

Inclusivity to Escalate Diversity: A Case Study of a Pharmaceutical Company in Indonesia

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Abstract

This research was departed from the concernment of diversity concept and motivated by a dearth of research on inclusive workplace in Indonesia. The fact revealed in prior research has shown that Inclusive practice can help organization overall effectiveness and impact since it would allow people with multiple backgrounds, mindsets, and ways of thinking to work effectively together and encouraged to make a unique contribution. Hence, the urgency of being inclusive organization is strongly inevitable. The intention of the research was to explore and depict how a company embed culture of inclusion and what themes are importantly founded to build this culture. Qualitative method was applied in order to comprehensively answer the research questions. Furthermore, in depth-interview was conducted with HR Director who represented the organization to sharply reveal how inclusive culture is cultivated in the company. Ultimately, research finding has shown that the one who most responsible for instilling the culture of inclusion is leader. The cultivation of inclusion culture can be started through embedding the culture of open-minded and egalitarian and followed properly by the implementation of HR practices which are based on performances and competencies. Profound finding was depicted in a model and was clearly discussed in this research along with managerial implication.

Keyword: *diversity, inclusive, inclusivity, inclusive workplace, culture of inclusion*

1. Introduction

In the era of globalization, particularly along with the arrival of Asean Economic Community (AEC) to Indonesia renders a tight competition to beat the competitor. Company should recognize to be more and more innovative and continuously embed the adaptive culture towards the people in the organization. Company should prepare the creative talents with the genuine ideas, as a weapon to win the business competition. Without questioning and limiting where the talents come from, whether they are women or men, from the higher or lower level of positions, and even they are disabled or not, organization will be able to enrich their creativity without limits. Omidvar (2011) pointed out that being open to people who are different, who come from different places, who have different life experiences and different perspectives would be an asset for organization's success, creativity and innovation. A long before, Pless and Maak (2004) have suggested that innovative and creative potential inherent to a diverse workforce that can be used to bridge cultural boundaries and search for original problem solutions, thus ultimately this diversity can become a competitive advantage for organization. In an attempt to maximize the benefits of workplace diversity, organization spends resources on diversity training. However, the outcomes are less than desired (Chavez and Weisinger, 2008). Turnbull, *et al* (2009) indicated that this phenomenon happened since organizational members might not recognize the impact they have on others, so as need to build their toolkit of intercultural competence in order to insure an inclusive environment.

Why be inclusive? According to Hiranandani (in Samuels, 2013), diversity management creates significant barriers to authentic acceptance and participation of diverse members of the workforce. She further argued that meaningful inclusion refocuses organization on their own structures, searching for environmental barriers, and strategizing how to lower or dismantle them. Be inclusive means organization encompasses not just who you are but how you do business and who you do business with. Organization which is truly inclusive embeds diversity in all aspects, from recruitment to procurement (Omidvar, 2011). Diversity is about people, yet, inclusion is about organization and about operationalizing diversity. Inclusion describes the way an organization configures opportunity, interaction, communication and decision making to utilize the potential of its diversity (Woods, 2002). As pointed out by McNeely (1992), inclusion is the extent to which workers from diverse backgrounds feel included in the organization. He further asserted it would have an impact on their satisfaction and commitment towards organization. This finding aligned with the previous research, suggesting

that being inclusive can help organization overall effectiveness and impact (Gopin, 2013). In addition, Pless and Maak (2004) have conveyed that when organization built the culture of inclusion, they would allow people with multiple backgrounds, mindsets, and ways of thinking to work effectively together. Ultimately, the people would have more possibility to perform to their highest potential, since organization doesn't restrict anyone who may be involved and people who have difference voices, viewpoints, and perspectives are respected, valued, and encouraged to make a unique contribution. Departed from the urgency of building an inclusive workplace and a dearth of research on these issues in Indonesia, this paper will explore and depict how a company instills culture of inclusion and what themes are importantly founded to build this culture.

Drawing upon these issues, the following research questions are formulated:

1. How might the company build culture of inclusion in the workplace?
2. What themes are importantly founded to build this culture?

