

DISSERTATION

**TOPIC : ANALYSING THE IMPACT OF DIVERSITY AND
INCLUSION ON COMPANY PERFORMANCE AND EMPLOYEE
SATISFACTION**

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**Master's Degrees by Examination and Dissertation
Declaration Form.**

I, SAINATH SEVAKULA, declare that this dissertation has been composed by myself, that the work contained herein is entirely my own except where explicitly stated otherwise in the text, and that this work has not been submitted for any other degree or qualification, in whole or in part, except as specified.

Signature : SAINATH SEVAKULA

Date: 17/06/2024

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Chapter 1: Introduction

1.1 Introduction to the Research Topic

The dissertation introduction will be viewed as a door, which can help the readers to know the situation where the research was carried out, objectives and aim of the study, the importance of the study, and the problem that the research will address. It leads the read to understanding the rest of the story by asking questions, which makes the story follow a logical sequence and create an impression the reader expects. In the dynamic present corporate decision-making environment, diversity and inclusion are becoming the most determining factors for business performance and the rate of employee satisfaction. This research aims to find out how diversity and inclusion management is affecting the company performance and the level of employee satisfaction in Great Britain. This is one of the things that companies must bear in mind since diversity and equal opportunities in the work environment could be the decisive factor in making the company prosper in the globalized and multi-cultural world. The study through a microanalytic approach intends to disclose the practical consequences of implementing diversity and inclusion strategies which can finally lead organizations to improved performance and the creation of a more enriching atmosphere for employees.

1.2 Background

According to Afshari and Nasab (2021), the role of D&I as an essential element in the current business context cannot be overestimated. Diversity is when there are multiple groups with different traits and background, whereas inclusion is about creating an atmosphere where every person feels accepted and involved. This recognition came about with the acknowledgement that diverse teams are creative, innovative and productive. Many studies contribute to the positive relation between diversity and business performance, stressing the superiority of diversity teams in decision-making and innovation. In addition, legal demands and regulations require businesses to be proactive in promoting D&I to avoid legal issues and to maintain their reputation. Therefore, most of the companies have taken their D&I initiatives such as training and mentoring. Although awareness on the D&I topics has been spread, organizations still struggle to achieve their goal of diversification and inclusion. Therefore, this indicates the difficulty of integrating D&I factors in the organizational culture. These obstacles must be overcome to show the effectiveness of D&I programs in demonstrating the gender diversity and organizational

efficiency in the workplace. A crucial impact of D&I on both organizational performance and employee satisfaction in the UK cannot be overstated for UK companies. Now, with intense competition, D&I integration results in innovation, creativity and productivity, which in turn makes attracting and retaining talents easier. A diverse culture fosters employee engagement and ultimately job satisfaction which in turn reduces turnover and enhances productivity. Diversity of the team contributes to a competitive advantage, providing various perspectives and consequently better decision making and creativity. The UK law such as the Equality Act of 2010, which contains the principle of D&I, forbids discrimination and requires to follow the law. Diversity and inclusion in the workplace improves employee well-being and corporate effectiveness. Companies must know and practise D&I activities to flourish in the UK market.

1.3 Rationale

What is the issue?

The problem centers on the absence of comprehensive and bespoke approaches related to diversity and inclusion (D&I) in UK corporates.

Why is it an issue?

The problem is substantial because organizations face challenges in understanding the direct influence that D&I programs have on company profits and workers satisfaction. Typically these general approaches do not resolve specific organizational challenges thus undermining the effectiveness of D&I efforts.

Why is it an issue now?

It is very essential now because the workplace has become more of a diversity and inclusion culture. Diversity and inclusion are increasingly recognized as essential driving force for innovation, productivity, and talent attraction and retention.

What light does it shed on the research?

This concern highlights the imperative for a detailed comprehension and application of the diversity and inclusion implications which is quite applicable to the UK corporate sector. This research will examine the problem of fostering diversity and inclusiveness and offer advice on

how to address the matter and its subsequent implications on organizational outcomes and employee experience (Bonneton et al., 2022).

1.4 Problem Statement

According to Crane and Hartwell (2019), the UK private sector faces challenges that are rooted in the non-existence of a vast amount of literature including complex solutions to the problems of Diversity and Inclusion (D&I). In spite of the hype around D&I, organisations often do not realise the connection these programmes have to business effects and employee satisfaction thus creating a bias against crafting customised solutions which are in tune with the UK market. Often, just-one-scope-fits-for-all-cases does not fit the specific needs of organizations and this makes D&I efforts led to a lower effectiveness. The other limitation is that the literature on D&I is not comprehensive and elaborate enough for the United Kingdom, and this limits the possibilities for organizations to operate, innovate effectively and be competitive long-term). What this means in practice may not be as well understood by the global research insight looking at the UK's conditions which includes the UK cultural, legal contexts and its impact on UK's workplace diversity and inclusion. Solutions to these challenges ensure that organizations can maximize the benefits of diversity and inclusion efforts and achieve desirable results in the workplace and the entire organization.

1.5 Aim and Objectives

Aim:

The prime aim of this research is to analyze the impacts of Diversity and Inclusion on company performance and employee satisfaction in the UK.

Objectives:

- To assess the importance of diversity and inclusion for positive company performance and employee satisfaction
- To identify the impacts of diversity and inclusion on company performance and employee satisfaction
- To recognize possible challenges related to diversity and inclusion on company performance and employee satisfaction

- To recommend possible solutions for adopting diversity and inclusion on company performance and employee satisfaction

1.6 Research Questions

Based on the research objectives, here is a list of research questions:

- To what extent do diversity and inclusion shape the overall organizational performance in the UK corporate environment?
- What is the relationship between diversity and inclusion and employee engagement in UK organisations?
- Here are the common problems that UK organizations encounter in this area:
- Which best initiatives can UK businesses undertake to address diversity and inclusion issues in their establishments as well as improve organizational performance as well as employee satisfaction?

