be concluded that  Equal Opportunities are not positively related to Employee Perception.

The relationship between Equal Opportunities and Inclusion Climate is shown with for original sample (β) =0.317 and p-value = 0.004, (p-value < 0.05). Therefore, the t-statistics indicates that Equal Opportunities are positively related to Inclusion Climate.

The relationship between Inclusion Climate and Employee Perception is shown with for original sample (β) =0.346 and p-value = 0.032, (p-value< 0.05). Therefore, the t-statistics indicates that Inclusion Climate is positively related to Employee Perception.

**Determination $f^2$ and $q^2$**
**The effect size ($f^2$) is estimated:**

$$(R^2_{included} - R^2_{excluded}) / (1 - R^2_{included})$$

The effect size for each of the exogenous variable is presented in Table 10. Cohen, J. (1988) provides the guidelines for interpretation of effect size: less than 0.02 indicates no effect, between 0.15 and 0.35 represents medium effect and more than 0.35 indicates high effect.

From table 6, model as a whole predicts 71.4% employee perception on Inclusion and Accessibility practices in the workplace. This indicates that all the endogenous variables (Inclusion Climate, Accessibility, Diversity Climate) collectively predict employee perception towards Inclusion and Accessible practices. Similarly, the predicted power of other endogenous variables is indicated as Accessibility ($R^2$ = 41.1%), Diversity Climate ($R^2$ = 52.1%) and Inclusion Climate ($R^2$ = 69.1%) (From Table 6), the effect size of these endogenous variables represent  small effect between equal opportunities and accessibility, whereas there is a moderate effect between employee relations and accessibility ($f^2$ = 0.2513), indicating high t-statistics (with p-value<0.05 ). Similarly, the effect size between equal opportunities and Diversity Climate is obtained as 0.3257 which is between the threshold value of 0.15 and 0.35 indicating the moderate effect, with p-value <0.05. Whereas, the effect size between employee relations and diversity climate is obtained as 0.0334, which can be considered as moderate but, p-value of the direct relation is greater than 0.05 (p-value =0.121). Therefore, the relation can be considered as insignificant.

The value of Inclusion climate is also calculated to find its effect size, the value obtained for the direct relation Equal Opportunities and Inclusion Climate is given as 0.15, although the calculated value is less than its threshold value still there can be a significant relation between the two as p-value = 0.004 (p-value<0.05). An effect size of Employee relations and Inclusion climate is found as 0.5016 which is considered to be high (when compared with the threshold value) and p-value<0.05. Therefore, the relation is considered to be significant.

Table10: $f^2$ and $q^2$

| Factors | Original Sample (O) | Sample Mean (M) | SD (STD DEV) | t-Statistics (O/STD DEV) | P-Value (p<0.05) | Supported | $f^2$ | $q^2$ |
|---|---|---|---|---|---|---|---|---|
| Accessibility -> Employee Perception | 0.31 | 0.321 | 0.095 | 3.269 | 0.001 | Yes | | |
| Diversity Climate -> Employee Perception | 0.098 | 0.103 | 0.087 | 1.125 | 0.261 | No | | |
| Employee Relations -> Accessibility | 0.557 | 0.571 | 0.112 | 4.992 | 0.000 | Yes | 0.2513 | 0.108 |
| Employee Relations -> Diversity Climate | 0.192 | 0.204 | 0.123 | 1.554 | 0.121 | No | 0.0334 | 0.0113 |
| Employee Relations -> Employee Perception | 0.079 | 0.103 | 0.123 | 0.643 | 0.521 | No | 0.0035 | -0.002 |
| Employee Relations -> Inclusion Climate | 0.573 | 0.582 | 0.102 | 5.632 | 0.000 | Yes | 0.5016 | 0.1476 |
| Equal Opportunities -> Accessibility | 0.110 | 0.105 | 0.121 | 0.906 | 0.365 | No | 0.0119 | -0.001 |
| Equal Opportunities -> Diversity Climate | 0.572 | 0.564 | 0.119 | 4.803 | 0.000 | Yes | 0.3257 | 0.1171 |
| Equal Opportunities -> Employee | 0.133 | 0.125 | 0.117 | 1.133 | 0.258 | No | 0.0245 | 0.007 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Perception | | | | | | | | 5 |
| Equal Opportunities -> Inclusion Climate | 0.317 | 0.312 | 0.109 | 2.909 | 0.004 | Yes | 0.1521 | 0.0398 |
| Inclusion Climate -> Employee Perception | 0.346 | 0.316 | 0.161 | 2.15 | 0.032 | Yes | | |

The value of $q^2$ represents predictive relevance of exogenous variables, the values for $q^2$ are shown in table 10 above, which indicates moderate $q^2$ for relationships with p-value<0.05 whereas, $q^2$ is obtained low for p-values>0.05.

**Findings and Conclusion**

The objectives of the study were established. The final model is as depicted in (Figure 4). The summary of hypothesis is stated in table 9. The construct, Equal Opportunities has a stronger relationship with Inclusion climate and Diversity climate. Whereas, Equal Opportunities exhibit no relation with Accessibility and Employee Perception. On the other hand, Employee Relations has a stronger relationship with Accessibility and Inclusion Climate whereas, no significant relationship with Diversity Climate and Employee Perception. However, there is a significant relationship between Inclusion Climate and Employee Perception.

The research study, thereby indicates that though organizations have implemented Inclusion and Accessibility Practices but still there is a large scope for further improvement and inclusion of employees with special needs. As per the results obtained, it indicates that employees perceive that the organization as well as each employee of the company takes care of employee's accessibility

requirements. It is perceived that although there exists HRM practices with respect to equal opportunities that also supports Inclusion of differently abled employees but the organizations still prefers employees without disabilities.

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# CHAPTER 5


# ANALYSIS AND

# INTERPRETATION

The statistical analysis of the research study was done using Partial Least Square – Structural Equation Modelling Smart 3.2.6 software. The data for missing values were checked.

The exogenous variables include Equal Opportunities and Employee Relations whereas in the endogenous variable, it includes Inclusion Climate, Accessibility, Diversity Climate and Employee Perception on inclusion and accessibility practices of the organizations.

The normality of the data was checked, and based on the results the assumption of normality was violated. Even though the techniques were used to normalize the data, but could not attain the desired values. Therefore, Partial Least Square-Structural Equation Modeling was used for analysis of data. The level of significance was assumed to be 5%, which means that the rejection of null hypothesis occurs when level of significance (alpha) is less than 0.05.

## 5.1. Partial Least Squares Structural Equation Modeling (PLS-SEM)

Structural Equation Modeling (SEM) is a multivariate data analysis approach, which stands good for testing theories and causal models (Hair, Ringle, & Sarstedt, 2011; Wong, 2013). PLS-SEM helps the researchers to test and find relationships between variables (Wong, 2013). Unlike, CB-SEM it can also support data with small sample size (Hair et al, 2012; Wong, 2013). This also stands good with non-normal data ((Hair, Ringle, & Sarstedt, 2011; Wong, 2013). PLS-SEM can also handle both reflective as well as formative measures of latent variables, and this makes it suitable for complex models as well (Hair et al., 2012). Further to this, PLS-SEM is also suitable for exploratory research, explanatory, categorical research as well as with continuous variables (Hair et al., 2012). PLS SEM is extensively applied in Psychological research (MacCallum & Austin, 2000), in management (Williams et al., 2003), and in marketing (Baumgartner & Pieters, 2003).

Chin, Marcolin and Newsted (2003) recommended PLS as an operational and analytical tool to decline error. PLS model study consists of two stages –a

measurement model which is assessed in the first stage and structural model is assessed in the second stage. The measurement model measures the relations between apparent variables (sub-factors) and latent variables (factors), which test the validity and reliability of the construct measures in the model.

The PLS-SEM structural model is shown in figure 5 below. In the second stage Structural model measures the path coefficients which are the indicates the model predictive ability. It also predicts the relationship between exogenous and endogenous variables.

Considering that in the current study, the conceptual model is using many latent variables and follows an exploratory research design. Therefore, PLS-SEM is found suitable to use. The research study comprises of Equal Opportunities, Employee Relations as exogenous variables, whereas Inclusion climate, accessibility, diversity climate, Employee Perception towards Inclusion and Accessibility practices at workplace as endogenous variables. The study has also investigated the relationship between Equal Opportunies and employee relations with Inclusion Climate, Accessibiliy and Diversity Climate.

## 5.2. Sample Description
The questionnaire was given to approximately 340 respondents out of which 309 respondents filled and returned the questionnaire. Therefore, the research study consists of 309 respondents from different regions in the country. The percentage of respondents from different regions have been indicated in the table below (Table 11).

The respondents belong to different sector of industries, prevailing in India such as retail, banking, Oil and Petroleum, Telecom, IT - Software/BPO, Healthcare and Pharma, Hospitality and FMCG

Although responses were collected from different regions in India, but around 31.07%, 29.77% and 18.12% respondents hail from parts of Uttar Pradesh, Haryana and Delhi respectively. Among the respondents, 51.46% were from the age group ranging between 26 to 35 years and 32.04% belonging to the age group between 18 to 25

years. 63.75% were male respondents and rest 35.92% were females working in different sectors in India, out of which 52.75% were graduates, 43.37% were postgraduates and around 3.24% and 0.32% were doctorate or holding other forms of educational qualification respectively.

68.28% of respondents were working at a junior level, 28.8% at senior level and rest 2.59% belonged to other levels of position in the organization. 73.79% of respondents possessed experience between 1 to 10 years, whereas 24.27% of respondents had around 11 to 20years of experience. Around 87.05% of respondents were not belonging to the category of differently abled employee but were the part of the research for other reasons such as 67.96% working in the organizations had interest in the area of inclusion and were interested in giving their inputs, whereas 19.09% respondents were the supervisors or team leader of person with injury, illness or disability. Around 12.94% were the respondent with injury, illness or disability. Few respondents amongst mentioned in table 11 also constitutes of those respondents who were met anonymously in public places in some regions.

Table 11: Demographic Profile

| Participant Details | Criteria | Frequency | Percentage of Total Sample (%) |
|---|---|---|---|
| | Andhra Pradesh | 3 | 0.97 |
| | Delhi | 56 | 18.12 |
| | Gujarat | 3 | 0.97 |
| Region | Haryana | 92 | 29.77 |
| | Himachal Pradesh | 3 | 0.97 |
| | Karnataka | 6 | 1.94 |
| | Kerela | 3 | 0.97 |

| | | | |
|---|---|---|---|
| | Kolkata | 4 | 1.29 |
| | Madhya Pradesh | 1 | 0.32 |
| | Maharastra | 9 | 2.91 |
| | Orissa | 11 | 3.56 |
| | Punjab | 3 | 0.97 |
| | Telangana | 1 | 0.32 |
| | Uttarakhand | 3 | 0.97 |
| | Uttar Pradesh | 96 | 31.07 |
| Age | 18-25 | 99 | 32.04 |
| | 26-35 | 159 | 51.46 |
| | 36-45 | 41 | 13.27 |
| | 46-55 | 7 | 2.27 |
| | 56-60 | 2 | 0.65 |
| Gender | Male | 197 | 63.75 |
| | Female | 111 | 35.92 |
| Educational Background | Graduate | 163 | 52.75 |
| | Post Graduate | 134 | 43.37 |
| | Doctorate | 10 | 3.24 |
| | Others | 1 | 0.32 |
| Position In Company | Junior Level | 211 | 68.28 |
| | Middle Level | 89 | 28.80 |
| | Others | 8 | 2.59 |

| | | | |
|---|---|---|---|
| | 1-10 years | 228 | 73.79 |
| Experience | 11-20 years | 75 | 24.27 |
| | 21-30 years | 4 | 1.29 |
| | 31-40 years | 1 | 0.32 |
| Differently Abled | Yes | 40 | 12.94 |
| | No | 269 | 87.05 |
| | person with injury, illness or disability | 40 | 12.94 |
| Option that describe best | Supervisor or team leader of person with injury, illness or disability | 59 | 19.09 |
| | Interest in the area of inclusion | 210 | 67.96 |
| Total Sample | | 309 | |

## 5.3. Results and Discussion

The structural model (Figur 5) represents the exogenous, endogenous variables and the probable relationships between them. The research wants to predict the perception of employees (with or without special needs) towards organization's Inclusion and accessibility practices. The research has tried to investigate equal opportunities at workplace for both employees with special needs and without special needs (without any biases). It has also tried to investigate relations between employees such that it fosters inclusive and accessible workplace environment.Further, it becomes equally important to understand their perception towards such an inclusive and diverse environment.

