

Exploring the Relationship between Workforce Diversity, Inclusion and Employee Engagement

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ABSTRACT

The aim of this paper is to analyze the relationship between workplace inclusion (WI) and employee engagement (EE) and the effect of workplace diversity, managerial support and trust in leader on workplace inclusion. The study has used a survey to collect data from employees working in the private telecom companies in India, using a structured questionnaire (n=383) of National Capital Region (NCR), India. To identify the factors which determine workplace inclusion and employee engagement multiple regression model has been used and further, Karl Pearson correlation has been used to establish the correlation between variables. This paper found three factors which determined workplace inclusion: workforce diversity; managerial support, and trust in leader. The results point out that the workforce diversity has a significant positive relationship with workplace inclusion ($\beta = 0.20, p < 0.05$), managerial support on workplace inclusion ($\beta = 0.18, p < 0.05$), trust in the leader on workplace inclusion ($\beta = 0.28, p < 0.05$). Similarly, there is also positive and significant effect of trust in leader on workplace inclusion ($\beta = 0.17, p < 0.05$) and finally, workplace inclusion also effects positively and significantly on employee engagement ($\beta = 0.29, p < 0.05$). Study on inclusive workplace and employee engagement is critical as it provides an understanding that how organizations can encourage and facilitate the full participation of employees. This study also provides practical interventions for human resource development professionals to assist individuals and organisations towards increasing more workplace inclusion and more employee engagement.

Keywords: *Employee Engagement, Workforce Diversity, Managerial Support, Trust in Leader, Workplace Inclusion*

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INTRODUCTION

Business situation is dynamical in terms of the worldwide nature of labor and diversity of the workforce. The management of business and workforce is increasing problem in today's fast and growing corporate economy. The organization across the world needs to form the simplest utilization of its human resources so as to realize competitive advantage within the market (Heaney, 2010). Therefore, the relationship between workforce inclusion and employee engagement cannot be ignored. Research on this topic assumes that the concept of employee engagement and workplace inclusion are interlinked. Definitions of inclusion focused on acknowledging and utilizing of these individual differences in their work environment, such that the individual is engaged and his/her performance is consequently improved (April et. al , 2009; Giovannini, 2004). A similar kind of statement has also been given by Roberson (2006) who defined inclusion as involving every member of the organisation, and focused on increasing their participation and engagement, utilizing the workforce diversity for gaining competitive business advantage. Workplace inclusion refers to the degree to which an employee feels that they are integral part of the organization by having an access to important networks and decision-making processes (Cho and Mor Barak, 2008). Once workers are engaged in their work, they need good relationships with their co-workers and working atmosphere becomes better. An engaged workplace encourages commitment and energy among the workers of the organization to enhance production and business performance (Kumar and Swetha, 2011).

There is growing evidence indicating that diversity is critical predictors of workplace inclusion. Diverse workforce of present times faces the problem of exclusion, which is experienced in reality by many employees and even large number of employees perceive that they are not considered as an integral part of organization by the management (Ibarra, 1993; MorBarak, 2000). Numerous studies claim that managerial supports provide inclusion at workplace (Shore et al., 2010; Greenberger et al., 1989; Jones et al., 2005).

The term worker engagement was the first used by Kahn (1990) who proposed that it is the extent to which the employees are involved and committed towards their organization and its values. Later on, this term is defined in different ways, for example, employee engagement is "as willingness or enthusiasm that the employee holds to spend optional effort

towards the job (Perrin, 2013). Saks (2006) defined employee engagement as the degree to which an employee is conscientious and engrossed in the performance of their roles and it is the affirmative feeling that employees have towards their work and also the motivation and endeavor they put into it. Employee engagement is the relentless affective-cognitive state that produces “ a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption” (Schaufeli, et al., 2002, Downey et al., 2014). Prior studies have shown that the high levels of engagement in domestic and global companies promote retention of talent, foster client loyalty and improve organizational performance and stakeholder value (Wilson, 2009; Markos and Sridevi, 2010). Engaged workers are not only happy in their job, but also conjointly translate that satisfaction into higher productivity and profit of the organization (Lee, 2012).