1.7 Significance of the Study:

The importance of the research on this topic, the influence of diversity and inclusion on the company performance, and the employee job satisfaction cannot be underestimated. This research has several practical applications for businesses, employees, policymakers, and scholars, therefore. For companies, the results of the study can be used to comprehend the advantages of diversity and inclusion in enhancing business performance. Through the adoption of an effective diversity and inclusion plan, organizations can benefit from the unique views and experiences of their workers, which will ultimately contribute to a higher degree of innovation, creativity, and productivity. In particular, it can be connected with higher financial outcomes, competitiveness, and market shares. Furthermore, a barrier-free and inclusive workplace can enrich the organization's reputation thus improving its attractiveness to potential employees, customers, and investors (Dessler, 2020).

According to Gallardo, Thunnissen and Scullion (2020), the study's outcomes can allow workers see the crucial part diversity and inclusion in creating a good working atmosphere. Diversity and inclusivity in the workplace can be the reason for higher job satisfaction, engagement, and retention, when staff feel they belong, valued, and respected, and are empowered to share their skills and knowledge. This may lead to lower employee turnover rates, enhanced morale, as well

as better work-life balance. To the policymakers, these findings can be the factor that shapes the policies and regulations that will encourage diversity and inclusion in the workplace. Through clarifying the advantages of diversity and inclusion, policymakers can put forward policies that help companies implement diversity and inclusion strategies and as a result, the workforce will become more diverse and inclusive. It can lead to enhanced social cohesion, reduction of inequalities and increased economic development. The study allows academia to add to the existing body of knowledge of diversity and inclusion. The research can reveal to scientists the relations between diversity and inclusion on the company's performance and employees satisfaction, which in turn spark the creation of new research questions and hypotheses. Additionally, these results can be useful to academic programs and curricula which are based on diversity and inclusion making leaders of tomorrow with such knowledge and skills.

1.8 Scope and Limitations

Scope:

The study investigates the role of diversity and inclusion in enhancing company performance and employee satisfaction in the UK. The research will evaluate various industry sectors like technology, health care, and manufacturing among others to establish a holistic view of diversity and inclusion initiatives in different sectors. Diversity and inclusion initiatives in the study will be focused on gender, race, ethnicity, age, and disability. This happens because these areas of diversity & inclusion are the most popular ones in the organizations as well as ample research is available on them (Halid, Yusoff and Somu, 2020).

Limitations:

As stated by Harsch and Festing (2020), several potential study limitations and constraints should be acknowledged. Secondly, the study is specific to the U.K, and the results may not be applicable to other countries or areas. To begin with, the research concentrates on a small subset of sectors, and the results might not be inclusive of all sectors. Finally, the research is based on secondary data and a literature review that may have some limitations of data quality and access. Moreover, there is the limitation of the data accuracy and completeness and the possibility of a bias in the way the data are interpreted. On the other hand, the study may also be limited by the time factor, especially if the researcher does not have access to the most recent data or

information. Nevertheless, the study is designed to provide substantial sheds of light on the consequences of diversity and inclusion on company profitability and employees' satisfaction in the UK.

1.9 Structure of the Dissertation

To provide a clear roadmap for the reader, the dissertation will be structured into the following sections:

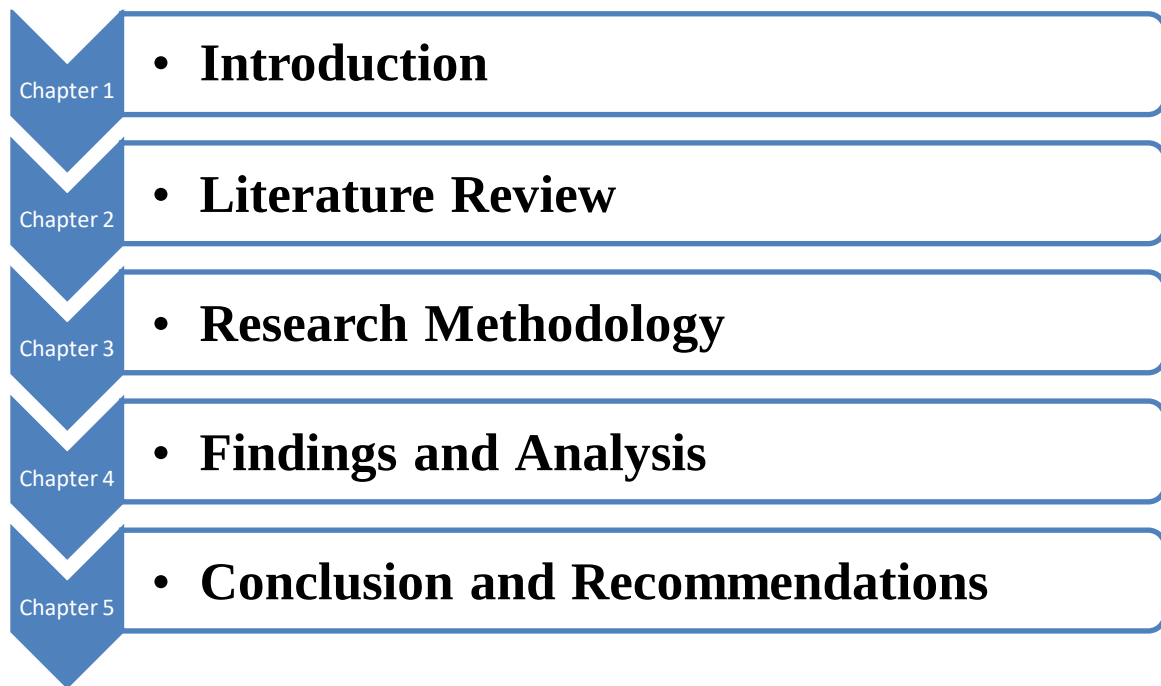


Figure 1: Dissertation Structure

(Source: Designed by the researcher)

1.10 Definitions of Key Terms

It is essential to keep consistency and clarity of the dissertation, that is, to define terms used in the research. undefined

Diversity: By variety, we mean the presence in organization of groups or individuals with different features, backgrounds and experiences. These include racial, ethnic, gender, age, religious, gender orientation, and disability, among many others. Diversity is not only about increasing competitiveness, it is also bringing different ideas and perspectives to the play enabling creativity and innovation (Jooss and Burbach, 2021).