191
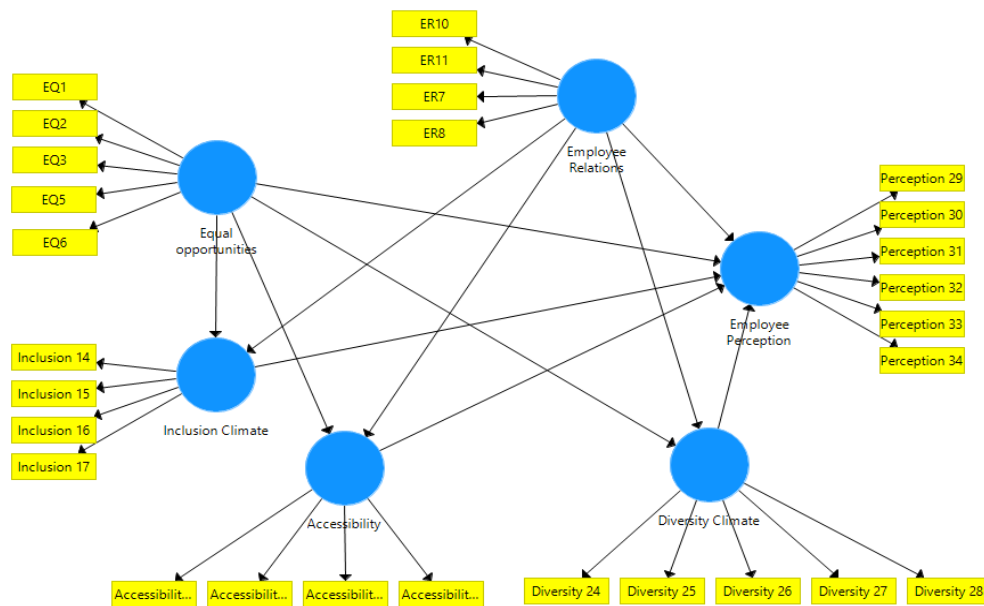
Figure 5: Structural Model

## 5.3.1 Measurement Model

Tenenhaus et al. (2005) established three measures to judge the overall quality of the model. At level one, it comprises of Measurement model, in the second level it defines the Structural model and third level separately use structural regression equation in the structural model.

The measurement model was tested (as shown in Figure 6 after running PLS Algorithm). The model indicated reliability and validity of the constructs. The scale reliability is tracked by convergent and discriminant validity. Majorly the associations were displayed among Equal Opportunities, Employee Relations, Inclusion Climate, Accessibility, Diversity Climate and Employee Perception. According to Henderson,

192

Sheetz, and Trinkle (2012) validity test were performed to find the discriminant validity, convergent validity and reliability of measurement model.
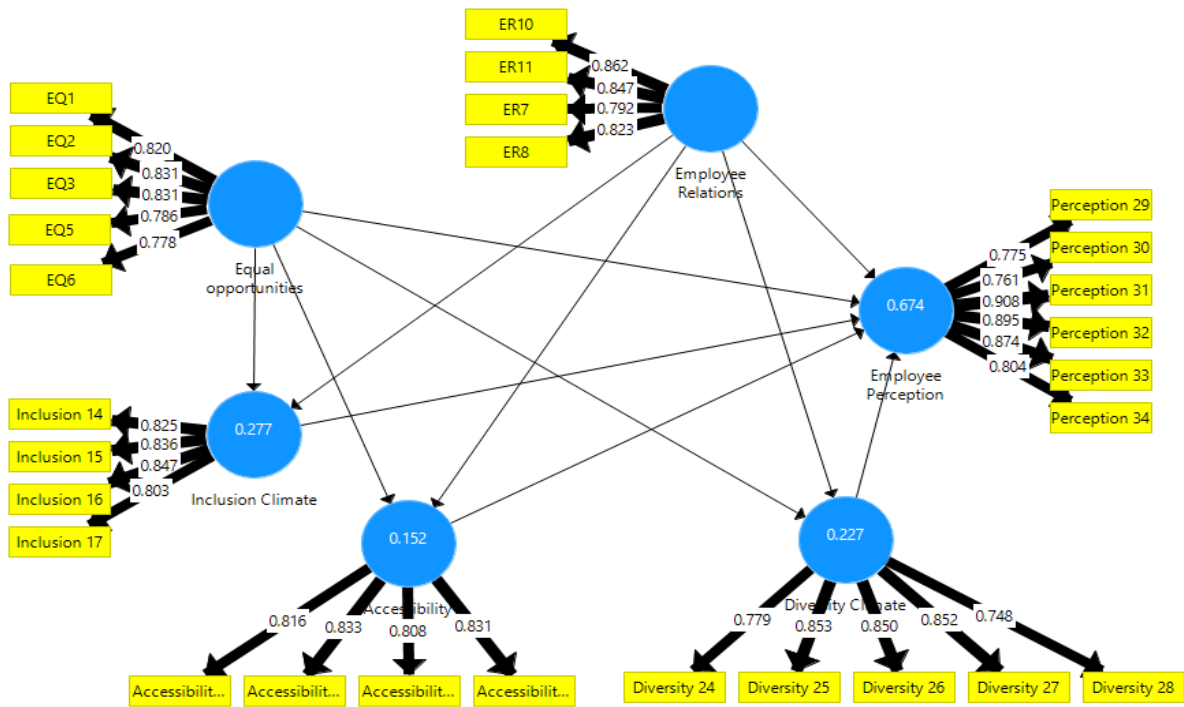


Figure 6: Measurement Model (PLS Algorithm)

In the first stage, factor loadings, Cronbach's Alpha, Composite Reliability and Average Variant Extracted are measured which explains the reliability of the model. As per the recommendation by Comrey (1973), a value of 0.45 can be used as the minimum factor loading for sub-factors. In this study, the factor loadings for sub-factors are considered above 0.7, which is taken according to Hair et al (2014), indicator's outer loading should exceed 0.7.

Sub-Factors attaining values less than the threshold value of 0.7 (Factor Loadings) were dropped from the model to improve the model fit (Figure 6 represents the final model after dropping sub-factors below 0.7). Thereby, each sub-factors acquired showed factor loadings equal and above 0.7.

*Reliability:* Cronbach's Alpha and Composite Reliability are used to measure the internal consistency of the measurement model. In PLS-SEM, Composite reliability is found as a better measure of internal consistency as compared to Cronbach's Alpha as it does not undertake that all indicators are similarly consistent (Hair et al, 2014). as suggested by Gefen, Straub and Boudreau (2000) the threshold value for composite reliability is 0.7 and cutoff for Cronbach's Alpha is considered as 0.6 (Hair et al, 2010). The calculated values for composite reliability and cronbach's alpha charted in table 12, indicated the values of factors for composite reliability are above 0.7 and values of cronbach's alpha above 0.6. Hence the model meets the reliability test and can be concluded as reliable model.

*Convergent Validity:* To measure Convergent Validity, value for Average Variant Extracted (AVE) is obtained. According to Fornell and Larcker, (1981) AVE indicated the amount of variance that a construct detention from its displays comparative to the amount due to dimension errors. The values for AVE was calculated using PLS-SEM which were observed to be above the threshold value of 0.6. The values for Average Variant Extracted is shown in table 12.

Table 12: Result Summary of Final Measurement Model

| Factors and Sub-Factors | | Factor Loadings | Cronbach's Alpha | Composite Reliability | Average Variant Extracted |
|---|---|---|---|---|---|
| **Equal Opportunities** | EQ1 | **0.820** | **0.868** | **0.905** | **0.655** |
| | EQ2 | **0.831** | | | |
| | EQ3 | **0.831** | | | |
| | EQ5 | **0.786** | | | |
| | EQ6 | **0.778** | | | |
| **Employee Relations** | ER7 | **0.792** | **0.851** | **0.899** | **0.691** |
| | ER8 | **0.823** | | | |
| | ER10 | **0.862** | | | |
| | ER11 | **0.847** | | | |
| **Inclusion Climate** | Inclusion14 | **0.825** | **0.847** | **0.897** | **0.686** |
| | Inclusion15 | **0.836** | | | |
| | Inclusion16 | **0.847** | | | |
| | Inclusion17 | **0.803** | | | |
| **Accessibility** | Accessibility18 | **0.816** | **0.840** | **0.893** | **0.676** |
| | Accessibility19 | **0.833** | | | |
| | Accessibility20 | **0.808** | | | |
| | Accessibility21 | **0.831** | | | |
| **Diversity Climate** | Diversity24 | **0.779** | **0.875** | **0.910** | **0.669** |
| | Diversity25 | **0.853** | | | |

| | | | | | |
|---|---|---|---|---|---|
| | Diversity26 | **0.850** | | | |
| | Diversity27 | **0.852** | | | |
| | Diversity28 | **0.748** | | | |
| **Employee Perception** | Perception29 | **0.775** | **0.914** | **0.934** | **0.702** |
| | Perception30 | **0.761** | | | |
| | Perception31 | **0.908** | | | |
| | Perception32 | **0.895** | | | |
| | Perception33 | **0.874** | | | |
| | Perception34 | **0.804** | | | |

*Discriminant Validity:* Discriminant validity measures the degree to which any single construct is diverse from those of other constructs (Hulland, 1999). The values for discriminant validity are tabulated in table 13. The values recorded in diagonal indicates the square root of AVE and construct correlations. The values obtained during PLS Algorithm indicates that the diagonal line stands are greater than the values in their columns and rows as recommended by Fornell and Larcker (1981).

Table 13: Discriminant Validity Results

| | Accessibility | Diversity Climate | Employee Perception | Employee Relations | Equal opportunities | Inclusion Climate |
|---|---|---|---|---|---|---|
| **Accessibility** | **0.822** | | | | | |
| **Diversity Climate** | 0.707 | **0.818** | | | | |
| **Employee Perception** | 0.718 | 0.702 | **0.838** | | | |
| **Employee Relations** | 0.383 | 0.435 | 0.478 | **0.831** | | |
| **Equal opportunities** | 0.330 | 0.451 | 0.457 | 0.731 | **0.809** | |
| **Inclusion Climate** | 0.709 | 0.743 | 0.771 | 0.502 | 0.474 | **0.828** |

*Test For Multi-Collinearity:* Multi-collinearity refers to relationship between two or more independent variables (Hair, et al, 2007). It indicates that the exogenous variables are highly correlated with exogenous variables but shows less correlation amongst each other. The threshold value of Variance Inflation Factor (VIF) should be less than 0.9 for high correlation from the table below it indicates the outer VIF between endogenous and exogenous variables.

