

# DESIGNING AN ORGANIZATION DEVELOPMENT MODEL FOR CO-CREATING INCLUSIVE ORGANIZATIONS

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## Abstract

The aim of this research was to design an organization development model for co-creating inclusive organizations. Data was collected using an online structured questionnaire and interview protocol. The nine informants and 71 respondents worked at various job positions with multi-national companies based in Thailand. The 71 respondents were selected using non-probability random sampling, while purposive sampling was used to identify the nine informants. The quantitative data analysis utilized Pearson Correlation, Paired Sample T-test, and Priority Needs Index Modified (PNI mod), while the qualitative data analysis of the interview data utilized content analysis. The quantitative findings revealed significant relationships between the variables ( $p < 0.01$ ). Results of the paired sample statistics revealed that only the paired samples of workplace inclusion and psychological safety obtained a significant mean difference, with significance values of .005 and .001, respectively, while the order of priority needs of the constructs showed psychological safety, workplace inclusion, perceived organizational support, innovation in the workplace, and self-efficacy, to have the respective order of priority. The qualitative data analysis resulted in three themes consisting of diversity, inclusive culture, and inclusive management. The research findings were used to design the model entitled “Co-creative Organization Inclusion” with three components, namely Component 1: Co-creative organization inclusion through representation that leverages individual & team potential; Component 2: Co-creative organizational inclusion by top-management championing representation; and Component 3: Co-creative organization inclusion through a supportive and collaborative culture.

**Keywords:** workplace inclusion, innovative work behavior, psychological safety, self-efficacy, perceived organizational support

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