

Employee early perception towards diversity and inclusion at Upstream Business, Petronas

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Abstract

This study outlines the research method and findings of an assessment performed to evaluate the perception of employee on the organization's diversity and inclusion. Data collection was conducted with randomly selected 17 of the organization's employees through three interviews and two focus groups discussion. The study found this organization is diverse and value on the importance of diversity and inclusion to its performance. There are limited formal diversity and inclusion structures currently in place. An integrated and comprehensive diversity and inclusion management strategy is critical to support organization business strategy and achievement of their mission. It is expected the organization to embrace the complexity of diversity and inclusion challenges in creating inclusive culture for the organization to increase retention, job satisfaction, engagement and performance.

Keywords: Diversity, Inclusion and Organization

1. INTRODUCTION

Petroleum Nasional Berhad (PETRONAS) is one of the few national oil companies in the world that has transformed itself into a leading multinational of choice and ranked amongst the largest corporations on FORTUNE Global 500®. Since its establishment in 1974, PETRONAS have not stopped pursuing new solutions and pushing boundaries across the entire oil and gas value chain. PETRONAS continue to strengthen their portfolio through technological advancements, operational excellence and by being a responsible corporate citizen wherever they set foot. PETRONAS has diverse, resilient and competent workforce strives to deliver and unlocking potentials and adding value to oil and gas resources.

PETRONAS Upstream Business as one of the PETRONAS business arms is a fully integrated business across the oil and gas value chain, with full ownership and accountability of exploring, developing, producing and monetising oil and gas resources both domestically and internationally. Maximizing on the benefits of workplace diversity and inclusion has become a significant issue for management today. Diversity and inclusion are frequently defined as acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status (Esty, Griffin & Schorr-Hirsh, 1995). Thomas (1991) extends the list of characteristics by also including personal style, language, physical ability, family, citizenship status, socio-economic circumstances, and education and life experiences. People, in general, see diversity and inclusion as any trait that makes someone unique and does not interfere with effective job performance. Diversity and inclusion, for many organizations, is now seen as the catalyst for innovative thinking, entrepreneurial spirit and new ways of building our communities.

2. PROBLEM STATEMENT

PETRONAS Upstream business ("the organization") encompasses Exploration, Development and Production, and Malaysia Petroleum Management (MPM) is a fully integrated business covering a broad portfolio of resources and play types in more than 20 countries. It has proven capability and track record of successful onshore and

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offshore developments in oil and gas have earned PETRONAS Upstream business reputable operatorship in many ventures across the world. Upstream business presence extends across 22 countries globally, with 216 producing fields, 383 offshore platforms and 25 floating facilities.

All aimed at placing PETRONAS in a prime position to achieve Key Result in 2020, PETRONAS has unveiled its Three-Pronged Strategy – Strengthening PETRONAS Cash Generators, Expanding Core Business and Stepping Out of Boundaries. As to support this PETRONAS Three-Pronged Strategy, PETRONAS has embarked on the Global Talent Strategy (GTS), which anchors on the Right Talent, Right Environment and Right Leaders; is required to ensure business agility and long-term sustenance for PETRONAS. Upstream Business embraces diversity and inclusion as part of their culture and system, policy, processes and practices. By embracing diversity and inclusion, management of the organisation believes will improve the innovation in their products and services and ultimately increase productivity level. In order to do this, the organisation have defined the “Right Environment” for diversity and inclusion as an environment that will lead to a more productive and innovative organization where the people respect and value each other.

The management of the organization would like to explore on the understanding of the organization employee on the diversity and inclusion, and to reap the benefits from effectively managing these issues. As diversity and inclusion is new to the organization, it is notable that there is lack of understanding on diversity and inclusion, especially from the context of employees in the organization. Therefore, this study is on the understanding of diversity and inclusion amongst the employees in the organization.

There are three objectives established for this study in order to explore the understanding on diversity and inclusion among the employees of Upstream Business, PETRONAS. The objectives are;

1. To explore the understanding on diversity and inclusion among the employee of Upstream Business, PETRONAS.
2. To understand the level of awareness among the employee of Upstream Business, PETRONAS on the culture of diversity and inclusion in the organization.
3. To identify the benefits gained by the organisation to implement diversity and inclusion management as part of the strategy to maximize performance.