Table 14: Outer VIF

|  | Outer VIF |
|---|---|
| Accessibility 18 | 1.998 |
| Accessibility 19 | 2.142 |
| Accessibility 20 | 2.028 |
| Accessibility 21 | 2.191 |
| Diversity 24 | 1.869 |
| Diversity 25 | 2.331 |
| Diversity 26 | 2.611 |
| Diversity 27 | 2.685 |
| Diversity 28 | 1.675 |
| EQ1 | 2.630 |
| EQ2 | 2.501 |
| EQ3 | 2.384 |
| EQ5 | 2.129 |
| EQ6 | 1.713 |
| ER10 | 2.514 |
| ER11 | 2.191 |
| ER8 | 1.549 |
| Inclusion 14 | 1.968 |
| Inclusion 15 | 2.100 |
| Inclusion 16 | 2.079 |

| | |
|---|---|
| Inclusion 17 | 1.878 |
| Perception 29 | 1.982 |
| Perception 30 | 1.843 |
| Perception 31 | 4.598 |
| Perception 32 | 4.562 |
| Perception 33 | 3.198 |
| Perception 34 | 2.243 |

## 5.3.2 Structural Model Analysis

In the second level of PLS-SEM, structural model was measured. The path coefficients were obtained to indicate the power of relations in the structural model using R-square values across independent and dependent variable. To obtain values for path coefficient, bootstrapping technique was used (Efron and Tibshirani, 1993) on the sample of three hundred nine as shown in figure 7.
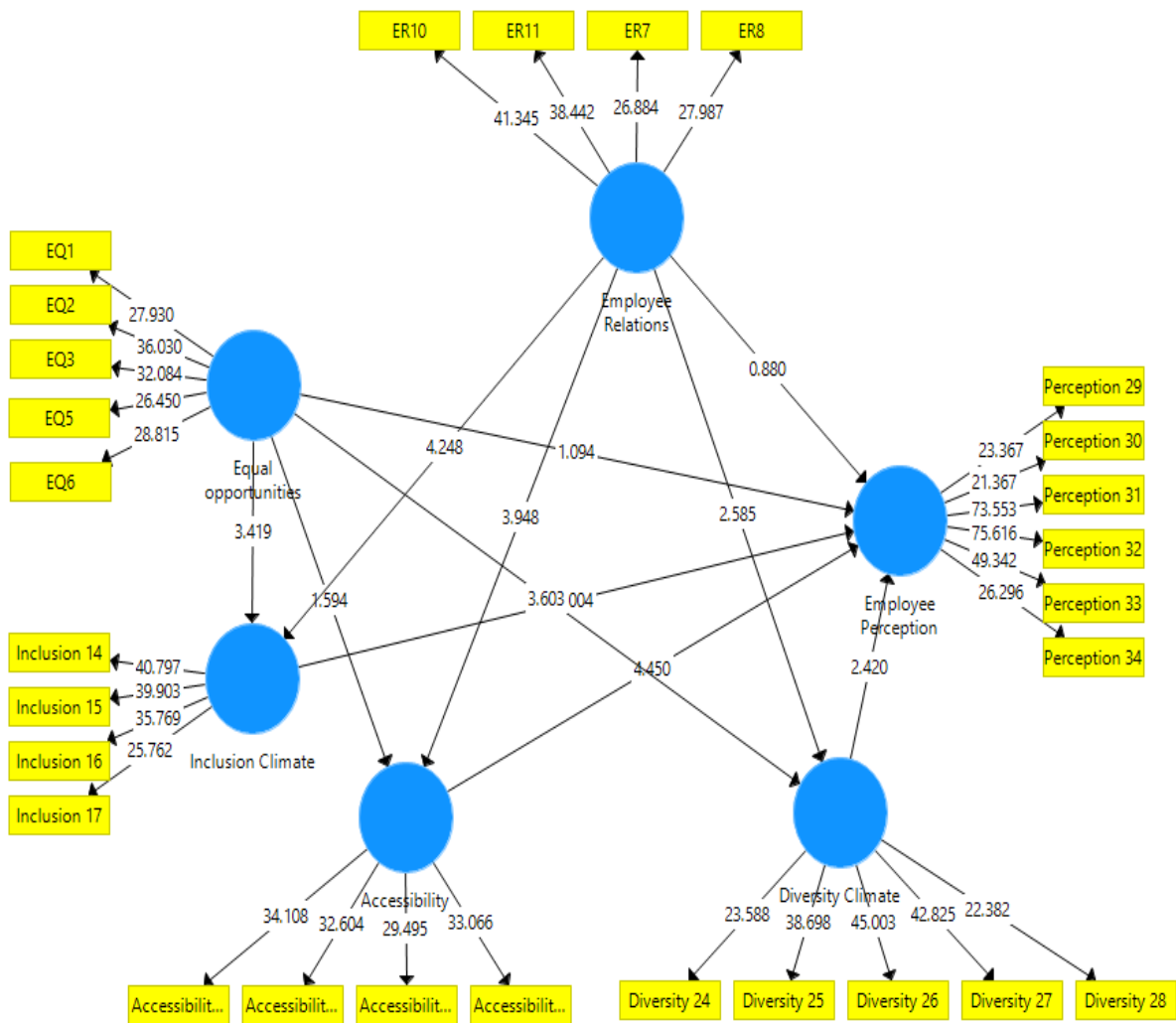
Figure7: Bootstrapping Model

To analysis the statistical consequence, the level of significance of five percent was used (that is p<0.05). The path coefficient measures indicate sample mean, standard deviation, t-statistics (that is obtained by dividing the original sample from its corresponding standard deviation value) and p-value (as shown in table 14) .

The table indicates the t-statistics and p-values across each relationship and indicates the acceptance or rejection of null hypothesis. The assumptions for alternate hypothesis are defined in Research Methodology Chapter 4. The decision regarding acceptance or

rejection of null hypothesis depends on level of significance which is considered as five percent that is p-value should be less than 0.05. Any value obtained for p-value greater than 0.05 results into acceptance of null hypothesis and rejection of alternate hypothesis.

Table 15: Path Coefficient

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values | Supported |
|---|---|---|---|---|---|---|
| **Accessibility -> Employee Perception** | 0.288 | 0.294 | 0.065 | 4.450 | 0.000 | p<0.05 Supported |
| **Diversity Climate -> Employee Perception** | 0.149 | 0.149 | 0.061 | 2.420 | 0.016 | P<0.05 Supported |
| **Employee Relations -> Accessibility** | 0.304 | 0.304 | 0.077 | 3.948 | 0.000 | p<0.05 Supported |
| **Employee Relations -> Diversity Climate** | 0.226 | 0.222 | 0.087 | 2.585 | 0.010 | p<0.05 Supported |
| **Employee Relations -> Employee Perception** | 0.056 | 0.065 | 0.064 | 0.880 | 0.379 | p>0.05 Not Supported |
| **Employee Relations -> Inclusion Climate** | 0.334 | 0.333 | 0.079 | 4.248 | 0.000 | p<0.05 Supported |
| **Equal opportunities -> Accessibility** | 0.108 | 0.113 | 0.068 | 1.594 | 0.112 | p>0.05 Not Supported |
| **Equal opportunities -> Diversity Climate** | 0.286 | 0.292 | 0.079 | 3.603 | 0.000 | p<0.05 Supported |
| **Equal opportunities -> Employee** | 0.065 | 0.061 | 0.060 | 1.094 | 0.274 | p>0.05 Not Supported |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Perception** | | | | | | |
| **Equal opportunities -> Inclusion Climate** | 0.230 | 0.235 | 0.067 | 3.419 | 0.001 | p<0.05 Supported |
| **Inclusion Climate -> Employee Perception** | 0.398 | 0.388 | 0.079 | 5.004 | 0.000 | p<0.05 Supported |

For the table 14, different relations between independent and dependent variables can be analyzed. The relationship between Accessibility and Employee Perception is found to be significant with p-value 0f 0.000 (p-value<0.05) and t-statistics of 4.450 (greater than 1.96) and $\beta$ (original sample) equal to 0.288. This indicates the acceptance of alternate hypothesis that Accessibility is positively related to Employee Perception (At 5% level of significance).

The relationship between Diversity Climate and Employee Perception was also found to be significant at level of significance five percent with t-statistics equal to 2.420 (greater than 1.96) and beta value equal to 0.149. Therefore, the alternate hypothesis is accepted that indicates Diversity Climate is positively related to Employee Perception (At 0.05 level of significance).

The relationship between Employee Relations and Accessibility was also found to be significant at level of significance five percent with t-statistics equal to 3.948 (greater than 1.96) and beta value equal to 0.304. Therefore, the alternate hypothesis is accepted that indicates Employee Relations are positively related to Accessibility (At 0.05 level of significance).

The relationship between Employee Relations and Diversity Climate was assessed and found to be significant with p-value = 0.010 which is also less than 0.05, 2.585 and 0.226 as value for t-statistics and beta respectively. Therefore, Employee Relations are positively related to Diversity Climate (At 0.05 level of significance).

The relationship between Employee relations and Employee Perception is found to be insignificant with p-value = 0.379 greater that 0.05. Value for t-statistics and beta are 0.379 and 0.056 respectively. Thereby, the null hypothesis is accepted that is Employee Relations are not positively related to Employee Perception (At 0.05 level of significance).

The relationship between Employee Relations and Inclusion Climate was assessed and found to be significant with p-value = 0.000 which is less than 0.05. Values for t-statistics and beta were obtained as 4.248 and 0.334 as value for t-statistics and beta respectively. Therefore, it indicates that Employee Relations are positively related to Inclusion Climate (At 0.05 level of significance).

The relationship between Equal Opportunities and Accessibility was analyzed and found to be insignificant with p-value = 0.112 which is greater than the cutoff value of 0.05. Values for t-statistics and beta were obtained as 1.594 and 0.108 respectively. Therefore, it indicates that Equal Opportunities are not positively related to Accessibility (At 0.05 level of significance).

The relationship between Equal Opportunities and Diversity Climate was analyzed and found to be significant with p-value = 0.000 which is less than the cutoff value of 0.05. Values for t-statistics and beta were obtained as 3.603 and 0.286 respectively. Therefore, it indicates that Equal Opportunities are positively related to Diversity Climate (At 0.05 level of significance).

The relationship between Equal Opportunities and Employee Perception was analyzed and found to be insignificant with p-value = 0.274 which is greater than the cutoff value of 0.05. Values for t-statistics and beta were obtained as 1.094 and 0.065 respectively. Therefore, it indicates that Equal Opportunities are not positively related to Employee Perception (At 0.05 level of significance).

The relationship between Equal Opportunities and Inclusion Climate was analyzed and found to be significant with p-value = 0.001 which is less than the cutoff value of 0.05. Values for t-statistics and beta were obtained as 3.419 and 0.230 respectively.

Therefore, it indicates that Equal Opportunities are positively related to Inclusion Climate (At 0.05 level of significance).

The relationship between Inclusion Climate and Employee Perception was analyzed and found to be significant with p-value = 0.000 which is less than the cutoff value of 0.05. Values for t-statistics and beta were obtained as 5.004 and 0.398 respectively. Therefore, it indicates that Inclusion Climate is positively related to Employee Perception (At 0.05 level of significance).

The above findings also indicate that the unit increase in Inclision Climate would lead to 39.8% increase in the employee's perception towards inclusion practices at workplace which is the highest impact, followed by 33.4% increase in employee relations would lead to increased inclusion climate making it comfortable for differently abled employees to work in organizations and with co-workers. 30.4% increase in Employee Relations will lead to increase in Accessibility practices, which indicates that the employee with special needs can be supported by their co-workers. In addition to this, 28.8% increase in accessibility practices can lead to better employee perception towards such practices. 28.6% and 23% increase in Equal Opportunities will lead to better diversity climate and Inclusion Climate respectively, whereas 22.6% increase in Employee relations will lead to better diversity climate. In addition to this, the relationship between Employee Relations – Employee Perception and Equal Opportunities – Employee Perception was found to be insignificant.

