The Cultural Melting Pot

A qualitative study on the relationship between organizational inclusion practices and the

feeling of welcomeness for employees

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Abstract

Background: Organizations are growing in size and location, and there is a need to facilitate a multicultural workforce. If this is not achieved, the workforce can be left excluded and can not add value to the business operations of the organization.

Aim: The present study aims to investigate the relationship between organizational inclusion practices and the feeling of welcomeness for employees, through using the themes of leadership, onboarding, engagement and wellbeing.

Method: The method chosen for this research is of qualitative nature through conducting semi-structured interviews. The participants consisted of managers (n = 6) and employees (n = 14) from three separate organizations. The participants were chosen through means of purposive sampling as well as snowballing. The questions for the interviews were structured through the utilizing the four main themes of leadership, onboarding, engagement and wellbeing.

Results: The results of the study was presented in the form of the different themes. Regarding leadership, managers and employees reported that a leadership style of being open was utilized. Furthermore for onboarding, the managers and employees all play a role in ensuring that the new employee is not lost. Relating to engagement, there are many different activities organized by employees, managers, as well as the organization. Lastly for wellbeing, there are many tools and support put in place from the organization as well as from the managers.

Conclusion: Organizations are doing many things that enable for employees to be included within the organization and to feel welcome. Whether it is the type of leadership, or the way in which they are onboarded, employees are given the necessary tools to include themselves within the organization and to feel connected.

Recommendation: There is a need for organizations to investigate their diffusion of information. As sometimes, if not all of the information is communicated, employees can feel lost within the complex organizations of today.

Key words: Organizations, Inclusion, feeling of welcomeness, multicultural workforce

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1. Introduction

A diverse and inclusive workforce has been at the heart of discussion in the twenty first century. Not only is this due to women becoming more involved in the workforce, but also the rise in individuals coming from different backgrounds and generations (Garg & Sangwan, 2021). The highly connected world of today, calls upon the importance of creating an environment that not only promotes inclusion but that allows for people from different cultural backgrounds to effectively work together. Welcoming a workforce from different cultural backgrounds from a leadership, onboarding, engagement and wellbeing perspective is something that organizations must strive towards, in order to succeed in todays world. Because only people that feel welcomed within an organization are participating effectively within the business operations.

Many individuals have come up with different definitions for diversity and inclusion. Some of these definitions combine diversity and inclusion and some have separate definitions for each. Ferdman (2016, p. 2), defines inclusion as the way in which the individual involves themselves through creating practices that enable them to fully feel engaged and be part of the organization, whilst being able to work with others. This shows that inclusion is the way in which the individual, or in this research the employee, can include themselves within the business operations. For diversity, Yong (2006) defines it as the diversity amongst the different human assets that the organization has. An example of this diversity among assets is the multicultural background of the employees within an organization. In addition, it also includes the personal characteristics that the workforce of the organization has (Ferdman, 2016). However, there are many different definitions given for diversity. Therefore, as Yong (2006) states the topic diversity has evolved to become a critical topic over the years.

Within this research diversity is considered as the cultural background of the workforce. Culture in this sense, relates to ethnic background or identity and can be defined

as the way in which the person belongs to a certain group, as a member, due to their descent (Chandra, 2006).

Organizations nowadays have made diversity and inclusion go hand in hand. For example, companies like Philips (Philips, 2022), ASML (ASML, 2022) and the Volvo Group (Volvo Group, 2023) have taken diversity and inclusion more serious and made it part of their identity. They have done this by not only creating different activities but also policies that enable employees to thrive within their organization. However, this step from companies, to not only looking at the diversity of their workforce but also actively working on their inclusion, was very needed. Many organizations report having a diverse workforce however most of the people do not feel included and therefore left out. Showing that diversity and inclusion often times do not go hand in hand with each other. However, as Grag & Sangwan (2021) state, if efforts are made regarding inclusion more diversity will follow. Meaning that when an organization creates an inclusive environment, a multicultural workforce will feel more welcomed and be more interested in working at that organization. This shows that actual diversity within a organization will only be achieved if every person of the multicultural workforce is included within the day to day activities of the organization. One example of this is seen in current literature on diversity where it is shown that an inclusive organization creates a welcoming environment for social minorities (Ortlieb et al., 2021).

To summarize, a diverse workforce does not always mean an included one. However, through inclusion it can foster a higher degree of welcomeness which promotes a more diverse workforce within the organization.

As mentioned above organizational inclusion is highly related to the feeling of welcomeness of employees within an organization. If an employee feels welcomed within their team or the organization as a whole they will also feel more included. Therefore, within

this research the organizational inclusion of employees will be researched from different aspects. The first aspects is leadership which has as a most common definition of motivating others and guiding them towards specific goal (Reed et al., 2019). Next to that, the aspect of on-boarding will be researched. On-boarding has been defined by Klein and Polin (2012), as all of the practises relating to the orientation of new joiner within the organization. Another aspect looked it is engagement which Gatenby et al. (2008) define as, the way in which employees are given the opportunity to connect with their colleagues and managers as well as the rest of the organisation. In this context, engagement, is the way in which they physically engage, whether through activities like sports days or company events, allowing for them to be included within the different activities. Lastly the aspect of wellbeing is analysed. Wellbeing is whereby the individual or population which is able to develop and thrive. It is also an ensemble of feeling well and being able to function properly (Ruggeri et al., 2020). It can be said that it is the way in which the individual has control over their life and is able to have a sense of purpose and who experiences relationships in a positive manner (Ruggeri et al., 2020).

Based upon these aforementioned aspects, the different activities relating to inclusion within organizations will be further investigated. As with leadership, onboarding, engagement and wellbeing, they physically come back within the organization and its different participants. This will be investigated through the way in which employees are welcomed and will allow for a better understanding of how current organizations deal with their environments of inclusivity. Moreover, how a multicultural workforce is welcomed.

Therefore, the importance of creating an inclusive environment, not only dictates the way in which the workforce will carry out their functions. It also decides the extent to which a multicultural workforce can be welcomed through possible new joiners. The following question is therefore of importance for this research:

What is the relationship between organizational inclusion practices and the feeling of welcomeness for employees?

In the following chapters, organizational inclusion through the perspective of employees as well as new joiners will be further investigated through the usage of a theoretical framework. Following that, the methodology will be explained, allowing for the data collection and analysis to be made clear. After that, the results will be presented, where a discussion and a conclusion will follow. Within this a recommendation will be provided, enabling for the question to be answered and to see where organizations should be heading towards, when it comes to welcoming a multicultural workforce.

2. Theoretical framework:

As previously mentioned, diversity is at the heart of the discussion and including this diversity is something that organizations should prioritize for their workforce. Therefore, with the worldwide increase in diversity, there is a need to look at ways to improve inclusion within the workplace (Shore et al., 2018). Diversity and inclusion should be seen as separate goals and a diverse environment does not always ensure inclusion (O'Keefe et al., 2020). Accordingly, organizational inclusion follows the definition of inclusion stated above by Ferdman (2016). In other words, organizational inclusion relates to the way in which an individual is able to effectively include themselves and feel that they belong within business operations (Kuknor & Bhattacharya, 2020, pg. 791).

In the following theoretical framework, organizational inclusion will be further looked at through the employees perspective however, with practical relevance for new joiners. The antecedents that will be investigated are leadership, onboarding, engagement and wellbeing. These antecedents will be direct input into the definition on the feeling of welcomeness whereby it is related to all of these aspects. Whether it is about the type of leadership, or how a organizational culture is formed, the way in which the different activities are executed, play a large role in welcoming a diverse workforce that feels included in the different business operations.

2.1 Organizational inclusion and leadership:

When firstly thinking about inclusion, leadership is an aspect that should be kept in mind. As this can form the climate of inclusion within a team, depending on the type of leadership which is being used. In literature, leadership has many different forms and the most common definition is that of motivating others and guiding them towards a specific goal (Reed et al., 2019). As there are so many different styles of leading that can dictate the performance of an organization and the way in which it can succeed or fail (Hasan et al., 2018). For example

bureaucratic leadership style, autocratic leadership style and also a charismatic leadership style (Hasan et al., 2018). However, for the purpose of organizational inclusion, the focus will be put on the inclusive and transformational leadership style. These leadership styles were chosen as the main focus due to their relation to the way in which they foster inclusion when utilized.