3. LITERATURE REVIEW

3.1 Diversity and Inclusion

Workplace diversity is a very broad topic that covers many themes like cultures, leadership, discrimination, unconscious bias and groups such as women, men, skin colour, veterans, people with disabilities, Lesbian, Gay, Bisexual and Transgender (LGBT) professionals (Grissom, 2018). The division of the workforce can be distinguished into categories that; (a) have a perceived commonality within a given cultural or national context, and (b) impact potentially harmful or beneficial employment outcomes such as job opportunities, treatment in the workplace, and promotion prospects-irrespective of job-related skills and qualifications (Barak, 2014). Diversity can also be termed as differences between individuals on any attribute that may lead to the perception that another person is different from self (Jackson, 1992; Williams & O’Reilly, 1998). To understand diversity, Kossek and Zonia (1993) explained diversity climate based on one’s racial group membership. Understanding level of colleagues at work are also affected by in-group favouritism (Hewstone et al., 2002). Caidi and Dali (2015) defines the issues of diversity, meaning and effect of micro aggressions as barriers to diversity, concept values-based diversity for intellectual growth, improved productivity and healthier work environments. It is supported by the understanding knowledge from Bertolino et al. (2011) which derived as “explore age differences of other workers in terms of the Big Five personality traits and in the light of different aspects of job performance”.

Diversity can have important effects on organizations (Dawson, White, Wheatley, & Allen, 2007). Senior management and non-managerial levels of organizations are significantly related to a variety of organizational performance. Employee motivation and behaviour is connected with diversity as it leads to higher levels of organizational performance. Harrison and Sin (2006) suggest that the study of diversity is reasonable and necessary if they “form the pivotal dimension for diversity’s effects”. These findings lend support to the need to consider employee thinking in order to understand the role of diversity within an organization. As with many things in life, diversity is the reality. This holds true with respect to diversity. Even if demographic diversity exists on paper within an organization, if the employees do not perceive their workplace to be diverse the organization is unlikely to derive the attitudinally and behaviourally based benefits of diversity. Furthermore, definition of

diversity varies with one's another. It is comprised of many dimensions such as race, gender, religious affiliation, and national origin to name a few. The level of diversity is also undoubtedly influenced by one's membership in a particular group. For example, women may be more attuned to the organization's overall representation of women than would be men. Likewise, racial minorities may be more attuned to the organization's racial makeup than would racial non-minorities. Because a person's understanding of "minority status" is both ill-defined and influenced by one's attributes with regard to the concept of diversity, this study did not predefined diversity for the respondents but rather allowed them to use their own definition. As diversity is the reality, that if a person less understands on their organization as more or less diverse in different ways than would another, that differences of level understanding is valid in their own view however they chose to define it.

Inclusion is defined as achievement of work environment in which all individuals are treated fairly and respectfully, having equal access to opportunities and resources, and can contribute fully to organization's success. Differences are recognized, valued and engaged. Different voices are understood as being legitimate and as opening new vistas; they are heard and integrated in decision making and problem-solving processes; they have an active role in shaping culture and fostering creativity and innovation; and eventually in adding value to the company's performance (Maak & Pless, 2004). However, diversity is the mix. Inclusion is making the mix work (Tapia, 2013).

There are five ways showing diversity and inclusion are more productive, sustainable and profitable for company whereby the management shall focus on satisfaction on career of employees, promotes innovative solutions and products, widens the talent pool, broadens marketing and customers as it shows company more effective market to a broader group of consumers and tap to opportunity for businesses, strengthen collaboration culture and enhance company reputation (Grissom, 2018). Diversity and inclusion should be held by someone who have appropriate level of experience, competencies, passion for the role in conducting the diversity and inclusion action, embedded into core business objectives and not treated as stand-alone projects and initiatives (Farmer, 2014). Strengthening policy, supporting business strategy and expansion, increasing metrics and formalizing accountability organization fairness in hiring, career progression and diversity breaches by creating more visible and vocal leadership at presence is needed to develop comprehensive diversity and inclusion plan with strategically cohesive and measurable actions (Yeats, 2018).

