

# My reality is different from yours



**Incorporating Social Identity  
into Inclusion Climate Analysis**

**Hilla Back, Philipp Back &  
Seonyoung Hwang**

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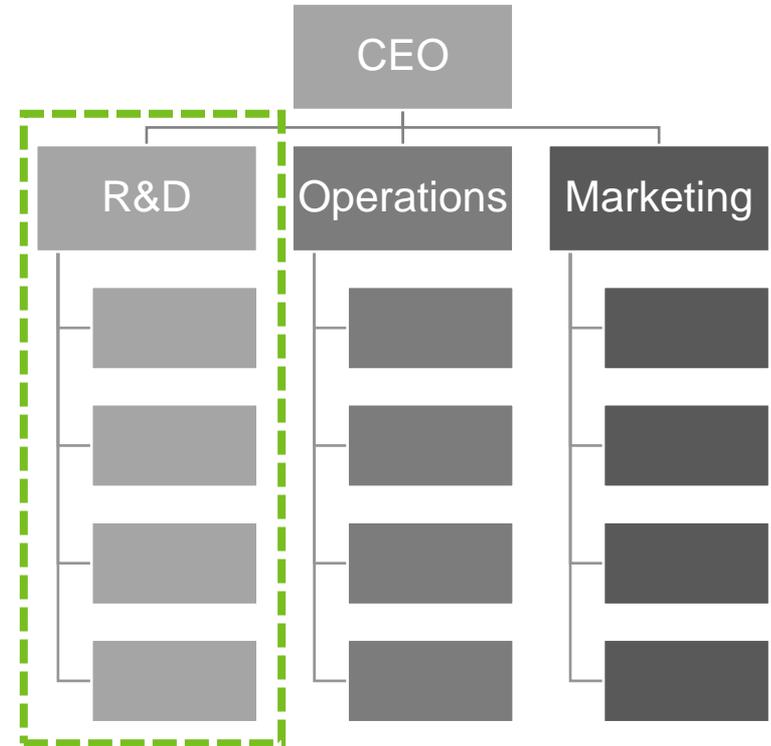


**Aalto University  
School of Business**



# Organizational climate

- Individuals in the same team, unit or organization are exposed to similar events or stimuli, regardless of individual attributes or attitudes (Schneider, Ehrhart, & Macey, 2013)
- climate perceptions are **analyzed on the unit or organization level** (Luria, 2019)
- However, there has been recent evidence of different climate profiles - i.e. sub-climates - within organizations (He et al., 2022).

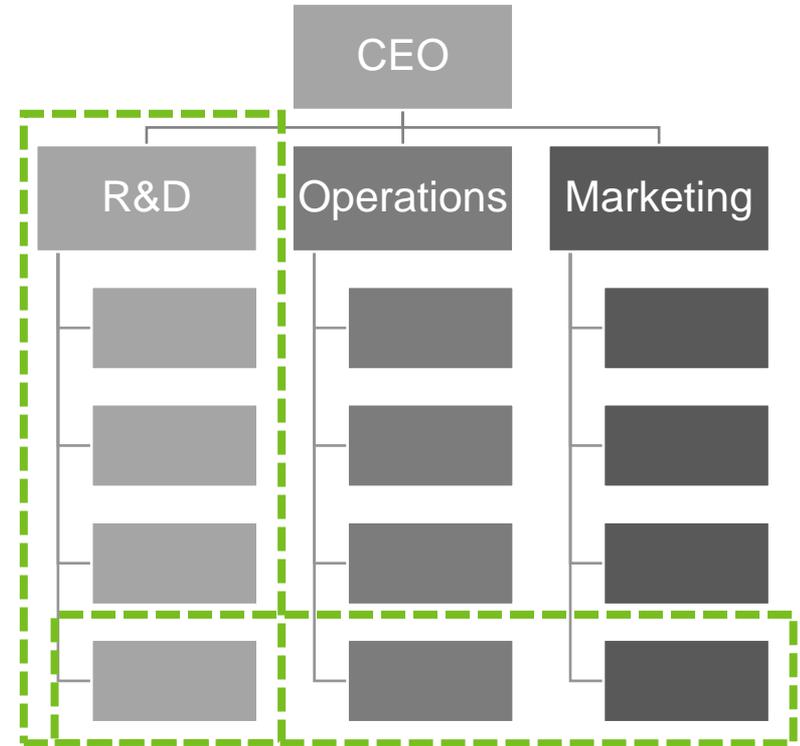


# The ‘anomaly of inclusion climate’

Mor Barak, Luria, and Brimhall (2022)

*“individuals of all backgrounds – not just members of historically powerful identity groups – are fairly treated, valued for who they are, and included in core decision making” (Nishii, 2013, p.1754).*

Could **informal groups** that share social identity affiliations (for example, minority and majority groups) be a more suitable unit for analyzing inclusion climate than the formal organizational structure?



# Research question

How does social identity – and its intersections - affect perceptions of inclusion climate, and what implications does this have on the analysis of this climate?

