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Article

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Demonstrating the Impact of Participative Decision Making, Distributive Justice Perception and Growth Opportunities on Favorable and Unfavorable Employee Outcomes: Mediating Effect of Workplace Inclusion in Indian HEIs

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Abstract

Changing trends in the global economy have reshaped industrial relations due to transformation in the workforce composition, resulting in compulsion on companies to audit their organizational climate, HR practices, process, system, and style of managing this diversified workforce. The rationale behind this study is to assess the effect of participative decision making, distributive justice perception and growth opportunities on favorable and unfavorable employee outcomes concerning Indian HEI. Currently, India is one of the largest and fastest growing economies in the world, resulting in an increasing call to examine the pulse of workplace diversity and inclusion practices and policies, including those in India. A self-administered questionnaire was used with a non-probability sampling technique for data collection from 383 employees working in the HEIs situated in NCR, India. The proposed conceptual model was tested through correlation and regression analysis. Research results reflect significant relationships between participative decision making, distributive justice perception and growth opportunities and employee outcomes.

This study provides guidelines for enhancing workplace inclusion and organizational identification on the one hand, and reducing employee turnover on the other hand, through supportive workplace inclusion measures.

Keywords: workplace inclusion, participative decision making, distributive justice perception, growth opportunities, organizational identification, turnover intentions

1. INTRODUCTION

To be competitive in the 21st century, an organization has to bear the flag of 'Being global.' Organizations cannot even think of expanding their business without expanding the employee base. Many researchers have focused on central interpretations of diversity on the boards and emphasised the advantages of having wide representation of diversified stakeholders (Brown, 2002; Cornforth, 2003; Jayne & Dipboye, 2004; Litvin, 2006), while other researchers emphasised more the incorporation of, and leveraging the enhanced effectiveness of, a diversified workplace. Now some researchers are moving beyond diversity to scrutinize the concept of inclusion (Bourne, 2009; Fredette, 2012) and that is where our research paper picks up. Inclusion is a breakthrough of potent transformation of organizational culture towards a culture that fosters and values the diverse traits of every individual in the organization's success and competitive advantage. It also offers an alternative to the way diversity is viewed as an end in itself or something that has to be managed or endured, but this assertion has not been widely examined empirically (Bourne, 2009). Moreover, inclusion in the workplace is different from workplace diversity. On one hand diversity in the workplace refers to "situations that germinate when employees differ in terms of age, gender, ethnicity, education, etc." (Mor Barak, 2005). On the other hand, workplace inclusion implies evaporating the cloud of discriminatory practices and fostering a conducive environment for every employee through fair and equitable opportunities for participation and advancement with the growth of the organization. However, even well-intentioned organizations ignore inclusion as a significant dimension of managing workplace diversity, which often gives disheartening organizational outcomes. Thus, it is paramount for organizations to understand the synergetic effects of diversity and inclusion in the workplace.

Many researchers have argued that workplace inclusion is a significant predictor of favourable organizational outcomes, namely: work satisfaction, organizational commitment, identification and work performance (Deborah, et al., 2000; Allen et al., 2007; Ozgener, 2008; Wikina, 2011; Srikanth et al. 2016; Knippenberg and Mell 2016; Guillaume et al. 2017). The majority of studies in the field of workplace diversity and inclusion have been carried out in the US context. Few studies have explored what and how employees perceive workplace inclusion, and what its probable outcomes are (Van et al., 2012). Hence, generalizing these results in Asian countries, where there exist significant differences in socio-cultural settings, is not apt (Magoshi et al., 2009). As an Asian country, India, with its diverse culture, customs, traditions, and language, can be an opulent region for studying the issues related to workplace inclusion. India is selected as the background for the present study for a multiplicity of reasons. Firstly, the social context of India is significantly different (Sowell, 2002; Budhwar, 2009). Secondly, according to the World Bank, the Indian economy has been witnessing rapid development since 1991, resulting in entry to the Indian market by many foreign collaborators (Budhwar and Varma, 2010). As a result of this global market trend organizations are supposed to unfold the peculiarity and unconventional behavior of diversified workforce and embrace diversity-related issues thereby removing organizational constraints (Woodard and Saini, 2006).