Diversity and inclusion are defined as the differences and similarities that include values, beliefs, experiences, backgrounds, age, socioeconomics and more represented in the working environment which every individual is treated fairly and unbiased plus with respectfully by others and organization. Diversity create equality in individual and organizations. Individual experience of diversity, social interactions differences are affected by diversity and correlates toward individual thinking, feelings and action (Jaiswal & Dyaram, 2018). By examining absolute and diversity, create awareness on how people deals with diversity. It is important as schools, workplaces and country experiencing with various racial, cultural, and ethical values, beliefs, experiences and backgrounds. Together with diversity, the understanding will help people to facilitate cohesion, cooperation and collaboration on people, community, organizations and countries. The study on diversity and inclusion in business organizations particularly among employees of the organization has not been given much attention. Therefore, this study is timely considering the management of the organization is actively.

4. DATA COLLECTION PROCEDURE

Two methods of data collection were adopted for this study; which were focus group discussions with randomly selected upstream personnel in PETRONAS Twin Towers, Kuala Lumpur and interviews with representatives from three different departments. Permission to conduct the study and obtaining the data (through focus group discussion and interviews) were sought from the Global HR Partners – Upstream (GHRPU). The GHRPU sent invitation email to the random personnel for the focus group discussion and invitation emails for the interviews with the three selected personnel. For the interview, the interviewee decided the time and place to conduct the interview, convenient to them. During the interview, the personnel was given a brief introduction on the study. The interview record is handwritten and later transcribed for analysis. For the focus group discussion, as it involves many invitees, the venue and time was decided by the representative of HR Upstream. All of the conversation during focus group discussion were recorded using a voice recorder and later transcribed for analysis.

5. FINDINGS

Experience, knowledge, interpersonal skills and intrapersonal skills are one of the mediums used in crafting and synergize the understanding of diversity and inclusion. Verbal communication is part of intermediaries that are used in addressing and distributing the misunderstanding of diversity and inclusion to the management. With the

sentiment of unbiased response, all respondent is free to give any opinion and idea in developing the understanding of diversity and inclusions. Most of the respondents acknowledged on the increased focused on diversity and inclusion at the management level while the business expands widely. However, the interpretation and answer by the respondent shows low level of understanding on diversity and inclusion. From the interview session with focus group of Manager's levels, it was highlighted that diversity and inclusion at individual understanding in the organization are more towards individual differences, individual acceptance, openness and equality, adaptation and relationship building.

5.1 Level of Understanding of the Organization Employees on Diversity and Inclusion and its Benefits

In this chapter, level of understanding was explored in terms of individual views to diversity and inclusion which merely discovered from the daily activities in the organization. Previous studies showed that the level of understanding is important in developing the acceptance of diversity and inclusion for future organization planning (Esty, Griffin & Schorr-Hirsh, 1995). Generally, all of the respondents have some understanding of diversity and inclusion. Diversity, according to them stems from the differences of each individuals as a result of working experience, generation gaps, personal preferences that develop bias, specials needs for example physical disability, capabilities and human nature with the tendency to group based of specific preference. On the other hand, when asked about inclusion, most of the feedbacks relate to openness and giving equal treatments as well as being impartial. Interestingly, the benefits of diversity have borne fruit, claimed of the respondents because creativity is a clear result of having a diverse member in a work group. Further, some respondents believe that meritocracy, if implemented would then result in diversity and inclusion to take form.

a) Individual Interviews (General Manager)

Acceptance to differences and recognition to the individual differences are among the feedback received from this group. Being the departmental head, the ability to recognize the differences of their subordinates is crucial. Not only accepting the differences but being equal and ability to be impartial is what diversity meant by the interviewee. Interestingly, one of the interviewees pointed on the need to emphasize on capability and competency in particular when referring to gender. Being in organization that has a diverse population, one of the interviewees relates his working experiences overseas on the benefits of diversity. As the departmental head is managing a number of subordinates; the interviewee believes that being inclusive as being open and the same treatments. The feedback is also similar feedback from other interview where ability to accept the different and adaptation to the differences are key. As part of inclusivity, those differences should be recognized, valued and engaged.

b) Focus Group Discussion (Senior Manager/Manager)