As defined by Carmeli et al. (2010, pg. 4) inclusive leadership is a leader who is "open, accessible and available for their interactions with followers". Showing that, this type of a leader could be highly beneficial towards an organization, especially when it comes to facilitating open communication between employees. Not only does an inclusive leader benefit the organizational inclusion, they can also increase employee wellbeing (Cao et al., 2022). Within organizations, often times, the leadership style from top management is seen as an example for all of the managers in the different departments (Cao et al., 2022). Meaning that such a leadership style can cross the organization through the display of the behaviour of the different management teams. Through putting in place an inclusive leadership style, as Bourke and Espedido (2019, pg. 2) state, it makes sure that everyone in the team has a feeling of belonging, confidence and inspiration while treated fair and with respect. Therefore this leadership style is beneficial towards creating an inclusive climate within an organization.

On the other hand, according to Gotsis and Grimani (2016) inclusive leadership is another way of saying servant leadership. This type of leadership embodies the same principles, however it focuses on serving others and putting employees first (Gotsis & Grimani, 2016). Daniels (2020, pg. 36) also says that this type of leadership can prevent most of the organizational problems related to employees as for example burnouts or a toxic work environment as well as employees that do not feel connected to the workplace. In other words, depending on the leadership style within a company, it make the environment either more or less inclusive. This should be taken into consideration when wanting to welcome a diverse workforce.

Following that, further relating to leadership, organizational inclusion also depends on the culture of both the employee but more importantly the culture of the organization. Through implementing a transformational leadership style, which focuses on changing processes, it can facilitate a diverse workforce in an organization and consequently adapt the organizational culture to create an inclusive environment (Ashikali & Groeneveld, 2015). As quoted in the paper of Shore et al. (2018, pg. 179) they mention Mor Barak (2000) stated that the organizational culture can lead to a climate of inclusion or exclusion. This makes clear through having an organizational culture that is inclusive, it not only benefits diversity, it also benefits the employees.

Therefore, in this regard, leadership is important to keep in mind when wanting to develop an inclusive organization. Leadership not only dictates the way in which employees are welcomed into a team, it also aids in deciding the culture of the organization. From an employees perspective, it also aids in welcoming new joiners and allowing for a feeling of inclusion to be created. Relating to this, the sub question for leadership is as follows:

RQ1: *To what extent do organizations take leadership styles into consideration when wanting to create an inclusive environment?*

2.2 Organizational inclusion and onboarding:

The first point of contact, when individuals are accepted for a job, is that of on-boarding. Klein and Polin (2012, pg. 268), have defined on-boarding as the different activities that are put in place, allowing for new employees to adjust as well as to feel a part of their new organization. In the case of organizational inclusion, the term adjusting can be seen as the way in which new employees are able to adjust themselves to their new work environment.

In a model that was developed by Cesário and Chambel (2019), onboarding was looked at from three dimensions, those being: structured corporate welcome, management welcome

and employee welcome. Structured corporate welcome relates to the way in which the new joiners can go through the different steps of getting to know the organization (Cesário & Chambel, 2019). From learning about the history or the different departments, to the aspects that will allow for a positive gain in the understanding of their new environment. In other words, these are the standard procedures that are put in place by the organization. Following that, the management welcome is when management is committed to welcoming the new joiner (Césario & Chambel, 2019). As through being welcomed by management it enables for employees to not only get to know what is expected from them, it is also the right moment for goals and key performance indicators to be shared with new joiners. Lastly the dimension of employee welcome relates to that of co-workers who are ready to welcome the new joiner (Césario & Chambel, 2019). In addition, the way new joiner experiences the organization on the first day through meeting the team, can significantly help them to not feel as though they are a threat, but rather feeling welcome within their new environment. (Césario & Chambel, 2019, pg. 1467) On-boarding relates to the idea of inclusion as these are activities that the new employees must face when first entering the organization. Whether it is meeting fellow colleagues, or even getting used to certain routines, this process of on-boarding can really make or break the experience of inclusion for new employees. As through forming relationships with the people around them, it enables for them to feel more confident and to also feel less isolated (Carucci, 2018).

Krasman (2015) states that through introducing the employee to the different individuals, it enables for a path to be built towards a successful first day. By making these connections, it can therefore make the beginning an easier process of assimilation. Not only then, but also along the way, at three six and nine months after starting, it is important to continuously engage in conversations with the employee as it enables for a moment of reflection whereby they can develop a deeper understanding of the organization and its

different processes (Carucci, 2018). Showing that the onboarding process is also continuous and aids in further integrating the employees within the organization. Helping them to feel more included within the day to day business operations.

Based on the results of Cesário and Chambel (2019), the on-boarding process is highly beneficial towards an organization. As it presents a means for effective communication between employees and managers, as well as providing an increase in connection between employees. Not only that, but it also showed signs of quicker integration within the organization and also increased the overall retention and engagement of employees (Cesário & Chambel, 2019). This enables for the benefits of not only including the employee from the start, it also allows for the visible benefits to be seen. Through having an effective means of on-boarding, it ensures that employees feel much more welcome and included within the business operations. Of course, as Cesário and Chambel (2019) also state, is that it is important to also continuously look for feedback from employees to be able to change and adapt the on-boarding process depending on the employee and also the task at hand. Therefore applying the employee perspective towards this is of great importance, to be able to outline the way in which existing employees have experienced and how they experience it now.

Ultimately, the process of onboarding is therefore a vital means to ensure the inclusion of employees within the organization. As Krasman (2015) states, developing a workforce that is content and engaged, starts with an in depth onboarding process. This does not only benefit the employee, it also benefits the overall climate of inclusion within the organization. Therefore the sub question relating to onboarding is as follows:

RQ2: *Based on the perspective of employees, which onboarding activities ensure an increase in the inclusive climate within an organization?*

2.3 Organizational inclusion and engagement:

Individuals engaging with the different organizational activities have a certain level of feeling included within the organization. As previously mentioned, the process of on-boarding already positively benefits the engagement of employees (Cesário & Chambel, 2019). This idea of engagement can be seen from multiple perspectives, whether it be through specific activities like for example a company wide sports day or dinner. These means of engaging can effect the inclusion within an organization. Engagement in itself can be defined as the way in which employees are given the opportunity to connect with their colleagues and managers and also the rest of the organisation (Gatenby et al., 2008). As an example, within educational institutes, inclusion also plays a large role in engaging the different members. It can be hypothesized that language is an important aspect of communication, dictating the way in which the individual can communicate and engage with the different members of the organization. As through speaking the same language as the people within the organisation, it enables for more engagement amongst the different members and no one feeling left out. As Guo-Brennan and Guo-Brennan (2021) state, language is the factor that plays a large role in excluding new families and students to be able to equally participate within the different groups. This shows that language plays a large role in making an environment or organization an inclusive environment. Therefore, depending on the country where the main base of operation is located, language can influence not only the diversity but also the inclusion of employees. The aspect of language should therefore be kept in mind, when dealing with business operations and communications with the workforce. To be able to see this from an existing employees perspective, it enables for reflection upon the different inclusive actions that they have dealt with and the way in which they see it at present.

Language is important, but not needing to hide who you truly are can also aid in creating an environment that is more inclusive. Especially due to the fact that society nowadays is very

multi cultural and there is a higher participatory rate than ever before (Garg & Sangwan, 2021). As Ferdman (2016) states, the individual needs to be able to bring themselves as a whole to work. To put this into context, one person can have multiple identities, that of being a father, a salesman and also a Dutch man. In other words, they can express themselves for who they are in the work environment. Ferdman (2016, p. 2) says, regarding the multiple identities, that "inclusion involves creating practices that allow individuals to feel integrated and whole while engaging and working with others effectively, productively and authentically". This relates to the dimension of engagement, as it is clear that when one has multiple identities, they should feel like they can bring these to the work environment and still feel welcome to do so. Based upon the study of Gupta and Gomathi (2022, pg. 15), state that the more the employee feels accepted, the better their participation will be throughout the organization and its different business operations .Further showing that if you can bring your whole self to work and be accepted, this has a positive effect upon the engagement.

Therefore, in this case, engagement plays a large part in feeling included within an organization. Whether it be through the language that is spoken or the identity that a person has. One should feel like they are included as a whole throughout the day to day business operations. That is why, the following sub question is asked:

RQ3: *To what extent does an inclusive environment ensure for engagement within the different organized inclusion efforts?*

2.4 Organizational inclusion and wellbeing:

In many different organizations, the ways of working also affects the wellbeing of employees. In one field, being that of healthcare, it was noted that through not feeling included, caused a negative effect on wellbeing and subsequently could cause anxiety, feeling desperate or

stressed (Aysola et al., 2018, pg. 6). Directly showing that through not being and/or feeling included, this leads to a negative effect on the wellbeing of an employee.