The further environment in which education institutions operate is different from the business organization because of its unique nature. Diversity exists in all the three categories of employees, comprising staff, faculty, and students. Thus, it becomes imperative to examine whether inclusiveness is there at the different levels (Milem, 2003). In addition, the present study extends the research work of Muchiri and Ayoko (2013) by incorporating workplace inclusion as a mediating variable. It is accentuated in the literature that diversity in the workplace requires employee identification and commitment. Likewise, a worker's feeling of acceptance and a diversity climate has been found to influence the work life quality (Glisson & James, 2002; Hwang & Hopkins, 2012). In this line, the present research is in pursuit of three main objectives, firstly to inspect employees' (academicians') perception regarding participative decision making, distributive justice perception and growth opportunities on a favorable outcome (organizational identification), secondly on an unfavorable organizational outcome (turnover intention), and finally to examine the mediating effect of workplace inclusion on these relationships with a special focus on HEIs.

2. THEORETICAL FOUNDATION AND RESEARCH HYPOTHESES

The conceptual framework of the present study is based on social identity theory, proposed by Tajfel (1982). The theory makes a connection between the identity of individuals and social structure. People are likely to be part of those groups with which they tend to identify themselves based on social categories such as gender, ethnicity, and race (Tajfel, 1982). They intend to interact with those who are identical to them (Tajfel, 1978, 1982; Tajfel & Turner, 1986; Turner, 1987). Social identity theory establishes that individuals tend to improve and maintain a positive social identity with the group they

belong to (Aberson, Healy & Romero, 2000; Ashforth & Mael, 1989; Tajfel & Turner, 1985). The most vital component of employees' social identity is their identification with the organization they belong to, termed organizational identification (OI) (Hogg & Terry, 2000). OI refers to the feeling of oneness or belongingness of employees towards their organization where they tend to define themselves as the organization they belong to (Mael & Ashforth, 1992). When individuals form a positive justice perception towards their organization, they tend to make a holistic judgement about their organization (Greenberg, 2001). In fact when asked, individuals are able to differentiate among the reasons for justice perception which is reflected in their behavioral outcomes is based on the overall fairness experience (Lind, 2001).

2.1 Participative decision making (PDM)

In the research literature, participative decision making is interchangeably used as 'employee involvement', 'employee participation', 'employee engagement' and 'employee empowerment'. It is defined as the process of involving employees in decision making and problem-solving mechanisms of the organization as well as sharing information among them to come up with more creative ideas to achieve organizational objectives (Wagner, 1994; Scott-Ladd et al., 2006). Participative decision making is also explained as the 'process by which employees influence their work settings' (Strauss, 1998). Moreover, the working style of today's generation expect a new governance approach, that is a shift from tangible and rigid rules to more flexible, diverse and intangible ways of working (Chen and Zhou, 2018).

Many research findings have emphasized the relationship between PDM with organizational performance. It is studied as dependent as well as independent variables, and in the latter case the focus is on the outcomes of PDM on organizational and employee performance, their level of productivity, satisfaction, commitment, and identification. These variables are positively related with PDM, which indicates that it is a useful tool to bring positive outcomes to employees and the organization as a whole. Organizational identification is considered as a key state of human psychology, projecting the structural association between individuals and their organization. Mael and Ashforth (1989) defined organizational identification as that state of mind of individuals where they identify themselves as an organization, not as a separate identity, feeling oneness and belongingness towards the organization they are part of. An increased level of employee identification towards their organization lead to the attainment of organizational goals. In fact individuals prefer to indulge in those activities that are consistent with their unique identity and organizational identity (Ashforth and Mael, 1989).

Further, in the absence of PDM, there used to be a negative impact on employees' intention to stay. An intention refers to the statements describing the specific actions of an individual's interest (Mobley et al. 1979). Employees' turnover intentions are results of emotional or affective outcomes such as satisfaction with the job. Emotional attachment of employees predicts their intention to stay or leave the workplace (Griffeth et al., 2000; Lum et al., 1998). Thus, the following hypotheses can be formulated to examine its validity-

H1a: Participative decision making is directly related to organizational identification.

H1b: Participative decision making is negatively related to turnover intention.

2.2 Distributive justice perception

Organizational justice perception is defined as the authority system, or process of information syntheses (Sheppard, B. H., Lewicki, R. J., & Minton, J. W., 1992). This perception leads to the creation of a climate for an opportunity where the organization reaps benefits by exercising just occupation practices, interactive assimilation of a diversified workforce and participatory decision-making (Nishii, L. H., 2010). The study of justice was mostly concerned with distributive justice before 1975 and was primarily derived from Adam's equity theory (1965) to examine fairness. Distributive justice perception is concerned with the unequal distribution of outcomes at the workplace; hence, it is anticipated to be mostly related with hatred, perceptual falsification and withdrawal responses (Cohen-Charash & Spector, 2001). According to equity theory, individuals are more concerned with fairness in the outcome rather than the level of the outcome. Research findings suggest that employees' distributive justice perception strongly affects their attitude towards work, leading to job satisfaction, absenteeism, an intention to quit, organizational commitment, identification and organizational citizenship behavior (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Brashear, Manolis, & Brooks, (2005) conducted a study on two hundred and forty sales employees and found that distributive justice perception is a direct predictor of employees' turnover intention. The group-value model postulates that people usually join a group so as to obtain long-term interpersonal information and to acquire self-value messages. The strength of the relationship shared by the individual with their group decides the