In the study, responses from the respondents demonstrated managers seems to have better understanding on the diversity and inclusion. From different views of background, most manager were able to explain in detail on diversity and inclusion. The respondent indicated that the sense and awareness deriving from diversity and inclusion has increased as a result of operational expansion. The managers also explain and discussed about diversity blended in the personal life. Some of managers explained the acceptance of individual towards the diversity and inclusion contributed to the level of understanding for diversity and inclusion. The level of understanding and inclusion does not stop at individual differences and individual acceptance, however, it consists of openness and equality together with adaptation. With this level of understanding on diversity and inclusion, the results revealed that most of the respondent were aware and acknowledge the rise of diversity and inclusion within people and organization. A few additional information have come across during the interview which highlighted on the work life balance. As a matter of fact, the managers suggested with similar or equivalent thoughts during the focus group discussions. All respondent expressed opinion in favour towards diversity and inclusion and currently, the level of understanding is increasing from time to time. They believed, by accepting the diversity and inclusion, people will not feel isolated, acceptance of variety background, openness concept and equality able to expand the career paths and experience. This finding is inline and supports previous research done by Jaiswal & Dyaram (2018) as per below:

“Diversity create equality and in individual and organizations. Individual experience of diversity, social interactions and perceived differences are affected by diversity and correlates toward individual thinking, feelings and action.”

[Jaiswal & Dyaram, 2018]

c) Focus Group Discussion (Executive)

In general, most of the executives are aware of diversity and inclusion, describing it as a subject related to individual differences and the acceptance of the differences. Individual differences can also mean personal capabilities that can be complemented by others, as mentioned by a respondent. A respondent opines that diversity and inclusion will fall into place if meritocracy is implemented. A respondent explains that each human is unique and its normal for humans to group based on common interest. However, this could, consequently lead to potential adverse effect. Additionally, uniqueness can be possibly a result from different experience – either from personal or professional experience and upbringing.

In discussing further, the consequence and what it means to be committed to these values, the respondents relate that the implementation of diversity and inclusion must consider the corporate agenda and can be costly. The perspective taken by the respondents mostly reflect that of the organization. Commitment to the diversity and inclusion agenda could mean, for the organization, to meet certain demands from pressure groups. Eventually this could later result in reverse-discrimination. From literature, the subject of diversity and inclusion often mention requirements to be a part of or have a sense of belonging. Sometimes one has to be able to share personal information or preferences. In this regard, the executives have mixed reactions. Trust seems to be an important factor in sharing personal information, especially the communication between immediate superior.

5.2 Employee Awareness Regarding the Culture of Diversity and Inclusion in the Organization

In overall, the responses to on the culture of diversity and inclusion at the organization level is mix. Some reiterated positive feedbacks stating that over the years, the organization culture has somewhat changed to be more receptive to ideas of junior employees. On the other hand, some feedbacks hinted on the organization as less than what it claims to be – a multinational company, because of the control is believed to be highly centralised. In addition, the work culture still holds deep root to seniority which is some cases different opinions offered by less senior employees - experience suppression. The levels of diversity and inclusion could vary depending on demographic as well as between divisions and leadership style. It is also found that some of existing initiatives is lauded as more sensitive to the diverse employee needs. Key Performance Indicator (KPI) and annual targets have been the ‘glue’ that binds the employee, in achieving a common goal and display compromise towards different attributes of others. Given the opportunity provided by this research, the employees have indicated it is essential for the organization to have a policy in diversity and inclusion that includes equal opportunities, flexibility, increase staff engagement, caters for special needs and work life balance.

a) Individual Interviews (General Manager)

There were mixed responses by the General Managers on the readiness of organization for diversity and inclusion. Generally, having the trust, right policy and flexibility are amongst the measurement of readiness as per their feedback. In view of the individual differences; the interviewees responded that current policy that emphasize on the work life balance i.e. paternity leaves, compressed work week are amongst the company policy that supports diversity and inclusion. From the responses, PETRONAS as multinational oil company that has its operations worldwide, the company practices the diversity and inclusion. Nevertheless, there are responses that organization needs to do more by having certain flexibility on the policy as to support the diversity and inclusion particularly on meeting requirements of certain groups of staff.

b) Focus Group Discussion (Senior Manager / Manager)

The openness by the organization showed how the readiness of diversity and inclusion work within the environment in the organization. The positive response showed the managers are happy and felt appreciated by the organization. From all responses, the openness created by the diversity and inclusion in the organization give positive feedback towards the achievement and performance of staffs within the organization. Relationship between staff and organization played major effect in order to acknowledge the organization readiness towards diversity and inclusion. Personal touch (relationship) give positive impacts and this is supported by another respondent. With in-depth interviews, it can be observed that readiness of diversity is not limited to relationship and openness. It also consists of opportunity to give feedback, top-down decision making and interaction.

c) Focus Group Discussion (Executive)

Some of the executives tend to believe that the organizations current initiatives indicate readiness to implement diversity and inclusion. However, others gave a completely different picture, about perception on work culture with regards to opinions, management and seniority. Some executives relate to the signposts for the organization

to be ready in implementing diversity and inclusion, ranging from openness to ideas and differences, adaptation without force and forward looking. Feedbacks from respondents seem to suggest that the levels of adaptability in the organization varies from one department to the other. At times, the differences are tolerated to fulfil a bigger purpose. For example, to meet a certain deadline or Key Performance Indicator (KPI). However, this could allude to favoritism and can become an obstacle to inclusivity.

