Bridging Differences: The Role of Socialization and Inclusivity in Fostering Employee Performance in Healthcare Sector

Sobia Jamil
Ph.D. Scholar, Department of Public Administration University of Karachi, Karachi. Pakistan
sobiajamil901@gmail.com
0000-0002-9760-1034

Mustafa Hyder
Assistant Professor, Department of Public Administration University of Karachi, Karachi. Pakistan
mustafahyder@uok.edu.pk
0000-0002-2452-1543

Abstract

The main goal of this study is to obtain a more profound understanding of employee performance among healthcare staff, while also focusing on promoting organizational socialization and inclusion in the workplace. Moreover, the study aims to determine the level of ease with which individuals from diverse backgrounds may integrate into the ideal work environment by examining their organizational commitment. The study employed probability sampling with a random sampling approach as the population is known, and the sample size is 329. Regardless of the fact that inclusive workplaces have three separate characteristics, this research focuses solely on the sector that actively promotes them.

This research shows that with the arrival of Industry 5.0, the age of people relationships, hospital workers may concentrate on acquiring new knowledge and retaining their existing experience when they are more committed and socialized to be ready for the competitive phase of progress. In addition, the study found that when hospitals fail to prioritize inclusiveness, it leads to the creation of a hostile work environment for healthcare workers. According to the results, a hospital must have a diverse workforce to boost employee performance. Doctors and Nurses adapt to new opportunities and juggle many tasks at once. Effective socialization and the development of organizational commitment sustain and increase employees' performance. Given the lack of direct evidence linking organizational socialization negatively to perceived organizational inclusion in hospitals in Pakistan, Organizations should strive to design socialization processes that promote equity, diversity, and inclusivity to ensure all employees feel valued and included.

Key Words: *Organization Socialization(OS); Inclusive workplace(IWP); Organization Commitment (OC); Employee Performance; Smart PLS 3.0; Optimal Distinctive Theory (ODT.*

Introduction

The healthcare is now managing a diverse workforce that presents opportunities and challenges due to the needs of globalization (Tamesberger, 2023). Employee diversity enhances healthcare views by including individuals with diverse experiences and backgrounds. Workplace changes can occur due to shifts in the composition of the workforce. The changes may involve work priorities, work attitudes, adoption of new technologies, communication methods, and professional ambitions (Tolstikova et al., 2021). These differences in communication styles might impact the dynamics of collaboration and teamwork in health care (Galunic & Galunic, 2020). Diverse origins and viewpoints can lead to conflicts that hinder the productivity and employee morale of healthcare in the workplace. This varied work presents stereotype difficulties related to biases individuals harbor toward specific cultures, faiths, and ethnicities. If cultural disputes are not addressed successfully, it will have long-lasting negative impacts on employee performance, corporate reputation, and image (Rahim, 2023). Successful execution of the healthcare workforce needs meticulous planning, continuous education, and a dedication to fostering an inclusive atmosphere where every employee feels appreciated. Moreover, a growing focus on inclusion and diversity, particularly among younger employees, might provide fresh perspectives and concepts into the workplace, promoting an inclusive and favorable business environment (Leslie et al., 2021).

An organization's most significant asset is its human resources, which are essential for its continuous improvement and goal achievement by assuring optimal employee performance (Ramdani et al., 2019). Organizations aiming to retain a certain workforce may prioritize aligning workers in the organizational process, leading to enhanced performance and behavior in their roles (Amri & Ramdani, 2021). Researchers said that successful socialization leads to learning many areas, which directly impacts perceived acceptability by insiders, and employee role conflict and ambiguity (Spagnoli, 2020). Socialization impacts several remote outcomes of the healthcare sector related to workers' work attitudes (organizational commitment, job satisfaction, and desire to quit) and actions (job performance, career effectiveness, and turnover). Employees who are socialized have helped hospital adapt, change, and encourage innovation to meet the increasing demands of their ever-changing surroundings (Coldwell et al., 2019).

The negative impact of workplace deviant conduct, such as having a diverse staff, outweighs the positive benefits for the company. Vranches (2023) reported that a survey of 800 managers across 17 sectors found that workplace misbehavior led to a 78% decline in workers' commitment to the firm, a 78% decrease in their dedication to their job, a 38% fall in their quality of work, and a 66% decrease in their performance. Engaging in behavior that violates organizational standards might result in legal consequences, employee turnover, decreased productivity, and a negative public perception of the firm (Du et al., 2020) . Health economics is essential for optimizing health spending efficiency, minimizing resource waste, and improving patient well-being. Due to this, Efficient human resource management is crucial in this context to reduce weaknesses and medical costs, improve performance and socio-economic factors, and ensure the successful execution of solid policies. Managers are facing escalating challenges in resolving these concerns. An inadequate employee placement system can lead to inept, disgruntled, and uncommitted personnel, ultimately causing poor performance (Shin & Hur, 2019).

Most research on employee performance and organizational socialization has been done in Western settings, with just a small number of studies focusing on Chinese and Korean populations (Nguyen et al., 2021). Research undertaken in Pakistan will offer more information on how the interplay of organizational and individual variables impacts employee performance in an Asian environment. The importance of socializing in enhancing performance is underestimated (Seidemann & Weißmüller, 2021). Many Pakistani hospitals do not prioritize socialization measures to improve performance in healthcare despite the need for improvement (Jamil et al., 2016). Managers should examine human, economic, and physical capital, with a focus on workers' chances to engage through socializing as a crucial part of social capital. The study was carried out in the healthcare industry of a rising nation such as Pakistan with work style variation. There are the following research questions.

RQ 1. Does the healthcare sector of Pakistan manage socialization tactics for deviant employees to increase employee performance and improve behaviors?

RQ 2. Is workplace inclusion creating a vital contribution to improving employee performance in the healthcare sector?

RQ 3. Does organizational commitment lead to positive outcomes in the healthcare industry in the context of employee performance?

This study tries to answer the above questions with the following objectives.

a) To recognize the behaviors necessary for the employee's performance in the healthcare organization.

b) To explore the inclusion factors to enrich diversified employees in the organization.

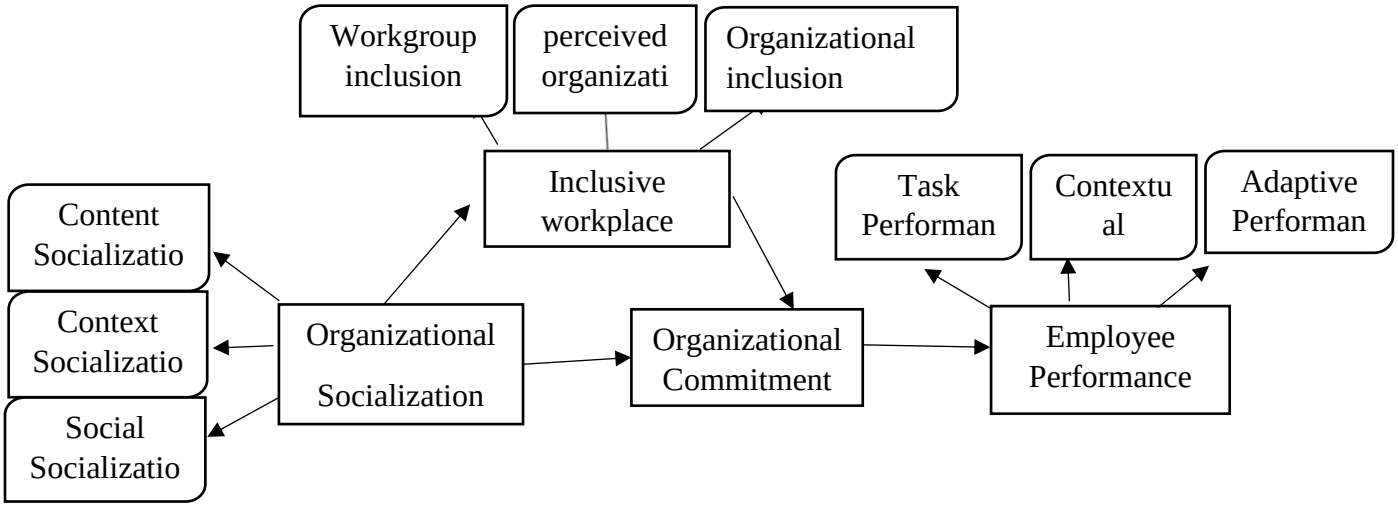
c) To determine the effects of organizational commitment on employee performance in healthcare in Pakistan.