intensity of the individual with respect to their group identification (Fuchs S. & Edwards MR. 2012). This study also hypothesizes that organizational justice perception has a significant positive impact on organizational identification (Kreiner GE., & Ashforth BE., 2004; Lipponen J, Olkkonen ME, & Moilanen M., 2004; Tyler TR, Degoey P, & Smith H., 1996). The higher the organizational justice perception the higher will be the individual's sense of pride and respect towards the organization (Tyler TR. & Blader SL., 2000). In this line, the following hypotheses are proposed-

H2a: Distributive justice perception is directly related to organizational identification.

H2b: Distributive justice perception is negatively related to turnover intention.

2.3 Growth opportunities

'Growth opportunities' refers to the 'capability of employees to develop themselves in the organization with professional as well as new skill sets.' In return for this opportunity, the employees exhibit commitment towards the organization. Moreover, 'growth opportunities' also reflect the organization's intentions to provide an inclusive environment to the employees by recognizing and valuing their contribution towards the company (Eisenberger et al., 1986; Shore & Shore, 1995; Wayne et al., 1997). If organizations contribute towards the career growth of their employees, then they can reap the benefits of highly committed employees (Ballout 2009). While on the other hand, if employees perceive that their personal growth in the current organization is lacking, then they will try to find career opportunities in other organizations (Chang, 1999; Weng & McElroy, 2012). Thus it can be concluded that 'growth opportunities' would foster a feeling of commitment among employees, thereby reducing their intention to quit.

When employees receive growth opportunities within their organization they tend to identify themselves with the organizational objectives, and gradually build their self-confidence and organizational development (Weng, Q.X. & Xi, Y.M., 2013). Research findings have found that employees' growth opportunities have a significant positive effect on organizational commitment and identification (Zhou & Yu, 2015), which means, when employees assume that they are being respected by their organization, this tends to enhance their self-worth and ability to attain better career goals, resulting in strong recognition with the organization (Zhou & Yu, 2015).

H3a: Growth opportunity is directly related to organizational identification.

H3b: Growth opportunity is negatively related to turnover intention.

2.4 Workplace Inclusion, Organizational identification and Turnover Intentions

Traditionally organizations tend to manage issues related to workforce diversity and inclusion mostly through inclusive staffing practices (Jackson, 1992; Shore et al., 2009). It is only since the last decade that inclusion has been considered as a distinct area of study with a recent origin and many researchers emphasize that the working environment of organizational triggers the individuals to collect work related information (Weick, K. E., 1979; Mowday, R. T., & Sutton, R. I., 1993; Bilimoria, D., Joy, S., & Liang, X., 2008). Miller (1998) defined inclusion as "The extent to which diverse individuals are allowed to participate and are enabled to contribute fully".

Lirio, Lee, Williams, Haugen, & Kossek (2008) argue that inclusion is a belief that is developed within the employee through constant efforts of the organization. It is about giving a platform to people of all groups to stand up with their opinion about organizational practices, appreciating them in such a way that they develop a sense of collective engagement towards the corporate goal. In fact individuals are not only expected to be unique in themselves, but a sense of being completely included as well as feeling important for their organization are also essential (Dehaze, 2018). To fulfill people's pressures towards the acceptance of diversity, organizations have started incorporating identity into diversity, thus creating an internal diversity receptive climate (Cole and Salimath, 2013; Curtis, Brianl, Kirk and Keith, 2017). An organization climate that promotes diversity is positively perceived by the employees, provided the policies and procedures of the organization are non-discriminatory and supportive, resulting in a feeling of inclusion (Bhattacharya and Elsbach, 2002; McKay et al., 2007; Kreiner and Ashforth, 2004).