Inclusion: Inclusion is broader than simply diversity by providing a scenario whereby all persons are respected, valued and supported. This entails developing of policies, practices, and procedures that strive for equal opportunities and address possible biases, therefore, all employees are able to feel at home and can do their best. Diverse organizations tend to have the ability to attract and retain the best talents, promote employee wellbeing, and increase customer satisfaction.

Company Performance: According to Kravariti and Johnston (2020), the term Company performance means the degree to which the company meets its goals and objectives. This is done through varied metrics like financial performance, market share, productivity, and customer satisfaction.

Employee Satisfaction: Employee contentment is to what degree employees are pleased and gratified in their workplace. Most times, it is associated with variables like job security, work-life balance, compensation as well as opportunities for growth and development (Batt & Watkins, 1995). Happier workers are more productive, have lower turnover rates, and provide better customer services (Kaliannan et al., 2023).

This dissertation aims to establish these key terms for purposes of clarity and consistency in the concepts throughout the research.

1.11 Summary

By doing this, the researcher has already built the foundation for an in-depth case study that supports the effect of diversity and inclusion on company performance and employee satisfaction. We highlighted the topic's importance, presented research questions, objectives and theoretical frameworks, and talked about dissertation structure. Subsequent sections will focus on literature, challenges, strategies, and consequences, with the goal of providing awareness as well as recommendations.

Chapter 2: Literature Review

2.1 Introduction to Diversity and Inclusion

Diversity and inclusion have become major priorities at the workplace because the companies are appreciating the benefits they bring. Diversity includes different characteristics and upbringing, while inclusion provides a safe space. Eventually, diversity initiatives expanded from the equal opportunity employment to cover other aspects like age and sexual orientation. Recently, the inclusion is seen as a norm as it shows the efficiency of the diversity use. Studies reveal that a homogeneous and non-inclusive work environment negatively affects employee satisfaction, productivity and creativity. Companies that are made up of diverse staffs and cultures tend to perform better financially than the others. Therefore, diversity and inclusion should be taken into account and encouraged since it is vital to business success and competitiveness.

2.2 Importance of Diversity and Inclusion for Company Performance

As per Cunningham (2019), diversity and inclusion are known as effective business elements, which leads to the flow of research aimed at proving the positive connection between their existence and company performance. How diversity and inclusion positively impact company performance is by promoting innovation, creativity and responsiveness within firms. A diverse organization yields diverse ideas, and this results in improved problem solving and decisions making. This means that when employees feel that they have been involved in organizational affairs, they will not feel like leaving and this will enhance productivity. The data shows that firms with diverse boards are in a better position as compared to other firms to generate better profits. Example of this finding is that McKinsey one report stated that companies with a more diverse workforce are likely to perform better than those with lower diversity in their team. As an example, the report discovers firms are 15% more probably to outperform competitors with lower diversification in workforces. On the other side, Catalyst study pointed out that the firms with women at the top earned a better return on equity and assets than the firms without women among top executives (Cunningham, 2019).

Theoretical Perspectives:

According to Cunningham (2019), a number of theoretical approaches explain why diversity and inclusion impact on the companies' success. From one perspective, diversity and inclusion build creativity and innovation. A plurality of a workforce is characterized by the participation of people with different backgrounds, experiences and perceptions that are the basis for the exploration of new ideas and approaches. This may result in the improvement of products and services, which are the backbone of every competitive edge a company can have. A further view is that diversity and inclusion increases the efficiency of decision-making. When more narrow views are embraced, the decision-making process is more robust and better decisions are made. That's because disparate viewpoints may uncover where possible blind spots and biases are, which will result in better decision-making leadership. Besides diversity and inclusion also assists companies in growing their market share. A diverse workforce can uniquely understand and relate to a diverse customer base, which results in a higher level of customers' service and satisfaction. This can help businesses to attract and keep customers from various backgrounds, widening their shareholder base.

2.3 Importance of Diversity and Inclusion for Employee Satisfaction

Employee satisfaction is a key component of any organization's success, because it impacts productivity, turnover rates and the organization's performance positively. When the employees know that the employer appreciates them for their differences, then morale, as well as productivity, improves. Non discriminating practices refer to the creation of equal access to resources and opportunities for all human beings. This results to decreased turnover rates, increased morale and thus improved teamwork. Finally, diversity and inclusion create a more loyal and motivated workforce to the mutual benefit of the employees and their employer. Say, for example, the study revealed that workers who believe their organization is diverse and inclusive report higher job satisfaction and engagement. Moreover, research found that the staff members who feel that their organizations' culture includes them are more likely to be satisfied with their jobs and committed to their employers (Daniels and Thornton, 2020).