Literature Review

Theoretical Exposition

The study's perspective is based on basic assumptions on human social behavior, asserting that people are inherently social beings that require communal living. Throughout evolution, human capacities have rendered it unfeasible for solitary people to prosper without the support of collaborative, interdependent communities (Kumar & Campbell, 2022). This study suggested utilizing Brewer (1991) optimum distinctiveness theory to examine the many manifestations of a social group inside an organization via a management lens. According to ODT, employee involvement in moderately inclusive groups that are optimally differentiated can fulfill individuals' fundamental and contradictory human desires for both belonging and uniqueness (Zhao & Glynn, 2022). Differentiation is closely linked to organizational strategy as it arises from the need for the company to excel in competition, distinguish itself from rivals, and use competitive advantages. Optimal uniqueness highlights the need for organizations to balance being similar to and different from their competitors in order to achieve maximum production (Greve, 2021). Various terms such as strategic plurality, strategic similarity(Deephouse, 1999), competitive conformity(Chen & Hambrick, 1995), and strategic conformity (Glynn, 2000) have been employed to investigate optimal uniqueness. Brewer (1991) concept of optimal uniqueness explains why individuals join social groups and form strong connections with their social categories. ODT examines social identification, focusing on how individuals identify themselves in relation to certain social groupings (Coll & Mignonac, 2023). This study investigated how organizational socialization (OS) and organizational commitment (OC) through an inclusive workplace (IWP) might enhance creativity and improve employee performance. This study evaluated how orally disintegrating tablet formulations impact employee performance.

Figure 1
Theoretical Framework



Employee Performance

Performance is based on the capacity to carry out tasks and accomplish organizational goals effectively. Employee performance is the achievement of work tasks by an individual after exerting the required effort, which is influenced by having meaningful tasks, a positive work environment, and supportive colleagues/supervisors nearby (Van Iddekinge et al., 2023). Job efficacy encompasses more than just the employee's skill. Herzberg (1966) said that performance enables workers to fulfill the organization's objectives, emphasizing the importance of the firm's structure and job distribution in employee performance. employee success might be seen as gaining financial worth from employment. Aman-Ullah et al. (2022) argue that an employee's performance is influenced by human attributes such as skills, personality, experience, knowledge, and capacities. Al Mehrzi and Singh (2016) said that performance is the level of accomplishment achieved within a certain time frame.

Hypothesis Development

Organizational Socialization and Organization Commitment

An individual's process of adapting to a different function within an organization is called organizational socialization. An individual acquires the mindset, skills, and information required to carry out a designated role within an organization via this process (Ashforth & Saks, 1996). New hires adjusting to their new role and career path within the firm is a common example of organizational socialization. Meaningful chances for workers to engage and learn about each

other help incorporate the ideals and social culture of the firm into one's work life and build a sense of corporate loyalty (Revuelto-Taboada et al., 2021). When it comes to organizational and personal compatibility, OS boosts employees' talents. there is a lot of evidence in the literature that suggests OS has a direct impact on employee loyalty to the organization. The emphasis is on the outcomes of the commitment, with a particular focus on the fair exchange value that workers obtain (Koo & Lee, 2022). According to the research, organizational socialization is associated with the previously mentioned history and other commitments formed by healthcare job experiences. It is more probable that employees who have received quality training would assimilate into the company's culture, become loyal to the brand, and value the company's investment in them (Nurlina, 2022).

Employees are more likely to feel committed to healthcare in all its manifestations if they are more involved with it. According to Javaid et al. (2021) and (Jalees et al., 2015), organization systems help employees get their jobs done faster and better while also shaping them to fit the company's culture in terms of their familiarity with its values, objectives, history, politics, language, and other unique aspects. possible to hypothesize as follows:

H_1: Content socialization has positive impacts on organizational commitment.

H_2: Context socialization has positive impacts on organizational commitment.

H_3: Social socialization has positive impacts on organizational commitment.

Organizational Commitment and Employee Performance

A worker's performance is evaluated by comparing their individual work output with the company's overall target attainment rate (Alegbeleye, 2020). In order to maintain an employee's performance, a business must make a commitment to them. According to Wahida et al. (2021), and De Regge et al. (2020), "organizational commitment" is the level of support an employee has for the company and its goals, as well as their desire to remain an employee. Doz (2020) argues that commitment is all-encompassing since it includes human interactions, energy generation, and mental activity. A person's emotional investment in a company or group constitutes the commitment state. Dedication is the unwavering power to maintain the behavioral shift toward equitable circumstances (Orikpete & Ewim, 2024). A number of mentalities and experiences can contribute to this indestructible force, including (i) an emotional investment in the target, (ii) a feeling of responsibility to the target, and (iii) an awareness of the consequences of cutting ties with the target (Mayer & Schoorman, 1992).The correlation between commitment and

productivity in the workplace, however, is positive. Compared to employees who aren't enthusiastic about health care, those who are committed to the field are more likely to remain with the organization, work harder for it, and help it succeed (NGUYEN & PHAM, 2020). The following was the study's hypothesis:

H4: Affective commitment has a significant positive relationship with employee performance.

H5: Continuation commitment has a significant positive relationship with employee performance.

H6: Normative commitment has a significant positive relationship with employee performance.

Organizational Socialization and Inclusive Workplace

According to Garg and Sangwan (2021), an inclusive workplace ensures individuals of socially excluded groups have the same opportunity as members of other groups to engage and contribute. Suppose organizations want to make their workplaces safer and more inclusive for people with disabilities. In that case, they can do one of three things: (a) encourage supervisor training programs on disability awareness, which reduces toxic behaviors like bullying and harassment (McLellan et al., 2001), or (c) strengthen their policies to address diversity-related issues thoroughly and openly (Shain, 2009). Two major social problems that people encounter on the job are stereotypes (Colella and Bruyère 2011) and stigma attributions (Ferro & Boyle, 2013) The stigmatized individual internalizes the stigma, leading to feelings of abnormality, constraint, solidness, or undesirableness, according to one socialization and inclusion method. Because of stigmatizing beliefs, employees are reluctant to promote inclusion in the workplace, which has a detrimental impact on employees' socialization processes. This is because these occurrences can make it hard for workers to fit in and feel like they belong. Supported employment and the availability of expert mentors are common strategies employed by organizations to enhance the employment inclusion of individuals with disabilities (Dowling et al., 2022). In light of the foregoing, we can postulate as

H_7: Organizational socialization has a significant positive effect on workgroup inclusion.

H_8: Organizational socialization has a significant positive effect on perceived organization inclusion.

H_9: Organizational socialization has a significant positive effect on organizational inclusion practices.