This paper examines the determinants of workplace inclusion and its impact on employee engagement. Relevant literature on workplace inclusion and employee engagement is reviewed which formed the basis of developing the model. Using factor analysis and regression analysis, the proposed model was tested in a representative sample of 383 employees working in selected private telecom companies in India. In the next section that follows the conceptual background about the various constructs is examined which helps to develop various hypothesis leading to development of a conceptual model. In the third section the methodology used is discussed i.e. the samples and the procedure used for data collection, the measures and the scales adopted etc. The fourth section deals with the discussion of results and finally the fifth section states the various implications and provides a conclusion to the study.

CONCEPTUAL BACKGROUND AND HYPOTHEIS DEVELOPMENT

Workplace inclusion is an ambiguous concept to explain as inclusion is considered a strategic concept because it serves both as ultimate objective as well as analytical tool (Ozbilgil, 2009). Mor Barak, (2005) defines inclusion as the perception of employee that they will get appreciation for unique contribution to the organization and will be encouraged for full participation. It is an action-oriented model comprising the overall organizational culture and climate that is intended to facilitate a greater integration of the organization with the society and local communities

(Mor Barak, 2015). The outcomes of inclusion in the workplace includes organizational commitment, work retention, job satisfaction and effectiveness of the task. A study by Nair and Vohra (2015) examined that inclusive environment is characterized by fairness (Kreiner and Ashforth, 2004), open communication and transparent recruitment, promotion and development (Daya, 2014). In such a climate, employees are willing to speak up and participate more fully (Detert and Burris, 2007), and discrimination and harassment tend to be lower (Chorbot-Mason et al., 2013) and it is also influenced by appreciation of member's contributions by the leader (Nembhard and Edmonson, 2006).

In order to understand employee engagement, relevant literature was reviewed. An engaged employee works with their colleagues for the benefit of the organization by enhancing performance within the job. The organization must work to develop and care for engagement which requires a two-way relationship between employer and employee (Robinson et al., 2004). Alan (2006) has given special emphasis on social exchange theory about the antecedents and consequences of job and organization engagement. According to him, the difference is found between organizational engagement and job, and supportive leadership from organization perceived both job and organizational engagement where job characteristics predict job engagement while procedural justice predicts organizational engagement (Alan, 2006). The model based on this theory also highlighted that job and organization engagement mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior. Similarly, Molraudee (2016) stated that employee engagement is positively affected by performance management and identified three dimensions for performance management as performance agreement, on-going feedback, and performance evaluation that can enhance employee engagement. It was found that enhancing employee engagement the employer must apply employee development facilitation and support, employee involvement, trust, and justice. Catherine et al. (2001) examined whether organizational factors such as employee's perceptions of management's support for knowledge sharing, their perceptions of the organization's social interaction culture, the organization's size, and the organization's available knowledge sharing technology, as well as whether individual factors such as age, gender, and organizational tenure had a significant impact on employees' perceptions of a knowledge sharing culture. New measures to assess employee's perceptions of management's support for

knowledge sharing, their perceptions of the organization's social interaction culture and the perceived knowledge sharing culture were developed. The perceptions of management's support for knowledge sharing, and perceptions of a positive social interaction culture were both significant predictors of a perceived knowledge sharing culture. A theoretical model which is tested by Xiaomeng et al. (2010) linking empowering leadership with creativity through several intervening variables and found that as anticipated, empowering leadership positively affected psychological empowerment, which in turn influenced both intrinsic motivation and creative process engagement.

Workforce Diversity and Workplace Inclusion

Prior research underlying in this area is that of creating work environments where diverse persons feel included (Bilimoria, Joy, and Liang, 2008; Roberson, 2006). Studies stated that inclusion and diversity both are interlinked, with gender showing the only consistent link to information networks and decision making (Findler, Wind and Mor Barak, 2005). Likewise, the discrimination and fairness paradigm involves a focus on equal opportunity, fair treatment, recruitment, compliance, and the access and legitimacy paradigm (focuses on matching workforce demographics and with those of key consumer groups to expand and better serve specialized market segments) as the most frequent approaches to diversity management (Thomas and Ely, 1996). Social identity theory also reveals that individuals tend to categorize themselves by means of demographic features such as age, gender, race, and various affiliation groups (Billig and Tajfel, 1973; Tajfel, 1982). This theory connects diversity characteristics and perception of inclusion and states that employee's perceptions of organizational actions and policies are influenced by their belonging to specific identity groups (Cho and Mor Barak, 2008).