5.3 Opportunities to Implement Diversity and Inclusion Management Strategies to Maximize Performance

Opportunities for better performance from reaping benefits via diversity and inclusion should not only focus on personal and organization readiness, but it needs to blend with other opportunities to feel the differences. The differences can be clustered and observed when people start to explain on the acceptance, cultures, differentiation of cultures and others. The respondents believe that one of the areas to implement diversity and inclusion is to promote diversity by first having a diverse workforce that will further encourage interaction and promote better understanding of others. Another area of concern, which is in line with current trend is to have young yet potential leaders on the leadership seat. However, current system could possibly be an impediment with compulsory years set before a promotion is considered. When posed this topic, two interesting discussion emerge; whether to impose diversity and inclusion? If yes, then whether a quota should be imposed. Respondents are divided on both notion, some agree for the diversity and inclusion to be imposed, because without it, the idea would just be at the awareness level. While, on the other side, the opponents believe that forcing a policy is not the best approach in implementing diversity and inclusion.

a) Individual Interviews (General Manager)

With fifty thousand strong workforce and having its operations worldwide, the interviewees felt that diversity and inclusion is timely. This can be achieved by having clear policy and structured program particularly on career development and opportunity for cross mobility. While the company is embracing diversity and inclusion as strategy to maximize performance; there are concerns with the readiness of staff to embrace for diversity.

b) Focus Group Discussion (Senior Manager / Manager)

From the interview session, the respondent explained the acceptance to differences. With this, management may improvise the standard in achieving diversity and inclusion success. The difficulties faced by the expatriate respondent highlighted how management can acknowledge and create some preventive action. On top of that, respondent stated the improvement factor that can be considered to reduce the barriers. One area that receives most attention is bureaucracy that is seen as a hurdle to progress the corporate ladder or even promote younger talents at senior positions.

c) Focus Group Discussion (Executive)

On whether diversity and inclusion should be imposed in the organization, mixed reaction can be observed. Some responded and mentioned that it is not something that one can be prepared of, while others debate its practicality - either to impose or rather advocate the staff. The pro imposition argues that if diversity and inclusion is not imposed, it will only remain at the awareness level. Thus, diversity and inclusion would not become an organization culture. On the other hand, by imposing diversity and inclusion will only, possibly cause superficial feedbacks, a sign of forced compliance and formality that would not last long. Topics on culture and ethic contribute major feedback during the interviews. Many respondents explained, to have diversity and inclusion, organization or company shall eliminate the discriminations on cultures. Diversity creates equality in individual and organizations. By having good ethics on cultures, perhaps organization or company may able to derive new policies, equal opportunity towards a conducive environment. Individual experience of diversity, social interactions and the differences are affected by diversity and correlates toward individual thinking, feelings and action (Jaiswal & Dyaram, 2018).

6. CONCLUSION AND RECOMMENDATIONS

Several conclusions can be drawn from this study. Firstly, the employees in Upstream Business which consist of locals and expatriates have the right level of awareness about diversity and inclusion based on personal experience or personal knowledge. The differences can stem from different, among others, capabilities, competencies, exposure, family background and education. This reinforces literature that relates to the division in the workforce may lead to the perception that one is not the same human being as the other person (Williams & O'Reilly, 1998). Almost everyone agrees or opines that the differences if harnessed and managed, can bring value to the