Inclusive Workplace and Organizational Commitment

The commitment of the organization paves the way for employees to integrate into the diverse tasks and foster inclusiveness (Ohemeng & McGrandle, 2021). Although there is a dearth of research directly addressing the correlation between belonging and loyalty to one's employer, there is some evidence that suggests a broad relationship between the two (Zhang et al., 2021). According to García-Rodríguez et al. (2020), there is a growing amount of research indicating that diversity and inclusion are crucial markers of organizational dedication and work output. When leaders foster an inclusive work environment, people are able to grow professionally, intellectually, and emotionally, and they are more invested in their job. Workers were more invested in their jobs when they had greater freedom to make decisions, positive relationships with coworkers, and overall support, according to research by Alqudah et al. (2022). The growing body of evidence supports the hypothesis that employees' perceptions of their decision-making abilities and their commitment are positively correlated with organizational autonomy, openness to feedback and communication, and participation in decision-making Pursio et al. (2021). Hence, the hypothesis of the investigation is:

H_{10}: Workgroup inclusion has a significant positive effect on Organizational Commitment.

H_{11}: perceived organization inclusion has a significant positive effect on Organizational Commitment.

H_{12}: Organizational inclusion practices have a significant positive effect on Organizational Commitment.

Inclusive workplace mediates the relationship between organizational socialization and organizational commitment.

Fostering an accepting atmosphere and establishing opportunities for interaction might enhance the association between workers' sense of belonging at work and their dedication and loyalty to the organization (Naz et al., 2020). In a warm and accepting workplace where employees are treated with respect and decency, they may feel more connected to the organization and be more loyal to it. Conversely, employees may have negative socialization experiences and be less dedicated to the company if they work in hostile workplaces. According to Shore and Chung (2022), fostering a welcoming and inclusive workplace helps employees feel more connected to the firm and their role within it. Possible hypotheses include:

H_{13}: Inclusive workplace mediates the relationship between organizational socialization and organizational commitment.

Research Methodology

Research Philosophy and Approach

Deductive reasoning and post-positivist philosophy were employed in this research. In positivist thinking, analysts use existing hypotheses to support their arguments. As these ideas are tested and confirmed, it leads to further refinements of the hypotheses that might be tested in subsequent studies (Saunders, 2009). Because this paper's speculation was developed using established hypotheses, the study investigation relies on post-positivist theory and deductive methodology.

Population

Doctors and Nurses from various Pakistani healthcare companies have been used as the study's population. According to a Gallup poll conducted in Pakistan, the percentage of diverse workers in health care has increased from 15% to 16% over the past year. The city of Karachi serves as the primary research population for this study.

Table:1

Registered Medical and Paramedical Personnel (in Nos.)

Health Manpower	**2018**	**2019**	**2020**	**2021(P)**	**2022 (PMC-2022)**
Doctors	220,829	233,261	245,987	266,430	274,135
Dentists	22,595	24,930	27,360	30,501	32,237
Nurses	108,474	112,123	116,659	121,245	121,245
Midwives	40,272	41,810	43,129	44,693	44763
Lady Health workers	19,910	20565	21,361	22,408	22408
Note: Above data is given in a calendar year, P: Provisional Source: Pakistan Bureau of Statistics 2021					

Sample Size

According to Stutely's (2003) recommendations, a minimum of thirty sample sizes are needed for statistical analysis. Saunders provides benchmarks for the investigation while estimating sample size. Saunders (2009) adds that 150 samples—30 for each variable—should be used.

Another researcher (Kline, 2000) simplified this procedure and stated two or more respondents for each scale in the construct. Pedhazur (1997) proposed an approximate sample size calculation technique: having fifteen or more responders for every construct. This study has three constructs and eight scales, each with its scale. For instance, the IWP (work inclusion, organization inclusion, perceived organization), the OC (Affective, Continuous, and Normative Scales), the EP (Task, Contextual, Adaptive), Where the questionnaire contained a total of 59 items. This demonstrates that a sample size of 124 might be appropriate. This study uses a sample size of 329 and more than two ways for each indicator because many researchers gather data more significant than the projected sample size.

Instrument

The questionnaire is an "efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest" (Rouse, 1997). The organizational socialization (OS) model proposed by Jones (1986) was utilized for testing, and its three parts were referred to as context, social, and content tactics. Organizational commitment (OC) was examined using a scale established and validated by Allen and Meyer (1990) with its three scales and 18 items as affective, normative, and continuing commitment. The scale was comprised of affective, normative, and continuing commitment. Employee Performance (EP) scale developed by Koopmans et al. (2013)was used in this study with 14 items. Inclusive workplace (IWP) was measured using the scale of (Sveinsdottir et al., 2022) with six items of three scale. P-O fit scale developed by Cable and DeRue (2002). In addition, this study employed control variables including gender, age, job nature, academic qualifications, work expertise with this structure, and overall work experience in the sector

Data Collection

This survey was divided into two sections. The first segment was suggested to comprehend the respondents' demographic features and how they relate to the study's requirement for respondents' characteristics. The following section uses five Likert scales to describe the respondents' opinions of Ep in the organization (Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree). 350 questionnaires were received from the almost 500 distributed across the manufacturing industries, with 329 receiving corrective responses in 62% of the cases.

Data Analysis

Then, to analyze the acquired data, imperfect slightest square structural comparison showing (PLS-SEM) may be used to investigate the entire model. The use of Partial Least Squares Structural Equation Modeling (PLS-SEM) for data analysis is supported by its strong predictive modeling capabilities, adaptability to complicated and collinear data, and its extensive set of tools for analyzing validity and dependability. The characteristics above make it an indispensable instrument in the investigation of complex interconnections within datasets, hence enabling researchers to extract significant findings that may inform practical decision-making and theoretical progress(Hair et al., 2013).

Response Rate on Questionnaire

For this study, questionnaires were given out to 500 doctor and nurses of Karachi hospitals. Out of the 358 questionnaires that were filled out and returned, 329 were fully completed, which implies that 29 questionnaires were disqualified owing to missing information or other anomalies in the study. A 65.8% response rate to the distributed questionnaire is somehow displayed as shown in table 2.

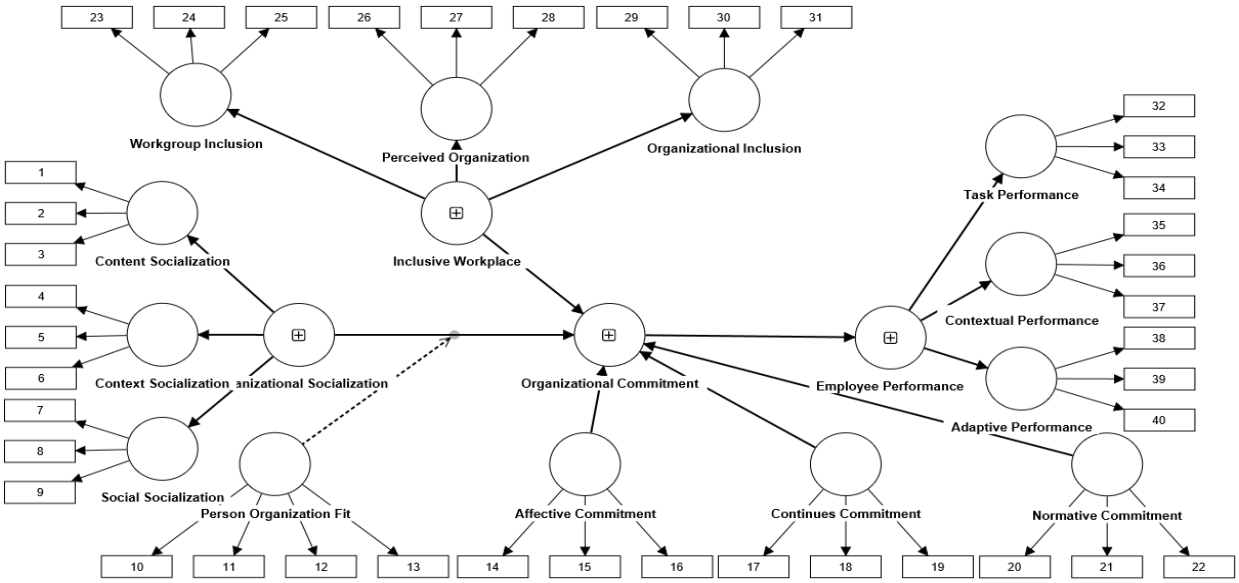
Table: 2
Respondent rate

Region	***Questionnaire Distributed***	***Questionnaire Received***	***Complete in all Aspects***	***Response Rate***
Karachi	500	360	329	65.8%