H1: There is a positive relationship between workforce diversity and workplace inclusion.

Managerial Support and Workplace Inclusion

Managerial support and workplace inclusion both positively related to each other which have been cited by many researchers extensively. Numerous studies show that employees who report having supportive managers experience higher levels of job satisfaction, organizational loyalty, work-life balance and less stress (Greenberger et al., 1989; Thomas

and Ganster, 1995; Thompson et al., 1999; Baruch-Feldman et al., 2002; Jones et al., 2005; Rooney et al., 2009). Prior research have examined that workplace inclusion to a large extent depends on the managerial behavior with employees. A research on supervisory behaviors emphasized that rude supervisory behaviors diminished self-efficacy, job satisfaction, organizational commitment, work-family conflict, and heightened anxiety and depression among subordinates (Ashforth, 1994; Tepper, 2000).

A study by Shore et al. (2010) reported the importance of managerial support as it is play a crucial role in the execution of inclusive policies and practices. Similarly, Ryan and Kossek (2008) asserted that a lack of proper managerial support is barriers to the employee engagement and the contributions made by them and to non-supported employees feeling excluded. Building on these findings, it is expected that managerial support would have a positive effect on creating workplace inclusion:

H2: Managerial support has a significantly positive influence in creating workplace inclusion.

Trust in Leader and Workplace Inclusion

Trust is defined as a socially constructed phenomenon (Atkinson and Butcher, 2003). It contains three similar elements, that is, the “volitional acceptance of vulnerability and risk” (Atkinson and Butcher, 2003; Meyerson et al., 1996). Similarly, the concept of trust is conceptualized by Rousseau et al. (1998) as “trust is a psychological state comprising the intention to accept vulnerability based on positive expectations of the intentions or behavior of another”. Furthermore, to trust is “to place oneself in a position of personal risk based on expectations that the trustee will not behave in a way that results in harm to the trustor” (Atkinson and Butcher, 2003). A research on trust in leader has classically defined the this term as the willingness of a subordinate to be vulnerable to the behaviors and actions of his or her leader which are beyond the subordinate’s control (Mayer et al., 1995), while trust in organization is the general perception of employees on the organization’s trustworthiness (Gambetta, 1988).

Now the question is how trust in leader plays a central role in promoting workplace inclusion. Gotsis and Grimani (2016) explored that servant leadership is considered as a potential predictor of a workgroup climate for inclusion and it helps to thrive in a diverse work environment. Similarly, Cottrill et al., 2014 argued that leadership is considered as an antecedent of inclusion. Boekhorst (2015) found that authentic leadership fosters inclusiveness through inclusive leader role modeling: by transmission

of relevant social information leaders effectively generate learning processes among, and facilitating replications of inclusive behaviors by followers. A study by Sharkie (2009) stated that a high level of trust is needed to encourage cooperative behavior, facilitate the development of communication network and increase the willingness of the employees to share their knowledge with others for the benefit of the organizations. Dirks and Ferrin (2002) claimed that the extent of organizational commitment by employees will be positively correlated with their belief that leaders are trustworthy. A similar finding has been given by Mayer and Gavin (1999) who asserted that lack of trust in leader act as destruction from engaging in high work performance. Therefore, we postulate that:

H3: Trust in leader has a positive and significant influence on inclusive workplace.

Trust in Leader and Employee Engagement

Although a huge body of literature is available asserting that leaders are responsible for creating engaged employees only few have examined the relationship between leadership and employee engagement (Hansen et al., 2013; Aryee et al., 2012; Tuckey et al., 2012; Xu and Thomas, 2011). According to MacLeod and Clarke (2009) four key enablers to successful employee engagement are: leadership, engaging manager, voice and integrity which deals with the attitude throughout the organization that employee engagement is about how you do; what you do; it is a belief in the importance of people and what they are capable of when managed effectively.

Trust is a significant feature in the relationship that leaders have with their subordinates and that it is through this subordinate trust and respect for their leader, that subordinates are motivated to perform beyond expectations (Gillespie and Mann, 2004; Dirks and Ferrin, 2002). Research shows that employee engagement is the driver behind an organisation's success, in that an engaged employee demonstrates the willingness to put an extra efforts into the work and to reach optimal performance (Tims et al., (2011). A latest study by Engelbrecht et al., (2017) asserted the relationship between leaders and followers who play an important role in the organisation; trust and leadership as the key aspects that should be considered particularly when it can contribute to the presence of employee engagement. Studies show that trust in the leader can be defined as the employee's willingness to accept vulnerability on the basis of positive expectations of the intensions of the leader (Schoorman et al., 2007).