On the other hand, Ferdman (2017, p. 239) says that when it comes to a group, inclusion relates to creating and upkeeping a safe environment where the individual is able to cooperate and collaborate with the other members, as well as treating others the way they would like to be treated. The relationship to wellbeing is in this case indirect, as it deals more with the environment that you create ensuring inclusion. Also, to emphasize, you treat others the way you want to be treated, is an aspect that can be considered as part of wellbeing. It should not be treated lightly when it comes to applying this to organizational inclusion.

Employee wellbeing is also influenced during their initial entry within the organization throughout the onboarding process. With regards to the dimension of management welcome, Cesario and Chambel (2019) mention that being welcomed and supported by management, it positively impacts the employees wellbeing as well as their work. This therefore shows the impact that onboarding, from a management perspective, can have upon the wellbeing of employees. As through management welcoming the new joiner, it allows them to ask all questions relating to expectations, and it can ensure a good start to their new job within the organization. Following that, relating to the employee welcome , this also aids in increasing wellbeing as through meeting employees, the new joiner does not feel isolated (Cesario and Chambel, 2019).

It can be hypothesized that the environment in which the individual finds themselves in, plays a large role in dictating their wellbeing within an organization. Therefore, to some extent, organizational inclusion and wellbeing can be conjointly viewed. As at different levels, it influences the experience of both existing employees and new employees. Therefore in this regard, the sub question is as follows:

RQ4: *To what extent do inclusion activities influence employee wellbeing?*

2.5 Defining the feeling of welcomeness:

Based upon the aforementioned antecedents, the feeling of welcomeness is the way in which the organization is an open and inclusive environment whereby employees feel like they are able to be who they are. To subsequently be able to add value to the business operations without negatively influencing themselves. (based off of the papers from Ferdman (2016) and Gupta And Gomanthi (2022))

3. Methodology

3.1 Research design:

For the methodology, based upon the theoretical framework, a qualitative research method was chosen. The method for the qualitative research was that of interviewing, moreover semi-structured interviews. Employees and managers at three different companies were interviewed, which allowed for the researcher to gain a better understanding of how employees feel they are included into the organization through the different activities. Through interviewing employees and managers, it enables for the researcher to gain valuable insights into their separate perspectives. By looking at it from three separate organization, it allows for comparisons to also be drawn upon the understanding of what is available for employees in regards to the different inclusion activities.

3.2 Sample:

The sample for this qualitative research involved managers and employees from three separate companies. It was decided to obtain participants from three separate organizations, to get an in-depth overview of each organization, however ensuring a broader perspective. Within two out of the three companies, two managers and four employees were interviewed (one manager and two employees from each respective team). Whilst in the third organisation, two managers and six employees were interviewed (one manager and three employees from each respective team). The total number of participants was therefore 20. The method of sampling was purposive, as by asking a manager if they were willing to participate, their respective team would also then be interviewed. Snowballing was also utilized as the researcher could ask the manager for another team who could also be interested in participating within this research.

The exclusion criteria for this research was related to the number of months that the individual has spent at the company. If the participant had less than 6 months of experience at

the company, they were not selected to partake in the research. This is because of the fact that with more than 6 months of experience at a certain company, one can and most likely will have had most of the different experiences relating to the different inclusion activities. It is also expected that after 6 months, an employee has somewhat feelings of being included within the organization.

Regarding the final group of 20 participants (N), from the employees ($n = 14$) that were interviewed, the lowest number of years active within the organization that they had was 0.75 years. Whilst the maximum number of years active from the sample of employees was 35 years. The mean experience for employees who worked within their respective organizations was 8.92 years ($SD = 12.27$). Regarding the managers ($n = 6$), the minimum number of years they worked at their company was 0.58 years and the maximum number of years was 26. The mean experience for the managers, was 14.10 years ($SD = 10.9$). Table 1 includes the full overview for the sample of managers and employees.

Table 1

Sample characteristics

Role	Total number (n)	Mean experience	Lowest number of years active	Highest number of years active	Standard deviation (SD)
Manager	6	14.1	0.58	26	10.9
Employee	14	8.92	0.75	35	12.27

3.3 Procedure & Instruments:

The participant was approached through a message via the researchers' network on LinkedIn. The message explained what is to be expected and what the interview will entail. Upon agreement to participate within the study, based on the LinkedIn message, the consent form would be sent and a date would be agreed upon for when the interview would take place. They could also request the questions ahead of time, to be able to prepare themselves. Eight interviews were conducted face-to-face and 12 interviews were conducted through Microsoft Teams. The shortest interview was 23.4 minutes in length and the longest interview was 65.1 minutes in length. The average duration of all of the interviews was around 44.85 minutes.

At the beginning of the interview, the participant was asked if they had any further questions regarding the consent form and/or the research in case anything was unclear. Then the recording began and verbal consent was requested. The means by which the interviews were recorded was through a Samsung Galaxy s22 Ultra. Notes were taken throughout the interview, to be able to write down any thoughts or comments that the researcher had. These notes could be used as further input into new questions.

The questions for the interview related to the dimensions as stated in the theoretical framework: leadership, on-boarding, engagement and wellbeing. These questions enabled the researcher to find out the existing inclusion activities within the organization and the way in which it effects the feeling of welcomeness. The questions had been altered depending on who would be interviewed. In this case, the questions differed between the roles of managers and employees.

At the end of the interview the participant would be thanked and the recording would end. The researchers details would be shared with the person, if they had any further questions

or concerns afterwards. Also, a copy of the thesis could be sent to them if they desired, upon completion.

The known risks regarding their participation within this study was that of data storage, anonymity and also discomfort with questions posed within the interview. To minimize the risk regarding data storage, a local file would only be kept and once transcription was complete, the recording would be deleted. Concerning anonymity, the participant would only be known as a manager or employee. Ensuring their anonymity will be kept. Lastly regarding discomfort, if the participant did not feel comfortable answering, they could opt out of the question or the interview as a whole. They could also decide to delete the recording, if needed. This, however, did not occur within this research.

Based upon the procedure, the instruments that were required were as follows: Samsung Galaxy S22 Ultra (mobile phone), a laptop that could facilitate teams or other software and lastly the different accompanying documents. In this case the consent form and also the questions, which could be sent to the participant, upon request, beforehand.

3.4 Analysis:

Each interview was transcribed utilizing the program Python, more specifically Whisper ai. The codes were then inputted into the command prompt, enabling for the audio file to be transcribed. Following that, the transcription was placed in a word document and all the information leading back to participant was removed. Such as their name and the company for which they worked for. Once the transcription was completed, the recording was deleted. Ensuring that only the anonymized transcript was available to the research and minimizing the risk of any leaks with the audio files. Following that, the analysis of what was said could commence using the original codebook (Appendix 9.1).

The original codes were found using deductive strategies. For this the theoretical framework with its different literature was used as input for the codebook. In each section of the theoretical framework, certain aspects were found relating to the different dimensions. In addition, after transcribing and coding the first interviews, coherent codes for each section were added to the codebook. Relating to leadership (1), based on the style of an inclusive leader, the codes open (1.1) and accessible (1.2) were added to the codebook (Carmeli et al. 2010). In addition, the code, involved (1.3) was added. This originated from the transformational leadership style whereby it is derived from the aspect of facilitation. After that, the code of role model (1.4) was derived from Cao et al. (2022), whereby the leaderships style is an example for all managers within the department. Lastly, to cover any leadership styles or ways of guiding their teams, a general code of leadership style (1.5) was added to the codebook which could be attributed to the first few interviews. Following that, for the codes on onboarding (2), the aspects of the different types of welcome (2.1 – 2.3) were used as a code. These codes were therefore based on the work of Césario and Chambel (2019). Regarding the code of engagement (2.4), this was derived from Caruccci (2018) whereby the way in which you engage in conversation and reflect with the new joiner at different moments. Lastly regarding connection (2.5), this was derived from Krasman (2015) whereby the different connections with others leads to a successful first day. This includes not only personal connections but also the way in which one feels connected to the organization. When it comes to the code group of engagement (3), the first code, activities (3.1), relates to the different things that are organized by the organization and was derived based off of the first few interviews. Next to that, the code of interaction (3.2) and communication (3.3) was derived from Guo-Brennan and Guo-Brennan (2021) whereby depending on language, it affects the way in which individuals can interact and communicate. Lastly for the code group of wellbeing (4), the code for support (4.1) and tools (4.2) were partially acquired from literature whereby it relates to being able to receive

and find support from the others around you (Cesário & Chambel, 2019). From the first few interviews, these aspects came back from the company's side and therefore solidified their presence in the codebook.