Path Modeling

SEM systems employ "path Models" to demonstrate the hypothesis and variables being evaluated(Hair et al., 2013). Figure 1 displays our suggested model, which Smart PLS version 3.2.7 analyzed for measurement (Outer) and structural (Inner) accuracy. The analysis was based on a two-step process developed by (James Anderson, 1988). The second-order construct is the study's recommended model. Developing higher-order models or hierarchical models of components (HCMs) in the context of PLS-SEM typically necessitates testing second-order models with two-layer building structures (Becker, 2012). A second-order structure can be used as an alternative to omitting multidimensional measures to achieve the fit-to-data model for structural equation analysis. This applies to measures created before the introduction of multidimensional structural equation analysis through structural equation assessment (David W. Gerbing, 1994).

Figure 2
Structural Model



Based on path analysis, the Figure above depicts an estimated structural model generated using PLS- (SEM-3.0). The seventeen latent variables in the model are related by a single directed arrow and shaped like an oval or circle. All latent variables are further explained by their rectangular-shaped indicators. The review model will examine the EP in the organization.

Measurement Modeling

The current work used CFA to evaluate the measurement model(Hair et al., 2013). This study assessed the measuring (outer) model by looking at content, convergence, and discernment validity. Internal consistency reliability can be checked using the Cronbach Alpha coefficient to assess the reliability, validity, and average variance (AVE) retrieved. When using the Likert scale is the most accurate dependability indicator. However, the lowest acceptable internal consistency value is 0.07 (Robinson, 2009).

Therefore, the commonly accepted values for the analysis of Cronbach alpha are 0.09 (High reliability), 0.08 (Moderate reliability), and 0.07 (Low reliability). Inter items correlation is therefore based on. If the items are closely connected, the alpha correlation value will be near one, and the internal consistency will be high. Table 2 shows that all the indicators' Cronbach Alpha values are higher than 0.7, demonstrating that consistency reliability remains unaffected. The dependability of a group of items loaded on a latent construct is measured overall by composite reliability.

Table 3
Confirmatory Factor Analysis (CFA)

Construct	Sub-Construct	Items	Loadings	AVE	CR	CB alpha
Org Soc	Context	C1	0.65	0.52	0.72	0.77
		C2	0.75			
		C3	0.71			
		C4	0.81			
		C5	0.75			
		C6	0.65			
	Social	S1	0.68	0.57	0.75	0.80
		S2	0.75			
		S3	0.77			
		S4	0.89			
		S5	0.65			
		S6	0.77			
	Content	CN1	0.61	0.50	0.71	0.76
		CN2	0.79			
		CN3	0.81			
		CN4	0.68			
		CN5	0.69			
P-O Fit	POF	POF1	0.66	0.51	0.71	0.76
		POF2	0.65			
		POF3	0.71			
		POF4	0.79			
OC	Ac	OC1	0.72	0.56	0.75	0.80
		OC2	0.77			
		OC3	0.69			
		OC4	0.66			
		OC5	0.85			
		OC6	0.78			
EP	TP	TP1	0.65	0.56	0.75	0.80
		TP2	0.77			
		TP3	0.71			
	CP	CP1	0.65	0.57	0.75	0.80
		CP2	0.76			
		CP3	0.77			
	AP	AP1	0.65	0.59	0.76	0.81
		AP2	0.84			
		AP3	0.62			
IWP	WI	WI1	0.8	0.53	0.70	0.77
		WI2	0.83			
		WI3	0.71			
	POI	PO1	0.77	0.54	0.76	0.79
		POI2	0.70			
		POI3	0.81			
	OI	OI1	0.67	0.56	0.73	0.74

	OI2	0.76
	OI3	0.77

For example, convergent validity and consistent reliability are employed to assess the dependability of conceptions and indicators. Fornell and Larcker (1981) suggested Average Variance Extracted (AVE) (1981). The threshold value of 0.50 is used to derive the average variance. In convergent validity, the square root of the AVE is compared to the inter-construct correlation; both values need to be greater than 0.50 for the test to be considered valid. Due to measurement error, the AVE for each construct must be larger than the variance (which is fixed at 0.50 in this case). Table 3 shows that the convergent validity of the data is unaffected because all AVE values are more significant than 0.6.

Table 4
Fornell-Larcker Criterion

	Context	Social	Content	OP	TA	CA	WI	POI	OI
Context	***0.71***								
Social	0.65	***0.74***							
Content	0.54	0.39	***0.71***						
OP	0.49	0.51	0.54	***0.74***					
TP	0.56	0.48	0.45	0.52	***0.74***				
CA	0.43	0.45	0.39	0.65	0.25	***0.7***	***0.76***		
WI	0.44	0.45	0.45	0.69	0.65	*0.54*	*0.67*	***0.75***	
POI	0.67	0.23	0.67	0.65	0.34	*0.43*	*0.66*	*0.65*	***0.74***
OI	0.56	0.34	0.56	0.65	0.23	*0.32*	*0.52*	*0.55*	*0.44*

Values in diagonal are the square-rooted values of AVE.

Structural Model Analysis

The second step is to study the structural (Inner) model(James Anderson, 1988). To determine whether there are any issues with multi-collinearity, the latent components in the inner model are examined for their Variance Inflation Factor (VIF), as the cut-off value of VIF should be less than or equal to 5 (Hair Jr, 2016). There is no evidence of multi-collinearity between constructs, as shown in table 5 where the value of VIF is within the threshold requirement.

Table 5
Variance Inflation Factor (VIF)