organization (Pless & Maak, 2004). This is in line with the practice of some companies that have successfully implemented the diversity and inclusion initiative. Volkswagen, for instance, regards diversity and inclusion as a crucial element to stay relevant while L'Oréal considers diversity and inclusion as integral to its worldwide ambition with a dynamic marketplace (Derven, 2014). However, in this study, concerns were brought up on how the organization would implement diversity and inclusion – would it be imposed? Or rather take the advocacy approach. According to the study, both approaches have their merits with the one proposing for it to be imposed, seemingly unconvinced that without making it mandatory, the diversity and inclusion initiative will just sit cold at the awareness level. The initiative will not go far and would naturally die off. Clearly, in absence of any policy direction at the organization level, the employees' understanding and practice in the workplace with regards to diversity and inclusion is limited to their own experience and knowledge, in which could vary from one to another. Thus, the organization, towards implementing any diversity and inclusion initiatives should take this diversity of understanding into account and conduct training to reduce the knowledge gap between the employees. The training could also advocate and get the employees' buy-in on the diversity and inclusion concept.

The second conclusion from the mix reaction on whether Upstream Business is ready for diversity and inclusion initiative shows that there are existing initiatives that are great building blocks towards supporting any diversity and inclusion initiatives in the future. These initiatives should be strengthened, for instance, PETRONAS Culture Belief and PETRONAS Leading Women Network (PLWN). This also shows that there is already buy-in from some of the employees on diversity and inclusion. It must be noted that any initiatives must consider personal boundaries in exposing or sharing personal information. Further, the level of awareness could be derived from various working experience especially in overseas operations, either with PETRONAS or past employment.

Thirdly, findings revealed that most of the personnel are aware on the existence of diversity and inclusion and have the basic understanding on the concept and definition of diversity and inclusion. However, most of respondents are having concerns on the readiness of organization to embrace diversity and inclusion culture. Lack of recognition, unconscious biasness, not being authentic by the leaders is amongst the concerns raised. They expected flexibility on company policy with regards to competencies and capability as well as intensify focus to having work life balance for Upstream Business towards having a practical and successful diversity and inclusion culture. Equal opportunity, consistent of practices, recognition of differences in multi environment in Upstream Business are amongst the opportunities for Upstream Business to implement diversity and inclusive management strategies to maximize performance.

As mentioned in the previous discussion, few key aspects were raised during the focus group discussion and the interviews too. From the study, the organizational culture will highly value the benefits and advantages of diversity and inclusion. Lasting and sustainable diversity and inclusion climate will not be achievable if the organization is lacking effective and measurable structural and institutional policy. Barak (2016) argues that structural and institutional policy to drive accountability is important in driving a lasting sustainable diversity and inclusion climate. Additional to that, with the creation and implementation of comprehensive diversity and inclusion management strategy, it will capture and address everyone's concern, and it will encourage the contribution of all level and ultimately will maximize the talent and innovation. Diversity and inclusion are critical components of a firm's business strategy (Kepinski & Hucke, 2017). As such, diversity and inclusion plan should integrate with the vision and mission of the organization. This will indirectly provide commitments by the organization on diversity and inclusion. Top management support, involvement, communication about diversity and inclusion as well as commitments are critical too. As to demonstrate management commitments; the leaders need to pay attention to, measure and control on the systematic basis of diversity and inclusion management. Research, measurement and assessment of diversity and inclusion initiatives are critical to embedding the culture of diversity and inclusion. Having diversity and inclusion as the agenda in key meetings or staff gathering will serve as another way on the reflecting the importance of diversity and inclusion.

As highlighted during the focus group discussion; it is suggested for the organization to have a dedicated budget and resources to execute the goals and objectives of diversity and inclusion. The leaders and management team are highly required to demonstrate and display discipline as per policy and written statements on diversity and inclusion. The leaders will further embed the inclusive cultures through role modelling, coaching and teaching of inclusive behaviours. Along this line, the development of future leaders could incorporate training with elements of diversity and inclusion in the syllabus (Derven, 2014). The availability of organizational systems and procedures will help the organization to reinforce the messages on diversity and inclusion. The systems and procedure should be the reinforcement mechanism for consistencies. Awards, recognition and celebration are amongst a few ways for the organization to embed diversity and inclusion culture. It will serve as external validation for the internal progress made towards diversity and inclusion. Personnel will feel honoured to be recognized and it creates happiness for employee to work for a company that value diversity and inclusion. Design

of physical spaces, facade and building such as open offices that allows for openness and collaboration will also help to embed the diversity and inclusive culture. The above recommendations are expected to play important roles in promoting and sustaining the diversity and inclusion culture in the organization. Leadership is also seen as most critical towards creating the inclusion that supports diversity success and sustainability (Bersin, 2015).

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