There is a great effect of trust in leader in the organization. It was found that the employees who experience an increase in the trust also experience an increase in their work engagement (Buckley, 2011). A review of literature reports that trust has a direct and positive impact on employee engagement and trust includes the free exchange of knowledge, ideas and information and that this trust will lead to a climate in which employees are actively engaged in their work (Wong et al., 2010; Engelbrecht et al., 2017). From the above assumptions and findings the following can be postulated:

H4: Trust in the leader has a significantly positive influence on employee engagement

Workplace Inclusion and Employee Engagement

In this section we add the literature on how the feelings of workplace inclusion are important in employee engagement. Research on workplace inclusion indicated that employee perception of inclusion has been found to strongly predict commitment and job performance (Cho and Mor Barak 2008; Mor Barak et al., 2001; Mor Barak and Levin, 2002), and higher levels of employee engagement are related to better organizational performance (Denison, 1990). In a study by Findler et al. (2007) it was reported that when employees feel excluded they experience lower commitment. Further, inclusion interact to foster a trusting climate and employee engagement, organizations that indulge in promoting employee engagement can expect to derive ample benefits of high trust workplace which includes good work relationships, enhanced employee performance and well-being (Downey et al., 2014).

Similar findings have been reported by several researchers, that employees would be more engaged if they have greater access to organizational information that may create feelings of inclusion in the organization, thereby making the work more interesting, and increasing their contributions to the organizational performance (Hallberg and Schaufeli, 2006; Salanova et al., 2005; Zhu et al., 2009; Xu and Thomas, 2011). Workplace inclusions have considerable influence over the work-related self-esteem and employee's willingness to go beyond their job-related roles to engage in citizenship behaviors (Cottrill et al., 2014, Vohra et al., 2015). Kahn, (1990) cited that in order to make the work more meaningful and to provide a safe environment for engagement, inclusion in social networks is essential. Thus, we hypothesized that:

H5: Workplace inclusion has a significant positive influence on employee engagement.

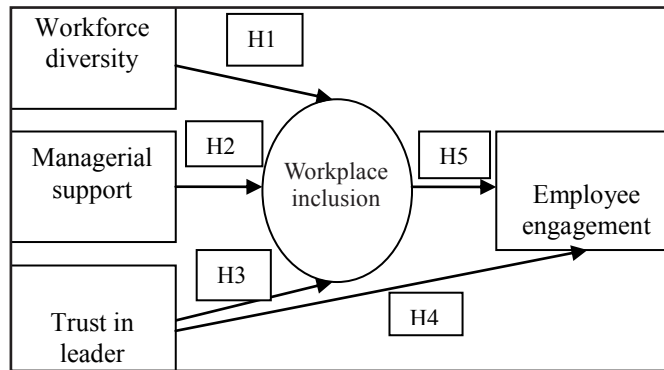


Fig. 1: Conceptual Framework

METHODS

Sample and Procedure

The four private telecom companies of India namely - Bharti Airtel, Idea Cellular, Vodafone and Reliance Communication of National Capital Region (NCR), India were considered. These companies were selected based on their high market share and customer base. The percentage share of subscribers of Bharti Airtel is 24.2 per cent (248.6 million), 19.6 per cent (196.7 million) of Vodafone, 17.0 percent (174.6 million) of Idea Cellular and 9.9 per cent (106.8 million) of Reliance Communications of the total subscriber. The quantitative data were collected based on random sampling method. The study had used a survey to collect data from around 450 employees working in these companies, employing a structured questionnaire containing 35 questions on all the five constructs under study, which was sent via email and some also in paper by directly visiting their offices, whereby 383 valid questionnaires were returned i.e. (n=383), 62.1 per cent male (n=238) and 37.9 per cent female (n=145). The mean age of the respondents were 37.9 years (SD=9.8 years). The study has used regression analysis to analyse the data and to examine the effect of different variables on workplace inclusion and employee engagement. The reliability of the indicators has been calculated using composite reliability method. The amount of variance that is captured by

a construct in relation to the amount of variance due to measurement error average variance extracted has been used. Further, Karl Pearson correlation method has been used to see the association between the variables.