2. Literature Review

2.1 *Go beyond Diversity, Lay More on Inclusivity*

People often merely think that diversity be the most important foundation need to build by organization in order to show that they look carefully at the equality and open the wide opportunity for all without any exception. Nonetheless, it becomes impossible if only a diversity paradigm be inserted in vision and mission, even in a strategic planning, but not practically applied in organization. As mentioned by Roberson (2006), merely having diversity in an organization's workforce and developing the organizational capacity to leverage diversity as a resource are two critical difference things. He subsequently added that diversity focuses on the makeup of the population or the demographics, yet inclusion focuses on involvement, engagement, and the integration of diversity into organizational processes. This paradigm is aligned with Omidvar (2011), indicating that organization who truly inclusive embeds diversity in all aspects, from recruitment to procurement. Ultimately, in order to create supportive environment, we couldn't be merely lie on diversity, but also on respectful and inclusive (Lieber, 2000).

Giovannini (2004) described regarding inclusion, which is a stated of being valued, respected, and supported which is based on culture, management practices, and interpersonal relationships that encourage the full utilization of a diverse work force at all levels and in all functions of an organization. At the same time, Pless and Maak (2004), suggesting that inclusion is applied when organization allows people with multiple backgrounds, mindsets, and ways of thinking to work effectively together. Subsequently, truly inclusive organization embeds diversity in all aspects of an organization. It's about retention, loyalty, growth and cultivating leadership, not only about finding and hiring (Omidvar, 2011). The previous researcher further argued that an inclusive workplace enables organization to embrace the diversity and richness of backgrounds and perspectives diverse employees bring and use their diverse talents to achieve business goals. Like Pless and Maak (2004) have ascertained that in order to unleash the potential of workforce diversity, a culture of inclusion need to be established, since it will foster workforce integration and enable people in the organization to perform to their highest potential. According to Michael (1995), building inclusive organization means bringing people in and involving them in thinking about and contributing to the organization. Then, be inclusive means be welcoming people with all their diversity of backgrounds and abilities, since they add the value to performance and bring excitement and energy and new competences into the hearth of the business. However, ensuring the equality of opportunity for people who have been traditionally subject to prejudice and negative stereotypes pertaining to their abilities, such as women, black people, disabled, and younger people becomes the crucial parts.

A broader understanding regarding a concept of inclusion has also been submitted by Barak (2000). He explained that workplace is inclusive when values and uses individual and intergroup differences within its work force, active in the community, participates in government programs to include working poor people, and collaborates across cultural and national boundaries with a focus on global mutual interests. In other words, to cultivate the culture of inclusive, the company can also do it in a way contribute to the environment around, so as the focus not only on the inclusion embedded in people inside the company, but also focus on how business practice is able to make impact for those who are outside and be feel part of the company.

The shift from diversity to inclusion is crucial. As Giampetro-Meyer (in Alan, 2009) mentioned that the mistake organization made in the past was that the people did not include potential employee groups. Fullerton (2013) founded that diversity and inclusion have a real positive impact on the probability of a business, since employee who are encouraged to be themselves at work, will be more productive, more innovative, and more confidence to put forward ideas. As pointed out by McNeely (1992), inclusion is the extent to which workers from diverse backgrounds feel

included in the organization. He further asserted it would have an impact on their satisfaction and commitment towards organization. This finding aligned with the previous research, suggesting that being inclusive can help organization overall effectiveness and impact (Gopin, 2013). In addition, Pless and Maak (2004) have conveyed that when organization built the culture of inclusion, they would allow people with multiple backgrounds, mindsets, and ways of thinking to work effectively together. Ultimately, the people would have more possibility to perform to their highest potential, since organization doesn't restrict anyone who may be involved and people who have difference voices, viewpoints, and perspectives are respected, valued, and encouraged to make a unique contribution.