According to Dayley (2020), the relationship between diversity, inclusion, and employee satisfaction as supported by the theoretical perspectives is also important. For example, according to the JD-R (Job Demands-Resources) theory, the employees tend to have positive emotions and job satisfaction when they feel accepted and appreciated in their work

environment. Furthermore, the concept of social identity suggests that people derive their group identity or belongingness from their memberships which influence their attitude and behavior towards their organization. For instance, diversity training is a training in which room in working environment can be created for employees to accept one another and the working environment can become more inclusive. Mentoring program can foster a feeling of belonging and serve as a retention tool through heightened job satisfaction. In addition to that, employee resource groups can be a source of community and support for diverse workers who in their turn become more engaged and reach higher job satisfaction.

2.4 Challenges and Barriers to Diversity and Inclusion

Instituting and managing diversity and inclusion programmes can however be problematic for organizations as they will encounter resistance from different quarters. These hurdles and barriers can influence the companies' results and the employees' satisfaction making them be resolved appropriately.

Resistance from Dominant Groups

As stated by Mitchell et al. (2020), the major problem concerning inclusion and diversity is opposition from dominant groups in the organization. Such groups can hold prejudice of the changes that diversity and inclusion bring about and they may refuse to improve them. Moreover, this resistance will take different forms, including procrastination, pushback, and also, the opposition. This can be dealt with by including the oppressive groups in diversity and inclusion process to mitigate their fears and doubts and to show the benefits of a diverse and inclusive environment. This can be done through training and education on diversity and inclusion, as well as creating platforms where dominant groups have a chance to participate in the process.

Unconscious Bias

Another fundamental obstacle to diversity and inclusivity is unconscious bias. Another type of bias is the unconscious or hidden bias that influences our decisions and judgments without our conscious awareness. These biases cause hiring, promotion, and even partnership actions in a skewed manner that reinforces and perpetuates the status quo and restricts diversity. Such as awareness raising and employee training strategies, the organization should develop and

implement the strategies to fight the unconscious bias. This training can enable the employees understand their biases and learn how to deal with them. Moreover, the organizations can put in place policies and procedures intended to minimize the power of the unconscious bias, for example, the blind hiring process (Owen and Manis, 2021).

Tokenism

According to Pichler (2020), tokenism implies the practice of appointing or promoting people from marginal groups to create a sense of diversity and inclusion, without dealing with the root of the problem. Tokenism imposes a fake diversity and inclusion, causing feelings of dissatisfaction among employees from underrepresented groups.

2.5 Theoretical Frameworks

Social Identity Theory

As per Alli (2022), according to the Social Identity Theory (SIT), people build their identities and find a place where they belong from the groups they belong to. With respect to issues of diversity and inclusion, SIT indicates that people naturally tend to identify with groups that have similar traits, such as race, gender or ethnicity. Such demarcations might result in "we" and "they" categories that negatively influence group performance. Workplaces which do not discriminate create a team spirit and a feeling of being a family for all workers. This, in turn, may result in enhanced cooperation, imagination, and productivity as everybody feels free to express their opinions. Workplaces that are exclusive can promote the growing of a "us against them" mentality, as well as discrimination for a certain group. In that way, employee morale, turnover, and overall organizational performance may drop.

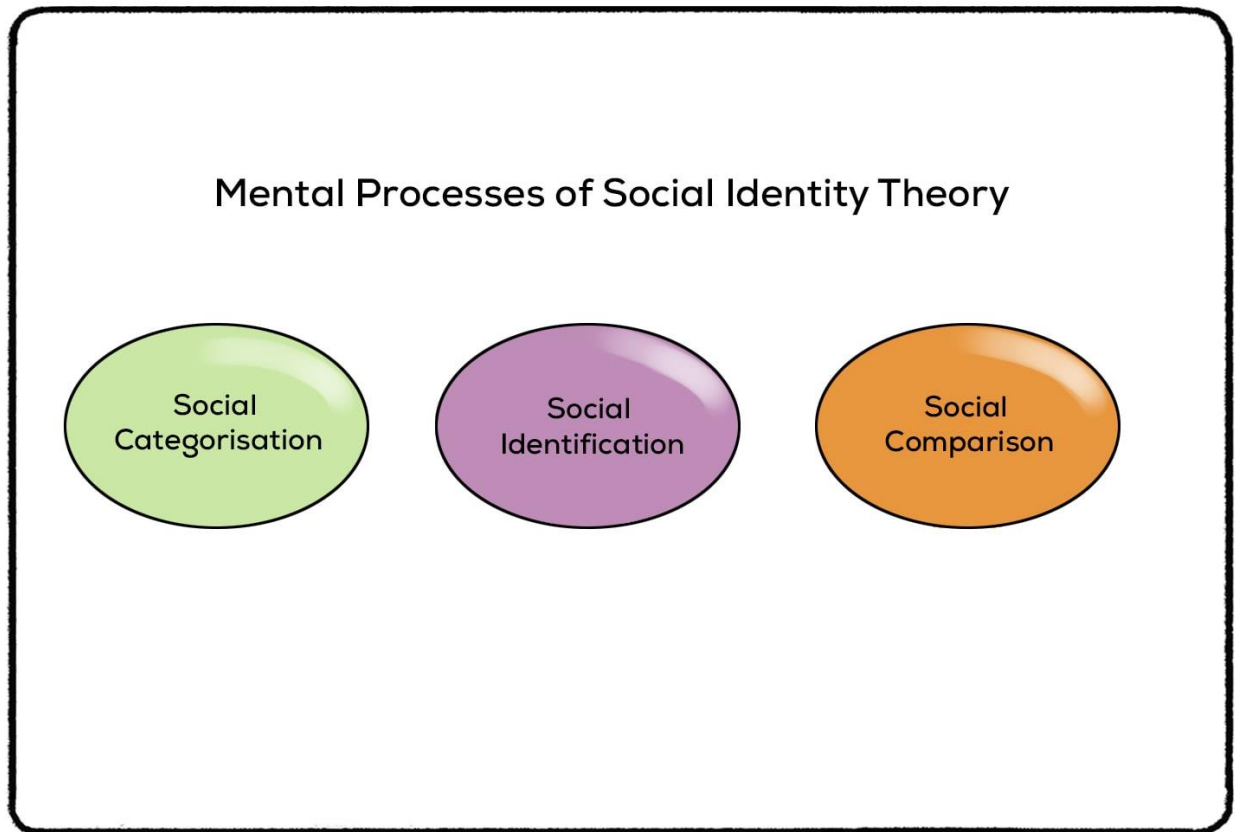


Figure 2: 2.5.1 Social Identity Theory

(Source: Self-Developed)