# Theoretical framework

**Social identity theory** (Tajfel, 1982; Tajfel & Turner, 1979): An organization is a contested area split between those who are “in” and those who are “out”. This division of in-group and out-group is predicated on similarities in demographic attributes and the resulting homophilic identification.

**Status characteristics theory** (Ridgeway, 1991): Social identity differences between group members become only psychologically meaningful when they are correlated with status rankings and access to resources.

**Theories on intersectionality** (Crenshaw, 1989, 1991): An individual has multiple identities and these identities are interdependent and intersecting; therefore, their experiences cannot be fully understood through focusing on each identity in isolation.

# Research design

**Data:** A multinational professional service firm located in Finland (n = 457); open answers and quantitative data

**Variables:** Demographic variables and Climate for Inclusion (Nishii, 2013).

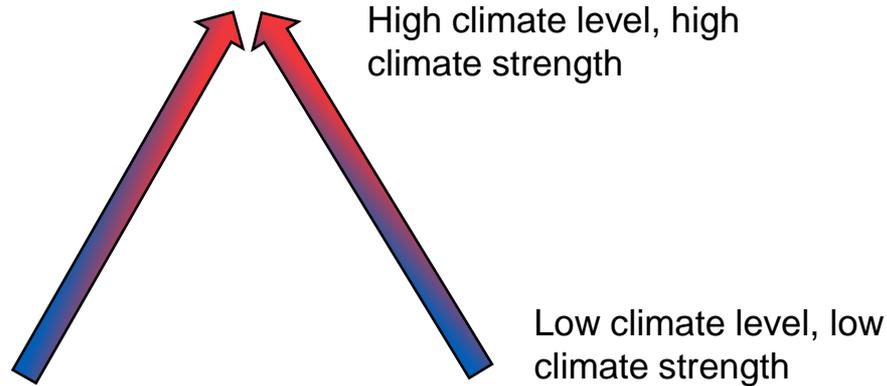
**Climate level analysis** (i.e. average of inclusion climate perceptions): ANCOVA (analysis of variance; one- and two-way)

**Climate strength analysis** (i.e. homogeneity of inclusion climate perceptions): within-group interrater agreement using the multi-item measure for  $r_{WG(J)}$  (James, Demaree, & Wolf, 1993) and Average Deviation Index (ADI; Burke & Dunlap, 2002); interrater reliability using intraclass correlation coefficients (ICCs)

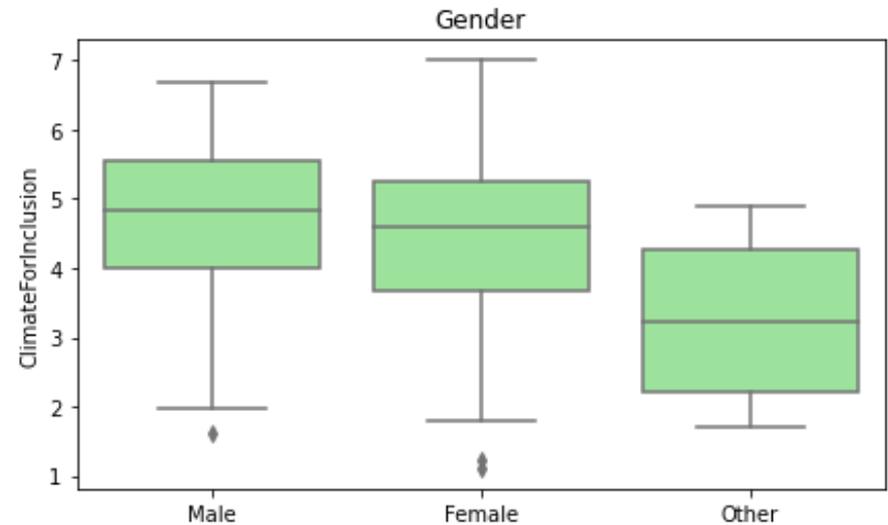
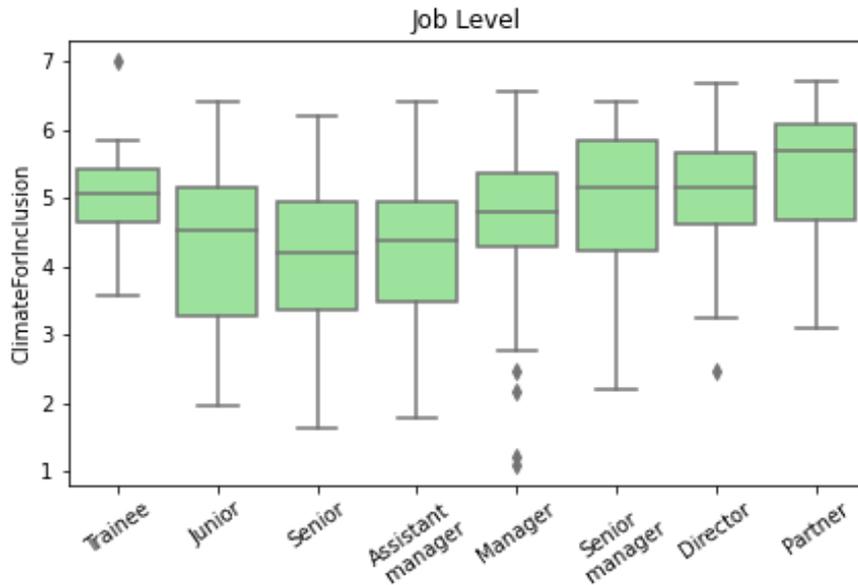
**Goal to analyze and compare inclusion climate perceptions at the organization, organizational subunit, and social identity group levels.**