	VIF
context	2.011
social	2.237
content	2.187
OP	2.125
TA	2.125

CA	3.594
WI	4.768
POI	2.234
OI	3.456

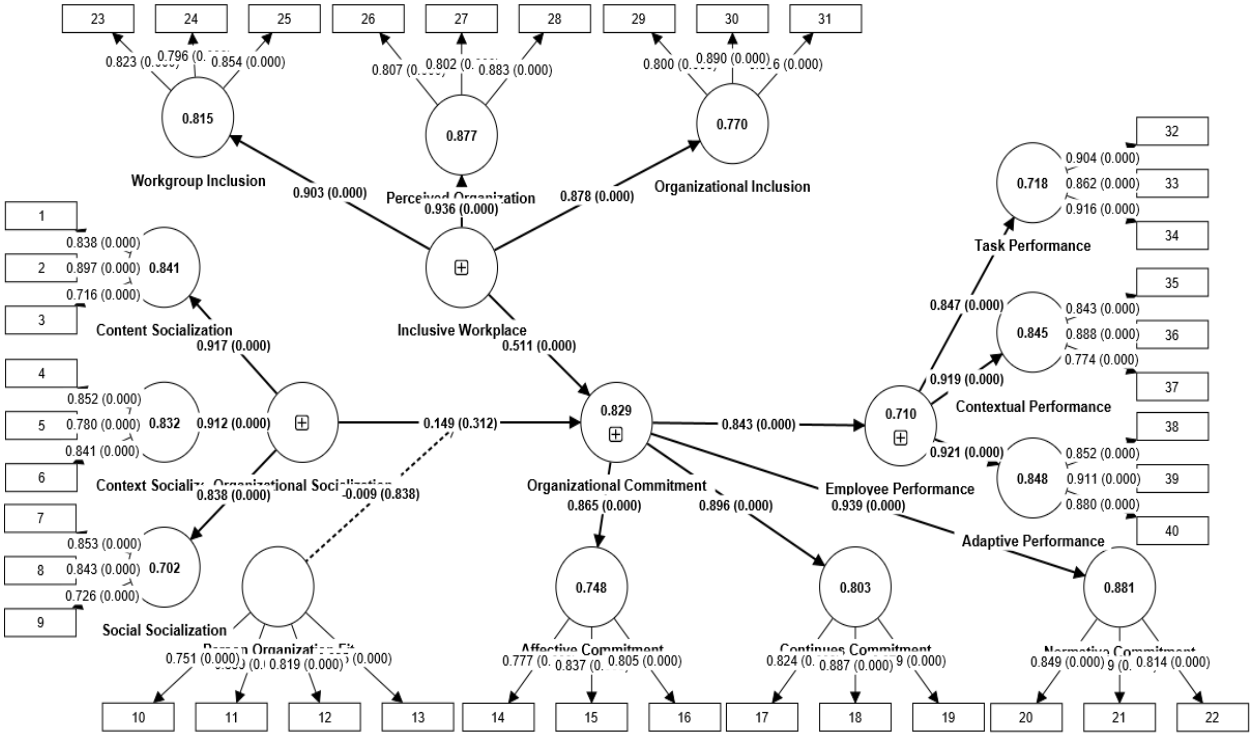
The structural model was analyzed to examine and test the relationship between the constructs. This section aids in the analysis of how relationships affect constructs. The path coefficient values between the arrows in the estimated model shown above are computed using algorithmic techniques, and the PLS-SEM bootstrapping methodology is used to determine the correlations between the relationships. Data are divided into sub-samples using the psl-sem approach, which then calculates pragmatic T-values and P-values to categorize the significant level. Additionally, he recommended using bootstrapping for 5000 subsampling. In this investigation, 5000 sub-samples were employed in bootstrapping at a 5% significance level. The results are displayed below the table:

Table 6
Path Analysis

	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDVE)	T Statistics (O/STDVE)	P Values	Alternate Hypothesis
Direct Effect						
Context-> OC	0.263	0.224	0.081	3.237	0.001	supported
Content->OC	0.516	0.543	0.052	9.931	0.000	Supported
Social-> OC	0.427	0.448	0.052	8.251	0.000	Supported
AC->EP	0.442	0.475	0.085	5.221	0.000	Supported
CC->EP	0.323	0.458	0.076	2.771	0.078	Not Supported
NC->EP	0.456	0.567	0.056	3.456	0.001	Supported
OS->WI	0.128	0.478	0.023	4.987	0.004	Supported
OS->POI	0.349	0.357	0.043	2.569	0.000	Supported
OS->OI	0.528	0.675	0.076	4.761	0.001	Supported
WI -> OC	0.351	0.732	0.087	4.562	0.003	Supported
POI -> OC	0.438	0.652	0.078	6.295	0.004	Not Supported
OI -> OC	0.456	0.483	0.067	4.784	0.001	Supported
Indirect Effect						
I WP -> OS -> OC	0.121	0.129	0.033	3.722	0.000	supported

When the significance is 5% Bootstrapping uses the two-tailed approach to calculate empirical T-values and P-values. For the null hypothesis to be subject to being rejected, the standard measurement of T-values said that it has to be larger than 1.96 at a 5% level of significance, supposed to be significant, and P-values should be less than 0.05. As noted in chapter 2, all alternate hypotheses stated that there is a positive association between the constructs. One mediating variable—Inclusive Workplace (IWP). The table displays both direct and indirect impacts between the variables. Direct consequences: While relationships between the variables explain them, mediating variables are not discussed. The mediating variables, on the other hand, explain indirect effects that impact the relevant construct. The table 5 illustrates the direct effects between the variables.

Figure 3
Boots Trapping



Discussion and Conclusion

Discussion

A dichotomy within organizations needs attention as organizations face significant diversification s. The diversification contexts in which research is conducted play a pivotal role in shaping the outcomes and interpretations of the findings.

Direct Effects

This study set out to investigate health workers' opinions on staff performance at the PHC located in Pakistan. The study addresses staff performance in the public hospital by examining several factors and formulating a hypothesis. Managing and motivating a diverse workforce of healthcare professionals may be challenging for an organization. Nonetheless, it may be challenging to manage diversity, particularly in the healthcare industry, where a team's capacity for collaboration has a significant influence on the caliber of care it delivers.

The first hypothesis discusses the significant effects of OS content and OC on each other. There is a strong positive relationship between organizational socialization and organizational commitment. Particularly when considering Pakistani public hospitals, affective commitment seems to have a favorable and significant association with worker performance (Pahi et al., 2020). Nursing staff members in Pakistani public hospitals have a favorable relationship between affective commitment and organizational commitment, particularly when it comes to perceived training accessibility (Afzal & Azmi, 2021). On the other hand, a lack of adequate organizational socialization can make employees feel disconnected from the organization and less committed of health care employees, resulting in adverse outcomes for both the employee and the organization (Eyal et al., 2023). The second hypothesis describes the effects of context socialization on organizational commitment, and the result shows a positive relationship. Adequate context socialization can help employees understand the organizational culture and develop a sense of belonging. This can lead to increased job satisfaction, a better understanding of the hospital's goals, and a stronger emotional attachment, resulting in higher organizational commitment (Huynh & Hua, 2020). The third hypothesis of the study describes the effects of social socialization on employee-based context organization commitment. This includes interactions with coworkers, supervisors, and members of different departments or teams (van de Brake et al., 2020). The fourth hypothesis stated that there is a significant relationship between affective commitment and employee performance in deviant workforce dilemmas. Employees who are emotionally invested in their hospital are more likely to make the additional effort, go above and beyond their job requirements, and take ownership of their work, all of which contribute to improved job performance (Adikoeswanto et al., 2020)**.** The fifth hypothesis results show the no effects of continuance commitment on employee performance. According to Amri and Ramdani (2021)**,** Employees who feel that they have a strong dependence on their job and would incur

high costs if they were to leave it are more likely to put in extra effort and perform at a higher level to maintain their employment in health care store. Six hypotheses indicate that Normative commitment has a significant relationship with employee performance. Employees who feel a strong obligation to their organization are more likely to perform at a high level and exhibit behaviors that align with their goals and values. They are also more likely to be proactive, improve their specialized performance, and contribute to the organization's success (Revuelto-Taboada et al., 2021).

Seven, eight, and nine hypotheses explained the relationship between IWP and organizational Socialization. A strong relationship exists between organizational socialization and an inclusive workplace in the deviant employee. Organizational socialization plays a crucial role in shaping the culture and norms of the hospital, and it can either promote or hinder the creation of an inclusive workplace (Garg & Sangwan, 2021). Furthermore, During the socialization process, employees are introduced to the hospital's culture and norms, which can significantly impact their perception of inclusivity in an inclusive workgroup. If the organization values diversity and equality, this message will be communicated through socialization and reinforced through organizational policies and practices. Most importantly, scholars identified that if the organization does not value inclusivity, this will be communicated through socialization and can create a hostile work environment for minority group members (Kuknor & Bhattacharya, 2020)**.** Organizations that prioritize inclusion and foster a sense of belonging among their employees are more likely to build strong relationships with their employees and foster a sense of commitment and loyalty. This, in turn, leads to improved organizational performance and success (Javaid et al., 2021).

This study also focuses on the indirect mediation effects of diversification-based perspectives. The study elaborates on the relationship between organizational Socialization and organizational commitment through inclusive workplaces. IWP significantly explains the relationship between OS and OC. When socialized in an inclusive workplace, employees are more likely to feel valued and included as members of the organization. This, in turn, leads to increased job satisfaction, motivation, and engagement, as well as a reduced likelihood of turnover (Adikoeswanto et al., 2020). Therefore, the inclusive workplace mediates the relationship between organizational socialization and commitment by promoting a sense of belonging and attachment to the organization.