SIT emphasises intergroup interactions in organisational outcomes. This means tribes are integrated when respected equally. Sharing perspectives fosters creativity, innovation, and information exchange. Bad intergroup relations may cause disagreements, distrust, and decreased collaboration, hurting organisational effectiveness. Equal and inclusive policies should foster worker belonging, intergroup accommodation, and shared identity, according to SIT. Groups with varied perspectives and experiences may improve operations and employee happiness (Blanck et al., 2020).

Diversity Climate Theory

As stated by Bernstein, Salipante and Weisinger (2021), the diversity climate theory states that workers' attitudes and behaviours on diversity and inclusion are primarily determined by the organization's culture and values. A positive work environment in which people from different backgrounds feel accepted and belong promotes job satisfaction, productivity, and employee

retention, whereas a negative work environment that makes people feel discriminated, bias, and excluded leads to job dissatisfaction or even employee turnover. The diversity climate hypothesis acknowledges leadership commitment, communications, as well as training as the critical building blocks of a diverse and inclusive workplace. Leaders who discuss and act on diversity and inclusion problems create a positive environment. Mutual conversation regarding bias and intolerance may foster variety. Diversity training programmes that sensitise and promote inclusive behaviour may also help workers comprehend workplace diversity and inclusion.

In the case of Britain, diversity climate theory can be utilized in order to shed light on the reasons some businesses fail to attract and retain diverse workforce inspite of diversity and inclusion programs. A report by the CIPD revealed that although 71% of UK employers have diversity and inclusion policies, the employee's perception is that only 35% of those companies are genuinely committed to diversity and inclusion. The disconnection in turn indicates that organizations may seem to leave out creating a positive diversity climate, which in turn may create employee dissatisfaction and turnover. Organizations need to go the extra mile to bring their policies and procedures to life by instilling a culture of inclusion (Bernstein, Salipante and Weisinger, 2021).

Resource-Based View (RBV)

As stated by Barrett (2021), rBV holds the idea that entities with unique and valued features are more prone to the acquisition of market share and superior performance. Diverse and inclusive companies may possess valuable resources and competencies, as per RBV. Workplace diversity, work experiences, and perspectives generate a non-stop buzz of innovation and creativity. In contrast, inclusive techniques boost motivation and productivity by fostering belonging and engagement.

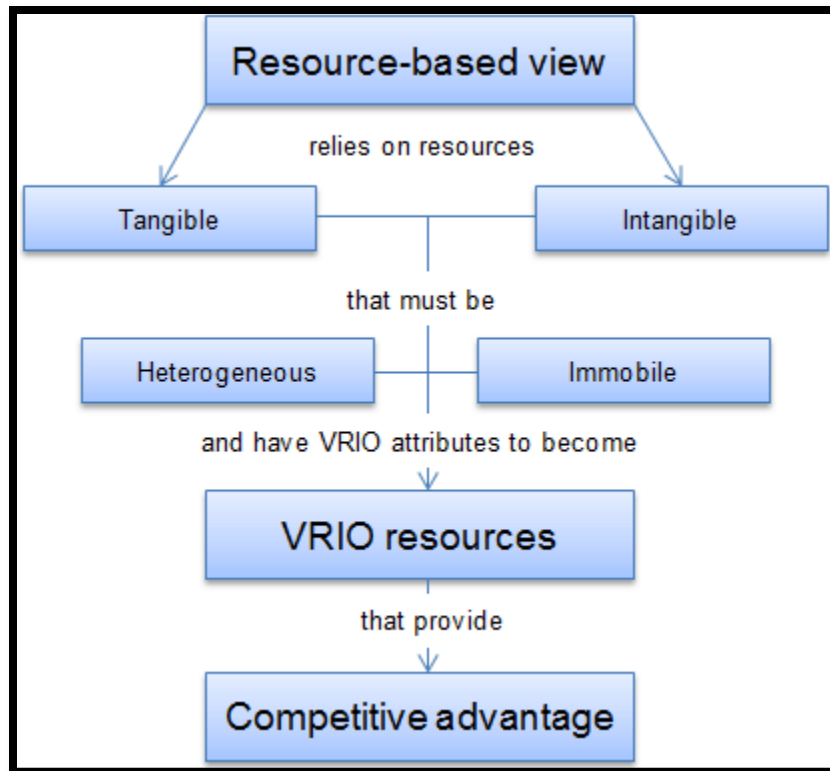


Figure 3: 2.5.3 Resource-Based View (RBV)

(Source: Self-Developed)

Research results show that the organizations that are more diverse and experimental are more successful than those that are less diverse. However, according to McKinsey, companies that have a diverse workforce exceed others and show more efficient ways of recruitment and talent retention. Following the RBV perspective, organizations that are not alike and complex are flexible to deal with novel situations and changing needs of clients. The workforce of mixed competence will add a new dimension to marketing strategies while diversity is a seeding creativity and innovation. RBV encompasses the expenses of human resources which are tied to the hard part of generating and re-enforcing diversity and inclusion in the company. Organisations have to be effective in hiring and retaining a wide variety of workers, providing the proper training and also creating an inclusive environment. On the whole, the Resource-based View (RBV) takes into account how the diverse and inclusive environment affects the organizational performance and employees' satisfaction. Diversity can become a driving force for innovation in companies (Combs, Milosevic and Bilimoria, 2019).