According to Mitchell, HR Director of Royal Dutch Shell (in SHRM, 2009), most companies recognize that diversity and inclusion are closely linked. However, in order to ensure that the employees from diverse backgrounds are able to contribute, remain, and develop with the organization, requiring inclusion. He clearly argued that:

"If this is about having the right team photo, then that is not very hard. I can get diverse people in the door, and declare success. But without a focus on Inclusion, five years later many of those people will have gone, and the team photo will look the same as ten years ago. Inclusion is about making sure people can make the contribution they were brought in to make. If I hire someone because he or she is different, and then I don't draw that difference into my business thinking, then what is the point? So, for example, if I hire a Nigerian to work here in the Netherlands, he or she should not be expected to think and act the same as an engineer from Delft."

It has also mentioned by Dave Tarbox, HR Development and Diversity Manager for Europe at Air Products (in SHRM, 2009), that if employees feel part of a team, they are more engaged and productive. In line with the opinion of Donna Wilson, VP of Global Diversity and Inclusion at American Express (in SHRM, 2009):

"If employees share the same background, they are more likely to hold the same views. A diversity of backgrounds gives is a far better chance to achieve diversity of thought. It follows, too, that if particular team generates ten different views on a particular business question, the the work results will be more innovative that if they had all shared the same view from the start".

Based on those perspectives, we argue that to embed the culture of inclusion in the workplace is inevitable. The importance lies not on how diverse the people in the company, but rather on how real they are included. The more people feel included in the company, the more they engaged with the company. Besides, the focus to cultivate the culture of inclusion can also be placed on how company has an impact on the environment, so as the people outside would also be feel part of the company.

2.2 Complexity Theory as a Perspective

The importance to create and embed the culture of inclusion in the organization is no longer questioned. As mentioned earlier by previous researcher, apparently organization adapts the concept of inclusion would have the more possibility to embrace the opportunity to success. Facing globalization and highly uncertainty environment in recent years leads organization to masterly adapt the situations. Organization should carefully tap into the core competences which they believe would be superior weapons. Organization comprises people who have the uniqueness of each. They came from diverse race, gender, education background, experiences, and even personality. As the previous research said that organization which consists of people with various backgrounds and experiences will more likely to success, since they consists of people with various ideas (Omdivar, 2011). Nonetheless, by only recognizing the diversity is not yet adequate. Organization should ensure that people at all level are really included in accomplishing the mission of the organization itself. The building of inclusion culture is no longer negotiable. When people feel that they are included, their sense of belonging towards the organization would be strengthen, as it happens, people will be more engaged, and ultimately the performance shown will be at the better level. Derived from these phenomena, complexity theory is used in this research to properly interpret the themes.

As pointed out by Axelrod and Cohen, 2000; McMillan, 2006 (in Samuel, 2013), complexity theory can help to effectively understand the concept of meaningful inclusion, particularly, through describing the organization as complex adaptive systems, instead of stable and instrumentally controllable quantities. They mentioned that in the context of complex adaptive systems, organizations require newness and differences as generative properties to thrive and survive. They subsequently described that successful complex adaptive systems allow the flow of chaotically diverse elements into and throughout the system. According to Samuels (2013), theorist have examined from the context of discrimination between groups, which constitute inequities, lack of fairness, and the roots of belonging and exclusion in in-groups and

out-groups. According to Waldrop, 1992 (in Eijnatten and Putnik2004), stating that complex systems are characterized by a great many independent agents who are interacting with each other, systematic interactions which can lead the system to spontaneous self-organization, and learning which takes place through feedback.

According to Loveridge (2006), inclusive foresight is likely to exhibit complexity. The circumstances in which most businesses today find themselves are complex, dynamic, and uncertain (Stacey, 1993, in Skarzauskiene, 2010). In this case, the notion of inclusive organization is seen as being a complex, integrated, socially embedded, and socially dependent process affected by variety of causes and concerns (Styhre, 2002). Complex adaptive systems emerge from self-organizing processes among interacting participants (Espejo, 2004). According to Ruth and Ratcliffe (2008), today, workplaces are very different as the whole infrastructure of work in many industries and sectors is shifting towards an increasingly complex, unpredictable and dynamic knowledge environment. They mentioned that the changes now being experienced in the very concept of the term workplace, driven by the power of information technology, market pressures, changing demographics and employee expectations are real and accelerating. Work-styles and workplace transformations of this magnitude have encouraged the world to become increasingly complex, more competitive and better connected.