Measures

Workforce diversity was measured using a four items scale developed by Roberson (2006) which contained questions linking workplace diversity with workplace inclusion (e.g. “What are the attributes of a diverse organization”). A seven point Likert scale ranging from ‘strongly disagree’ to ‘strongly agree’ indicated the level of agreement of the respondents. The internal consistency of the scale which is measured by the value of composite reliability which was 0.89.

Managerial support was measured adopting three items from the Inventory of Supportive and Unsupportive Managerial Behaviours (Rooney and Gottlieb, 2007; Rooney et al. 2009). These three items were categorized into two dimensions: the Personal and Esteem Support dimension that convey the personal regard as well as actions that are esteem enhancing (e.g. “Gives me positive feedback when deserved”) and the Job Enabling Support dimension comprises actions that assist employees to be more effective in their job tasks (e.g. “Provides me with clear expectations of my work responsibilities”). The unsupportive dimension comprises behaviours that are controlling and belittling (e.g. “When I make decisions or perform tasks, he or she second-guesses them”). The value of composite reliability for this scale was found to be 0.97.

Trust in leader evaluated by using a seven items scale developed by (Robinson and Rousseau, 1994) which was derived from the bases of trust in business relationship identified by Gabbarro and Athos (1976). The value of composite reliability was 0.92 and a sample item includes “I believe my employer has high integrity”.

Workplace inclusion was evaluated by using a seven item scale adopted from Mor Barak’s (2005), Perception of Inclusion-Exclusion scale. This scale was reduced from its original length to save the time and resources the organizations expense to the data collection (Matz-Costa et al. 2012). The items were rated on a scale of ‘strongly disagree’ to ‘strongly agree’. These items were subjected to an exploratory factor analysis using principal factor extraction and varimax rotation to access their factorial structure in this sample (e.g. “I have influence in decisions taken by my work group regarding our tasks”). The composite reliability value for this scale was 0.90.

Employee engagement is based on Utrecht Work Engagement Scale (Schaufeli et al. 2006; 2007) which consist 17 items on the three underlying dimensions of; vigor, dedication and absorption. Vigor was measured with six items (e.g. “At my work, I feel that I am bursting with energy”), dedication with five items (e.g. “I find the work that I do full of meaning and purpose”) and absorption with six items (e.g. “Time flies when I’m working”). The items were rated on a seven point scale ranging from ‘strongly disagree’ to ‘strongly agree’ and the composite reliability value for this scale was 0.92.

DATA ANALYSIS AND RESULTS

The demographic profile of the respondents has been provided in table 1. The sample had an representation of 62.1 per cent males and 37.9 per cent females, and had a wide range of ages (40 per cent were below the ages of 25; 48.6 per cent were between the age of 25-30; 11.5 per cent were more than 30 years). The organizational tenure of the respondents which fall into less than one year was 11.2 per cent, between 1-5 years were 53.8 per cent and 35 per cent had an experience less more than 5 years. The data was mainly collected from middle level management.

Table 1: Demographic Profile of Respondents

Type of classification	Category	Number of respondents	Percentage in sample
Age	Less than 25 years	153	39.9
	25-30 years	186	48.6
	More than 30	44	11.5
Gender	Male	238	62.1
	Female	145	37.9
Present Organizational Tenure	Less than 1 years	43	11.2
	1-5 years	206	53.8
	More than 30	134	35.0

Source: Author’s calculations

Table 2 displays means, standard deviations (SD) and the correlation matrix between key constructs in the study. There are positive correlations among workforce diversity, managerial support, trust in leader, workplace inclusion and employee engagement.

Table 2: Means, Standard Deviation and Correlations of the Constructs

Constructs	Mean	SD	WD	MS	TL	WI	EE
WD	2.94	1.48	1				
MS	2.19	1.30	.671**	1			
TL	3.01	1.50	.622**	.503**	1		
WI	2.95	1.56	.210**	.192**	.274**	1	
EE	2.06	1.22	.154**	.279**	.203**	.249**	1

Source: Author's calculations

Note: ** p<0.01

Table 3 shows all indicators reliability values which are above the minimum acceptable level of 0.4 ranging up to 0.9. For reporting internal consistency reliability, composite reliability has been used instead of using conventional Cronbach's alpha measures. A study by Hair, Christian and Sarstedt, (2011) and Bhuvanaih and Raya (2016) state that Cronbach's alpha test assumes all indicators to be equally reliable whereas the composite reliability computes reliability measures for each indicators which prioritizes indicators during model assessment. In order to examine convergent validity, average variance extracted (AVE) values are calculated which above 0.4 is considered close to acceptable level of 0.5 (Bhuvanaih and Raya, 2016).