*Coefficient of Determination ($R^2$):* The values for R square are also analyzed (as shown is table 14). R square measures the closeness of the data to regression line. It is also known as coefficient of determination. From the table 14 it can be analyzed that the model explains accessibility by 15.2%, Diversity climate is explained by 22.7%, similarly inclusion climate is explained by 27.7% whereas Employee Perception is explained by 67.4%. According to R square values, although Accessibility, Diversity Climate and Inclusion climate is explained less than 50% but Employee perception towards inclusive and accessible practices are explained by 67.4% which is greater than 50%.

Table 16: R square and R square Adjusted

|  | R Square | R Square Adjusted |
|---|---|---|
| **Accessibility** | 0.152 | 0.146 |
| **Diversity Climate** | 0.227 | 0.222 |
| **Employee Perception** | 0.674 | 0.669 |
| **Inclusion Climate** | 0.277 | 0.272 |

*Predictive Relevance ($Q^2$):* The value for predictive relevance is obtained using blindfolding technique in PLS-SEM with an omission distance of seven yielded cross-validated redundancy Q2 values of all the endogenous variables. It is used to cross validate the model's predictive relevance for each of its endogenous variables. The values for predictive relevance is as shown in table 15 below:

Table 17: Construct CrossValidated Redundancy

|  | SSO | SSE | Q² (=1-SSE/SSO) |
|---|---|---|---|
| **Accessibility** | 1,236.000 | 1,119.899 | 0.094 |
| **Diversity Climate** | 1,545.000 | 1,327.319 | 0.141 |
| **Employee Perception** | 1,854.000 | 1,043.438 | 0.437 |
| **Employee Relations** | 1,236.000 | 1,236.000 |  |
| **Equal opportunities** | 1,545.000 | 1,545.000 |  |
| **Inclusion Climate** | 1,236.000 | 1,020.887 | 0.174 |

Using Stone-Geisser Q2 value (Geisser, 1974; Stone, 1974) suggested with a cutoff of small $Q^2$ effect size if values range between 0.0 to 0.15, moderate when values are between 0.15 to 0.35 and for $Q^2$ greater than 0.35 indicates large effect. Although the values obtained for effect size is small but the values for $Q^2$ are greater than zero ($Q^2 > 0$). Therefore, it establish the fact the the structural model has predictive relevance.

### 5.3.3 Model Fit Summary

In case of PLS SEM goodness-of-fit is most widely recommended measurement for assessment of model fit (Silaparasetti, V. Et al, 2017). Goodness of Fit  is definite as the geometric mean of the average community/ AVE and average R2 (for endogenous construct). GoF = √average R2 * average communality . The GoF value has been calculated for this research model and was 0.398 (Table 16).

Table 18: Results for Model Evaluation

|  | R Square | Communality | Redundancy |
|---|---|---|---|
| **Accessibility** | 0.152 | 0.441 | 0.094 |
| **Diversity Climate** | 0.227 | 0.483 | 0.141 |
| **Employee Perception** | 0.674 | 0.559 | 0.437 |
| **Employee Relations** |  | 0.464 |  |
| **Equal Opportunities** |  | 0.466 |  |
| **Inclusion Climate** | 0.277 | 0.456 | 0.174 |

GoF = √average R2 x average communality = √ 0.3325 x 0.4781 = 0.398 (Tenenhaus et al., 2005) the value of goodness of fit should be tween 0 to 1(0 < GoF < 1).

The baseline values for validating PLS model worldwide are considered as GoF large when equal to or greater than 0.33, GoF is considered as small with values less than equal to 0.1 and medium when values for GoF is between 0.25 and 0.33 0.25 (Akter, D'Ambra and Ray, 2011).

The value of goodness of fit (GoF) indicates that the model is a good fit as the value obtained is greater than its cutoff of 0.33 (Tenenhaus, et al. 2004, Hussein, et al. 2015, Henseler, et al. 2013). Other models were also evaluated using Chi-square, RMS Theta, SRMR and NFI as indicated below (Table 17), the fitness size of the structural model is explained by table 18.

Table 19: SRMS, Chi-Square, NFI

|  | Saturated Model | Estimated Model |
|---|---|---|
| SRMR | 0.062 | 0.167 |
| d_ULS | 1.586 | 11.273 |
| d_G1 | 1.151 | 1.610 |
| d_G2 | 0.930 | 1.380 |
| Chi-Square | 1,564.912 | 1,978.908 |
| NFI | 0.764 | 0.701 |

Table 20: Fitness Size of Structural Model

| Overall Fit | Values Obtained | Remarks | Cutoff |
|---|---|---|---|
| Chi Square | 1,978.908 | Bad | 209.76 |
| RMS Theta | 0.117 | Good | |
| GoF | 0.398 | Good | >0.38 |
| SRMR | 0.167 | Good | >0.08 |
| NFI | 0.7 | Moderate | >0.90 |

SRMR is the square root of the sum of the squared differences between the model-implied and the empirical correlation matrix (Henseler, Hubona, & Ray, 2016). A value of 0 for SRMR would indicate a perfect fit, but models can yield SRMR values of 0.064 and higher (Henseler, et al., 2014).

RMS Theta builds on the outer model residuals, which are the differences between predicted indicator values and the observed indicator values. RMS theta values below 0.12 indicate a well-fitting model, whereas higher values indicate a lack of fit (Henseler, et al., 2014). For this model RMStheta is 0.117 and considered as a good fit (Hair, Hult, Ringle, & Sarstedt, 2017).

## 6. Findings
Various research studies have been conducted in the past have revealed the diversity practices and characteristics prevailing in the organizations. From then, organizations have stepped more than diversity and has started exploring the inclusive and accessible environment. As per (Shore, L.M. et al, 2011) Inclusion and Diversity Within Work Organizations are considered for individuals and groups as pluralistic, co-evolving organizational culture that keeps changing to reflect diversity of values and norms.

In this research study inclusion and accessible practices and their perception by employees were studied. The research focused upon its main objectives that are HRM

practices and policies (in terms of equal opportunities and employee relations) in creating inclusive and accessible workplace, studying Organizational Climate pertaining to inclusive and accessible organizations and thereby tries to understand employees perception on inclusive and accessibility practices in organizations.

Although the research has much focused upon the inclusion and accessibility of employees with special needs, but the sample includes both respondents with and without special needs so as to understand the awareness about inclusion in the organizations and its perception on employees.

The findings of this research indicate that although employees are reluctant to reveal their special needs, but at the same time they feel as an inclusive part of the organization. (As per table 15) The employees perceive that their organization care about their accessibility requirements and support them, whereas when equal opportunities in terms of recruitment, training are considered, accessibility stands as a limitation for employees. The employees with special needs perceives that although organizations promote inclusive and diverse climate, but at times the organization gets biased towards employees with special needs. While addressing about employee relations, employees feel that co-workers and supervisors are supportive towards their accessibility requirements such that employees are satisfied with their job and its environment and therefore, helps in prevailing inclusive and accessible environment at workplace. The results are consistent with the results of obtained in Shore, L.M. et al, 2011study.

Further to this the research revealed p-value =0.000 for employee's perception towards Accessibility and Inclusive Climate and p-value for diversity climate was calculated to be 0.06 which signifies that organization fosters and promote inclusive and accessible environment. It has also indicated that employees working in the organizations are aware about inclusion of employees with disabilities and support them to promote collegial inclusive environment. But still there is a need for organizations to overcome perceptual biases and further support inclusive environment.

The findings of this research have helped in developing guidelines and Training Manual for creating an Inclusive and Accessible workplace as one of the objectives of this research.

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# Chapter 6

# Recommendations and Limitations

**Recommendations**

The research findings indicated that although organizations have successfully implemented inclusion and accessibility practices at workplace, but there are still few requirements to be fulfilled to create fully inclusive and accessible organizations. Therefore, following are some of the recommendations that can help organizations to further create inclusive and accessible work cultures.

It can be recommended that despite of various HRM policies and practices in an organization, enforcement of discrimination and equality acts, there is a huge need to uplift the contextual and social biases. There is a need to change employer's attitude towards employees with special needs. This can be looked after by providing awareness trainings, vestibule trainings to managers so as to give them the practical understanding of dealing with such work force.

Recruitment policies can be amended for enforcing equal opportunities to all category of employees. This can be probably streamlined with the help of psychological and psychotherapists who can help in accessing the worth and credibility of the people with special needs at work while finding a right-fit for the position. They can suggest the employer where the person with special needs can be placed as per their strengths. This can be beneficial for both organization as well as differently able employee. The organizations can implement assistive and accessible websites for providing equal opportunities to people with special needs.

Although the organizations have shown increasing awareness about such employees, but it still needs to look into training programmes for employees with

special needs to develop self-concept, sense of belongingness and uniqueness (it is also recommended by Shore, L.M. et al, 2011). Psychotherapists can also help during training need assessments in order to understand the training requirements for such employees. These practices can in turn help organizations to foster an inclusive environment. Organizations have to train employees with special needs such that they are worthy of holding managerial positions. Not only this, but gradual training and awareness programmes are also required for employees without special needs so as to understand how to deal and communicate with specially abled employees. Mor, M.E. (2013) also suggested to treat disadvantaged group as potentially stable, upwardly mobile employees and investing in their education and training. Further in support of this organizations should foster career development plans, training & development plans for differently abled employees.

From the research study it was also found that employees with special needs find it difficult to share about their disabilities and abnormalities, this can be taken care by organizations by establishing disability networks, employee networks and affinity groups. This helps in promoting disability awareness among employees and remove the social barriers. Disability networks also help the company in understanding the reasonable accommodation for employees with special needs.

Organizations can promote the sharing of ideas, appreciating the suggestions from specially abled employees, encourage interpersonal communication and encourage participation. Studies have suggested participation as an important social factor which has shown positive impact on people with disabilities (Wilson, N.J. et al 2016, Stancliffe et al. 2014; Wilson et al 2015).

Physical and mental abnormalities can restrict the skills of employees with special needs, this can be enhanced by adopting more and more use of assistive technologies by organizations to provide required and additional strength for specially abled employees, thereby promoting completely accessible environment.

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# Limitations

**Limitations**

The research also has few limitations which is important to be reported as it is to understand the topic of concern. The limitations are as follows:

First, limitation of the research implies to the selection of respondents. The respondents are restricted to India. Thus the study is relevant to Indian context. The analysis was carried out using PLS-SEM, although Partial Least Square – Structural Equation Modeling(PLS SEM), have been extensively used for research in social sciences, marketing and IS because of the various advantages over CB-SEM and AMOS, but has one limitation that PLS SEM is a non-parametric test.

Second, During the research it was found that employees with mental and psychological disorder were reluctant to share or give genuine feedbacks. They were apprehensive about disclosing their disability. Therefore, the research had to include both employees with and without special needs to understand the inclusive and accessible practices prevailing in the organization and its perception. Moreover the percentages of employees with special needs were found less as compared to employee without special needs in the organization. The respondents were reluctant to reveal their identities and therefore, some of the respondents did not share their contact numbers or other identities.

Third, limitation of the research was the time constraint due to which research was limited to certain parts of India. More time was required for covering the respondents all over India.

Last, the research indeed helped to take the insights in preparing framework of the training manual. The manual could have been further extended if more time

was given. PI although plans to extend the manual further in her future research work.