In line with the opinion of Meyer (in Alan, 2014) that organization whose top management has genuine understanding of the complexities of diversity and inclusion. According to Hellen et al (2009), complex systems are intricate and change only when positive influences occur at multiple levels. Based on the model of inclusion depicted by Samuel (2013), there are seven categories of inclusion, as follows:

1. Personal opportunities
 - a. Structural principles: clearly stated organizational direction regarding inclusion in fundamental documents (strategic plan, mission, vision, values), salary benchmarking that minimizes identity-based differentiation, job classification system that minimizes its too, and hiring policies and procedures (clearly-defined hitting objectives and language, appropriate training of hiring committees)
 - b. Hierarchy: multiple clearly articulated feedback and input structures for staff across the organization, clearly articulated areas of autonomy and decision-making for staff across the organization, nurture a supportive, lead-from-behind leadership culture that allows staff input and autonomy to be clearly recognized
 - c. Formal inclusion: follow through on specific intentions mentioned in foundational documents, enhance interdepartmental flow in order to reduce departmental silos, create formal staff recognition activities
 - d. Informal inclusion: encourage staff to recognize and accept occasional discomfort stemming from differences and to work through it, encourage a culture of mutual mentorship, leaders watch for common areas of social exclusion, and be prepared to create specific bridging opportunities
 - e. Intent and culture: nurture communication and conflict management skills in leadership, leadership provides consistent mentorship and role modelling
2. Organizational citizenship
 - a. perceived ability to impact the organization: multiple clearly articulated feedback and input structures for staff across the organization, clearly articulated areas of autonomy and decision-making for staff across the organization, organizational strategic goals and values are arrived at with significant staff input
 - b. openness to change: leadership are rewarded for bringing staff ideas forward with proper credit, enhanced record-keeping of shared input and decision-making processes, to create an organizational memory of openness to change

2.3 *The Ecosystem Model Perspectives*

According to Ecosystems Approach, the concept of inclusive workplace consists of several characteristic which is required to be accomplished. Here, inclusive workplace means that values and uses individual and intergroup differences within its workforce, cooperates with and contributes to its surrounding community, alleviates the needs of disadvantaged groups in its wider environment, and collaborates with individuals, groups, and organizations across national and cultural boundaries (Barak, 2000). The model of inclusive workplace which has seen from the perspective of ecosystem model by Barak (2002) is depicted in Figure 2.1. Ecosystem approach has focused on the implication for social work intervention in creating the inclusive workplace. According to this approach, companies need to evaluate their current values and norms and initiate new policies and programs in order to become inclusive organization. Subsequently, these values are described as they pertain to varying organizational levels, from the micro to the macro. The focus on the value-based model in ecosystem perspective is on the inclusion and exclusion continuum. This

continuum highlights the values that drive the exclusionary workplace and those that drive the inclusive workplace (Barak, 2002).

The first level is inclusion and diversity within work organizations which emerge differently between exclusionary and inclusive workplace. An exclusionary workplace may hold a one-day orientation for new employees during they will be introduced to expectations regarding norms and behaviours, whereas an inclusive workplace may use continuous two-way communication methods to learn of its employees' concerns and expectations, in other words, inclusive workplace is based on a pluralistic value frame. The second level is inclusion and corporate-community relations which relates to the sense of organization of being a part of its surrounding community. From the view of exclusionary workplace, there will be minimal or no connection to its community because its focus is on its exclusive responsibility to its financial stakeholders. Contrarily, an inclusive workplace will keep a dual focus that is both intrinsic and extrinsic and that comes from acknowledging its responsibility to the wider community. The third level is inclusion and welfare-to-work programs, it reflects the values, driving organizational policies pertaining to the welfare recipients and working poor people. For instance, the exclusionary workplace sees working poor people as disposable labour, it will more readily dispose of those workers and hires others to replace them. On the other hand, the inclusive workplace will be more likely to invest in on-the-job training and evening educational classes for these groups. Lastly, inclusion and the global economy level which relates to how organization perceives the international collaborations. Exclusionary workplace will operate from a framework that is culture specific, competition based, and focused on narrowly defines national interests. However, inclusive workplace views value in collaborating across national boarder, in being pluralistic, and in identifying global mutual interests.