Giving equal opportunity to present one's opinion and participate in decision making, appreciating them and removing obstacles on the path of career advancement by fostering a sense of belongingness, and exhibiting inclusive behavior such as stimulating and identifying the worth of every employee's contribution towards the organizational goal (Pelled, L. H., Ledford, G. E., & Mohrman, S. A., 1999) results in higher identification with the organization (Holvino, E., Ferdman, B. M., & Merrill-Sands, D. 2004) and a reduced intention to quit (Roberson, Q. M. 2006; Mete, M. Sokmen, A. 2019). Thus, the following hypotheses are proposed-

H4: Workplace inclusion is positively related to organizational identification.

H5: Workplace inclusion is negatively related to turnover intention.

Research findings indicate certain important antecedents of an inclusive workplace, such as participative decision making, access to work related information, work security, justice perception and growth opportunities provided by the organization (Pelled and colleagues, 1999; Locke et al., 1997). An inclusive work culture used to develop equal opportunity practices tends to facilitate and encourage fair treatment of employees parallel with respect for individual differences (Janssens & Zanoni, 2007). An inclusive workplace is likely to be negatively associated with turnover intentions as inclusiveness can foster identification and psychological closeness with the organization, resulting in people being less likely to leave the organization (Posthuma, Maertz, & Dworkin, 2007; Maertz & Griffeth, 2004). So far it is hypothesized that there exists a positive relationship between participative decision making, distributive justice perception, growth opportunities, workplace inclusion and organizational identification but a negative relationship with turnover intention. In line with these hypotheses it is conceivable to test the mediating role of workplace inclusion on the relation between participative decision making, distributive justice perception, growth opportunities, and organizational identification and turnover intention. As of now, no previous research has studied this mediating effect. Thus, this provides the opportunity to examine if there is a full or partial mediation effect of workplace inclusion on the relationships identified.

On the basis of the above discussion the following hypotheses are framed-

H6a: Workplace inclusion mediates the relationship between participative decision making and organizational identification.

H6b: Workplace inclusion mediates the relationship between distributive justice perception and organizational identification.

H6c: Workplace inclusion mediates the relationship between growth opportunities and organizational identification.

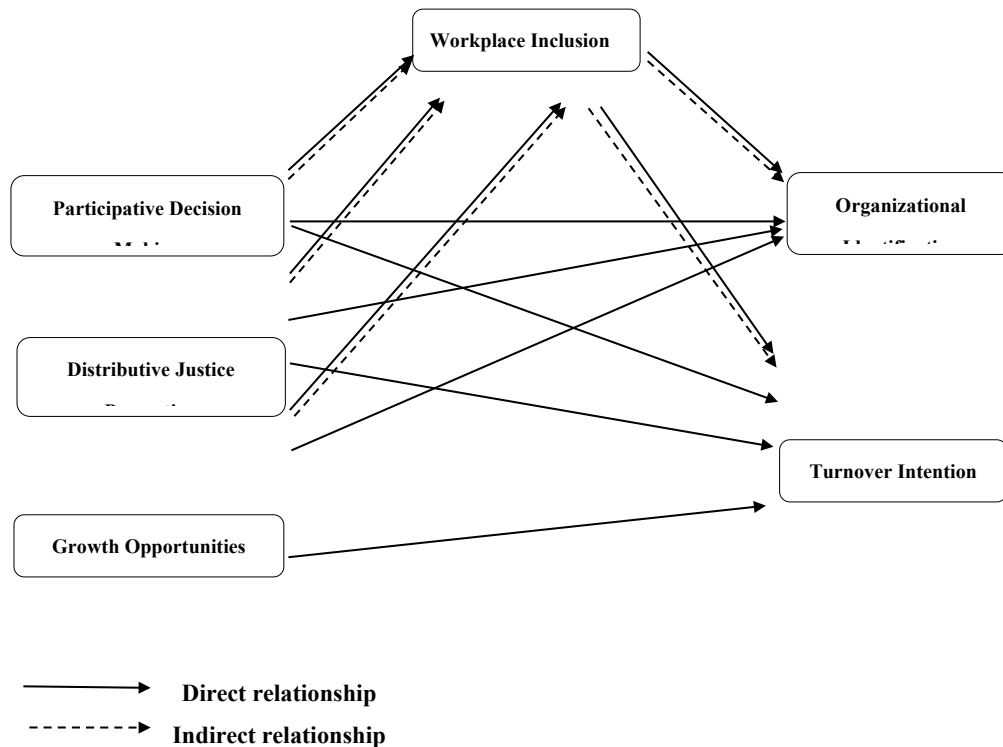
H7a: Workplace inclusion mediates the relationship between participative decision making and turnover intention.

H7b: Workplace inclusion mediates the relationship between distributive justice perception and turnover intention.

H7c: Workplace inclusion mediates the relationship between growth opportunities and turnover intention.