Even though the interview was split into sections relating the different dimensions of leadership, onboarding, engagement and wellbeing the codes could be universally used as it is not bound to the sections of the interview. This enabled a further analysis within the data, to find out the extent to which organizational inclusion effects the feeling of welcomeness. Allowing for a further analysis into how things are actually organized (managers) compared to how they are felt (employees).

To measure the reliability of the original codebook, the method of intercoder reliability was utilized. In literature, this is the means by which you check the agreement between two coders and therefore can check the reliability of the codebook which has been developed (O'connor & Joffe, 2020). For this research one other researcher was asked to code an existing interview with the codebook. Based on the average time of the interviews (44.85), it was decided upon that one of the longer transcripts were to be coded by the second coder. This transcript was 65.10 minutes long. The output of the second researcher was found and then compared to that of the main researcher. This number that was calculated is the Cohen's Kappa. According to Landis and Koch (1977), the Cohen's Kappa needs to be higher than .6 to be substantial and higher than .8 to be great.

For this research the Cohen's Kappa between the two researchers was .61 for the whole codebook. This showed that the results were substantial, based on the findings of Landis and Koch (1977). In addition, the Cohen's Kappa per section was calculated. Enabling for the researcher to see the extent to which the codes would be able to be used as means of further analysing the data. This, together with the Cohens Kappa, is presented in Table 2.

Table 1

Cohens Kappa

	Alpha
Complete Codebook:	0.61
Concepts:	
Leadership:	0.56
Onboarding	0.76
Engagement	0.18
Wellbeing	0.49

The Cohen's Kappa calculate for leadership was .56, for onboarding it was .76, for engagement it was .18, and for wellbeing it was .49. This means that for leadership and wellbeing the codes are moderate and for wellbeing it is poor (Landis & Koch, 1977). Whilst for onboarding, the codes were substantial (Landis & Koch, 1977). The codes were altered due to the fact that there were some discrepancies and the way in which they would appear in the transcripts. In Table 3 the updated codebook that was used for the remainder of the transcripts can be found. Changes were made to leadership, engagement and wellbeing due to their low reported Cohens Kappa:

Table 2

Codebook

Concept	Code	Definition of code	Unit of analysis	Example
Leadership	Accessible	Refers to reachability of the person or program.	Sentence	"I am always available for questions." "I can always ask questions"
	Open	Is related to the environment which is created within the team	Sentence	"I ensure to create an open atmosphere" "We have open communication"
	Involved	Refers to the way in which individuals take part in different activities	Sentence	"I try to actively be part of" "I make sure to involve myself and others"
	Collaboration	Describes the way in which they work together.	Sentence	"We work together to achieve our goals" "I can go to my team if I ever get stuck with things"
	Leadership style	Describes the style of leadership for the team.	Paragraph	"They/I lead through … and … and this allows for …"

Concept	Code	Definition of code	Unit of analysis	Example
Onboarding	Connection	Describes the way in which the onboarding allows for individuals to connect with the organization	Sentence	"New employees go to … to learn the product better" "Through learning the systems I feel more connected to the organization"
	Engagement	The way in which individuals engage with the organization through onboarding	Sentence	"The company actively lets us get to know our colleagues" "I make sure that they meet everyone"
	Structured corporate welcome	The way in which the organization welcomes the employees through the different steps.	Paragraph	"There is a fixed onboarding where the employee can experience the company"
	Management welcome	The way in which the management welcomes the new employee.	Paragraph	"The manager took time to introduce me to the team" "I try to personally welcome them on their first day"
	Employee welcome	The way in which fellow employees welcome the new joiner.	Paragraph	"My buddy was there to help me during my onboarding" "Meetings are organized with all the team members to get to know the new joiner"

Concept	Code	Definition of code	Unit of analysis	Example
Engagement	Activities	Describes the different activities that are organized in/around the organization	Sentence	"The … party really allows for us to get to know each other better" "There is … and … for activities at our company"
	Communications	Refers to the forms of communications within the organization	Paragraph	"We have … and … to communicate" "I like when I can contact through …"
Wellbeing	Tools	The things given to individuals that are planned and are general for everyone from the company.	Sentence	"We have … activities that can help us" "I give others… to help them"
	Support	The way in which the individuals are personally supported by the members of their team and others around them.	Sentence	"I can always go to them with my problems" "The organization provides me with time when dealing with…"

In the concept of leadership, the code role model was removed, as well as the code on interaction. The definition for tools and support were slightly adjusted as often times these would be confused.

4. Results

In the following section, the main findings regarding the coding process will be outlined. The way in which it is organized is by the different subheadings that were also present in the theoretical framework, it is split between managers and employees. This is due to the fact that the questions, as mentioned in the methodology, were different depending on the role of the individual. The results that are presented can later be used to further analyse and discuss any patterns which may have presented themselves.

4.1 Leadership

From a leadership perspective, questions such as "what type of an environment does your manager create in your day to day work?" or "to what extent do you feel as if you choose a certain style of leading and or guiding for your team?" were asked. Enabling for a light to be shed upon the different efforts, from both perspectives. The number of times this concept came back within the 20 transcripts was for the managers with a frequency of 138 and for the employees with a frequency of 228. Table 4 outlines this for leadership. It becomes apparent that the number of employees, vis-à-vis managers can have an influence on the number of times the concept of leadership was coded.

Table 3

Frequency of codes for the concept of leadership

Role	Frequency of codes
Manager	138
Employee	228

4.1.1   Managers:

The six managers that were interviewed all mentioned that they try to create a certain environment. This environment is open and also where they treat others with respect. An example of this is where during meetings one of the managers tries to, as much as they can to "involve everyone and give the opportunity to respect the differences with everyone". This quote is in relation to the code of involved. Furthermore, another manager also said that, with regards to the code of leadership style that "in general, respect for the background, respect for the cultural differences, also respect for the people differences".

Additionally, regarding the environment they try to create, two of the managers mentioned that they try to lead by example. As shown in this quote that relates to the code of leadership style that "you should also lead by example. So if you demand a certain performance in sales, you better also show your sales, how they can achieve that." Also, in relation to the code of being involved, another manager said that they don't see themselves as a manager but "more as the coach on the side-line" and saying later on that "there are no barriers" as they are concerned. One manager also mentioned that in regards to the code of leadership style, that they consider themselves a transformational leader whereby they said "I think that I'm a transformational leader. I'm always trying to guide the people. I'm not doing micromanagement, you know, I'm sharing the targets, explaining the targets. The people work on it, support when they need." Two managers had also mentioned the way in which they give responsibility to their employees, in relation to the code on open. As depending on the function or the company, the amount of responsibility given is how it functions. An example of this is as follows: "it's an open environment where we put a high level of responsibility on the person itself but with the right guidelines and basically putting the framework in place but regarding the details, go out and figure them out yourself". On the other hand, another manager said

regarding the code of engagement that "sometimes we give the persons too much responsibility of actions to do. But yeah, that is a little bit how the company is working."

Another thing that all of the managers mentioned, is regarding the code on leadership style whereby "their needs, their backgrounds, their requirements, their performance, the whole set you should know best who you deal with else you cannot manage." Related to knowing your people, another manager also said regarding their team and also in relation to the code on leadership style that "you know who you need to help a little bit. And who you need to temper also a little bit. Because that's human."

Lastly managers also mentioned that they are always reachable for their employees. This is in relation to the code of accessibility and a manager mentioned that "they can call me, whatever they want. So my commitment to the team is that I'm there if they need me." Another manager also mentioned that "if they have questions, immediately handle that. Always handle that. I never wait for one second." Also another manager also said that "everybody can call me day or night. Preferably not in night. But I don't mind being called in the evening. So I hope that they all know that." Managers really put an emphasize on that for their employees.

Many managers also had brought in that "personal touch" whereby its not only business. As for example, and in relation to the code of involved, one of the managers said that "sometimes we talk an hour on a personal situation. And that's sometimes also needed." Whilst another manager also mentioned, in relation to the same code, that they bring in the "personal aspect in all kinds of ways. And in contact there is always the professional content and there is for sure very often a personal content and there is a big flavour of humour as well, because that's I think is very important to keep the atmosphere going."

4.1.2 Employees:

On the employees side, it was often times mentioned the case where they mentioned the type of atmosphere that was being created through the actions of their managers. As for example in relation to the code of open: "An open environment . So where you can tell them everything or ask them everything." Another example of the atmosphere created by the manager is with relation to the code on leadership style that: "I don't think that they are emphasizing, the classes that the hierarchy in the organization promote. So it's not only top down, but also bottom up. I think they are open for ideas and, you know, even it is a positive or negative ideas or complaints."