Social Exchange Theory

According to Cusson et al. (2023), the social exchange theory (SET) asserts that people evaluate whether the costs of a relationship or benefits are worth it. The advantages and disadvantages of working with colleagues from diverse backgrounds need to be researched in diversity and inclusion as demanded by Stephen Environmental Technologies (SET). Social exchange theory gives emphasis to social exchange that basically implies the exchange of goods, commodities, and services between individuals and societies. In diversity and inclusion practice, workers from different cultures work together to share their opinions, views, and experiences.

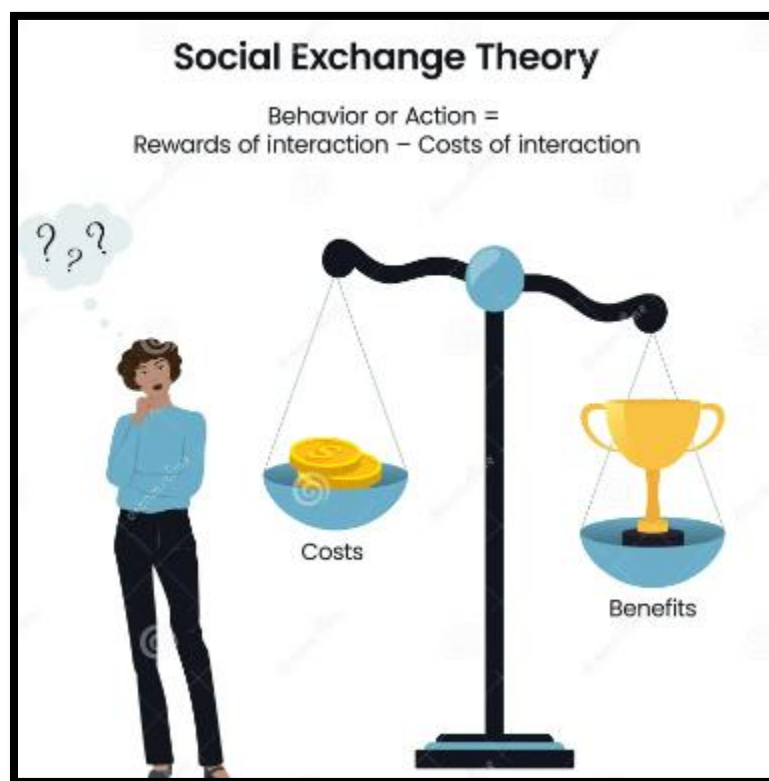


Figure 4: 2.2.4 Social Exchange Theory

(Source: Self-Developed)

According to the SET theory, people assess their relationships by the benefits and drawbacks he/she perceives. When benefits are greater, people are more likely to stay and participate in the community. If the expenses outweigh the advantages, individuals are more likely to avoid or dislike the connection. SET found that workers would accept such an involvement provided they

could see the advantages outweighing the risks. If there is anything fresh and valuable to learn, a worker may start a discussion with a person from another culture (Caldwell, 2022).

According to Jr et al. (2022), argues diversity and inclusion programmes have negative effects for certain individuals. In this approach, the employee may feel nervous or intimidated with other coworkers, which may negatively impact the connection. SET helps explain how employees establish attitudes about coworkers from other cultures and how these perceptions impact diversity and inclusion initiatives. Diversity and inclusion methods that recognise the role of social interchange in influencing employee attitudes and behaviours will help establish good connections between individuals from diverse backgrounds.

Inclusive Leadership Theory

Inclusive leadership theory refers as a leadership style that involves empowering employees, encouraging diversity, and supporting equality and inclusion among the members as keys to the sustainable leadership. The theory emphasizes on the fact that due to inclusive leadership behaviors, the hierarchical superior-subordinates sentiment amongst the employees of different nationalities can be eased out. This, in consequence, leads to the higher work satisfaction, better production & overall organizational performance. To make a difference though, involved leadership involves behaviours that add to orientation to inclusiveness like compassion, active listening, and empowerment (Jr et al., 2022).



Figure 6: 2.2.5 Inclusive Leadership Theory

(Source: Self-Developed)

There are several key components of inclusive leadership theory, including, diversity and Inclusion Awareness: It is highly necessary for a leader to realize and acknowledge the diversity problems within the organization, and he/she must be determined to provide the necessary and effective solutions. The leaders need to appear to encourage an environment that inclusivity thrives- putting in empathy, active listening, and empowering people. Leaders are to ensure that all employees irrespective of their backgrounds are engaged and develop a feeling of being valued and attached to the organization. The leaders shall make sure that the performance management systems are impartial and unbiased and that they provide chances for everyone to grow and progress. Leaders should endeavor to build a workplace culture that celebrates diversity and provides equal chances for all employees.

As stated by Cunningham (2019), the theory of inclusive leadership has been backed by many researches that have demonstrated that the leaders who practice inclusive leadership behaviors have higher rates of employee engagement, job satisfaction and productivity. Moreover, the

organizations that support diverse leadership have been observed to boost financial performance and get better employee retention. In the end, Inclusive leadership theory emphasizes the leadership characteristics that ensure that diversity, equity and inclusion are respected in the working place.