# Findings

Our findings demonstrate **distinct climate levels** and **higher climate strength** among social identity groups than formal organizational units. We find social identity to be a key antecedent of inclusion climate perceptions, making for different inclusion climate profiles within an organization.

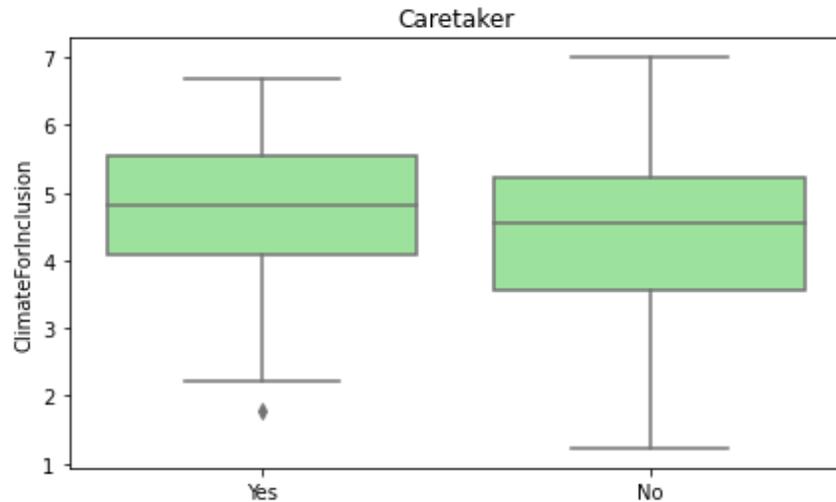


# Differences in inclusion climate perception (1/2)

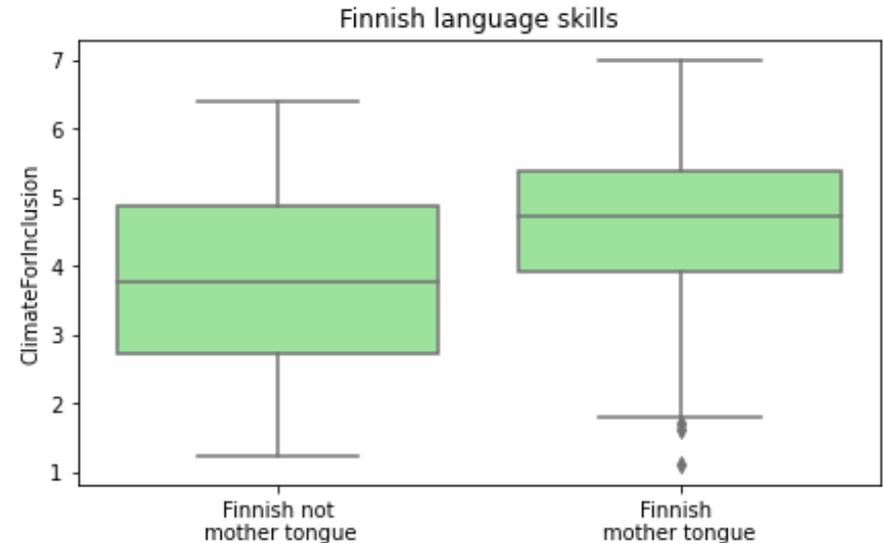


*“...those on the same job level may have a great difference in salary, which is unfair and increases job dissatisfaction. Especially young, under 35 -year old’s discuss salaries very openly and this is why these issues are known and are regarded as unfair ” (Assistant manager)*

# Differences in inclusion climate perception (2/2)



Especially male caretakers rate inclusion climate more favourably than female caretakers.



*“[the company] is slowly including English in every day practices but I do **often feel very excluded as an English speaker**. Trainings are “only in Finnish”, information on the intranet is 50/50 in Finnish and English. No consistency in what is being translated or not. Overall, I feel quite marginalized and don’t feel like I fit in in the very Finnish speaking environment.” (Non- Finnish speaker)*

# Contributions

Our study has contributed both theoretically and methodologically to literature on organizational climate and D&I.

**1) Theoretical contribution:** Contrary to assumptions behind climate theory, results suggest that perceptions of inclusion climate are more affected by social identities than the organizational structure.

**2) Methodological contribution:** We argue that social identity groups are a more appropriate unit for analyzing inclusion climate perceptions than the formal organizational structure. Further, an intersectional view that considers the interaction between multiple social identities (e.g., gender and linguistic background) may yield most insightful results.

# Thank you!



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