Theoretical implication

This study is based on the optimal distinctive theory of Brewer (1991). ODT posits that employee participation in moderately inclusive (ideally differentiated) groups can satisfy people's two basic and conflicting human needs: inclusion and distinctiveness (Zhao & Glynn, 2022). In organizations that emphasize the interdependence of the self (OS), the primary work (OC) is more likely to center on connecting with, integrating, adhering to the organization's purpose and boosting its performance. This study's findings are supported by this hypothesis (Ramdani et al., 2019). To continuously improve their performance, new entrants and exemplar enterprises must place themselves inside the organization optimally relative to their peer groups and consider one another's competitive activities and counteractions.

Additionally, new participants must be aware of how their appropriate strategy affects the comparison set audiences use to evaluate them and what resource profile will enable their initial participation and improve their performance after entry (Zhao, Ishihara, & Jennings, 2020). The theory explained regarding EP and study variables is that individuals will perform better when they have a unique identity in their work environment and feel that their contributions are valued and recognized (Doz, 2020).In the context of employee performance, creating a workplace culture where employees have a distinct roles and feel valued can lead to improved performance. This can be achieved through clear job definitions, opportunities for skill development, and recognition for their achievements. However, it is essential to note that many factors can influence employee performance, and Optimal Distinctiveness Theory should be considered in conjunction with other theories and best practices for managing and motivating employees.

Practical implication

This study reveals the idea that organizational socialization, organizational commitment, an inclusive workplace, and personal and organizational fit improve overall employee performance in public healthcare organizations. The impact of the direct relationship between emotional commitment and worker performance on patient care is substantial. Workers who have a strong emotional attachment to their hospital are more likely to give excellent treatment, pay closer attention to patients' needs, and act in ways that make patients happier. The correlation between affective commitment and employee performance is positive, which has various practical consequences for public hospitals. It highlights the need to cultivate emotional attachment and identification among staff members. Public hospitals can raise employee engagement levels by

encouraging a work environment that deepens workers' emotional bonds to the company (Singh et al., 2023). Putting in place recognition programs that honor workers' accomplishments and efforts may greatly improve morale. Employee motivation and performance are raised when their work is valued and their emotional connection to the company is strengthened, both of which result from this acknowledgment. establishing a culture of support, value, and respect for people inside the firm is essential. Because of the nature of the work, public hospitals may be stressful environments. A person's emotional connection to the company might lower attrition rates. In the healthcare industry, where continuity and expertise are crucial, strong emotional commitment might help retain talented workers, resulting in more stable and effective operations (Ghani et al., 2022). Collaboration and cooperation are likely to be encouraged in a work environment that supports emotional commitment. Effective healthcare professional cooperation in a hospital context can result in improved patient outcomes and more creative problem-solving. Organizations can foster their commitment to employees by offering work-life balance and flexibility. This deviant values work-life balance and organizations can enhance their commitment by offering flexible work arrangements, telecommuting options, and paid time off for family and personal needs. This paper is purposely based on the inclusion of different employees. For diverse workforce, organizations can create an inclusive workplace by embracing diversity and inclusivity in their recruitment and hiring practices and providing training and resources to support all employees. This values diversity and has a strong sense of social justice, so organizations can foster inclusivity by promoting diversity and equality in the workplace. organizations can create an inclusive workplace by offering flexible work arrangements and family-friendly policies. employee values work-life balance and organizations can enhance inclusivity by offering flexible work hours, telecommuting options, and paid family leave. Additionally, offering opportunities for skill development and career growth can help to retain and motivate this employee. Overall, the key to creating an inclusive workplace for deviant employees is to understand each employee's unique expectations and needs and design strategies tailored to meet those needs.

Implementation program for public hospitals

An equivalent program for hospitals would be the " Health Inclusivity Program," which includes:

- A "Career Pathway Dashboard" that lists the accomplishments and abilities needed for advancement in the field for every employee.

- A "Professional Growth Portal" providing a range of managerial, medical, and cultural competency training alternatives.
- A "Diversity Advisory Board," including members from various departments and levels, will oversee and evaluate diversity initiatives.
- Frequent "Values Integration Workshops" were held to ensure that the hospital's basic principles align with healthcare delivery goals, address social concerns, and are ingrained in daily practice.

Conclusion

This study explained the diversified employee' behaviors in the workplace. It contains two main research questions: first, OS tactics in deviant employee increase employee performance, and second, workplace inclusion is vital to improving employee performance. This question now found an answer in this paper. According to the study, hospitals dealing with different employees should focus on their retention strategies and offer opportunities for lifelong learning through socialization, a strong feedback culture, a digital and international work environment, and the chance to advance in their careers quickly. Conducting this research in the health care sector of Pakistan not only fills a geographical gap in the literature but also underscores the universal importance of organizational socialization across different cultural and economic contexts. It serves as a clarion call for industries, especially in emerging economies, to prioritize and invest in robust socialization strategies as a means to harness the full potential of their workforce. In the broader spectrum of organizational assets, while human, economic, and physical capitals are undeniably essential, the significance of social capital often remains underappreciated. At the heart of social capital lies the opportunities employees have to interact, collaborate, and form meaningful relationships with their peers. Such interactions, facilitated by effective socialization processes, can foster a sense of belonging, enhance knowledge sharing, and ultimately drive performance.

limitations and Future direction

This study employed a questionnaire used in other studies and considered their culture. Limitations could also result from the vulnerability of developing senses other than those first envisaged. Our results support earlier studies on the importance of measurements. It shows that cross-cultural issues make scale validation challenging. We solely utilized quantitative methods to perform this study; if qualitative methods had been employed, other variables might have been

included in the model, which would have helped to explain the dependent variable more thoroughly. It suggests that EP is being affected more. Due to the large number of factors, which were not included in this study, it is based on the post-positivist philosophy. Even though it is longitudinal research, this one might produce the best results.

Reference

Adikoeswanto, D., Eliyana, A., Sariwulan, T., Dharmawan Buchdadi, A., & Firda, F. (2020). Quality of work life's factors and their impacts on organizational commitments. *Systematic Reviews in Pharmacy*, *11*(7), 450-461. https://doi.org/DOI:10.31838/SRP.2020.7.65

Afzal, S., & Azmi, I. A. G. (2021). Influence of religious affiliation on the affective, normative, and continuance commitment: an analysis of Pakistan health sector. *Journal of Administrative Science*, *18*(1), 70-95.

Al Mehrzi, N., & Singh, S. K. (2016). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, *65*(6), 831-843. https://doi.org/10.1108/IJPPM-02-2016-0037

Alegbeleye, U., BABALOLA, , Philomena,. (2020). workplaceEnviorment and employees performence in unversit liberary in south africa. *Global Jornal of Applied, Social and management science*. https://doi.org/10.51153/mf.v17i2.578

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, *63*(1), 1-18. https://doi.org/10.1111/j.2044-8325.1990.tb00506.x

Alqudah, I. H., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics*, *28*(1), 100177. https://doi.org/10.1016/j.iedeen.2021.100177

Aman-Ullah, A., Mehmood, W., Amin, S., & Abbas, Y. A. (2022). Human capital and organizational performance: A moderation study through innovative leadership. *Journal of Innovation & Knowledge*, *7*(4), 100261.