The schematic representation of all the hypotheses is provided in figure 1.

Figure. 1 Model assessing the impact of antecedents and outcomes of workplace inclusion with the mediating effect of inclusion



3. METHODOLOGY

3.1 Design

To administer the research, a questionnaire was constructed consisting of all the individual variables under study. The research instrument consisted of three sections, comprising items related with independent variables, the mediating variable and dependent variables with a total of six variables, namely: organizational identification and turnover intention as the dependent variable, participative decision making, distributive justice perception and growth opportunities as independent variables, and workplace inclusion as the mediating variable, as a culmination of the literature review. A convenience sampling technique was used to collect the data from the respondents through face to face interaction and via emails to examine the relationship between participative decision making, distributive justice perception, growth opportunities, organizational identification and turnover intention, with the mediating effect of workplace inclusion, with special reference to employees working in an HEI in the north capital region of India.

3.2 Participants

A convenience sampling technique was used to collect the data. The primary concern of this study was to research a sector with a diversified workforce. Therefore, the sample was drawn from higher education institutions.

The data were collected from academicians of a private research university established in 2005, a central research university established in 2008, and a private university established in 2011 located in the North Capital Region of India, offering courses ranging from Business and Management studies, both graduate and undergraduate courses, engineering, diplomas in engineering, science, arts, faculty of education, Humanities and Social Sciences, Architecture & Planning. The time duration of data collection was from August 2019 to December 2019. Around 400 survey instruments were sent for data collection. Out of these 17 participants were excluded due to incomplete surveys, and because of statistical outliers finally 383 questionnaires were included in the study. Respondents' statistics are presented in table 1.

Table 1. Demographic Statistics

Variable	Category	Frequency
Gender	Male	246
	Female	137
Age (in years)	25-30	123
	31-35	105
	36-40	98
	Above 41	57
Experience	Below 5 years	103
	5 to 10 years	180
	10 to 15 years	67
	Above 15 years	33

3.3 Measures

To measure the perception towards workplace inclusion ($\alpha = 0.820$), the original fifteen-item inclusion-exclusion scale of Mor Barak (2005) was adopted. Participative decision making ($\alpha = 0.735$) used the three-item scale by Steel and Mento (1987), distributive justice perception ($\alpha = 0.723$) and growth opportunities ($\alpha = 0.70$) the six-item scale of Price and Muller (1986). Organizational identification ($\alpha = 0.87$) is measured by the six-item scale by Mael and Ashforth (1992) and turnover intention ($\alpha = 0.80$) used the four-item scale of Rosin and Korabik (1991). Internal consistency of the instrument was tested through the Cronbach alpha value and AVE value, the result of which is that all the constructs' Cronbach alpha value is above 0.70 and the AVE value is above 0.50 (Table II). A detailed description of the constructs used for this study is presented below. All responses were collected on a five-point Likert scale ranging from (1) representing strongly disagree to (5) strongly agree and 3 as the midpoint.

Table 2. Internal Consistency of Scale

Variable No.	Variables taken for the Study	Item Coding	Factor Loadings	Cronbach Alpha (α)	AVE	No. of items
1	Workplace inclusion (WI)	WI1	0.721	0.82	0.57	15
		WI2	0.756			
		WI3	0.654			
		WI4	0.735			
		WI5	0.772			
		WI6	0.613			
		WI7	0.781			
		WI8	0.823			
		WI9	0.891			
		WI10	0.724			
		WI11	0.832			
		WI12	0.723			
		WI13	0.801			
		WI14	0.731			
		WI15	0.807			
2	Participative Decision Making (PDM)	PDM1	0.746	0.735	0.58	3
		PDM2	0.766			
		PDM3	0.774			
3	Distributive justice perception (DJP)	DJP1	0.698	0.723	0.54	3
		DJP2	0.724			
		DJP3	0.775			

4	Growth opportunities (GO)	GO1	0.662	0.7	0.53	3
		GO2	0.763			
		GO3	0.745			
5	Turnover Intention (TI)	TI1	0.768	0.8	0.56	4
		TI2	0.747			
		TI3	0.753			
		TI4	0.728			
6	Organizational Identification (OI)	OI1	0.835	0.799	0.55	6
		OI2	0.824			
		OI3	0.734			
		OI4	0.714			
		OI5	0.731			
		OI6	0.614			

3.4 Data analysis

Regression analysis was applied to test the hypothesized links between the dependent and independent variables. This helps to examine whether the independent variables are able to predict the level of variations in the dependent variables. In the context of the present study, regression analysis helps to examine whether participative decision making, distributive justice perception and growth opportunities (independent variables) serve as significant indicators of OI and TI (dependent variables). Further, this study also examined the indirect effect of PDM, DJP and GO on OI and TI through the mediating variable, namely workplace inclusion.