2.4 Integrated Human Relation Management System Model Perspectives

A few years after Barak explicated the Ecosystem Approach as a basis to build the model of inclusive workplace. Pless and Maak (2004) have founded their invention in creating the culture of inclusion in organization. They have focused on four essential transformation stages in order to build a culture of inclusion. The first phase is raising awareness, creating understanding, and encouraging reflection. To raise the awareness for the fact that different people perceive reality differently, which are building understanding and respect for these different realities and bringing the fundamental principles to life, that is constitute the basis for a culture of inclusion, an ongoing discursive learning process is needed to start. This process is required to form a common cultural understanding which consists of two major steps. The first steps is becoming aware of standpoint plurality and what it means to integrate diverse voices in discourse, and the second step is about creating a common basis understanding by identifying the common moral grounds as well as reflecting the different underlying assumptions on which specific thought and behaviour patterns are based. Through the awareness for and understanding of other positions, a cultural transformation process is triggered and alternative ways of creating organizational reality can be pursued. The second phase is developing a vision of inclusion which focuses on a clearly defined vision as an important starting point to form a culture of inclusion. Pless and Maak (2004) subsequently asserted that in creating inclusive organization, the vision needs to address and incorporate several aspects, such as creating a work environment that is free from any kind of harassment and is based upon respect for individuals regardless of sex, gender, race, class, social or cultural origin, religion, disability, lifestyle, organizational level, circumstance, etc, building and nourishing a culture of communication where inclusion and trust are the norms, providing equal rights and opportunity for each employee as a citizen of the organization to achieve her fullest potential and to speak up and open, appreciating the contributions each employee can make by bringing their own perspectives, viewpoints and ideas, and demonstrating solidarity, and showing sensitivity to workloads and fostering an appropriate balance between work and personal life. The third phase is rethinking key management concepts and principles which are essential element of the change process which is followed by the last phase, that is adapting system and processes. In this phase, the possible way to translate the reflective work that has been done so far into management process is presented. Pless and Maak (2004) ascertained the importance of embedding competencies of inclusion into an integrated Human Relation Management system in order to unleash their behaviour potential and foster change. This approach firstly focuses on the founding principle which have to be translated into observable and measurable competencies, such as showing respect and empathy, recognizing the other as different but equal, showing appreciation for different voices, practising and encouraging open and frank communication in all interaction, cultivating participative decision making and problem solving processes and team capabilities, showing integrity and advanced moral reasoning, and using a cooperative or consultative leadership. These competencies further form the basis for different personnel processes like recruitment, performance evaluation, training and development, reward and compensation. The clear picture of an integrated Human Relation Management system to foster a culture of inclusion can be seen in figure 2.2.

3. Research Method

This research adopts an interpretivist perspective through a case study approaches. The study was conducted in a pharmaceutical company in Indonesia (hereinafter referred to as Coy 1). Coy 1 is a global healthcare company. Coy 1 focuses on helping people defeat diabetes and also other serious chronic condition. The headquartered is located in Denmark and employ more than 30.000 people in more than 70 countries.

Coy 1 has long played in ethical drugs business, particularly a cure for diabetes. The company was chosen as research object based on the phenomenon that pharmaceutical company tends to have a mechanistic structure along with strict standard operating procedure, considering that the product delivered from the company is ethical products. Seeing that, the culture embed in such organization can be more strictly and interesting to explore pertaining to how they build the culture of inclusion in this kind of circumstance. Qualitative method was applied to deeply explore how a company embed culture of inclusion and what themes are importantly founded to build this culture. In-depth interview was conducted with the HR Director as informant in attempt to gather deep understanding in regards with the company build culture of inclusion in the workplace and themes which are importantly founded to build this culture. The questions addressed to the HR Director were derived from the theory understanding, particularly from the perspective of ecosystem model and integrated Human Relation Management system model to build and foster a culture of inclusion.