Institutional Theory

Given that organizations are deeply rooted in the real world and heavily dependent on external factors, they can't be regarded as entirely self-sufficient. The diversity of their practices and policies is determined by these very factors that mobilize and drive them along. Take as example, firms from countries with remarkable fair and favorable policies on equality at work are likely to put into operation diversity and inclusiveness (D&I) policies that are aligned with such principles. Not only are sectors that have a record of diversity and inclusion, but also special efforts like educational seminars, women leadership, and in-house workshops send signals of commitment through such actions that are often gentle yet strong. Then the institutional theory looks into incongruities between formal organizational policies and informal norms. The organizations will struggle to build inclusive cultures if their programs don't count as a critical part of workplace culture, seen by employees as an equally important task as their other work roles. Coming after the flourish of a cultural D&I in the society, the firms can easily move with the values of their employees and the customers thus assuring their business need. Fundamentally institutional theory examines the multifaceted interplay between legal systems, social norms and the organizations themselves that sheds light on the complex reasons that D&I program work cultures exist.

2.6 Factors Influencing Diversity and Inclusion Initiatives

Initiatives targeted to increasing Diversity and inclusion is of essence in workplace that highly respects and rewards people of all background. Most definitely, for successful running of the drives, there are some points which have to be considered. This part of the work outlines the salient points of the factors that contribute to the effectiveness of diversity and inclusion in organizations (Henao, Gregory and Dixon, 2021). Implementing diversity and inclusion frameworks is complicated. Lack of management or staff support, self-inflicted prejudices, and insufficient training are others. Fairness requires ongoing work and resources to provide equal chances. Diverse groups may have communication, conflict, and cultural issues. Assessing

diversity programs' success is difficult. Learning, active listening, and a clear, supporting business goal are needed to overcome these problems.

Leadership Commitment

As per Hopkyns and Hoven (2022), a key factor in the success of the diversity and inclusion efforts is the commitment from the organizational leaders. Leadership, on its part, will demonstrate the effectiveness of diversity and inclusion advocacy by their real pledge and active contribution to these programs. Leadership support for diversity and inclusion correlated with a reduction of discrimination and improvement of work satisfaction (Umer and Frain, 2023).

Organizational Culture

As stated by Jones and Murphy (2019), the culture of organization that appears as a main driver of any diversity and inclusion movement. The organisational culture tends to be a key element that determines either how successful or unsuccessful the diversity and inclusion programs would be. An integrated culture promotes collaboration, respect, and open communication between employees of different backgrounds. Study revealed that organizational culture was a crucial element in diversity and inclusion. They discovered that companies with a workplace culture emphasizing diversity and inclusion tend to have higher employee satisfaction and performance.

HR Policies and Practices

HR policies and practices play a crucial role in the successful implementation of diversity and inclusion strategies. Through HR policies designed to promote diversity and inclusivity, organizations should put in place recruitment and selection processes that encourage diversity and eliminate bias (Leung, 2020).

2.7 Role of leadership in promoting D&I within organizations

Leadership is pivotal in the establishment of diversity and inclusion (D&I) in organization by acting as the incliners of culture, drivers of initiatives and facilitators of an inclusive culture. A leader who cares about diversity and inclusion (D&I) communicates that commitment through what he/she says, what he/she does, and his/her policy choices. They express their taking on a clear vision of diversity and inclusion that is in line with the organization's values and strategic

development factors. Leaders who promote D&I initiatives will bring together people to engage in them and strive to create a diverse and inclusive workplace with themselves. The role of leadership in implementing new policies and practices to support D&I is significant since it includes, but is not limited to, the introduction of the D&I training programs, establishment of the inclusive recruitment and promotion procedures and fostering the representation of diversity at the highest level of an organisation. Also, leaders are active participants in underrunning unconscious bias and discrimination across the organization and in achieving fairness and equality (Parnell, 2019).

As per Pronk (2021), moreover, leaders have to actively listen to the differing opinions of every single employee and hold in high esteem all the varied views and experiences. Through making a kind of surrounding where people are able to feel inspiration, appreciation and well worth leaders encourage a sense of belonging among team members. End seeing, that is, outstanding leadership with regard to D&I yields employee engagement, retention and productivity.

2.8 Best Practices and Strategies

Organizations need strategic and constructive approaches to make the most of the benefits derived from diversity and inclusion. Leading companies are taking active roles by implementing various initiatives to promote diversity and inclusion practices in the workplaces. Undefined as the training does not stop at just expressing that diversity and inclusion are important for the team but also how to execute it in the workplace. For instance, this training can deal with subjects like implicit bias, microaggressions and intercultural competence. Diversity and inclusion training are mandatory for all IBM employees. These efforts helped with the improvement on various diversity and inclusion metrics.

Employee resource groups (ERGs) refers to the voluntary group of employees who link up with a common objective to foster inclusive and diverse workplaces. ERGs can become a platform for including all the employees of different backgrounds, through communication and support. Google's ERGs have been one of the stellar assets contributing to diversity and inclusion among the employees. An illustration of the latter is, for instance, the Black Googlers Network, which has definitely contributed to the rise of black employees in Google (Paiz, 2019). Mentorship programs may be one of the solutions for underrepresented people to reach their potential and progress in their career path by assigning them a mentor who can provide more than just

counseling. Mentors can be also a source of skills for trainees and they can network within the organization through mentors. With Coca-Cola introducing a mentorship program, the number of women and minority people in leadership role has been greatly increased.

As stated by Rastetter et al. (2019), having a flexible work programs is timesaving and allows employees from different cultural backgrounds with work and family obligations. For example such things as remote working, flexible hours, and parental leave can facilitate better employment scenarios and help to tackle the employment turnover. The flexible working arrangement of Amazon has supported promotion of the diversity and inclusion . Amazon employees enjoy the flexibility of either working from home or assigning a befitting work schedule.