Amri, A., & Ramdani, Z. (2021). Effect of organization commitment, work motivation, and work discipline on employee performance (case study: pt. pln (persero) p3b Sumatera upt Padang). *International Journal of Educational Management and Innovation*, *2*(1), 88-99. https://doi.org/10.12928/ijemi.v2i1.3183

Ashforth, B. K., & Saks, A. M. (1996). Socialization tactics: Longitudinal effects on newcomer adjustment. *Academy of management journal*, *39*(1), 149-178. https://doi.org/10.2307/256634

Becker, J.-M., Klein, K., and Wetzels, M. (2012). *Hierarchical Latent Variable Models in PLS-SEM: Guidelines for Using Reflective-Formative Type Models.* (Vol. 45 (5-6)). Long Range Planning. https://doi.org/10.1016/j.lrp.2012.10.001

Brewer, M. B. (1991). The social self: On being the same and different at the same time. *Personality and social psychology bulletin*, *17*(5), 475-482. https://doi.org/10.1177/0146167291175001

Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, *87*(5), 875. https://doi.org/10.1037/0021-9010.87.5.875

Chen, M.-J., & Hambrick, D. C. (1995). Speed, stealth, and selective attack: How small firms differ from large firms in competitive behavior. *Academy of management journal*, *38*(2), 453-482. https://doi.org/doi/10.2307/256688

Coldwell, D. A., Williamson, M., & Talbot, D. (2019). Organizational socialization and ethical fit: a conceptual development by serendipity. *Personnel Review*. https://doi.org/10.1108/PR-11-2017-0347

Coll, C., & Mignonac, K. (2023). Perceived organizational support and task performance of employees with disabilities: a need satisfaction and social identity perspectives. *The International Journal of Human Resource Management*, *34*(10), 2039-2073.

David W. Gerbing, J. G. H., Elizabeth B. Freeman. (1994). A Large Scale Second-Order Structural Equation Model of the Influence of Management Participation on Organisational Planning Benefits. *Journal of Management*, *20 (4)*, 859-885. https://doi.org/10.1177/014920639402000408

De Regge, M., Van Baelen, F., Aerens, S., Deweer, T., & Trybou, J. (2020). The boundary-spanning behavior of nurses: the role of support and affective organizational commitment. *Health care management review*, *45*(2), 130-140. https://doi.org/10.1097/hmr.0000000000000210

Deephouse, D. L. (1999). To be different, or to be the same? It'sa question (and theory) of strategic balance. *Strategic management journal*, *20*(2), 147-166. https://doi.org/10.1002/(SICI)1097-0266(199902)20:2%3C147::AID-SMJ11%3E3.0.CO;2-Q

Dowling, B., Goldstein, D., Park, M., & Price, H. (2022). Hybrid work: Making it fit with your diversity, equity, and inclusion strategy. *The McKinsey Quarterly*.

Doz, Y. (2020). Fostering strategic agility: How individual executives and human resource practices contribute. *Human resource management review*, *30*(1), 100693. https://doi.org/10.1016/j.hrmr.2019.100693

Du, W., Pan, S. L., & Wu, J. (2020). How do IT outsourcing vendors develop capabilities? An organizational ambidexterity perspective on a multi-case study. *Journal of Information Technology*, *35*(1), 49-65. https://doi.org/10.1177/0268396219887756

Eyal, O., Wahrman, H., Vexler, Y. A., & Schifter, R. (2023). "I'm trying to help": How do mentors affect principals' person–organization fit during organizational socialization?

Educational Management Administration & Leadership, 17411432231152349. https://doi.org/ttps://doi.org/10.1177/17411432231152349

Ferro, M. A., & Boyle, M. H. (2013). Longitudinal invariance of measurement and structure of global self-concept: a population-based study examining trajectories among adolescents with and without chronic illness. *Journal of Pediatric Psychology*, *38*(4), 425-437. https://doi.org/10.1093/jpepsy/jss112.

Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. In: Sage Publications Sage CA: Los Angeles, CA.

Galunic, C., & Galunic, C. (2020). Developing Talent and Capabilities. *Backstage Leadership: The Invisible Work of Highly Effective Leaders*, 187-232. https://doi.org/10.1007/978-3-030-36171-6

García-Rodríguez, F. J., Dorta-Afonso, D., & González-de-la-Rosa, M. (2020). Hospitality diversity management and job satisfaction: the mediating role of organizational commitment across individual differences. *International Journal of Hospitality Management*, *91*, 102698. https://doi.org/10.1016/j.ijhm.2020.102698

Garg, S., & Sangwan, S. (2021). Literature Review on Diversity and Inclusion at Workplace, 2010–2017. *Vision*, *25*(1), 12-22. https://doi.org/10.1177/0972262920959523

Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., . . . Araya-Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, *14*(5), 2885.

Greve, H. R. (2021). The resource-based view and learning theory: Overlaps, differences, and a shared future. *Journal of Management*, *47*(7), 1720-1733. https://doi.org/10.1177/0149206320967732

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long range planning*, *46*(1-2), 1-12. https://doi.org/10.1007/978-3-030-80519-7_1

Hair Jr, J. F., Hult, G,T.M., Ringle, C., & Sarstedt, M. (2016). A primer on partial least square structural equation modeling (PLS-SEM). *Sage Publications.* https://doi.org/303522804

Herzberg, F. I. (1966). Work and the Nature of Man. https://doi.org/1966/3502/000

Huynh, T. N., & Hua, N. T. A. (2020). The relationship between task-oriented leadership style, psychological capital, job satisfaction and organizational commitment: evidence from Vietnamese small and medium-sized enterprises. *Journal of Advances in Management Research*, *17*(4), 583-604. https://doi.org/10.1108/JAMR-03-2020-0036

Jalees, T., Tariq, H., Alam Kazmi, S. H., & Zaman, S. I. (2015). MEASURING THE EFFECTS OF MATERIALISM, SELF-ESTEEM AND INFLUENCE OF OTHER ON COMPULSIVE BUYING. *Asian Management Research and Case*, *4*(1), 86-86. https://doi.org/141965737

James Anderson, D. W. G. (1988). Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach. *Psychological Bulletin*, 411-423. https://doi.org/10.1037/0033-2909.103.3.411

Jamil, M., Ahmad, K., & Nazir, B. (2016). Impact of Employee Socialization and Specialization on Job Rotation in Health Sector of Pakistan. *International Journal of Economics and Empirical Research*, *4*(2), 88-93. https://doi.org/42662611

Javaid, M., Haleem, A., Singh, R. P., & Suman, R. (2021). Substantial capabilities of robotics in enhancing industry 4.0 implementation. *Cognitive Robotics*, *1*, 58-75. https://doi.org/10.1016/j.cogr.2021.06.001

Jones, G. R. (1986). Socialization tactics, self-efficacy, and newcomers' adjustments to organizations. *Academy of management journal*, *29*(2), 262-279. https://doi.org/256188

Koo, B., & Lee, E.-S. (2022). The taming of Machiavellians: Differentiated transformational leadership effects on machiavellians' organizational commitment and citizenship behavior. *Journal of Business Ethics*, *178*(1), 153-170.

Koopmans, L., Bernaards, C., Hildebrandt, V., Van Buuren, S., Van der Beek, A. J., & De Vet, H. C. (2013). Development of an individual work performance questionnaire. *International Journal of Productivity and Performance Management*, *62*(1), 6-28. https://doi.org/10.1108/17410401311285273

Kuknor, S. C., & Bhattacharya, S. (2020). Inclusive leadership: new age leadership to foster organizational inclusion. *European Journal of Training and Development*. https://doi.org/10.1108/ejtd-07-2019-0132

Kumar, V., & Campbell, R. (2022). *A better ape: The evolution of the moral mind and how it made us human*. Oxford University Press.

