

Index

- Accessible information, 34–35
- Accessible technology, 33
- Accessible workplace, 34
- Accessible workspace, 34
- Administrative barriers, 31–32
- Advantages of workplace inclusion, 10–12
 - inclusion contributing positively to sales, customers, and profits, 10
 - inclusion providing a wide talent pool, 11–12
 - lack of inclusive practice within organization, 11–12
 - non-profit organizations, 11
- Affinity and employee resource (ERG) groups, 110–112
- Affinity groups. *See* Employee resource groups (ERGs)
- Age, disparities based on, 21
- Age discrimination in employment, 29
- Age diversity, training manual guide for, 126–129
 - flexible work design, 129
 - health care benefits and medical facilities, 129
 - learning, training, and career development, 128
 - organizational drivers for, 128
 - recruitment, 128
 - tips for inclusion of age-old workforce, 127
- American National Standards Institute (ANSI), 2
- Americans with Disabilities Act (ADA), 53
- Architectural barriers, 32
- Architectural Barriers Act in 1968, 2
- Artificial intelligence (AI), 39–41
- Assistive technology (AT), 34, 39–41
- Assistive technology services (ATS) framework, 39–41
- Astigmatic visions, talent leaders applying, 16
- ASX (Australian Securities Exchange) council, 47
- Attitudinal barriers, 31
- Authentic leaders' characteristics, 49
- Autism spectrum disorder (ASD), 56–57
- Average variant extracted (AVE), 68, 89
- Baby Boomers, 15, 28, 29, 30
- Behavioural diversity, 38–39
 - inclusion of, 39
- Benefits of inclusion and accessibility training, 104
- Benefits of inclusive workplace, 10
- Biases and prejudices, 8–9
- Bootstrapping technique, 93
- Business resource groups. *See* Employee resource groups (ERGs)
- Business Sense, 45

- Case study, 133–135, 136–137, 138–139
 - hypothetical cases, 133
- Challenges and strategies for
 - promoting inclusion at workplace, 7–9
 - biases and prejudices, 8–9
 - employees, resistance from, 8
- Challenges and the paradoxes at organizational level in the practice of inclusion, 15–16
 - focus and vision, lack of, 16
 - gender identity inclusion at workplace, 16
 - incompetence of HR policies and practices, 15
 - talent leaders applying astigmatic visions, 16
- Civil Rights Act of 1964, 1–2
- Civil Rights movement, 2
- Coefficient of determination, 96
- Cognitive and behavioural diversity, inclusion of, 39
- Cognitive diversity, 38–39
 - inclusion of, 39
- Communication, 20, 48
- Communication barriers, 8–9, 32
- Competitive advantage, 14, 22, 55
- Compliance-based climate, 41–42
- Compliance with initiative, 51
- Course developers, 120
- Creating inclusive organizational environment, 9
- Cronbach's alpha and composite reliability, 89
- Cronbach's alpha reliability method, 66
- Cultural diversity, 36–37
 - benefits, 36
 - challenges, 36
 - HR's initiative in building inclusive workplace for, 37
- Data analysis and interpretation
 - demographic profile, 86–87
 - findings, 98–99
 - partial least squares—structural equation modelling (PLS-SEM), 85
 - results and discussion, 88–98
 - measurement model, 88–92
 - model fit summary, 97–98
 - structural model analysis, 93–96
 - sample description, 85–88
- Department of Housing and Urban Development, 2
- Designs for all, 3
- Disability
 - barriers to, 31–32
 - administrative barriers, 31–32
 - architectural barriers, 32
 - attitudinal barriers, 31
 - communication barriers, 32
 - programmatic barriers, 32
 - categories of, 31
 - definition of, 30–31
 - discrimination, 31
- Disabled workforce, HR's initiative in the inclusion of, 32–33
- Discriminant validity, 73, 89
- Diverse age group employees, communicating with, 29
- Diverse age group project teams, creating, 30
- Diverse generations and their core characteristics, 28
- Diverse workforce, 13–14