On the employee side, the managers also play a role in sharing information. According to two employees, in relation to the code on open, their manager played a role in making them feel as if there were no secrets being held back. For example: "Open, very open so there are no secrets and that's what I also really like. So you don't feel that something is being kept behind you or that you can fully know."

A lot of employees also said that the communication between them and their manager is also direct and that they are also accessible (relating to this code as well). An example of this is "I'm already a long time in this function so I know what I'm doing but if I chat something because it's urgent or ask a question he's also reacting." Also relating to this, the employees have also said that they can share their expectations with their managers in specific meetings which they have. These meetings also allow for a more personal connection to the management whereby they listen to each other.

On the other hand, there were employees who were not fully satisfied with the way in which their managers proceeded with their style of leadership. In one case it became apparent that there was a difference and a negative aspect relating to seniority. Whereby the juniors were

not regarded with their opinions and input. This is the example where "I think we should give a bit more stage to the junior people to come up with new ideas." Also that there is a way of going about certain places: "we are working within the factory. There's a an idea that we are not allowed to break things or to make mistakes." These two examples, are in relation to the code on leadership style. Otherwise, there was also an employee who was saying that their manager was not into the right role. In this regard, relating to the code on leadership style, "A laissez faire leadership" style, and that they should be "more empathic and more hands on." Also, another employee mentioned that relating to the code on involved that "on the personal development side, like what do you want to achieve? Where do you want to go? What do you like on your job? What don't you like? Can I give you training? Or what do you need? I think there is a bit less attention for you and can be improved."

4.2 Onboarding

From an onboarding perspective, the managers and employees have both been able to identify the ways in which these function. Not only seeing that their views are similar but also that they differ (depending on the organization which they are from). The frequency that is visible in Table 5 is that managers mentioned the codes relating to onboarding 61 times, whilst employees mentioned this 247 times.

Table 4

Frequency of codes for the concept of onboarding

Role	*Frequency of codes*
Manager	62
Employee	247

4.2.1 Managers:

The managers have shared their views on not only their own experiences with regards to onboarding, but also with regards to how they have been able to form the onboarding process. A first example of this is that the onboarding process for all of the different companies are very structured. Managers have said that they try to personally welcome them into the organization as part of their onboarding. An example of this and relating to the code of management welcome is "what I do is have a one-on-one with everybody regardless where they are, because they will be in my network meeting in two months" and they also said that they "will always have one just to understand what the person is, to understand their situation and also to give them the room to connect with me if they feel that is needed." Another manager also said that relating to management welcome, "I tend to send them an email before they come in to say, hey, nice that you're here. On Monday, you can report here and here, and this is your schedule for the first week so that they already have a bit of a view."

Another aspect the managers have also mentioned was that the onboarding process is not looked at from the cultural background that you have, rather the skills that the person possesses. For example, "you're looking for the right skilled people. You have you have a certain need. For example I need a sales guy who is having experience in that area and preferably from floors. So that's where you are looking for." Another example of this is that from a "For me, knowledge in the vacancy of the job description is you get 10 people and they all have the same knowledge. But it's a little bit being enthusiastic, being a little bit independent. I think those are for me the most interesting characteristics in a job interview. And for the rest, it doesn't really matter where you come from."

The managers were also able to highlight the different tasks that were part of onboarding. Often times saying that there is a structured welcome for the new joiner in relation to the code of structured corporate welcome, whereby they follow the different trainings and

tasks. A manager also pointed out that they miss the "human touch" and they try to take initiative to organize interviews and they said that: "I think its also appreciated by our newcomers."

4.2.2 Employees:

From an employees point of view, they were able to share their experiences with onboarding and this aligned with what the managers were saying. There was one case where an employee was part of a special reintroduction programme and the onboarding that they had was very different. This experience of the employee is related to the code of connection whereby "In the beginning, it was very difficult. I really was like, what am I doing here? What am I doing? Why did I say yes? And then I heard that I was misinformed by the project. Like, no, it's not an existing position. No, you cannot stay at the end. And I was like, okay. So in the beginning, it was difficult. But then you talk with the manager and I said it many times, like, give me something to do. You know, I'm used to working full day and not sit and look outside and watch the birds and the trucks on the expressways."

Other employees have experienced the onboarding quite positively and have also been able to help new employees. This is in relation to the code of employee welcome and an example is: "The buddy is always available to have questions. What I then do is I plan one or two meetings a day, one in the morning and one afternoon. So, for like an hour. So, if they have questions, they can ask and I can try to help them." Regarding the "daily support", this relates to the code of engagement and this is an example where they "have seven or eight team members who does the support. Which is indeed from day to day. So the joiner can really get to know also all the different team members." It is a way in which the new employee can connect and engage with others.

Some of the employees also mentioned the complexity of their organization and how this effects the onboarding process. As with the complexity it relates to the structured corporate welcome and can be seen that "If you don't guide them, they are lost. It's that big and you have so many things to know." Another example that relates to the code of connection is that "if you don't have a strong Team connection that you can easily be left excluded." They said, that is "easily the case with an organization as big as it is."

In addition, regarding onboarding, an employee also had an experience whereby they did not have all the necessary things that were needed for them to do their job: "And I must say, the introduction went a little bit, I have to say, he wasn't prepared for my coming. My business cards were not ready. My car wasn't there, the company car. He had to make a very hurry phone call to the lease company that they bring it late in the afternoon.". Also leaving a certain effect behind upon the employee.

4.3 Engagement

From an engagement's perspective, this describes the way in which the managers and the employees have been able to engage with the organization through the different activities. Table 6 shows the difference between the frequency of the concept of engagement for both employees and managers. The managers mentioned the codes with a frequency of 31, whilst employees mentioned this with a frequency of 85.

Table 5

Frequency of codes for the concept of engagement

Role	*Frequency of codes*
Manager	31
Employee	85

4.3.1 Managers:

From a manager's point of view, they have stated the way in which they have engaged with the organization. From the different activities that they have organized to the way in which they communicate with their employees. Firstly, regarding the activities, the organizations have all organized activities for their employees both from the managers side but also from a companywide side. For example, relating to the code of activities, some managers have organized "a dedicated finance event" where they have "one day of activity" and that it also "fits with a little bit of learning, but mainly to have fun" with one another. Another manager also said, relating to the code of activities: "so I haven't been in that for a long time yet. But at least once or twice a year, we go out to the dinner or do something fun together."

Not only regarding the activities that are organized, but the managers also play a role in communicating the information about the events that are happening. Managers have said that they inform their colleagues about the different activities. From "communities" with the company, to ways to connect to new colleagues. An example of this is as follows: "Yeah, so if there are new people, we do show them what type of community groups there are. They can be found on my the company internet page, and I promote to join something that they want."

One manager also said that they helped to organize a family day for all employees. This activity allowed for families to see what the organization was doing, and it also relates to the code of activities: "Last year, we organized a family day in the company. The people came with the families to show what we are doing, show our products, our processes and so on."

The managers also spoke about the way in which they communicate with their employees and also the way in which they engage with them. The means through which they communicate, is related to the code of communication. Through "one-on-one" meetings or

through "routines" this allows managers to talk to their employees. The way in which they otherwise communicate is through "calling", "teams", "email" and also through "face-to-face".

4.3.2 Employees:

Employees have engaged with the organization as well as the managers. There are similarities and differences between the way in which they engage. One employee mentioned that, for knowing what is going on you really have to find it. The example for this is related to the code of activities, as well as the code of accessibility "that kind of stuff, they are there, but you need to know where to be pointed towards. And also people discover it, but then maybe they're already working here for a few months or even a year, which is a bit of a shame since it would have helped them a lot if they would have known it from the first moment on." It is visible that there is a need for the information to be shared when employees start in an organization.

The employees have also mentioned different activities that the organization and also their teams organize. From having something like "sweet Friday" where people bring cakes to joining a "quiz XL" with their team. Furthermore, there are activities organized whereby employees can also get to know other colleagues within their company through a program called "assisted serendipity". There are also activities such as "volleyball tournaments" or "BBQ's" that are organized for employees. These are all things that are related to the code of activities and it becomes visible that a lot is being done.

Further relating to the employees and the way in which they engage with one another, one employee also mentioned that when they had a new employee who was "Turkish" and "all the others were Dutch" on the team they tried to include them within the different activities. From "trying to include them in the extra activities we do" to also letting them know about a "WhatsApp chat" that they have, they made sure to involve them within the activities so that they would feel included.

With regards to communications, the employees also mentioned their day-to-day work. Their planning was also part of the conversation and it can be made open so that employees can see their availability. Also relating to the code of communication, they communicate through "teams", "emails" or even through "calls" and "face-to-face".