# Chapter 7


# Training Manual

# Training Manual:

# An Overview of Framework for HR Enabled Training on Organizational Inclusion and Accessibility

# 1- INTRODUCTION

## 7.1 Introduction –

HR enabled Training is essential for creating inclusive culture and accessible workplace. Being inclusive for diverse workforce and accessible is a part of organizational culture and requires an elemental shift towards positive behavior. Employees need to be trained to learn and practice inclusion, norms of accessibility, and resolve problems pertaining to accommodation. It is highlighted in this manual how Managers and Executives level staff should be trained. After being trained they may also organize training sessions for others as it is a catalyst to enable the change within organization. Hence, it should be taken earnestly and on priority. A Training session works best when it is guided to reflect in organization values and culture, people can correlate it to their job responsibilities and improve accountability with others.

This Training Manual is designed with an objective to provide an introduction to inclusion of diverse workforce and accessibility norms in a clear and interactive way, to ensure participants at executive level and managerial level are aware of the importance of creating an inclusive culture and develop an accessible work environment where everyone can maximize their full potential.

The training manual guidelines are framed on findings of Major Research Project of UGC Titled "HR Initiatives in building inclusive and Accessible workplace". The project explores the human resources practices supporting inclusion and accessibility as the Issue is only going to be more in demand in the future. Top corporations have already appointed managers and executives whose primary mission is to manage diversity and ensure inclusion. HR Enabled Inclusion and

accessibility training prepares managers to understand inclusive work culture as they are directly responsible for recruitment, promotion, and dismissal. They need to enhance their understanding towards the standard of organizational culture, guidelines to create code of conduct, and inclusive policies for their teams. A Manager has a huge influence on its employees and team culture. This training will be helpful for Executive level staff also to interact and work with a wide variety of diverse cultures, generations, and genders, levels of education, abilities, and thoughts of colleagues, clients and customers effectively.

Also this training manual is based on Sustainable Development Goal, 2015 in a global agenda of United Nations.

It is contributing to its Goal 8 which states to promote inclusive and continuous economic growth, equal employment opportunities with full time and productive employment. It also focuses on decent work conditions for all women and men, including for persons with disabilities without any discrimination on pay of equal work value.

This Training Manual is based on ISD (Instructional Systems Design) Model of training (Branson, Cox, Furman, Rayner, Hannum, King, 1975; Watson, 1981). The model can be implemented at the stage of designing, developing and Implementation Phase of training.

The following steps derived from System Model can be involved for creating an effective training session on HR Enabled Inclusion and accessibility training which are as follows:

## 1. Analyze and Identify needs of training:

To do Analysis and identification of the inclusion training needs which involves identify which employee group need training, their areas of learning, their respective job, positions and departments and estimation training cost, etc. The next step is to develop measurable performance criteria to evaluate changes before and after attending training in performance.

## 2. Design the Steps and Objectives:

Designing is required to decide objectives of training, steps & sequence of learning of participants and structure of content for inclusion and accessibility training program to meet identified needs.

## 3. Develop the layout:

In this phase trainers list the activities to be conducted in the training program that will be helpful in learning for the participants, selection of method to deliver, allocating training material and confirm information to be delivered to is fulfilling all pre decided goals and objectives.

## 4. Implementation:

Implementation is considered as the crucial phase in the entire process because any mistake can result in the failure of complete training program.

## 5. Evaluation:

After successful implementation an Evaluation is carried out to check if it has achieved its objectives in terms of subsequent work performance.

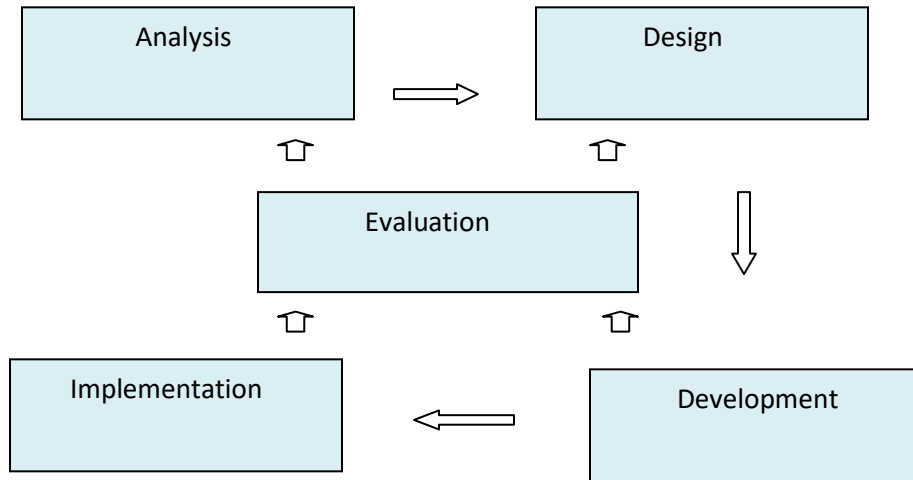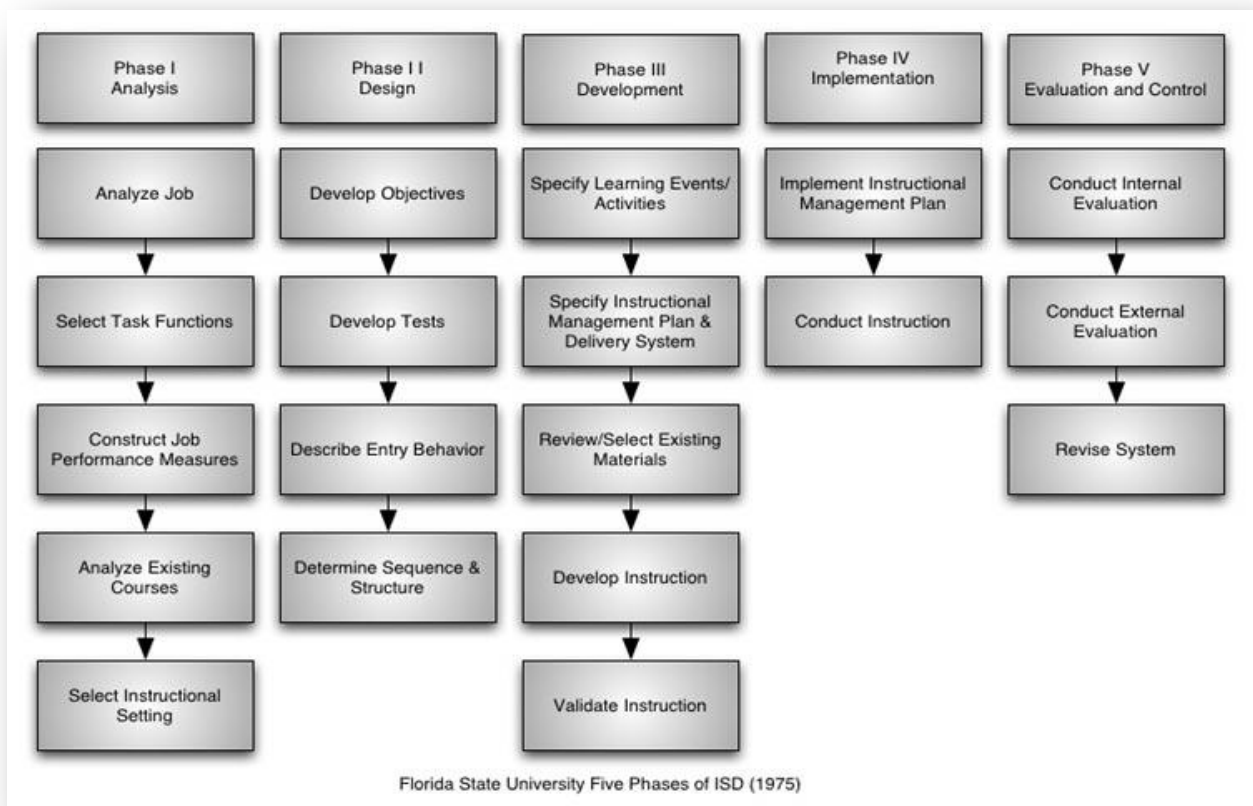**Figure 7.1. The phases in Instructional Systems Development (ISD) model**



Florida State University Five Phases of ISD (1975)

**Fig 7.2 : ISD or ADDIE Model          Source:http://www.nwlink.com/~donclark/history_isd/addie.jpg**

# 2- CONCEPT


To Inclusion...and Beyond!

### 7.2.1What is Inclusion and Accessibility Training?

Inclusion and accessibility training is a process by which an individual, team, formal work group, or whole organizations advanced an awareness level towards understanding the key benefits of inclusion which affect individuals, organizations and societies. For Inclusion initiative, HR enabled Inclusion and accessibility training acts as a critical element. Unconscious bias or workshop methods of sensitivity training are few methods to enhance awareness and building skill to value inclusion for diverse workforce. Inclusion and accessibility training program, event or activity helps to achieve at a workplace where each employee feel accepted belonged and supported with each other. These programs aims to develop a way of thinking in employees to work together provide support to person with disabilities. Training programs are ways to ensure that individual and organizational needs for participation are met in ways that are acceptable, equitable and do not fundamentally alter the nature, objectives of the activity.

### 7.2.2 Inclusive Workplace:

An inclusive workplace welcomes all employees and promotes fair policies, culture of respect; equal employment opportunity, dignity and autonomy in its everyday goals and behavior. It has an encouraging work environment for its staff and participants to work towards full inclusion of all individuals.

- Inclusive workplaces are concerned for equal employment opportunity, decent work conditions, and fair recruitment practice for employee welfare.

- Employees at all positions in organizations are aware of the inclusive values of the organization and its benefits. They are actively engaged and consulted by senior management in policy formulation.

- The employee base represents the community or customers at local level. Minorities and Under- represented groups are encouraged to apply.

- Employees are supported to develop in their career and progress and guidance is provided to remove barriers identified.

- Organizational structure is designed to remove unnecessary hierarchies. Inclusive programs and policies are encouraged by senior management.

### 7.2.3 Benefits of Inclusion and Accessibility Training

1. Inclusive training builds an environment to promote physical, social and psychological knowledge, awareness and make sensitive of each other.

2. It improves interpersonal and intergenerational relationship with each other and enhances support, association and companionship.

3. It develops positive attitude towards community development and changes behavior to contribute socially which leads to growth and development of an individual.

4. It helps people of diverse culture, backgrounds and abilities to interact with each other in a positive way.

5. It helps to create a workplace culture of respect where everyone is treated with dignity and valued for their skills and talent which leads to improved customer service and motivated and happier employees.

6. Inclusive training improves relationship within workplace as people spend more hours at work rather than home and also it is a way to getting relationship improved with outside diverse community.

7. Inclusive training helps to increase creativity, productivity, motivation and retention among employees.

# 3-Key Participants

# 4-Delivery Methods

# 5-Expected Outcomes from Training

# 6-Objective

## Table7.1: Key Participants, Delivery Methods and Expected Outcomes from Training

| Key Participants | Delivery Methods | Expected Outcomes |
| --- | --- | --- |
| Key Participants: Executive Level Staff and Managers<br><br>Inclusion and Accessibility Training for Executive level Staff HR Enabled Inclusion and accessibility training prepares Executive level staff to interact and work with a wide variety of Diverse Cultures, Generations, Genders, levels of education, abilities, and thoughts of colleagues, clients and customers effectively.<br><br>Inclusion and Accessibility Training for Managers.<br><br>- Training for managers should have additional responsibilities.<br><br>-Managers are directly responsible for acquiring talent, promotion, and dismissal in few organizations. They need to be additionally trained in the areas of inclusive culture, guidelines for codes of conduct, and framing policies for inclusion and accessible practice for their teams. Managers have a huge influence on their team and organizational culture.<br><br>-Managers are responsible for resolving daily work issues, like interpersonal conflicts between employees, and they need to resolve it. If trained well they may be able to identify and address potential problems before they become conflicts<br>-Most of the times employees leave organizations due to manager's behavior, so it is important to implement behavioral training for managers., | 1-Trainer presentation and facilitation.<br><br>2-Paired and small group exercises, with some full group discussion and learning<br>.<br>3- Video clips.<br><br>4-Interactive discussions of practical workplace scenarios and challenges.<br><br>5-Workbook with techniques and examples of best practice. | 1-Staff members provide and enhance their necessary support for inclusion all persons in organizational programs and customer services.<br><br>2-Social interactions and companionship will occur positively between individuals among diverse group of employees.<br><br>3-Employees are provided with equal employment opportunities, support and encouragement for making workplace inclusive. |

**7.6 Objective**

Participants will:

• Understand inclusion and accessibility of different diverse groups within organization

• Understand the barriers to inclusion for different groups and how these can be addressed.