- Diversity, 19
 - classification of, 19
 - importance of, 22
 - managing, 19–20
 - origin of, 1–2
- Diversity Climate, 45–47
 - and Employee Perception, relationship between, 75, 95
- Diversity management, 7
 - in India, 4
- Easter Seals Research Foundation, 2
- Effective managers, 20
- Effect size, estimation of, 77–80
- Employee perception, 56–59
- Employee Relations
 - and Accessibility, relationship between, 75, 95
 - and Diversity Climate, relationship between, 75, 95
 - and Employee Perception, relationship between, 75, 95
 - and Inclusion Climate, relationship between, 75
- Employee relations, 54–55
- Employee resource groups (ERGs), 55
- Employee resources/affinity groups, 110–112
- Employees, resistance from, 8
- Employees, training and development for
 - to promote inclusion, 10
- Employment challenges and opportunities, 53–54
- Employment opportunity, 6–7
 - in India, 4
- Endogenous variable, 64
- Equality, 1, 2–3, 12
- Equal Opportunities
 - and Accessibility, relationship between, 75, 95
 - and Diversity Climate, relationship between, 77, 95
 - and Employee Perception, relationship between, 77, 95
 - and Inclusion Climate, relationship between, 77, 95
- Ethnicity, race and, 20–21
- Executive Order 9981, 1
- Exogenous variable, 64
- Female workforce, 45–46
- Fit, assessment of, 74–77
- Flexible work design, for old-age workers, 129
- Focus and vision, lack of, 16
- Gender, 21
- Gender-biased behaviour, 26–27
 - career advancement, prohibiting, 26–27
 - glass ceiling, 26
 - glass cliff for senior positions, 27
 - labyrinth, 27
 - personal questions during interviews, 26
 - position offers, discrimination in, 26
 - pregnancy discrimination, 26
 - promotional barrier, 26
 - sticky floor condition, 26–27
 - unequal wage rate and salary structure, 26
 - wrongful terminations, 26

- Gender diversity, 24–28
 - discrimination against transgender people in employment, 25
 - HR initiatives towards inclusion of, 27–28
 - hiring, 27
 - promotion, 27
 - for transgender, 27–28
 - in the organizational perspective, 25
 - transgender, 25
- Gender identity inclusion at workplace, 16
- Generational diverse workforce
 - HR's initiatives in building inclusive workplace of, 29–30
- Generational diversity at workplace, 28
- Gen X, 28, 30
- Gen Y, 29–30
- Glass ceiling, 26
- Glass cliff for senior positions, 27
- Global perspective, inclusive workplace in, 23
- Goodness-of-fit (GoF), 74–75, 97
- Hard costs, 12
- Health care benefits and medical facilities, for old-age workers, 129
- Health-focused leadership, 49
- Heterogeneous teams, 13
- Hiring, 27
- History of accessibility practices at the workplace, 2
- HRM practices, 52–53
- Hypothetical cases, 133
- Implementation of accessible and inclusive workplace, 12–13
 - economic aspect, 12
 - market case prospect, 13
 - moral/social justice aspect, 12
 - results case prospect, 13
- Inclusion Climate
 - and Employee Perception, relationship between, 77, 95
 - value of, 79
- Inclusion model–based training, 109
- Inclusion-related change, helping employees to embrace, 29–30
- Inclusion scenario, 6–7
- Inclusion training, approach of, 107
- Inclusive climate, 47–50
- Inclusive HR practices, 23
- Inclusive organizational design, 3
- Incompetence of HR policies and practices, 15
- India and inclusive HRM practices, 3–5
- Indian Constitution, 4
- Industrial Revolution, 14
- Integrated pyramidal business model
 - for inclusion and accessibility in diverse organizations, 39–41
 - mapping organizational climate on the scale of inclusion and exclusion with respect to, 41–43
- Intellectual disabilities, learning and, 21