Table 3: Summary of Reliability and Construct Validity Indices of Model

Construct	Variable	Indicators	Loadings	Indicator Reliability	Composite Reliability	AVE
Workforce diversity		WD 1 -	0.74	0.59	0.89	0.78
		WD 2 -	0.90	0.82		
		WD 3 -	0.77	0.67		
		WD 4 -	0.79	0.69		
		WD 5 -	0.71	0.56		
Managerial Support	Supportive dimension	MS 1 -	0.78	0.67	0.97	0.79
		MS 2 -	0.68	0.57		

Construct	Variable	Indicators	Loadings	Indicator Reliability	Composite Reliability	AVE
	Unsupportive dimension	MS 3 ⁻	0.92	0.85		
Trust in Leader		TL_1	0.78	0.61	0.92	0.75
		TL_2	0.58	0.66		
		TL_3	0.50	0.52		
		TL_4	0.89	0.83		
		TL_5	0.87	0.83		
		TL_6	0.88	0.83		
		TL_7	0.76	0.73		
Workplace inclusion		WI_1	0.96	0.92	0.90	0.86
		WI_2	0.85	0.77		
		WI_3	0.77	0.70		
Employee Engagement	Vigour (VI)	EE_1	0.65	0.65	0.92	0.63
		EE_2	0.56	0.58		
		EE_3	0.59	0.59		
		EE_4	0.71	0.59		
		EE_5	0.48	0.44		
		EE_6	0.58	0.42		
	Absorption (AB)	EE_7	0.79	0.63		
		EE_8	0.42	0.53		
		EE_9	0.82	0.72		
		EE_10	0.52	0.60		
		EE_11	0.53	0.52		
		EE_12	0.85	0.74		

Construct	Variable	Indicators	Loadings	Indicator Reliability	Composite Reliability	AVE
	Dedication (DE)	EE_1 3	0.55	0.42		
		EE_1 4	0.74	0.61		
		EE_1 5	0.55	0.51		
		EE_1 6	0.65	0.49		
		EE_1 7	0.65	0.56		

Source: Author's calculations

DISCUSSIONS

In this paper, workforce diversity, managerial support and trust in leader are taken as independent variables which are hypothesized to be positively related to workplace inclusion. Further, trust in leader also acts as determinant of employee engagement in this conceptual model. However, workplace inclusion is hypothesized to be positively related to employee engagement. The conceptual model for the present study is shown in figure 1.

The graphical presentation of results is shown in figure 1 along with regression coefficients. The first hypothesis postulates that workforce diversity has a significant positive relationship with workplace inclusion since the regression coefficient (β) is 0.20 with $t = 3.26$ and $p < 0.05$. Therefore, the hypothesis that increased workforce diversity will have a significant positive impact on workplace inclusion. Also the impact of managerial support on workplace inclusion is significant as $\beta = 0.18$ with $t = 2.96$ and $p < 0.05$. The second hypothesis that managerial support has a significant positive relationship with workplace inclusion is accepted. The third hypothesis i.e. trust in the leader has a significant positive influence on employee engagement is accepted because $\beta = 0.28$ with $t = 4.76$ and $p < 0.05$. The fourth hypothesis is also accepted because $\beta = 0.17$ with $t = 3.47$ and $p < 0.05$, therefore the hypothesis that trust in leader has a significant positive influence on employee engagement. Finally, the fifth hypothesis that workplace inclusion has a significant positive relationship

with employee engagement is supported by the $\beta=0.29$ with $t=4.33$ and $p<0.05$.