• Understand how discrimination and diversity apply to employees of organization.

• Understand the Equity and inclusion framework and standards; what they look like and how to apply the standards to themselves and their work.

**7.7 Recommendations for Effective Inclusion and Accessibility Training Program**
**1-Refer Popular Books and Company Websites**

**Book:**

Blanchard, P. Nick, and James W. Thacker. (2017) Effective Training: Systems, Strategies, and Practices. Pearson Education South Asia Pte Ltd.

Lynton, R. P., & Pārīka, U. (2000). Training for organizational transformation. New Delhi: Sage Publications.

Noe, R. (2016). Employee training and development.

Gordon, J. (2005). Pfeiffers classic activities for diversity training. San Francisco, CA: Pfeiffer.

**7.7.1 Company Websites**:

1- Mckinsey&Company:https://www.mckinsey.com/aboutus/overview/inclusion-and-diversity
2- Oracle:https://www.oracle.com/corporate/citizenship/workforce/diversity.html

3- AT&T: [http://about.att.com/sites/diversity/our_people](http://about.att.com/sites/diversity/our_people)
4- Jhonson & Jhonson: [https://www.jnj.com/about-jnj/diversity](https://www.jnj.com/about-jnj/diversity)
5- Accenture: [https://www.accenture.com/in-en/company-diversity](https://www.accenture.com/in-en/company-diversity)

## 2- Make Training Continuing, Proactive, definite, and Interactive

HR enabled Inclusion and accessibility Training requires to be frame properly to have a positive effect. It should be ongoing rather than a one-time implementation approach for managers and employees. During orientation program of new joiners, value based training is introduced as a part of orientation program to establish a relationship of inclusive values of organization with employees to make them understand inclusive work culture and norms of accessibility. Staff training requires to be conducted once in a year to manage diverse workforce. It should not be considered as a compliance part rather an employee awareness and development process. It should be proactive in nature Employers should not wait for the crisis situation or employee complaints to conduct inclusion and accessibility training.

## 3- Inclusion Training should be precise and definite;

The approach of inclusion training should be specific to guide employees about how to work with diverse workforce. Underrepresented group employees should be provided with knowledge for resources available for them and necessary support. Real case studies should be involved to understand application of inclusion in real world situations. Interactive discussions, workshop method with list of do's and Don'ts will provide better guidance.

**4- Training Modules based on inclusive goals of Company**

The Inclusion training modules should based on overall company goals around inclusion of diverse workforce and accessibility norms, and suggest employees how to achieve these goals within their diverse teams.

Other module could involve such as metrics or scorecards of inclusive practices for recruitment, promotion, performance assessment, formal communication, and mentorship. Employee handbook, code of conduct, anti discrimination and anti harassment policies is ideal method to train employees via interactive method. They should be informed for their rights and grievance redressal process.

**5-Training should be Interactive**

Inclusion training should be interactive in nature and encourage creativity among employees to come up with innovative approaches to resolve issue. It should engage participants with participatory and discussion method or mentorship programs.

**6-Training Program should reflect internal mechanism and procedures**

Inclusion and accessibility training should be customized as per the requirements and job types of organization managers, HRs, and diverse employees. It should also reflect values of company and attribute internal mechanism procedures of work methods. Training content should also cover guidance for underrepresented group to make them comfortable, address their concerns, whom to report inappropriate conduct, timely resolution provided to them with confidentiality.

Trainers need to present this approach with seriousness, thoughtful and in respectful manner so that trainees take it seriously.

7- **Training implementation in a Phased Approach**

Inclusive Training program should be develop and implemented in a phased manner starting from pilot study, feedback based content development, taking help of expert consultant in developing inclusive and accessible goals and norms, and lastly following it under state compliance norms.

# 7.7.2 Implementing Inclusive Cultures



Inclusion is a process of including each employee as much as possible in the work culture to make them productive and drive better results and decisions.

**Customized solution for inclusion and accessibility implementation.** Each organization, team is unique in their own way. There is no one size fits for all. Inclusion process implementation must be tailored as per company's need after planning ahead and adapting those policies and practices so that team grow and change.

**Set up of Inclusive goals from the top management.** A good inclusive work culture requires organization-wide involvement of employees across teams at all levels. The top management can set the goals, vision and prioritize inclusion and accessibility efforts so that all employees understand its importance and practice in their communication and daily work. Top management should also set inclusion as a performance goal for both executive and manager level staff.

**Technology Tools for Inclusion:** to implement changes technology tools are helpful in hiring and they are designed to remove biasness to create inclusion.

**Implement inclusion as proactive approach**. Implementing inclusion is an proactive approach. It is about invest and accommodate in the differences of diverse workforce, and taking the time to identify potential problem to understand and fix before it gets big. Inclusion is about knowledge to avoid potential problems, a conservative approach to resolve it.

**TRAINING RECOMMENDATIONS AND BEST PRACTICES FOR INCLUSION OF WOMEN, LGBT, RACE, GENDER, ETHNICITY, RELIGION, GENERATIONAL DIVERSITY and ABILITIES.**

- CREATE WELCOMING AND RESPECTFUL WORK CULTURE

- INCLUSION MODEL BASED TRAINING

- HIRE MANAGERS WHO VALUE INCLUSIVE PRACTICES

- HAVE ADDITIONAL MODULE OF INCLUSIVE TRAINING FOR MANAGERS.

- REQUIRE ANNUAL TRAINING FOR INCLUSION AND ACCESSIBILITY

- INCLUSIVE TRAINING SHOULD USE METRICS TO MEASURE PERFORMANCE.

- LINK INCLUSION AND ACCESSIBILITY TO EVALUATION OF PERFORMANCE with SCORECARD

- AFFINITY/EMPLOYEE RESOURCE GROUPS

- UNCONSCIOUS BIAS TRAINING

## 7.8 TRAINING RECOMMENDATIONS AND BEST PRACTICES FOR INCLUSION OF WOMEN, LGBT, RACE, GENDER, ETHNICITY, RELIGION, GENERATIONAL DIVERSITY and ABILITIES.

### 7.8.1 CREATE WELCOMING AND RESPECTFUL WORK CULTURE

Organizations can hire inclusion and accessibility external consultant for ideas and training. They can also formulate policies regarding equal employment opportunity, non discrimination, anti harassment, non biased treatment policy and proactively enforce these for creating a culture of respect and welcome to employees of diverse background. Effective well functioning of inclusive workplace culture depends upon the accountability of senior managers and leaders.

### 7.8.2 INCLUSION MODEL BASED TRAINING

Organizations should create and implement model of inclusion training for diverse workforce to educate them and create equal employment opportunity. Employees need to be educating about damaging misconception, assumption at workplace    that creates exclusion. Management should provide women and underrepresented group assignments for professional development and also create recruitment positions open for diverse groups.

At Johnson & Johnson, communication regarding organization's commitment to inclusion and accessibility practices both with internal employees and external stakeholders is done regularly. This communication strategy attracts diverse talent base of candidates as the talent process goes throughout the year. At every level of training, goal setting, coaching, mentorship inclusion has been emphasized. Training materials are provided regularly to train employees and make them think how to be more inclusive and remove their implicit biases said by chief diversity officer at Johnson and Johnson, Wanda Hope.

### 7.8.3 HIRE MANAGERS WHO VALUE INCLUSIVE PRACTICES

While hiring a manager for open position importance should be given to those who value inclusive practices, inclusive work culture for diverse workforce, make communication strategy for them, understand his role and commitment for inclusion and responsibly fulfill his responsibilities. Also managers should seek views of his diverse team members, support them, train them continuously and expand own experiences and perspectives towards inclusion.

### 7.8.4 HAVE ADDITIONAL MODULE OF INCLUSIVE TRAINING FOR MANAGERS.

Inclusion Training module should cover separately training for managers with additional responsibilities. Managers are responsible for recruitment, promotion, and dismissal in their team. They need to be trained in the areas of creating inclusive work culture, code of conduct, inclusive policies and practices for their team. Managers resolve daily work issue, interpersonal conflicts, set expectations with team members. Hence they have huge influence on its team and organizational culture. Most of the time employees leave organization due to

manager's behavior. They need training for not to become failure in their role and address potential problems effectively.

## 7.8.5 REQUIRE ANNUAL TRAINING FOR INCLUSION AND ACCESSIBILITY

All executives and managers need to participate annually in inclusion and accessibility training to understand their responsibilities in promoting inclusive accessible practices, preventing harassment and discrimination. All new managers and executives should also receive training for the same reasons. However, training should more focus on behavior expectation and company's inclusive values rather legal compliance.

## 7.8.6 INCLUSIVE TRAINING SHOULD USE METRICS TO MEASURE PERFORMANCE.

Performance Measure can be done after training through surveys, changes in behavior and attitude over time. An example could be report in code of conduct violations.    The assessment of inclusive and accessible practices can be done via measuring representation of diversity in workforce, recruitment, hiring, retention, advancement in the organizational culture and how it is going to continue its progress for inclusion in diverse community regardless of ethnicity, gender, religion, disability, sexual orientation or generation. The metrics also assist from discussion to practical implementation of inclusion strategies.

The following metrics compiled to suggest best practices and recommendations for inclusive and accessible practices, for employers planning to implement inclusion and accessibility as organizational goals.

**Fig: 7.3 Sample Inclusion and Accessibility Metrics**  Source: Homes, T.A. (2005 May/June). How to connect inclusion to performance, Improvement 44,5, 13-18

| Category of Performance | Metric of Measure | Criteria | Purpose |
|---|---|---|---|
| Promotions and Career Development | Inclusive diverse workforce Rate of promotion in their job. | Number of promoted inclusive diverse employees /total no of employees | How effectively career advancement took of different employees. |
| Mentoring and Coaching | Inclusive Diversity Rate of mentorship | Mentor provided to a Number of inclusive Diverse employees / No of total employees with a coach or mentor | How effectively inclusive diverse employees are into formal coaching and mentoring relationships. |
| Diverse Employee Recruitment as a part of inclusive strategy | Percentage of Diversity in Pool of Candidates | Number of culturally different candidates/total number of candidates | How effectively you increase the pool of diverse candidate. |
| Diverse group Retention Rate of Employees | Underrepresented employees rate of Turnover | Number of terminated employees of underrepresented group/average employee population | How effectively you retain employees as inclusion strategy |
| Employee Selection as criteria of diverse employees for inclusion strategy | Inclusive diverse workforce Percentage of hiring | Number of inclusive diverse employees hires/total no of hires | How effectively culturally diverse candidates are selected. |
| Human Resource Development as inclusive training strategy | Performance change rate after inclusion training | Score after inclusion training of Performance appraisal /Score of performance appraisal before inclusion training | Measures the impact of inclusion training and inclusive education on job performance |

## 7.8.7 LINK INCLUSION AND ACCESSIBILITY TO EVALUATION OF PERFORMANCE with SCORECARD

Inclusion and accessibility practices can be treated as organizational objectives by creating inclusion metrics and linking it with performance assessment to business objectives. HRs can clearly declare regarding unsatisfactory results would lead to suffer bonus points and career advancement. Organizations can introduce inclusion scorecard for organization strategies and link it with individual accountability. This should be implemented at all level of management beginning from senior management to earn scores need to implement policies. Measurement criteria would be recruitment done, promoting inclusive strategy at all level of organization. Assessment can be done through surveys on inclusion training and analysis of changes in attitude and behavior over time.