- Job satisfaction of PwDs, 57
- Kirkpatrick's classic model, 80
- Labyrinth, 27
- Lack of inclusive practice within organization, 11–12
- Language, 21
- Latent variable, 67, 68
- Leadership
 - health-focused, 49
 - top management, 50
 - transformational, 49–50
- Learning and intellectual disabilities, 21
- Learning tools and training programmes, upgrading, 30
- Lesbian, gay, bisexual, and transgender (LGBTQ), 1–2, 16, 22, 35, 50
 - module for inclusion of genders with specific reference to, 114–116
 - sample activity for building sensitivity towards, 117–119
- Life span design, 3
- Link inclusion and accessibility to evaluation of performance with scorecard, 110
- Make in India initiative, 4–5
- Managers, 20, 109
- Marital status, 21–22, 38
 - inclusion of marital status–based diversity, 38
- Massive open online courses (MOOC), 79, 80–82, 120–123
- Mature workforce, 29
- Metrics, use of
 - to measure performance, 109
- Migratory workforce
 - sample activity for building sensitivity towards, 129, 131
 - training manual guide for inclusion of, 129
- Multi-collinearity, 89–92
- Multinational corporations, 7
 - in India, 4–5
- Need of HR practices for inclusive and accessible workplace, 13–15
 - to meet global environment changes, recruit and harmonize diverse workforce, 13–14
 - relating with global customers and increasing market opportunities, 14–15
- Nixon administration, 1–2
- Non-profit organizations, 11
- NSSO (National Sample Survey Organisation), 4
- Old-age group employees, 9
- Organizational climate, 56
- Organizational culture in India, 4–5
- Organizational level, inclusion at, 22–23
- Orientation training programs, 9
- PANGEA platform, 52
- Partial least squares–structural equation modelling (PLS-SEM), 85
- People management, 3–4, 6

- Performance, use of metrics to measure, 109
- Personal assistance services (PAS), 58–59
- Persons with disabilities (PwDs), 47, 50, 56, 57, 61
 - attitudes of employers and coworkers towards, 58
- Persons with disabilities (PwDs) instructor guide, module for training of, 120–123
 - assistive technology, 120
 - for inclusion of PwDs in the workplace, 120
 - course developers, 120
 - massive open online courses (MOOCs), 120
 - massive open online courses (MOOCs) developers, 121–123
 - training module for inclusion of PwDs in the workplace, 124
- Physical appearance, 21
- Physical disabilities, 21
- PLS (principal component analysis) approach, 66–67
- Policies, reassessing and promoting inclusion, 9
- Political belief, diversity based on, 39
 - political belief or activity at the workplace and inclusion, 39
- Predictive relevance, 96
- Prejudices, biases and, 8–9
- President’s Committee on Equal Employment, 1
- Pro-diversity work climate programs, 46–47
- Programmatic barriers, 32
- Promotion, 27
- Promotion of inclusion and accessibility, HR initiatives in, 9–10
 - reassessing policies and promoting inclusion, 9
 - shift perspectives toward creating an inclusive organizational environment, 9
 - stereotypical notions, challenging, 9–10
 - training and development for employees to promote inclusion, 10
- p*-value, 75, 93
- Race and ethnicity, 20–21
- Racial diversity, 23–24
 - HR practices in inclusion in the workplace, 24
 - workplace discrimination based on racial differences, 24
- Reasonable accommodation, 33, 50–51
- Reciprocal Commitment, 41–42
- Recruitment and age diversity, 128
- Recruitment policy and workplace terms and conditions, 32–33
- Relationship between inclusion and accessibility and positive performance, 51–52
- Religion, 21
- Religious belief, 37–38
 - at workplace, 37
 - religious accommodation and inclusion, 37–38
- Research methodology, 62
 - discriminant validity, 73

