

Global talent inclusion, Impact of inclusion on organizational performance and employee engagement

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Summary of Research

While there has been an increasing attention to inclusion and exclusion, there has been limited studies on how individuals experience and navigate through inclusion and exclusion at work. Hence, we know little about inclusion and exclusion through the narration of employees own exploration of their professional and social worlds. To fill this gap, this qualitative study uses an interpretative approach to explore the phenomena of inclusion and exclusion through the lived experiences of individuals at work by conducting an in-depth interview of 52 foreign employees in Japan. This approach provides a new understanding of how foreign employees experience inclusion and exclusion and how they navigate through them. The analysis uncovers the underlying assumptions on the way inclusion and exclusion are conceived and result in a range of individual responses. The findings suggest that both inclusion and exclusion are multifaceted, attributed to oneself and others, and associated with unintended consequences that have implications for the performance and well-being of individuals at work.