At Earnest & Young and Johnson & Johnson senior level managers have goals for inclusion to achieve and fulfill them as part of their performance assessment.
At EY, Managers get recognition from their team who are good at achieving those inclusion goals.

| Goals | Activities | Performance Indicators | Desired Outcomes |
|---|---|---|---|
| Have a workforce broadly reflective of the demographics within organization | - Understand regular culture survey.<br>- Review recruitment, learning & Development and retention practices to ensure the identification removal of barriers to employment and<br>- Create mentorship and job sharing opportunities. | - Participation rates.<br>- Diversity & Inclusion index on Recruitment and promotion<br>- Survey Results | - Representation of diversity in top management level and succession plans. |
| Identify and address diversity and inclusion barriers within organization | - Ensure that senior leaders are consistently visible and vocal in communicating their commitment to inclusion as a performance standard.<br>- Create awareness of organization Diversity and Inclusion Strategy<br>- Identify barriers to inclusion and develop customized plans to address identified barriers. | - Diversity Council and Circle.<br>- Diversity and Inclusion Training | - Diversity and Inclusion Discussion throughout the organization twice per annum<br>- Integration of Diversity and Inclusion as an integral measure of performance management. |
| Attract, Develop and Retain talented people from all population groups inclusion designated groups | - Implement equal employment opportunity.<br>- Establish Inclusion council<br>- Recruit best and most diverse talent and develop talent at all level. | - Progress on representation of designated groups on the workforce especially in the top management.<br>- Improved Retention rates | - Lower Staff Turnover.<br>- Sustained investment on development of designated groups. |
| Create processes and practices that promotes organization as an employer of choice | - Engagement Survey<br>- Employee Value proportion | - Survey Results | - Sustained competitive advantage through diversity and inclusion in workforce. |

**Fig 7.4 Diversity and Inclusion Scorecard**

## 7.8.8 EMPLOYEE RESOURCES OR AFFINITY GROUPS

Affinity and Employee Resource Groups is network for employees to strengthen them and provide them platform to share their common experiences and interest. Inclusion based ERG group's represents interests, concerns and common needs of diverse employee segments. These groups can be focused on initiatives of women, race, gender, ethnicity, religion, person with disabilities, gays and lesbians, transgender etc. it has benefit to create welcoming environment, inclusive culture for employees, address issues and concerns for biasness, improved retention, coaching and mentorship informally, two way communications with management, and assistance with recruitment efforts.

At AT&T, the organization has many employee resource groups (ERGs) and employee networks (ENs) for nonprofit groups that provide support, advocacy, education, mentoring, and more to groups such as women, generations, military veterans, people with disabilities, and members of the LGBT community. ENs are more informal, typically focus on business or professional development issues, and are developed with cross-functional diversity as a priority. In addition, leadership involvement in these groups helps employees find role models and mentors. Marshall says that leadership involvement and behavior modeling is an essential component of an inclusive culture.

## 7.8.9 UNCONSCIOUS BIAS TRAINING

Unconscious or implicit biases, are the thoughts, opinions and views that we are unaware of; they are automatically activated and frequently operate outside conscious awareness and affect our everyday behavior and decision making. Our unconscious biases are influenced by our background, culture, context and personal experiences. Primarily, UBT aims to increase awareness of unconscious bias and its impact on people who belong to groups denoted as having 'protected

characteristics' under the Equality Act 2010 (age, race, sex, disability, religion or belief, gender reassignment, sexual orientation, marriage and civil partnership, pregnancy and maternity). Other aims are to: reduce implicit/unconscious bias towards members of a group denoted as having a 'protected characteristic'; reduce explicit bias towards members of a group denoted as having a 'protected characteristic'; and change behaviour, in the intended direction, towards equality-related outcomes. UBT is often delivered online to an individual participant or face-to-face as a workshop to a group of participants.

# Conclusion

## 7.9 Conclusion

The objective of this training manual is to shape the mind-sets of next generation practitioners and skills sets of the employees, managers and HRs for the practices to embrace diversity and build an inclusive, accessible and harmonious workplace. Organization should create equal employment opportunities for all employees in the long term.

Training can educate participants on the benefits of structures interviews and how to conduct them, or it can provide strategies for limiting the effects of bias in team communication. But even the most effective training will not reduce bias or improve outcomes on its own. It's only by putting these strategies into practice that organizations will see a positive impact. Ultimately, well-designed training should be only one small piece of broader efforts for designing more diverse, inclusive organizations.

# CASE STUDY

## 7.10 Purpose of Providing Case Study:

The case studies discussed are the real situations and based on solution oriented approach by companies. The purpose of providing case studies is to enhance new ideas among HRs, Managers and Employers for taking suitable initiatives for building inclusive and accessible workplaces.

## 7.11 Case Study - 1

ANZ Bangalore employs 106 People with Disability (PwD), which is approximately 1.72% of the total workforce. It has adopted a metric driven approach to increase PwD representation year on year. They began this journey in 2010, and have hired 20 employees. PwD representation includes people with various disabilities, such as hearing and speech impairment, visual impairment, orthopaedic disability, paralysis and cerebral palsy. They have created a focused recruitment and sourcing strategy by tapping into unique and specialised sources to hire PwDs. They started a dedicated PwD referral programme and built strong partnerships with NGOs such as v-shesh and EnAble India, which helped in acquiring a strong talent pool, training support and the all the required know-how for hiring PwDs.

The hiring efforts have been augmented with structured and segmented initiatives for greater inclusion of PwDs within the organisation by creating changes at three levels:

a. The transport team has been trained to communicate through SMS (for hearing and speech impaired) and in sign language. The existing PwD staff have been leveraged as brand ambassadors.

b. A series of sensitisation workshops have been conducted. Also, hiring managers have been coached through focus group discussions and training to resist the natural urge to use body language as a decision driver when interviewing candidates with cerebral palsy. Further, a task force (with hiring managers, business unit leads, team leads and project managers) and performance dashboards have been set up to track progress.

c. Supportive infrastructure has been installed in doors, ramps and washrooms after performing a detailed audit. Assistive devices such as wheelchairs, joysticks and pedals (one of the employees with cerebral palsy has been provided with an innovative device for operating the mouse with his legs) have been made available. House nurses/assistants have been hired to help staff with movement, along with special medical cabs. A library of finance terminologies in sign language has been created.

Also, there is an overall focus on building long-term employment opportunities by monitoring the performance of candidates and conducting open sessions to understand their requirements and progress, mapping existing processes to the skills and capabilities of PwD candidates, and amending/revising the recruitment test criteria from the existing/ traditional tests in order to assess the required skills/attitude for the job (for example, while hiring for a business, the focus is on judging candidates more on their analytical skills rather than their language skills). In the last six years, about 80% of eligible PwDs have been promoted and 20% have received double promotions. Further, there has been minimal attrition among employees with disabilities. The programme has brought about a cultural shift in the organisation. Employees talking in sign language on the floor have

become a common sight, and Inclusive Workplace Practices in Indian Industries this form of communication has become a part of their DNA.

They also planto hire 70 additional PwDs in 2016, taking the total representation of PwDs to 176, which is projected to be 2.5% of the total workforce. This is far higher than the industry average of around 1%.

### 7.12 Case Study 2

THROUGH internship and mentoring programmes, Deutsche Bank in Singapore has gained access to a valuable pool of talent that they can tap on. Since 2014, 11 students with disabilities have completed internships at the organisation. Of the 11 interns, the bank has hired two as full-time staff. It has taken on another four interns this year.

Deutsche Bank's Work Placement Program provides internship opportunities for persons with disabilities at university or polytechnic level of higher learning. The bank won the "Achievement Award - Innovative Project" at the 4th Enabling Employers Awards in 2017 for its internship program.

Deutsche Bank works both directly with universities, as well as partners SG Enable to help source applicants for the program. SG Enable matches students to relevant employers based on their course material for study, preference and interests areas. A real-work environment to enhance their professional networks, and gain practical knowledge for job and skills are provided to students. According to SG Enable, such experience will create valuable in the resume, and support in future career search.

Bernd Starke, head of global subsidiary coverage for German, Austrian, Swiss companies in Asia-Pac at Deutsche Bank, noted that the challenges of hiring persons with disability were far less than what they had anticipated. With the exception of some automated doors for wheelchair users, the bank did not have to make many changes in the organisation.

"The bigger hurdle was overcoming unconscious bias. Inclusion of people with disabilities in the workplace needs champions within each organisation who continuously raise awareness and facilitate opportunities, enabling hiring managers to discover this latent talent pool which is often overlooked," he said.

Mr Starke is the bank's champion for dbENable, which is part of Deutsche Bank's global diversity initiative that aims to build a strong inclusive culture. It encompasses the organisation's initiatives to include people with disabilities in the workplace by raising awareness and facilitating opportunities for hiring managers to discover this talent pool.

As part of this effort, Deutsche Bank also participates in the RISE Mentorship programme, which matches students with disabilities to managers and executives in the corporate world. "Deutsche Bank Singapore's participation in the Rise Mentorship programme has given our hiring managers a first-hand experience of working with people with disabilities, which has resulted in a number of trainees joining our workforce," said Mr Starke.

He added: "Participating in the Rise Mentorship programme helps to build awareness within our organisation and makes employment decisions easier.

# ANNEXURES
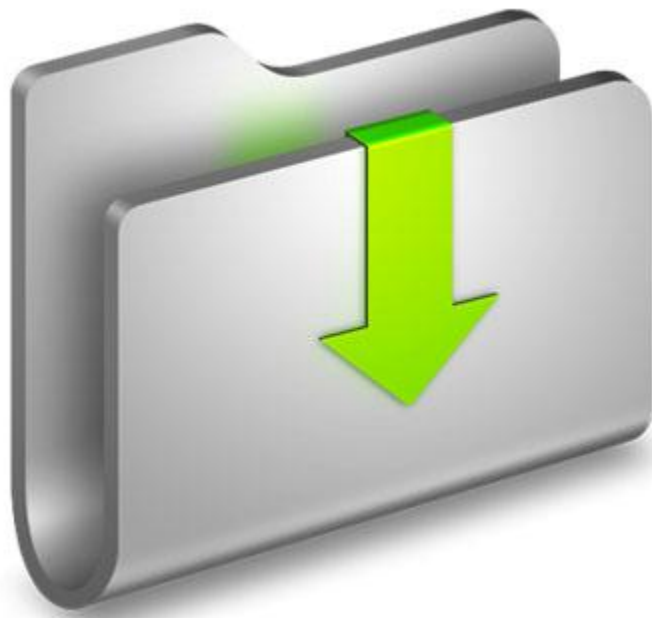
## Annexure A

## Checklist to Review Inclusion and Accessibility across the Organization

Please rank the standards below on a scale of 0 to 3,

0 – No awareness 1 – Initial phase 2 – under process 3 – fully developed and implemented N/A - Not Applicable or no information.