4. Finding and Discussion

4.1 The Cultivation of Inclusion Culture

Based on the interview with HR Director as a key representative of the Coy 1, it revealed that Coy 1 perceived diversity as an important issue. As HR Director stated that *"the company considered that diversity brings many benefits, dissent and diversity is a grace"*. She subsequently mentioned that *"even in my key performance indicator (KPI) stating that I must ensure that the management team is diverse, in terms of gender, race, and nationality"*. When it comes to the inclusivity, HR Director has asserted that *"the leadership style applied in the company is really humble and down to earth-leadership style, they are not a bossy leader"*. The leader placed that there is no distance between superiors and subordinates and the values hold in Coy 1 is about how to be opened to everything, listen to the ideas come from below and see the people based on the competencies. In addition, the leader emphasized that culture played in Coy 1 is egalitarian. Although hierarchy must be exist, but important to notes that in Coy 1, everyone can give their ideas and everyone has right to talk to anybody. The HR director conveyed that *"here in the company, people can come anytime to anyone"*.

The interesting point that she mentioned was even happened in an organization with a flat structure, when the subordinates wanted to meet with the superior, it has many bureaucraties to deal with. However, this situation is not happened in Coy 1, so the emphasis is not on the structure, but more on the culture embedded in the company. The behaviour or action of a leader who states that he is a man who wants to close with his subordinates can have stronger impact on the cultivation of egalitarian culture rather than just something written on a value, vision, or mission that was never really implemented. Furthermore, when the leader mentioned that for being promoted is based on the performance, so it would be really based on the performance, not based on the like or dislike. In other words, in Coy 1, people have the right to make a progress in their career, as long as they show that they have a good performance and competencies to be placed in a higher position. Besides, all employees have an equal opportunity to obtain training and development program, and this is not according to whether they are senior or junior in the company. She conveyed that *"even, in the past, when the company is still on a small scale, about fifty to seventy people, all employees are given the opportunity for training in Denmark"*. Here, the practices of promotion, performance appraisal, training and development, reward and compensation is depend on the performance and competencies, eventhough it is a challenge. In sum, Coy 1 applied the inclusion culture very well toward their employee.

However, the effort to embed the culture of inclusion is not only focus on what is practiced within Coy 1, but also attempted to conduct various activities that could give a significant impact to the parties that are outside the Coy 1, so that they feel an important part of the Coy 1. The activities which are held by Coy 1 in order to give impact on the environment outside the company have been carried out. One of the programs was intended for graduates program. The program was looking for the best talent from Indonesia that would be trained and developed, and to be placed in various countries. In addition, Coy 1 has created the program for society and the program campaigned for *"fights for diabets"*. HR Director has asserted that *"what is important is the benefit for other people"*. Coy 1 has also provided counseling not only for the society, but also for the doctors. Besides, for the expatriates who work in Coy 1, they would

be maintained by the company, school fees for children are incurred. The HR Director further mentioned that *“this is the procedure for expatriate, and even if I stay overseas and being expatriate, I would be treated with the same way. It’s actually, in order to pay for the psychological effects of being away from hometown”*. This research subsequently depicts this finding into a picture which will be contained of several themes, such as embed the culture of pen-minded and egalitarian, listen to everyone’s idea, everybody is able to convey their idea anytime and human resource practices, including performance appraisal, training and development, and compensation are based on the performance and competencies. Moreover, it has been founded that Coy 1 implemented several activities which has been giving much contribution to the surrounding community, such as university’s graduate, society, and doctors. Ultimately, this research argued that these themes are importantly founded to build the culture of inclusion in Coy 1 and presented in figure 2.3.

4.2 Interpretation of The Themes within Inclusivity Concept

This research used inclusivity concept and complexity theory to view the organization as complex adaptive system. The interpretation of the themes founded in this research will be discussed based on the ecosystem approach model, and integrative human relation management systems model, and complex adaptive system in complexity theory.