4.4 Wellbeing

Lastly, from a wellbeing perspective, managers and employees discussed the different things that are put in place at their company enabling for them to work or support their own and the wellbeing of others. In Table 7, it is apparent that the managers mentioned the codes relating to wellbeing with a frequency of 52, whilst employees had a frequency of 89. It can be said, that in comparison to the other codes, the frequency of this code is closer to one another.

Table 6

Frequency of codes for the concept of wellbeing

Role	*Frequency of codes*
Manager	52
Employee	89

4.4.1 Managers

In relation to wellbeing, this is something that managers take quite seriously, as is also apparent from Table 7 above. As one manager said and relating this to the code of support through "always being approachable by being reachable. There's one thing also very important, there are bosses who are barely achievable. I will always take my phone even if I'm at a customer. Sometimes I will say, okay sorry I'm in a meeting I will call you back and I send the text. In most of the cases I will always take my phone. So being reachable, so that they know that there is somebody they can uh they can join they can they can reach to uh to have whatever the

emotion is." Whilst other managers have a similar approach, they also have spoken of the possibilities to speak about wellbeing. Through the "one-on-one" meetings or through the "routine" meeting. These meetings can be seen as relational to the code of support.

Following that, the managers also have mentioned systems by which employees can also get help or do things for their wellbeing. As one manager said, relating to the code of tools that "within this company we have these miles. So as we have like a yearly budget, uh, which you can spend on a variety of tools. It can be coaching, but it can be time management. So I think from that part there's, there's a lot of offer." This manager also spoke of being able to get the employee to a "psychologist", they can do it "quicker". Furthermore that but another manager also mentioned the "internal doctor" as well as "psychologists".

Managers have also spoken about the way in which they try to engage employees within the conversation, to be able to get the full picture and to understand their point of view. An example of this: "If you miss somebody or they were not willing or free to speak up or I believe there is more than what they were saying, then I'll also let's say ask it when we're going outside or in a coffee machine or what you don't really think. Because yeah, that's how I think how you should handle it."

4.4.2 Employees:

Regarding the employees, the questions that were asked allowed for a reflection upon the environment and the different things that are available to them. Just like the managers there were some similarities but also some differences. As for example, regarding the code of tools, with the "miles" employees also spoke about the way in which you could use it for "sports" and you could also via the company get access to a "bike plan".

Another employee, also mentioned that within their company they had a "wellbeing department" which is related to the code of support. They also mentioned that "they have lots

of workshops and I attended one", relating to the code of tools. This employee also mentioned that the company has three core values and those were also the basis for the wellbeing course that they attended. Other employees also stated that within certain meetings like the "daily management" or the "routine" they make use of mood boards, which can be connected to the code of tools. Through these meetings, employees feel like they can discuss their wellbeing with their manager.

In contrast, there was an employee who did not have the best of experience with the company. They stated that "well-being, it's not appreciated at the moment" and it has "a long way to go." Additionally, they also mentioned that, regarding the codes on tools, they were behind with certain insurances and that "only this year it was possible to have an insurance policy". Moreover, it was also mentioned that there is a need for a psychologist who was not at the company. This employee also felt that they could not express themselves in front of their manager but with their "colleagues, yes."

Other employees also knew that these wellbeing efforts existed however, they "believe they are there but" they "really do not use those".

5. Discussions:

The purpose of this section is to discuss the most relevant findings from the results that were found. Through interviewing 20 participants of which six were managers and 14 were employees, it enabled for the researcher to gain a better understanding of the current relationship between organizational inclusion and the feeling of welcomeness for employees. The discussion will outline the main findings for the key concepts that were both researched in literature, as well as used for the main codes of analysis being leadership, onboarding, engagement and wellbeing. Enabling for a final conclusion to be drawn for the main research question.

Providing a small overview of the findings. Organizations that are operating in todays world putting a lot of effort into supporting their workforce. Whether it is to make the life of the employee more comfortable or even to support them in their daily tasks. The effects of the organizational inclusion activities has left individuals feeling more connected and engaged with the organization. Moreover, there were interesting results found with regards to the flow of information for employees. As for both the onboarding process and the different activities related to wellbeing, if employees do not obtain the right guidance, they can be lost and are not able to find the rights tools or support that they require. Additionally, there is a need to further inform employees as it could be helpful in the first instance if they had known that it was there when they first joined.

5.1 Leadership

Regarding questions for leadership both managers and employees had quite similar views with some minor differences. Most Managers actively chose for a style of leadership that related to that of being an inclusive leader. Whereby in the literature Carmli et al (2010) mentioned that this leader is open, accessible as well as available for interactions with their employees. Most of the managers, in this regard, spoke of being "open" and "reachable" for

whatever questions or aspects that they are dealing with. The employees who were interviewed, also reciprocated similar terms. Stating that the environment that their managers create is "open" and that they are always "available" for questions. While Carmeli et al. (2010) focused on a type of leadership, the managers did not mention this specifically but did mention the traits that were associated with an inclusive leader. Additionally, this type of leadership attributes to creating an inclusive environment whereby it allows for everyone in the team to have a feeling of belonging, confidence and inspiration whilst treated fairly and with respect (Bourke & Espedido, 2019, pg. 2). Positively influencing the way in which the employees feel welcomed within their respective organization.

Further discussing the antecedent of leadership, one manager was able to mention the specific type of leadership that they consider when leading their team. The manager mentioned having a transformational leadership style and not only the title but also the explanation how the manger is leading fitted to what was found in literature before.. As this type of a leader focuses on changing processes, and can facilitate a diverse workforce in an organization and consequently adapt the organizational culture to create an inclusive environment (Ashikali & Groeneveld, 2015). Furthering the creation of an environment of inclusivity for their employees.

Some of the employees, based on the results, did not feel that the leadership style of their manager was beneficial towards how they felt. One employee specifically mentioned that the junior and senior role were utilized to make decisions. Whereby the junior and their opinion was discarded and this made them feel less included within the organization. Furthermore, another employee also mentioned, in contradiction to the style of an inclusive leadership style (Carmeli et al. 2010), that where the "personal aspect" appeared, the doors were closed on them to further discuss this. This shows that that through closing the doors on the "personal aspect", it can lead to employees feeling less included within their organization. These aspects are also in relation the type of organization which they are in, whereby the employee can have more or

less of a say within certain matters. Relating both to business operations, as well as the "personal aspect".

With regards to concluding the sub question for leadership that was posed within the theoretical framework, which was as follows: "To what extent do organizations take leadership styles into consideration when wanting to create an inclusive environment?" Leadership styles are in general not considered in relation to their specific terminology, however each leader decides upon the type of leader they want to be. Therefore in this regard, the organization does not take the leadership style into consideration, each separate manager does instead. This choice is beneficial as there is a less strict set of guidelines on the way of leading and can aid in creating a more open environment. This was also visible within the results. This finding, contradicts the literature whereby the leadership style of top management is seen as an example for all of the managers (Cao et al., 2022). Whereby the leadership style found during this research is formed based off of the manager and the way in which they decide to lead their team. In other words, each manager has a different style of leading their team and the organization does not enforce a certain style of leading.

5.2 Onboarding

Posing the questions relating to onboarding to the managers and employees, it became apparent that organizations have a structured corporate welcome put in place for new employees. This is in relation to the study of Cesário and Chambel (2019) where this type of welcome enables for the new employee to go through the standard procedures to gain a better understanding of their new environment. Furthermore, relating to the different dimensions that Cesário and Chambel (2019) discussed, it was interesting to see that one manager tried to keep the "human touch" through hosting interviews and welcoming them from a managements perspective. Allowing the new employee to not only engage directly with the manager, but also

to develop a deeper connection with the team that they will partake in. Regarding the aspect of the employee welcome (Cesário & Chambel, 2019) it could be seen that most organizations had a type of "buddy" system or a "routine" system whereby the new employee could learn and engage with employees and feel also more connected to the organization.

On the other hand, employees also discussed the negative influences that an improper onboarding could have within their respective organizations. In one case, an employee mentioned that they did not have everything "prepared" for them and this lead to them feeling less connected to the organization. This was specially making the employee feeling less connected as it was known for a longer period that they were coming. Therefore, without proper onboarding, the new employees could "easily be lost". This is in line with the theory, as Krasman (2015) states that developing a workforce that is content and engaged, starts with an in depth onboarding process. "Being lost" can be attributed to the size and the complexity of the organization, especially without the proper guidance from the team. In addition, one employee also highlighted that without a strong connection to the team, this can also make the person feel excluded from the organization and also the team. Provided this, it becomes visible that the onboarding process is also highly important from a teams perspective. As, how it was stated in literature, through the onboarding, especially throughout their first day, it is important that through meeting the team they are not seen as a threat but are welcomed within their new environment (Cesário & Chambel, 2019).