Add comments where required.

| Standard policy | Measurement criteria | Status as per score | Comments |
|---|---|---|---|
| Board of Members | | | |
| 1- Standard Policies, code of conducts, Guidelines and Practices for inclusion and accessibility | | | |
| 1.1 Inclusion at board members/senior management/executive staff level is known and understood. | 1. Commitment to inclusion and equity is reflected in public statements by board. | | |
| | 2. Opportunities created for involvement of diverse employees in board. Inclusion policies and strategies are there. | | |
| 1.2 Harassment, Anti discrimination policy for inclusion and equity with objectives are framed. | Inclusion and equity principles and values are created and incorporated. | | |
| Inclusion and equality implemented in the areas of human resources, services, and top management level. | 2. Organization provides resources for policies development in the areas of inclusion and accessibility. | | |

| | | | |
|---|---|---|---|
| 1.3 organizational policies based on principle of inclusion and equality in all areas. | 1. Organization has proper mechanism to address issues of biasness due to diversity. | | |
| | 2. Organization has time to time assessment plan for review of inclusion guidelines and practices to check it is based on principle of inclusion. | | |
| 1.4 progress measure are done to monitor inclusion, reduce exclusion, and barriers to create equality. | 1. the board members identify barriers to inclusion and take measures to remove them from their policies. | | |
| | 2. an action plan is supported by board to implement for barrier reduction to inclusion.<br><br>3. the board monitors areas of progress for inclusion and equity. | | |
| Inclusive Leadership | | | |
| 2.1 Inclusive leadership is practiced to remove discrimination, biasness and harassment. | 1 clear expectation is outlined for behavior towards inclusion and equity. | | |
| | 2. Enforcement of outlined policies for inclusion is there in guidelines provided by board. | | |
| | 3. resources are available for implementation of | | |

256

| | inclusion and equality programs. | | |
|---|---|---|---|

**INCLUSION IN PROCESS** .

| | |
|---|---|
| **3.1** Information of organizational structure, opportunities available are communicated to diverse workforce. | 1.Organization has a proper communication strategy to communicate inclusive policies with diverse population. |
| **3.2** Organization has mechanism to establish two way relationships with diverse community. | 1. The organization has an effective mechanism for inclusive formal and informal working relationship with diverse community groups along with consultation and conflict resolution scheme. |
| **3.3** Diverse group equally represented at all level of management in board, committees etc. | 1.Systematic barriers in recruitment, selection, interview identified by board. |
| | 2. Barriers pertaining to accessibility has been identified and removed. |
| | 3. Inclusion training are timely provided to managers and executives to increase awareness. |
| | 4. Concerns are discussed, conflicts are resolved in meeting. |
| **3.4** Effective mechanisms are in place to handle complaints about incidence of discrimination from organizational affiliates, volunteers and community groups. | 1. The organization has developed a mechanism for effectively handling complaints of incidences of discrimination from organizational partners, affiliates, volunteers and community groups. |
| | 2 The organization has developed a strategy to ensure that the Board, management, staff, organizational affiliates, volunteers and community groups are aware of their right to access the complaints procedure to address any incidence of discrimination. |

| **B. PROGRAMS & SERVICES** | | | | |
|---|---|---|---|---|
| **1. SERVICE PLANNING** | | | | |
| **Vision**: *Services are barrier-free and appropriate to the needs of diverse communities.* | | | | |
| **1.1** Participation of diverse communities in the needs identification and planning of organizational programs and services is supported and encouraged. | 1. Key members of diverse communities have been invited to participate in the planning of the organization's programs and services. | | | |
| | 2. The organization has obtained information about the needs and interests of these diverse communities. | | | |

| **C. HUMAN RESOURCES** | |
|---|---|
| **1. RECRUITMENT / PROMOTION/ RETENTION** | |
| **1.1 Employee base reflect diversity of community.** | 1. Barriers towards recruitment, selection, promotion and retention of diverse staff are identified and resolved. |
| | 2. Interview process reviewed to make it bias free. |
| | 3. Mentoring programs are introduced. Conflict resolution mechanism is there. |
| 1.   **TRAINING OF BOARD/STAFF/MANAGERS** | |
| 2.1 equal opportunity to participate in development program. | 1.   Knowledge and skills are assessed time to time and training, education program are introdudced to enhance knowledge. |
| **3. PERFORMANCE APPRAISALS** | |
| **3.1** Evaluation of management, staff and volunteers includes adherence to discrimination and | 1. clear guidelines for performance indicators and consideration for their contribution in diversity and inclusion program. |

| | | | | |
|---|---|---|---|---|
| workplace harassment prevention policies. | | | | |

### D. EVALUATION AND MONITORING

| | | | | |
|---|---|---|---|---|
| **1.1** An evaluation plan is in place to monitor the accessibility, appropriateness and effectiveness of programs and services. | 1. The organization has consulted with diverse communities in the development of an evaluation plan. | | | |
| | 2. The organization has established an evaluation process to monitor the accessibility, appropriateness and effectiveness of programs and services to diverse communities. | | | |

# Annexure B - Accessibility Assessment Checklist

To identify accessibility areas where improvement is required as well as communication and leadership guidelines.

## COMMUNICATION

Interpreters of sign language are offered at meeting? YES NO

Proper lighting in all areas of building? YES NO

Accessible Phones and wheel chairs are provided?  YES NO

Accessibility logo is there in office? YES NO

Accessibility logo indicated at the main entrance of office? YES NO

## ATTITUDE

Person with disabilities are welcome as customers and employees?  YES NO

Person with disabilities are included in senior level meetings, key committees? YES NO

Inclusion Committee is formed to monitor progress? YES NO

Organization has a  policy to purchase unscented hand wash, soaps, detergents,

air fresheners, facial tissues, cleaning supplies, from disable group vendor etc.? YES NO

## ARCHITECTURAL/ ENVIRONMENT

Accessible parking at designated places near accessible entrances? YES NO

Are directions to accessible entrances provided on doorways that are not accessible? YES NO

Signage provided at directions to accessible entrances? YES NO

Push handles or lever at doors? YES NO

chairlift, elevator, or ramp is provided in multi story building? YES NO

Are there grab bars on each side of the accessible toilet?

one accessible bathroom at  each floor is there?

# Annexure C - Form A –Request Form for need of Accommodation

## Part I: Notify need for accommodation at workplace

Name of Applicant:
Details for Contact:
Current employer details:
Job Position:
Classification of Job:
Branch and Department:
Nature of request to be addressed(Describe):
Request for Professional assessment:
Yes / No
Date of registration of request:
Name of person filling form:
Signature of person filling form:
Signature of person requested for accommodation:

Attachments of supporting appropriate documents:

## Part II: Clarification regarding need for accommodation

Describe expert advice for clarification of need and potential accommodations. Also advice if any
Person's name completing form:
Person's Signature on completing form:

## Part III: Outcome Report on accommodation request e:

1. Accommodation request accepted? (If no, suggest reaseons)
Yes / No
2. If yes, describe the nature and type of accommodation provided:
3. Cost involved in arranging accommodation?
4. Accommodation provided is one staff usable or multi staff usable? Yes / No
5. Accommodation arranged was requested by employee? Yes / No
6.Implementation  Date of  accommodation

Name of person filled form:
Signature of person filled form:
Date of completion:

**Additional Reference**: Questionnaire for measurement of Inclusion & Accessibility Index http://vikaspedia.in/social-welfare/differently-abled-welfare/inlcusiveness_and_accessibility_questionnaire

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# Questionnaire on Inclusion

## Topic : HR Initiatives In Building Inclusion and Accessible Workplace

**Dear Sir/Madam**

**As a part of my research work on the above mentioned topic, I will be highly obliged if you can spare a part of your precious time in filling up the questionnaire. The respondents to this data collection will be employees from lower level and middle level. The purpose of this data collection activity is to help in knowing HR Initiatives In Building Inclusion And Accessible Workplace. The findings of this study will be kept confidential and used for the academic research purpose only.**

1. **Name of the Respondent:**

2. **E-mail id:**

3. **Name of Organization:**

**BASIC DEMOGRAPHIC DATA (PLEASE TICK WHERE APPROPRIATE)**

- How old are you? (Years)
  a) 18 – 25 ( )    b) 26 – 35 ( )   c) 36 – 45 ( )   d) 46 – 55 ( )   e) 56 – 59 ( )

- Gender:
  a) Male ( )        b) Female ( )

- Educational Background:
  a) Graduate

b) Post Graduate

c) Doctorate

d) Others, please specify_____

- What is your position in the company?
  a)  Junior Level ( )
  b)  Middle Level ( )
  c)  Others, Please Specify _____

- How long have you been working with the company?
  a) 1 – 10 years ( )

  b) 11 – 20 years ( )

  c) 21 – 30 years ( )

  o  – 40 years ( )

- Are you differently abled?
  a) Yes

  b) No

- **Kindly, describe yourself by selecting one of the options given below that describes you best.**
  a)  I am a person with injury, illness or disability
  b)  I am the supervisor, team leader or manager of a person with injury, illness or disability
  c)  I have an interest in disability inclusion in the workplace and would like to contribute my views

Measuring Scale:

| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|
| Strongly Disagree | Moderately Disagree | Slightly Disagree | Slightly Agree | Moderately Agree | Strongly Agree |

**HRM Practices:**

**Equal Opportunities**

- Organization provides equal employment and promotion opportunity to employees.
- Organization recognizes performers and provides equal training opportunities to all the employees without prejudices or biases.
- Organization provides equal welfare schemes to employees without prejudices or biases.
- Employees are not denied of their civil and human rights.
- Organization sponsor classes, workshops, and seminars on inclusion and diversity.
- Organization puts a lot of effort, money and time into diversity-inclusion awareness and related trainings.

**Employee Relations**

- Organization has an anti-harassment cell with one of its member representing People with Disabilities community.
- Grievance Cell is available to handle issues related to differently abled employees.
- The decision and judgement made by the harassment cell is fair and valid keeping in mind employees with special needs.
- Organization promotes the sense of equality between colleagues and boss.
- Organization takes measures for ICT (Information & Communication Technology) adjustments to accommodate accessibility issues.

**Organizational Climate**

**Inclusion Climate**

- Organization has build policies to create inclusive and accessible environment.
- Organization also follows inclusiveness in supply chain to accommodate suppliers with disabilities.
- The adoption and implementation of inclusion and accessibility practices are consistent across department and at all organizational levels.
- Awareness programs are conducted for employees and supervisors for accommodating differently abled employees.
- Informal efforts are made to sensitize employees without disabilities on engaging with differently abled employees.
- The organization is the member of Disability network, social and official networks of organization and all employees with and without disabilities is encouraged to participate in that.

**Accessibility**

- Workplace Adjustments are made for work and career growth of employee with disabilities.
- Job postings are done in mediums which can also be accessible to differently abled.
- The written standards for job analysis and recruitment process are conducted to accommodate differently abled.
- Web portal is available to accommodate accessibility issues.
- E-Learning modules are specially designed keeping in mind differently abled employees.

**Diversity Climate**

- Organizations diversity policy includes disability.
- There is a free flow of information amongst work group which also help them to participate in decision making.
- Employees are encouraged to participate in formal as well as informal social activities of the organization.
- Orientation programmes are specially designed keeping in mind differently abled employees.
- Training programmes are specially designed keeping in mind differently abled employees.
- Top management have strong commitment to hire people with disabilities.

**Perception**

- My supervisor has a good understanding of workplace accessibility.
- Organization promotes workplace accessibility and adjustment.
- Organization has laid strong policies and processes related to inclusion and accessibility.
- Organization is aware and acknowledges the needs of people with disabilities.
- Organization takes measure to spread awareness among staff members for creating inclusive and accessible environment.
- Organization provides inclusive and accessible environment for all employees with disabilities.