The complexity faced by the organization is no longer avoided. However, the spirit was to embrace the complexity as a foundation to win the business competition. In line with opinion of Samuel (2013), complexity appreciated the value of difference, inconstant, and change. What is now faced by company is actually suit the paradigm of complexity theory. As conveyed by Mathews, et al (1999), organization theory put a concern on change and transformation areas. This finding is aligned with the statement revealed by Styhre (2002). He argued that fluid processes of change may be better understood by integrating complexity theory perspectives on organization change. This paper used the concept of complexity theory which means that organization is depicted as complex adaptive systems, instead of stable and instrumentally controllable quantities. In the context of complex adaptive systems, organizations require newness and differences as generative properties to thrive and survive.

Based on the interview with HR Director at Coy 1, several important themes have been founded. The culture of inclusion should be firstly initiated by the leader. The culture of open-minded and egalitarian should be embedded and shown by the leader. The leader should act as a role model who set an example to everyone in the company. By doing so, the employees in the organization would be able to understand how they should act and what actions are expected in culture of inclusion. In addition, listening to everyone’s idea and give everyone the opportunity to convey their idea anytime, without bureaucracy as a hindrance, are substantial to be applied. As proposed by Pless and Maak (2004), the initial step which is required to take is raising the awareness, creating understanding, and encouraging reflection. If the leader can be a role model for the follower with regards to culture of inclusion that is should be cultivated in the organization, the raise of awareness and even the action that is expected to be shown by the employees will be more likely. Moreover, the concept of egalitarian which is emphasized is aligned with the concept of inclusivity. As Pless and Maak (2004) have been ascertained that building and nourishing a culture of communication where inclusion and trust are the norms, providing equal rights and opportunity for each employee as a citizen of the organization to achieve her fullest potential and to speak up and open, appreciating the contributions each employee can make by bringing their own perspectives, viewpoints and ideas, and demonstrating solidarity, and showing sensitivity to workloads and fostering an appropriate balance between work and personal life. Furthermore, interesting point that has been founded is the practice of promotion, performance appraisal, training and development, reward and compensation all based on the employee’s performance and competencies, instead of a merely race, religion, gender, or nationality. It is highly valuable since the organization should be promoting equality and fairness. This finding aligned with the concept of integrated Human Relations Management system, which fostering a culture of inclusion. In this part, they also elaborated how recruitment, performance evaluation, development program, and reward & compensation are integrated one another to contribute in fostering a culture of inclusion.

Important to notes, in attempt to give benefit for others, Coy 1 also put the effort to give significant impact on the people outside the company. Several programs have been conducted intended for university’s graduate students, society, and even the doctors. In line with the opinion of Barak (2000), from the perspective of ecosystem Approach, however, has revealed that being inclusive is inadequate if only involve people within the organization, but also embrace those who are outside the organization. This model can be done by preparing the practical concept of Corporate Social Responsibility (CSR) and surely by collaborating with individuals, groups, and organization across nation and cultural boundaries.

4.3 Managerial Implication

Departed from the concept of inclusivity both from the ecosystem perspective and integrated Human Relation Management system, the implication for managerial is formed. The leader should spread the meaning of inclusion culture by providing and action. Being open-minded, emphasizing the importance of egalitarian, and abolishing the boundaries between superior and subordinate are noted as valuable action to be an inclusive leader. However, the organization structure should consider the type of industries. So here, the emphasis is not on how flat the organization structure is, but more on whatever the organization structure applied in the company, the leader must embed a culture of inclusion. Leader should provide equal opportunities for all people in the company and give the room for improvement. In addition, all the human resource practice should support the cultivation of inclusion culture. In other words, recruitment and selection, performance appraisal, promotion, training and development, and even reward and compensation practices should be based on employee's performance and competencies, rather based on gender, religion, race, nationality, and even seniority. Lastly, the cultivation of inclusion culture will be stronger if the company does not only focus on inclusive practice within the company, but also focuses on the inclusive practice outside the company. Various programs which are intended for community and society should be implemented. Hence, all the people who are outside the company will feel part of the organization. The company will be able to hold the program for undergraduate students, by giving such preparation training for the students to enter the workforce and any other training program that could enhance the competencies of the students. Moreover, the company could create the program related to the environmental maintenance, so that the business practice can provide positive impact for the company. This practice would be important to implement, since it will bring significant benefit not only to the employee within the company, but also to anyone who outside the company. Thus, people outside the organization would be felt part of the company.