Based upon the results it was also apparent that the organizations that were interviewed do not look at the cultural background of the individual, rather at the skills that they posses when wanting to recruit new employees. This can be seen both positively and negatively as this shows that you are not rejected for your multicultural background. Or on the other hand, it can also mean that companies are not interested in creating an inclusive environment. In this

case, showing that the modern organizations are taking a step towards including a multicultural workforce.

To provide a concluding statement upon the sub question relating to onboarding, which was as follows: "Which onboarding activities ensure an increase in the inclusive climate within an organization?" The results show that the "buddy" and "routine" systems/meetings play a large role in the learning process of the new employee, but also aid in developing a deeper connection towards the team as well as the organization. Effectively, having a positive impact upon the way in which the employees feel included within the organization. Notably, the task of also making sure that all of the necessary tools are prepared for the new employee also goes a long way in ensuring that they feel included within the organization upon their first day. As Krasman (2015) mentions that an in depth onboarding allows for the development of a workforce that is content and engaged.

5.3 Engagement

When questions were asked to managers and employees about engagement, they were in line with the way in which they participated as well as communicated with one another within the organization. One notable aspect that arose from the interviews, is that when speaking about communication, the means for communicating were mentioned but not the language of communication. This can be attributed to the fact that the organizations that were interviewed, had as main language for their business operations English. In contrast to the paper of Guo-Brennan and Guo-Brennan (2021) whereby language is the excluding factor for new comers, the organizations have visibly ensured for a certain language to be standardized for business operations.

In one example given by one employee, in which they took the initiative to specifically engage with a new employee who had a different cultural background than the team was used

to. Showing that engagement is also dependent on the efforts that are contributed by the employees. If the steps are not taken from the people around the new employee, it can lead to them not feeling included, connected or even welcomed within their team and/or organization. This aspect can be partially connected to the literature of Ferdman (2016), as the individual must be able to bring themselves a whole to work. No matter if you are "Dutch" or "Turkish", this should be part of their identity which they have at work. Furthermore, if the employee feels accepted, this will increase their participation throughout the organization (Gupta & Gomathi, 2022).

Following that, in the interviews it was mentioned that the organizations have also organized activities whereby it aids in the inclusion climate within the organization. Things like volleyball tournaments have been organized for all of the individuals within the company. Not only are these activities organized from an organizations point of view, but also from managers. They have for example, held drinks with their teams, or have gone out and had dinner with their team. Managers in this regard, try to take their employees along and they try to share this information with their employees. However, this is something that seems to be not entirely used to their full potential as some employees stated that they are hard to find. This, according to one of the employees is that there is "all that kind of stuff, they are there, but you need to know where to be pointed towards."

Whilst on the other hand, organizations have also created communities by which employees and managers alike, can participate in many different activities. Especially for new employees, connecting through those communities or through the activities, can be very helpful towards feeling more included within the organization and feeling more welcomed.

To provide a concluding statement for the sub question for engagement, which was as follows: "To what extent does an inclusive environment ensure for engagement within the

different organized inclusion efforts?" an inclusive environment leads to more engagement within an organization and the different inclusive efforts. Reflecting upon the literature of Ferdman (2016), if the employee feels like they can be themselves in the work place, this can positively influence inclusion as well as feeling welcome. Especially, with the different communities that exist in one of the organizations where they can find people with similar interests, it can help employees to not only connect to the organization but also to new people. Additionally, it is also important to highlight the importance of the flow of information regarding these different activities. This could further benefit the employees if information is timely communicated.

5.4 Wellbeing

With the antecedent of wellbeing, there was a high degree of consideration present for this topic, especially with regards to the support that managers provide through being reachable and providing meeting such as the "one-on-ones". As Cesário and Chambel (2019) state being welcomed and supported by management positively impacts the employees wellbeing as well as their work. This was also reverberated from the perspective of employees, whereby they feel like they can express themselves through "daily management" or "routine" meetings whereby mood boards are utilized. Subsequently, this also helps employees to feel included through being able to cooperate and collaborate with other members of the team within those meetings (Ferdman, 2017).

Further related to wellbeing, there are different tools that are put in place for the both managers and employees. These tools are for example "miles" or courses that are provided by "the wellbeing department". Therefore, it is visible that organizations have a wide variety of activities and tools available. Additionally, the literature by Aysola et al (2018) mentioned that not feeling included could cause anxiety, feeling desperate or stressed. There is a possible relationship here with the lack in the flow of information as was previously stated through the

following quote: "all that kind of stuff, they are there, but you need to know where to be pointed towards" and the way in which not knowing about certain tools or support for wellbeing could cause certain negative impact upon the wellbeing of employees. However, as the focus was not upon this, the effects can only be hypothesized and could be of interest for future research.

Within another interview, an employee mentioned that the wellbeing aspect was not a priority. These results, do not line up with the theory from Cesário and Chambel (2019) whereby the management welcome and support positively impacts the employee. In this case, if wellbeing is not the priority, this poses the question of the way in which employees and managers are dealing with wellbeing within the organization. It can, however, be hypothesized that management, or the organization has not yet put thought behind the means of providing it. For example, it was also mentioned that within the organization, there was a "psychologist" missing.

To provide a final concluding statement towards the sub question of wellbeing, which proceeded as follows: "To what extent do inclusion activities influence employee wellbeing?" the different activities and tools such as the "miles" or even the different meetings that are organized by the manager aid in influencing the wellbeing of the employee. Especially regarding the accessibility and reachability of the managers, is an aspect that managers wanted to make clear in the interviews and that their employees hopefully knew this. Most employees, as a matter of fact did know that the manager was accessible as well as reachable.

5.5 Limitations of the study

Within this study, after the data collection, processing and the analysis of the data, there are some limitations which have been found and noted. These limitations can influence the outcome and the different conclusions that have been drawn. Firstly and most notably, there is a limitation present with the Alpha (.61) that was found for the intercoder reliability of the

original codebook. This result prompted a change in the codebook, through altering some of the codes on Leadership, Engagement and Wellbeing however, the newly created codebook was not tested. As result, it can significantly impact the reliability of the findings within this research.

Secondly, another limitation is with regards to the participants. As for one of the organizations, the individuals from two separate teams within the same department were interviewed. This could bias the results as, even though they are from separate teams, they still fall under the same department. Leading to the results possibly not covering the full scope of what is occurring within that organisation.

Another limiting aspect that was detected is with regards to multicultural background of the interviewed managers and employees. As most participants had similar cultural backgrounds, which could lead to the inclusion actions to not be fully explored. However, it should be noted that the organizations are all multinational organizations operating worldwide.

5.6 Direction for future research

There are many routes that can be taken with regards to furthering this research for the future. One of which, is the influence that the flow of information within organizations can have upon the wellbeing of employees. This was found as a result of the antecedent of wellbeing. Not only that but in general, the flow of information and the way in which individuals feel included and welcomed within their organization can be of interest. Through this research it became apparent that the complexity of organizations can have a significant impact upon the employee and the way in which they can "get lost" if they do not receive the right guidance. Taking up the lens of information systems and applying a qualitative approach can be of interest in regards to the effects that it has upon employees and their wellbeing or even inclusion. As often times, when dealing with information systems, in literature it is a quantitative approach.

Furthermore, another aspect which could be of interest for future research is that of including new employees within the data and interviewing them. As in the phase of the first six months of joining an organization, the different activities will have some type of influence upon their level of inclusion and the way in which they feel welcomed within their organization.

In this regard, this research can take up many different perspectives that could be of interest for the future. As due to the fact, this current research provided a better understanding of the relationship between organizational inclusion efforts and the feeling of welcomeness for employees through the concepts of leadership, onboarding, engagement and wellbeing.

6. Conclusion

The goal of this research was to understand the relationship between organizational inclusion activities and the feeling of welcomeness for employees through looking at this from a leadership, onboarding, engagement, and a wellbeing perspective. The findings have shown a significant amount of activities already being held within organizations promoting organizational inclusion for employees. Furthermore, these activities have not only helped employees connect more with the organization, but to also develop a certain feeling of welcomeness. Both within their own team but also within the organization as a whole.