4. RESULTS

Table 3 presents the descriptive statistics of the research study, comprising mean and standard deviations of each item in the scale.

Table: 3 Descriptive Statistics

Variable No.	Variables taken for the Study	Item Coding	Mean	Std. Deviation
1	Workplace inclusion (WI)	WI1	3.67	1.72
		WI2	3.55	1.68
		WI3	3.53	1.48
		WI4	3.51	1.56
		WI5	4.28	1.49
		WI6	3.93	1.56
		WI7	3.67	1.72
		WI8	3.65	1.68
		WI9	3.51	1.48
		WI10	3.51	1.56
		WI11	4.28	1.45
		WI12	3.93	1.56
		WI13	3.67	1.72
		WI14	3.65	1.68
		WI15	3.51	1.58

2	Participative Decision Making (PDM)	PDM1	3.51	1.56
		PDM2	4.28	1.47
		PDM3	3.93	1.56
3	Distributive justice perception (DJP)	DJP1	4.46	1.11
		DJP2	4.12	1.19
		DJP3	4.33	1.48
4	Growth opportunities (GO)	GO1	4.17	1.83
		GO2	4.21	1.83
		GO3	3.87	1.66
5	Turnover Intention (TI)	TI1	4.97	1.18
		TI2	4.19	0.99
		TI3	4.98	1.15
		TI4	3.91	1.17
6	Organizational Identification (OI)	OI1	3.87	1.54
		OI2	4.86	1.36
		OI3	4.57	1.36
		OI4	4.31	1.58
		OI5	4.05	2.5
		OI6	3.11	1.75

Correlation analysis is a bivariate analysis, used to examine the strength and direction of the association between the variables under study. Direction here means a positive or negative association between variables, where a positive sign indicates that with an increase in the value of one variable another variable in association with it will also increase, while a negative sign means that an increase in one variable leads to a decrease in another variable. The value indicates the strength of the relationship between variables. In the present study Pearson correlation coefficients are taken, whose value ranges from -1 to +1.

Table 4 shows the correlation matrix that exhibits the association among the variables under study. Results of the correlation analysis reveal that there is significant positive association among all the variables, namely workplace inclusion, participative decision making, distributive justice perception, growth opportunities and organizational identification, except for turnover intentions, which is negatively associated with all the other variables.

Table. 4 Correlation Matrix

	WI	PDM	DJP	GO	TI	OI
WI	1					
PDM	0.214**	1				
DJP	0.274**	0.201*	1			
GO	0.231**	0.149*	0.246**	1		
TI	-0.339**	-0.124*	-0.273**	-0.234**	1	
OI	0.241**	0.212*	0.254**	0.246**	0.251**	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Note: WI- workplace Inclusion; PDM- Participative Decision making; DJP- Distributive Justice Perception; GO- Growth Opportunities; TI- Turnover Intentions; OI- Organizational Identification

Table 5 shows the findings of the multiple regression. The results establish a positive relationship between participative decision making ($\beta = 0.27$; $p = 0.00$), distributive justice perception ($\beta = 0.32$; $p = 0.00$) and growth opportunities ($\beta = 0.13$; $p = 0.00$) with organizational identification, explaining

14.8%, 16.9% and 8.3% of the variance, respectively. There was also a significant positive relationship between workplace inclusion and organizational identification ($\beta = 0.46$; $p = 0.00$), explaining 25.8% of the variance.

On the other hand, the results show a significant negative relationship for participative decision making ($\beta = -0.08$; $p = 0.00$), distributive justice perception ($\beta = -0.24$; $p = 0.00$) and growth opportunities ($\beta = -0.25$; $p = 0.00$) with turnover intention, explaining 3.5%, 10.2% and 11.1% of the variance, respectively. The results also validate a statistically significant negative relationship between workplace inclusion and turnover intention ($\beta = -0.48$; $p = 0.00$), explaining 28.3% of the variance.

To test the mediating effect of workplace inclusion on the antecedents of workplace inclusion, organizational identification and turnover intention, the Baron and Kenny (1986) process was used. According to this method, to test the positive effect of the mediator the following three conditions have to be fulfilled. First, the independent variables and the dependent variables should be related with each other. Second, the independent variable and the mediating variable should be related with each other. Third, the mediating variable and the dependent variable should be related with each other. The existence of all of these relationships is significant to establish the mediation effect. Further, the effect of independent variables on the dependent variables should be reduced by controlling the effect of the mediating variable on the dependent variables.