5. Conclusion and Future Research

This research was departed from the concernment of diversity concept and motivated by a dearth of research on inclusive workplace in Indonesia. The aim of the research was to explore and depict how a company embed culture of inclusion and what themes are importantly founded to build this culture. Case study approach was applied in this research and in-depth interview was conducted with the HR Director as a key representative of the company. Research finding revealed that there are several important themes which have been founded in building the culture of inclusion in the workplace, such as the culture of inclusion should be firstly initiated by the leader, the culture of open-minded and egalitarian should be embedded and shown by the leader, listening to everyone's idea and give everyone the opportunity to convey their idea anytime, the practice of promotion, performance appraisal, training and development, reward and compensation all based on the employee's performance and competencies. In addition, in order to bring benefit for others, several programs intended for people outside the company can be implemented, such as for the university's graduate students, society, and even the doctors. The leader should embed the culture of inclusion by implementing the inclusive practice both within company and outside company. Managerial implication was discussed in this research and emphasized on the importance of building culture of inclusion through the leader as a role model, followed by the company's practice which should be based on the performance and competencies, and bring benefit to people surrounding the company, by delivering several activities and including them as a part of the business. Ultimately, this research used case study approach and interpretative method to present the finding. Future research should apply quantitative method and use several companies as samples to test the extent to which the inclusive organization model proposed in this paper have an impact on employee engagement in the company.

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Figures

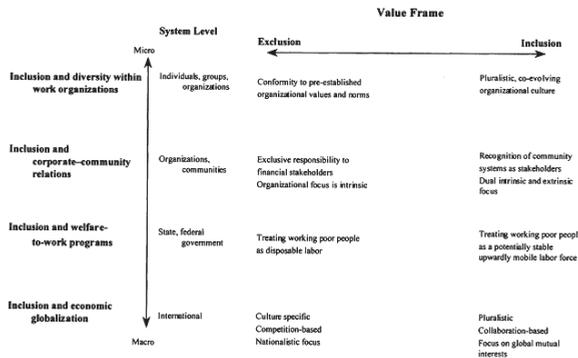


Figure 2.1: The Inclusive Workplace: A Value-Based Model
Source: Barak (2000)

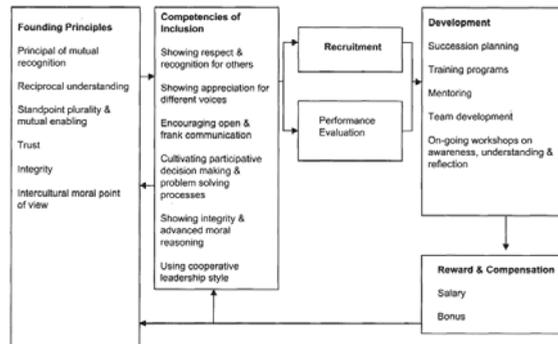


Figure 2.2: An Integrated Human Relations Management System to Foster a Culture of Inclusion
Source: Pless and Maak (2004)

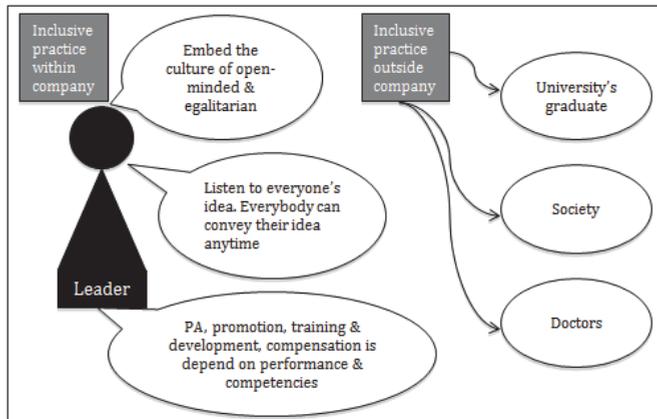


Figure 2.3 Model of Inclusion Organization in a Pharmaceutical Company in Indonesia
Source: Researcher (2015)