- effect size, estimation of,
 - 77–80
 - additional pilot run, 79–80
- findings, 83
- fit, assessment of, 74–77
- instrumentation, 80–82
 - Level I – reaction, 80–82
 - Level II – learning, 82
 - Level III – behaviour, 82
 - Level IV – result, 82
- preliminary study, 64–68
- research design, 61–62
- research framework and hypothesis, 61
- research study variables, 65–66
- sample characteristics, 79
- sampling design, 64
 - endogenous and exogenous variables, 64
- sampling size, 63–64
- structural model analysis, 68–73
- study sample, 63
- Respect, 8–9, 47, 48, 104
- RMS Theta, 98
- R-square, 68, 74

- Sales, customers, and profits
 - inclusion contributing positively to, 10
- Sample, defined, 63
- SCOPE Report, 58
- Secretary of Labor William Brock, 1–2
- Sexual orientation-based diversity, organizational response to, 35
- Sexual orientation–diverse groups, HR’s initiative for inclusion of, 35–36
- SMART PLS-SEM version 3, 68
- Socioeconomic status, 22
- Socioeconomic status–based
 - diverse workforce, 38
 - inclusion of socioeconomic diversity, 38
- Soft costs, 11–12
- SRMR, 75, 98
- Stereotypical notions, challenging, 9–10
- Sticky floor condition, 26–27
- Stone-Geisser Q^2 value, 96
- Sustainable organization, 43

- Talent leaders applying astigmatic visions, 16
- Talent pool, inclusion providing, 11–12
 - lack of inclusive practice within organization, 11–12
 - non-profit organizations, 11
- Timely training for inclusion and accessibility, 109
- TMS, 45–46
- Top management leadership, 48, 50
- Training Manual, 103
 - age diversity, training manual guide for, 126–129
 - flexible work design, 129
 - health care benefits and medical facilities, 129
 - learning, training, and career development, 128
 - organizational drivers for age diversity, 128
 - recruitment, 128
 - tips for inclusion of age-old workforce, 127
- assumptions underlying the application of the training module, 112–113

- deliverables from training
 - manual, 113
- inclusion and accessibility training, 104
 - benefits of, 104
- inclusive workplace, 104
- key participants, delivery
 - methods expected,
 - outcomes from the training objective, 105–108
 - objective, 106–108
 - steps for implementing inclusive culture, 108
- migratory workforce
 - sample activity for building sensitivity towards, 129, 131
 - training manual guide for inclusion of, 129
- module for inclusion of genders with specific reference to LGBTQ, 114–116
- persons with disabilities (PwDs)
 - instructor guide, module for training of, 120–123
 - assistive technology, 120
 - assistive technology for inclusion of PwDs in the workplace, 120
 - course developers, 120
 - massive open online courses (MOOCs), 120
 - massive open online courses (MOOCs) developers, 121–123
- sample activity for building sensitivity towards LGBTQ, 117–119
- training methodology for inclusion of under-represented/ minority groups guide, 119–120
- training module for inclusion of PwDs in the workplace, 124
- training recommendations and best practices for inclusion and accessibility of diverse workforce, 108–112
- employee resources or affinity groups, 110–112
- inclusion model-based training, 109
- link inclusion and accessibility to evaluation of performance with scorecard, 110
- managers who value inclusive practices, 109
- timely training for inclusion and accessibility, 109
- unconscious bias training (UBT), 112
- use of metrics to measure performance, 109
- welcoming and respectful work culture, 109
- usage of training manual guide, 112
- Transformational leadership, 49–50

- Transgender, 25, 27–28
- Transgender people,
 - discrimination against in employment, 25
 - t*-statistics, 75, 76, 77, 93
- Unconscious bias training (UBT), 112
- Universal Design (UD), 2–3
- Universal inclusive management, 3–4
- Value-based training, 107
- Variance inflation factor (VIF), 89–92
- Vulnerable workers, 51
- Welcoming and respectful work culture, 109
- Workforce 2000:
 - Work and Workers, 1–2
- Workforce diversification, 5–6
- Workforce diversity education, 1
- Workplace culture, 51
- Workplace discrimination
 - based on racial differences, 24
- Workplace diversity, types of, 20–22