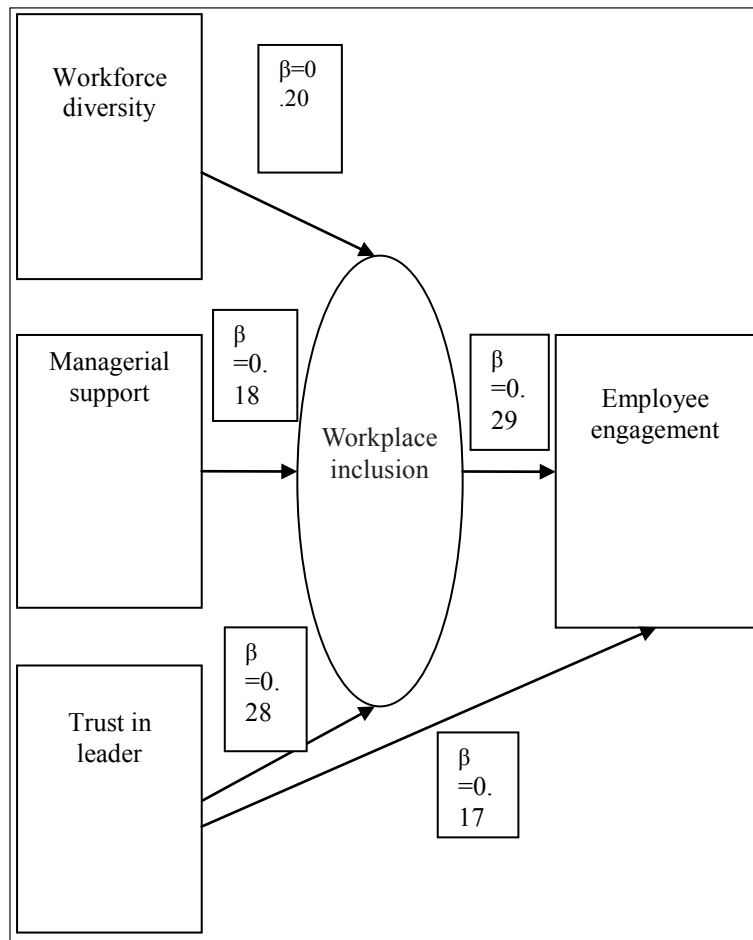


Fig. 2: Conceptual Model

LIMITATIONS AND FUTURE RESEARCH

All efforts were made to maintain objectivity, reliability, and validity of the study, yet certain limitations could not be ignored. The notable limitation of this study is that it is a cross-sectional in nature with small sample size. In the future, this limitation should overcome by using longitudinal data with large sample size. Further, the data were collected from telecom sector only. Future research should be conducted in other sectors also, which also have high workforce diversity and problems of employee engagement like banking sector by adopting multi-level

approach. In the future, researchers should also explore more links between managerial support and workforce diversity and employee engagement for the diversified study like organisational commitment, retention, etc. The future research can also take into account the relationship between diversity and engagement in case of public sector also.

CONCLUSION AND IMPLICATIONS

On the basis of the analysis, it can be concluded that workplace inclusion has a positive association with employee engagement. There were three factors-workforce diversity, managerial supports and trust in leader which had a significant positive influence on workplace inclusion. The study not only found association between workplace inclusion and employee engagement, but also established a relationship between trust in leader and employee engagement. The paper highlighted the body of knowledge in the domain of workplace inclusion and employee engagement in the proposed model. It also helps to throw light on opportunities for new areas of further investigation in relation to other key drivers of employee engagement. The study of employee engagement is vibrant topic in the current economic scenario because of engaged and satisfied employees contribute to high performing organizations (Yeh, 2013; Huong et al., 2016). The study revealed that the employee engagement is a good indicator for success of any organization. The organizations ought to concentrate on employee engagement to boost their growth and to induce a competitive advantage. An engaged workplace encourages commitment and energy among the employees of the organization to enhance production and business performance. In conclusion, we can say that high levels of engagement in telecom companies promote retention of talent, foster client loyalty and improve organizational performance and overall stakeholder's value. It is concerned about maximum utilization of organization's assets so as to achieve competitive advantage in the market. The study suggested that there are various factors which influence like managing the workforce diversity (i.e. cultures, genders, and ethnicity), a strong and understanding managerial support and trust in leader play an important role in workplace inclusion. Therefore, the study summarizes that there is a great degree of association between workplace inclusion and employee engagement. The empirical model suggested that the management ought to perceive the importance of employee engagement through workplace inclusion because highly engaged manpower will certainly create an organization more flourishing in terms of financial and nonfinancial parameters.

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