Results of the data analyses reflect partial mediation of workplace inclusion on the relationship between participative decision making, distributive justice perception and growth opportunities and organizational identification as a favourable outcome and turnover intentions as an unfavourable outcome with the mediating effect of workplace inclusion (Refer Table 5). Beta values of all the independent variables had a decreasing value and are significant in the presence of workplace inclusion in relation with organizational identification. In the case of participative decision making, the beta weight decreased from $\beta = 0.228$ ($p < 0.01$) to $\beta = 0.226$, the beta weight of distributive justice perception from $\beta = 0.314$ ($p < 0.01$) to $\beta = 0.257$ ($p < 0.01$) and growth opportunities from $\beta = 0.129$ ($p < 0.01$) to $\beta = 0.12$ ($p < 0.01$).

Further, in the case of another dependent variable, employees' turnover intention, the results reflect how workplace inclusion partially mediates the relationship between distributive justice perception and growth opportunities and turnover intentions, but the same was not the case with participative decision making. Workplace inclusion was not significant, reflecting the fact that it fully mediates the relationship between participative decision making and turnover intentions, because the beta weight decreased from $\beta = -0.08$ ($p < 0.01$) to $\beta = -0.017$ ($p > 0.01$), which means WI fully mediates the relationship between PDM and TI, explaining 7.8% of the variance. In the case of distributive justice perception, the beta value decreases from $\beta = -0.24$ ($p < 0.01$) to $\beta = -0.10$ ($p < 0.01$) and growth opportunities from $\beta = -0.25$ ($p < 0.01$) to $\beta = -0.13$ ($p < 0.01$), signifying the partial mediation of WI and explaining 32.7% and 20.5% of the variance, respectively.

Table 5: Direct and indirect effect of independent, mediating and dependent variables

Type of Effect	Dependent Variable→	OI			TI		
	Independent Variable↓	Beta Value	R ²	t-value	Beta Value	R ²	t-value
Direct effect	WI	0.458**	0.283	13.214	-0.478**	0.262	13.015
Direct effect	PDM	0.288**	0.157	17.436	-0.080**	0.035	19.046
Indirect effect	WI	0.226**	0.178	17.483	-0.017	0.078	20.453
Direct effect	DJP	0.314**	0.178	14.284	-0.243**	0.102	13.693
Indirect effect	WI	0.257**	0.191	16.738	-0.104**	0.327	17.684
Direct effect	GO	0.129**	0.078	18.020	-0.249**	0.111	13.020
Indirect effect	WI	0.121**	0.078	18.652	-0.131**	0.205	15.041

Table 6: Summary of research hypotheses and results

Hypotheses	Result
H1a: Participative decision making is directly related to organizational identification.	Accepted
H1b: Participative decision making is negatively related to turnover intention.	Accepted

H2a: Distributive justice perception is directly related to organizational identification.	Accepted
H2b: Distributive justice perception is negatively related to turnover intention.	Accepted
H3a: Growth opportunity is directly related to organizational identification.	Accepted
H3b: Growth opportunity is negatively related to turnover intention.	Accepted
H4: Workplace inclusion is positively related to organizational identification.	Accepted
H5: Workplace inclusion is negatively related to turnover intention.	Accepted
H6a: Workplace inclusion mediates the relationship between Participative decision making and organizational identification.	Fully supported
H6b: Workplace inclusion mediates the relationship between Distributive justice perception and organizational identification.	Partially supported
H6c: Workplace inclusion mediates the relationship between Growth opportunity and organizational identification.	Partially supported
H7a: Workplace inclusion mediates the relationship between Participative decision making and turnover intention.	Partially supported
H7b: Workplace inclusion mediates the relationship between Distributive justice perception and turnover intention.	Partially supported
H7c: Workplace inclusion mediates the relationship between Growth opportunity and turnover intention.	Partially supported

5. DISCUSSION AND RESEARCH IMPLICATIONS

The structures of organizations have been revamped due to the changing trends in the world economy, thereby changing the equation of employee-employer relations within the industry due to transformation in the composition of the workforce. This compels companies to audit their organizational climate, HR practices, processes, systems, and style of managing this diversified workforce. In this line, the purpose of this research study was to examine the conceptual model linking participative decision making, distributive justice perception and growth opportunities with favorable and unfavorable organizational outcomes, namely: organizational identification and turnover intention, with the mediating effect of workplace inclusion for better practical implications of diversity and inclusion in the workplace. The social identity theory was employed to develop the conceptual model and was tested by collecting data from 383 academicians of a private research university in India.