To provide a final conclusion towards the main research question which is as follows: "What is the relationship between organizational inclusion practices and the feeling of welcomeness for employees?" The relationship that exists in this case, is that through the different organizational practices, it enables for employees to be included and to also feel welcome within the organization. Whether through their fellow employees or through the manager, all these aspects play a role in the feeling of welcomeness for employees. Through looking at this through the themes of leadership, onboarding, engagement and wellbeing, it has also brought to light the different activities that are currently being done within organizations, enabling for employees to feel welcomed and included within the activities that take place both inside and outside of the organization. As it was found out that leaders have traits relating to specific styles of leadership that promote inclusion, aiding in creating an inclusive environment. Furthermore, from an onboarding perspective, there are mostly many systems put in place, but if the new employee is not properly guided, it can lead to them feeling lost. In addition, from an engagement perspective, managers and employees partake in different activities that are both organized for the team or for the whole organization. Positively impacting their connecting to either their team or towards the organization. Lastly regarding wellbeing, there

is a lot of support and tools present for employees that is provided from managers and the organization.

7. Recommendations

Whether for managers or organizations as a whole, throughout this research it became apparent that there needs to be a focus put upon the diffusion of information for employees. As without the right guidance, employees can end up getting lost within their organizations. Not only does this concern the aspect of onboarding, it is also about the different efforts relating to engagement and wellbeing. The results also indicated that the complexity of the organization plays a role and through prioritizing the way in which the information is provided to employees. Whether about a "wellbeing department" that exists within the organization or even when certain activities occur, informing the employee can positively benefit their inclusion within the organization, as well as their feeling of welcomeness.

Often times, the individuals only seek out the information when they need it and this results in the lack of knowing that certain tools or support are present. By informing them ahead of time, this can positively benefit them, as they will know where to go.

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9. Appendix

9.1 Original codebook

Table 7

Original Codebook

Concept	Code	Definition of code	Unit of analysis	Example
Leadership	Accessible	Refers to reachability of the person or program.	Sentence	"I am always available for questions." "I can always ask questions"
	Open	Is related to the environment which is created within the team	Sentence	"I ensure to create an open atmosphere" "We have open communication"
	Involved	Refers to the way in which individuals take part in different activities	Sentence	"I try to actively be part of" "I make sure to involve myself and others"
	Collaboration	Describes the way in which they work together.	Sentence	"We work together to achieve our goals" "I can go to my team if I ever get stuck with things"
	Leadership style	Describes the style of leadership for the team.	Paragraph	"They/I lead through … and …

				and this allows for …"
Concept	Code	Definition of code	Unit of analysis	Example
Onboarding	Connection	Describes the way in which the onboarding and other activities allows for individuals to connect with the organization	Sentence	"New joiners go to … to learn the product better" "Through learning the systems I feel more connected to the organization"
	Engagement	The way in which individuals engage with the organization through onboarding and other activities	Sentence	"The company actively lets us get to know our colleagues" "I make sure that they meet everyone"
	Structured corporate welcome	The way in which the organization welcomes the employees through the different steps.	Paragraph	"There is a fixed onboarding where the employee can experience the company"
	Management welcome	The way in which the management welcomes the new employee.	Paragraph	"The manager took time to introduce me to the team" "I try to personally welcome them on their first day"

	Employee welcome	The way in which fellow employees welcome the new joiner.	Paragraph	"My buddy was there to help me during my onboarding" "Meetings are organized with all the team members to get to know the new joiner"

Concept	Code	Definition of code	Unit of analysis	Example
Engagement	Activities	Describes the different activities that are organized in/around the organization	Sentence	"The … party really allows for us to get to know each other better" "There is … and … for activities at our company"
	Communications	Refers to the forms of communications within the organization	Paragraph	"We have … and … to communicate" "I like when I can contact through …"
Wellbeing	Tools	The things given to individuals that are planned and are general for everyone from the company.	Sentence	"We have … activities that can help us" "I give others… to help them"
	Support	The way in which the individuals are personally supported by the members of their team and others around them.	Sentence	"I can always go to them with my problems" "The organization provides me with time when dealing with…"

9.2 Appendix 1. Interview questions for Managers

<u>Leadership:</u>

How do you deal with a multicultural team?

To what extent do you feel as if you choose a certain style of leading and/or guiding your team?

How do you try to get the best out of your team?

How do you try to create an inclusive environment?

<u>Onboarding:</u>

What are activities that are typically part of the onboarding process?

When looking for new individuals for joining your team, how do you ensure that onboarding is an inclusive process?

Do you actively look for individuals from a multicultural background?

How was the onboarding process for you? And what do you think of the onboarding process now?

What is the importance of welcoming a new joiner from different perspectives?

<u>Physical engagement:</u>

How do you engage with the organization on a day to day basis in your role?

How does the organization promote inclusion with regards to the different activities that are organized in and around the workplace?

How do you see employees engaging with the organization and its different activities?

How do you approach employees?

To what extent have the activities ensured for an inclusive workplace?

Does everyone have a say within both formal and informal activities?

What are your thoughts on having a diverse team of employees?

<u>Wellbeing:</u>

How do you take your employees emotions into account? Are there moments for feedback available for employees?

What are some things that you look out for when it comes to taking everyone's perspective into consideration?

9.3 Appendix 2. Interview questions for employees

<u>Leadership:</u>

What type of an environment does your manager try to create in your day to day work?

What type of a leader would you say they are? (how would you best describe your manager?)

How do you feel that the communication is between you and your manager?

Are there moments of feedback provided to you by your manager?

<u>Onboarding:</u>

What are the different activities that are typically part of onboarding?

How did you experience onboarding and how do you see it now?

How are you able to connect with new joiners?

How does each member of the team and the organization play a role in welcoming new employees?

How does the onboarding process allow for employees to feel comfortable in their work environment?

<u>Physical engagement:</u>

How do you engage with the organization on a day to day basis?

How does the organization promote inclusion with regards to the different activities that are organized in and around the workplace?

How do you communicate with others in the organization?

Work from home vs physical, how does the engagement differ and how do you maximize it?

<u>Wellbeing:</u>

What are your thoughts on the way in which you have been welcomed into the organization?

Are you able to express yourself in the workplace?

To what extent does the organization provide you with tools to work on your wellbeing and can you openly discuss this with your manager?

How does your manager create a space where you feel included?

9.4 Appendix 3. Search log

Table 8

Search log

Date	Source	Search string	Total hits	Remarks
16/04/2023	Google Scholar	the feeling of welcomeness and inclusion in the workplace	19,100	Initial search to see the way in which welcomeness can be defined for the workplace
16/04/2023	Google Scholar	inclusion in the workplace and a welcoming environment	82,800	Further search to see the link between inclusion and a welcoming environment
16/04/2023	Google Scholar	welcoming cultures in organizations	236,000	To further see how welcomeness can be defined
16/04/2023	Scopus	inclusi* AND welcomeness	1	The effects of inclusivity and welcomeness
16/04/2023	Scopus	"on-boarding" AND welcoming	3	How onboarding can help the feeling of welcomeness
16/04/2023	Google Scholar	"organizational inclusion" AND welcoming employees	498	To see the interplay between inclusion and welcoming
16/04/2023	Google Scholar	what factors play on "organizational inclusion"	856	Further defining organizational inclusion
18/04/2023	Scopus	"organizational inclusion" AND employees	37	The implications on employees
18/04/2023	Scopus	"organizational inclusion" AND activities	6	See how activities effect inclusion
18/04/2023	Perplexity.ai	Organizations and inclusion activities. Using scopus	5	Using this source to see the academic sources available on this topic
18/04/2023	Google Scholar	feeling welcome in an	16,800	Understanding the effects that

Date	Source	Search term	Results		Rationale
		organization and wellbeing			feeling welcome has on employee wellbeing
18/04/2023	Scopus	organization AND inclusion AND "welcome"	66		Further understand the effect of inclusion on the idea of welcome
18/04/2023	Perplexity.ai	to what extent does inclusion affect employee performance. using scopus	4		See the effects that inclusion has on employees and their performance
18/04/2023	Google Scholar	workplace happiness and inclusion	214,000		To see how happiness is affected by inclusion. To contribute further to the feeling of welcomeness
19/04/2023	Google Scholar	organizational inclusion and engagement	1,800,000		How inclusion depends on engagement.
19/04/2023	Perplexity.ai	organizational inclusion and wellbeing. using google scholar	3		To see the effects of inclusion on wellbeing.
03/05/2023	Google Scholar	What is culture?	6,060,000		To find a working definition of what culture is.
07/05/2023	Google Scholar	Ethnic definitions	4,700,000		To find a working definition for ethnicity, relating it to culture.
26/05/2023	Google scholar	Onboarding and multicultural workforce	2,500		To find the impacts that onboarding has on the multicultural workforce
26/05/2023	Perplexity.ai	Leadership definition scopus	6		To find a working definition of leadership.
26/05/2023	Google scholar	Onboarding and employee retention	21,100		To look for an additional source relating to employee retention and the