Leslie, B., Anderson, C., Bickham, C., Horman, J., Overly, A., Gentry, C., . . . King, J. (2021). Generation Z perceptions of a positive workplace environment. *Employee Responsibilities and Rights Journal*, *33*, 171-187. https://doi.org/10.1007/s10672-021-09366-2

Mayer, R. C., & Schoorman, F. D. (1992). Predicting participation and production outcomes through a two-dimensional model of organizational commitment. *Academy of management journal*, *35*(3), 671-684. https://doi.org/psycnet.apa.org/doi/10.2307/256492

McLellan, R. K., Pransky, G., & Shaw, W. S. (2001). Disability management training for supervisors: a pilot intervention program. *Journal of occupational rehabilitation*, *11*(1), 33-41. https://doi.org/10.1023/a:1016652124410

Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A study in the relationship between supportive work environment and employee retention: role of organizational commitment and person–organization fit as mediators. *Sage Open*, *10*(2), 2158244020924694. https://doi.org/10.1177/2158244020924694

NGUYEN, L. G. T., & PHAM, H. T. (2020). Factors affecting employee engagement at not-for-profit organizations: A case in Vietnam. *The Journal of Asian Finance, Economics and Business*, *7*(8), 495-507. https://doi.org/10.13106/jafeb.2020.vol7.no8.495

Nguyen, T. N. T., Bui, T. H. T., & Nguyen, T. H. H. (2021). Improving employees' proactive behaviors at workplace: The role of organizational socialization tactics and work engagement. *Journal of Human Behavior in the Social Environment*, *31*(6), 673-688. https://doi.org/10.1080/10911359.2020.1803172

Nurlina, N. (2022). Examining Linkage Between Transactional Leadership, Organizational Culture, Commitment and Compensation on Work Satisfaction and Performance. *Golden Ratio of Human Resource Management*, *2*(2), 108-122. https://doi.org/10.52970/grhrm.v2i2.182

Ohemeng, F. L., & McGrandle, J. (2021). Employee perception of inclusivity and organizational performance: The case of the Ontario public service. *Canadian Public Administration*, *64*(1), 26-50. https://doi.org/10.1111/capa.12407

Orikpete, O. F., & Ewim, D. R. E. (2024). Interplay of human factors and safety culture in nuclear safety for enhanced organisational and individual Performance: A comprehensive review. *Nuclear Engineering and Design*, *416*, 112797.

Pahi, M. H., Ahmed, U., Sheikh, A. Z., Dakhan, S. A., Khuwaja, F. M., & Ramayah, T. (2020). Leadership and commitment to service quality in Pakistani hospitals: The contingent role of role clarity. *Sage Open*, *10*(4), 2158244020963642.

Pursio, K., Kankkunen, P., Sanner-Stiehr, E., & Kvist, T. (2021). Professional autonomy in nursing: An integrative review. *Journal of nursing management*, *29*(6), 1565-1577. https://doi.org/10.1111/jonm.13282

Purwanto, A. (2022). The Role of Transformational Leadership and Organizational Citizenship Behavior on SMEs Employee Performance. *Journal of Industrial Engineering & Management Research*. https://ssrn.com/abstract=4073157

Rahim, M. A. (2023). *Managing conflict in organizations*. Taylor & Francis. https://doi.org/10.4324/9781003285861

Ramdani, Z., Marliani, R., & Rahman, A. A. (2019). The individual work performance scale: A psychometric study and its application for employee performance. *Humanities & Social Sciences Reviews*, *7*(5), 405-414. https://doi.org/10.18510/hssr.2019.7545

Revuelto-Taboada, L., Canet-Giner, M. T., & Balbastre-Benavent, F. (2021). High-commitment work practices and the social responsibility issue: Interaction and benefits. *Sustainability*, *13*(2), 459. https://doi.org/10.3390/su13020459

Rouse, J. (1997). Business research: A practical guide for undergraduate and postgraduate students. *International Small Business Journal*, *15*(4), 103-105. https://www.scirp.org/reference/referencespapers?referenceid=1725486

Seidemann, I., & Weißmüller, K. S. (2021). Flipping the Coin: A SLR on Causes and Consequences of Workforce Homogeneity in the Public Sector. Academy of Management Proceedings,

Shain, M. (2009). Psychological safety at work: Emergence of a corporate and social agenda in Canada. *International Journal of Mental Health Promotion*, *11*(3), 42-48. https://doi.org/10.1080/14623730.2009.9721791

Shin, Y., & Hur, W.-M. (2019). Linking flight attendants' job crafting and OCB from a JD-R perspective: A daily analysis of the mediation of job resources and demands. *Journal of Air Transport Management*, *79*, 101681. https://doi.org/10.1016/j.jairtraman.2019.101681

Shore, L. M., & Chung, B. G. (2022). Inclusive leadership: How leaders sustain or discourage work group inclusion. *Group & Organization Management*, *47*(4), 723-754.

Singh, S., Khan, E., & Rehman, A. (2023). The impact of transformational leadership on innovative work behavior, the mediating role of employee engagement and psychological capital in Karachi hospitals. *International Journal of Business and Economic Affairs*, *8*(3), 112-126.

Spagnoli, P. (2020). Organizational socialization learning, organizational career growth, and work outcomes: A moderated mediation model. *Journal of career development*, *47*(3), 249-265. https://doi.org/10.1177/0894845317700728

Sveinsdottir, V., Johnsen, T. L., Fyhn, T., Opsahl, J., Tveito, T. H., Indahl, A., . . . Reme, S. E. (2022). Development of the workplace inclusion questionnaire (WIQ). *Scandinavian Journal of Public Health*, *50*(3), 371-380. https://doi.org/10.1177/1403494821990241

Tamesberger, F. M. (2023). Generational differences of a workforce in companies and the design of a strategy process which takes advantage of their specific characteristics, needs and capabilities/submitted by Fabian Tamesberger, BSc. https://doi.org/10.31838/SRP.2020.7.65

Tolstikova, I., Ignatjeva, O., Kondratenko, K., & Pletnev, A. (2021). Generation Z and its value transformations: digital reality vs. phygital interaction. Digital Transformation and Global Society: 5th International Conference, DTGS 2020, St. Petersburg, Russia, June 17–19, 2020, Revised Selected Papers,

van de Brake, H. J., Walter, F., Rink, F. A., Essens, P. J., & van der Vegt, G. S. (2020). Multiple team membership and job performance: The role of employees' information-sharing networks. *Journal of Occupational and Organizational Psychology*, *93*(4), 967-987. https://doi.org/10.1111/joop.12326

Van Iddekinge, C. H., Arnold, J. D., Aguinis, H., Lang, J. W., & Lievens, F. (2023). Work effort: A conceptual and meta-analytic review. *Journal of Management*, *49*(1), 125-157.

Vranches, E. E. (2023). *Generational Cohort Membership and Career and Organizational Commitment Among Law Enforcement Officers* Walden University]. https://scholarworks.waldenu.edu/dissertations/12056

Wahida, W., Nongkeng, H., Yusriadi, Y., & Tahir, S. Z. B. (2021). The influence of the use of regional information systems and organizational commitment on the performance of financial report compilation through work ability. Proceedings of the 11th Annual International Conference on Industrial Engineering and Operations Management,

Yang, Y., Lee, P. K., & Cheng, T. (2016). Continuous improvement competence, employee creativity, and new service development performance: A frontline employee perspective.

International Journal of Production Economics, *171*, 275-288. https://doi.org/10.1016/j.ijpe.2015.08.006

Zhang, Y., Liu, G., Zhang, L., Xu, S., & Cheung, M. W.-L. (2021). Psychological ownership: A meta-analysis and comparison of multiple forms of attachment in the workplace. *Journal of Management*, *47*(3), 745-770. https://doi.org/10.1177/0149206320917195

Zhao, E. Y., & Glynn, M. A. (2022). Optimal distinctiveness: On being the same and different. *Organization Theory*, *3*(1), 26317877221079340. https://doi.org/10.1177/26317877221079340