The results of the regression analysis provide relatively strong support for the research hypotheses that participative decision-making, distributive justice perception and growth opportunities have a direct impact through workplace inclusion on organizational identification and turnover intention. Workplace inclusion partially mediates the relationship between participative decision making, distributive justice perception and growth opportunities with organizational identification, while in the case of the relationship with turnover intention, workplace inclusion partially mediates the relationship between distributive justice perception and growth opportunities but fully mediates it in the case of participative decision making.

The research findings reveal that positive perceptions of participative decision making, distributive justice perception, and growth opportunities significantly enhance the identification with the institution and reduce their turnover intentions, which is consistent with the results of Pelled, L. H., Ledford, G. E., & Mohrman, S. A., 1999; Holvino, E., Ferdman, B. M., & Merrill-Sands, D. 2004; Roberson, Q. M. 2006. Thus, if employees are informed and directly or indirectly involved in the organizational decision making process, they tend to identify with their organizations, as well as find their job more satisfying and sense a strong feeling towards the organization as an entity, which further reaffirms the findings of Ashforth et. al 2008; Bartels, 2006; Okpu & Kpakol, 2015.

Thus, we can conclude that superficial attempts of the management towards inclusive workplace are not sufficient for the retention of employees. Further, if the organization's policies towards participative decision making, distributive justice perception, and growth opportunities are ill-

structured or cumbersome, instead of providing an opportunity to prove their efficacy, employees will not identify themselves with the institution, and thus, there will be no significant impact on employee retention (Panicker, A., Agrawal, R. & Khandelwal, U. 2018).

5.1 Theoretical and Practical Implications

The study makes theoretical and practical contributions. The present study extended the research work of Muchiri and Ayoko (2013) by incorporating workplace inclusion as a mediating variable between the independent and dependent variables. The findings about the role of distributive justice, growth opportunities and participative decision making in predicting favorable and unfavorable outcomes have several implications for managerial practice, policy-makers, and administrators who are concerned about reducing the turnover intentions and enhancing employees' organizational identification. We emphasize the need for heterogeneity in organizations, as this facilitates enhanced organizational performance by enhancing the employee knowledge base and embracing their differences. Since inclusive employment practices and policies foster workforce diversity (Roberson et al. 2017), administrators and policymakers need to focus on fostering a positive and inclusive work environment. Employees need to be informed about workforce diversity challenges through training-cum-awareness programs, consultation services, with feedback for positive encouragement.

6. CONCLUSION

The present research examined the determinants of turnover intention and organizational identification by examining the employees' perception of distributive justice, growth opportunities and participative decision making. The study tested the effect of workplace inclusion on mediating the impact of distributive justice perception, participative decision making and growth opportunities on favorable and unfavorable organizational outcomes.

The findings of the study have significant implications for academic institutions to better understand and control factors that tend to enhance the sense of organizational identification of employees and decrease their intention to leave the organization. This study provides guidelines for enhancing workplace inclusion and organizational identification on the one hand, and reducing employee turnover on the other hand, through supportive workplace inclusion measures.

6.1 Limitations and Future Prospects

Working on a research idea is not an easy task and researchers may have to face many hurdles in the process of planning and executing a research idea. This research also has a few limitations, but if addressed properly it will create positive outcomes and ideas for future researchers and organizational managers.

The first limitation is that the research was conducted on academicians of three Universities comprising a private research university established in 2005, a central research university established in 2008, and a private university established in 2011 located in the North Capital Region of India only. Future researchers are advised to target the academicians from other geographical locations of India for broader understanding of employees' perceptions. Also, most of the respondents were male in this survey. This raises the question of gender bias. This needs to be overcome by future researchers.

Future research can extend and enrich our framework further. The present work examines the impact of participative decision making, distributive justice perception, and growth opportunities on organizational identification and turnover intention. Further studies may investigate the relationship between inclusion and organizational outcomes in greater detail. Apart from this, future studies could undertake a longitudinal perspective to explore the enactment, advancement, and transformation occurring in the field of workplace diversity and inclusion for leveraging diversity management practices and policies.

Finally, studies on inclusion could take into consideration the effect of belongingness and uniqueness needs, supportive supervisors and co-workers as well as the organization's efforts towards valuing creativity by sharing and encouraging views and opinions on individual well-being (Shore et al. 2010; Nishii et al. 2018).

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