2.9 Literature Gap

The existing body of research on diversity and inclusion pays much attention to diversity concept definition, diversity exact meaning, and especially diversity influence on the organization's efficiency. While the fact cannot be denied that there is a paucity of studies that measure the relationship between diversity, inclusion and job satisfaction among UK workforce is one of the reasons. As for the most pertinent investigations, they are usually carried out in the USA setting which could not be directly transferred to the UK context because of its specific social, cultural and economic features. Furthermore, the literature to date emphasizes mostly the business case with a focus on diversity and inclusion. The literature in this area highlights the benefits of a more diverse and inclusive work environment which include more innovative thinking, creativity and productivity. Despite this, what needs to be emphasized on this point is further researches that focus on employees role, and examine how diversity and inclusion influence workers satisfaction and wellbeing (Stanford, 2020).

According to Syed and Ozbilgin (2019), in this respect, research has been more inclusive of dimensions such as gender, race and ethnicity, but not as much regarding others, like age, the disabled and sexual orientation. There is an imperative to thoroughly comprehend the concept of diversity and the effect thereupon on employee happiness. Moreover, the literature had mostly zeroed in on the subject of leadership in the promotion of diversity and inclusion and less on the subject of others vested interest like that of the employees, unions, and suppliers. For a more refined picture of the place and duty of various stakeholders in making the concept of diversity

and inclusivity more prevalent there is a needs. Among the final of the factors that attract the focus of the existing literature is the influence of diversity and inclusion on employee behaviors and attitudes like job happiness, engagement, and turnover. And although there are studies on how diversity and inclusion affect workers' well-being, such as stress, mental health, and work-life balance, these research are still minimal thus more studies are still needed.

2.10 Conceptual Framework



2.11 Summary

This well-rounded literature review has shed light on the deep impact of diversity and inclusion (D&I) on both company performance and employee engagement. Through the integration of theoretical underpinnings, empirical evidence and applied implications, the review has illustrated the key role of D&I programs within organization performance. It has hence proven that having a diverse and inclusive work environment not only increases creativity, innovation, and decision-making but also tangible ones, which include increased financial performance and competitive advantage. Furthermore, the review has highlighted the negative impacts of unconscious bias, discrimination, and microaggressions on employee morale, turnover and absenteeism and this stresses the need of addressing these problems. Leadership commitment and involvement as well take a place as the main factors of building an inclusive culture and aligning D & I with business goals. Review also highlighted the need for holistic approach that covers various aspects of diversity and presents importance of monitoring and assessing effectiveness D&I programs. In general, this review offers essential perspectives and suggestions, which will help in shaping organizational policies and giving advantage to businesses that will make them independent, diverse and successful in the future.

Chapter 3: Research Methodology

3.1 Introduction to the chapter

This chapter explores the research methodology used to examine the influence of diversity and inclusion on the firm's performance and employee satisfaction. The methodology in this section is intended to be a comprehensive description of the research design, methods, and techniques used to collect and analyze data. This section will also discuss the ethical considerations and also the limitations of the study.

3.2 Research Philosophy- Chosen Interpretivism

As per Bairagi and Munot (2019), the research philosophy, interpretivism, was adopted for the examination with of different views and experiences that are sensitive to the contexts of the society and culture. Thus, such a method works well for the minute examination of problems like diversity and inclusion which is complex because of the number of social, cultural, and ecological aspects that are influencing humans' behavior and thinking. Interpretatism enables researchers in an investigation of personal conception of phenomena through their own respective cultural lens, value systems, belief and backgrounds. View diversity and inclusion as areas of inquiry, interpreting instances of how individuals from different standpoints perceive and feel such actions within the organization. It showed us that diversity and inclusion matter to employees and can be legalised for well-paid jobs. In contrast, interpretivism holds that leadership-designed organisational culture and power relations drive diversity and inclusion.

This research will be guided by an interpretivist approach in order to shed light on the specific effects that diversity and inclusivity have on UK organizations' performance level and the satisfaction of their employees. With this approach, one can analyze comprehensively the diverse issues that may affect how individuals perceive and react to diversity and inclusion, which then helps in coming up with tailored recommendations for organizational change (Camic, 2021).

3.3 Research Approach- Chosen Inductive Approach

As stated by Daniel (2019), the selected inductive approach to this study seems to be the most reasonable and feasible as it provides a solid base to generate novel theories and ideas based on empirical data from UK organizations. The most productive approach for the study of complex social phenomena like diversity and inclusion is this one as it provides the ability to notice key

patterns, themes and connections in the data. This paves the way for a comprehensive understanding of the research theme. In this research, the inductive approach will be utilized to analyze how diversity and inclusion affect company performance and employee satisfaction in the UK based on a comprehensive study of secondary data sources. This process allows researchers to discover key factors of success and of failure, which then inform the development of best advice and strategies for supporting diversity and inclusion. In addition, the inductive way has an advantage for the organization to discover contextual aspects that affect the operation and result of D&I by which the organization could adjust its approach. Generally, the inductive research process is able to produce important information on the complex nature of the interlinkage between diversity, inclusion, and organisational performance which will boost the UK understanding on this critical issue.

Research Design- Chosen Exploratory Research Design

Seeing that the exploratory research design was chosen for this study the impact of diversity and inclusion on business success and employee satisfaction in the UK context was investigated. This opens up various issues related to diversity and inclusion for further research by giving new ideas and hypothesis for future studies. The Exploratory design is especially appropriate in this case since it will help us dig deeper into the intricate issue of diversity and inclusion in the work place. Through the examination of examples of diversity and inclusion including demographic diversity, cultural diversity, and inclusive leadership, we can see trends and connections that have not been previously considered (Dubey and Kothari, 2022).

According to Eisend and Kuss (2019), furthermore among other benefits, the exploratory approach in design enables us to draw different evidence from a variety of information sources like textbooks, reports, and even case studies. While the organizations are collecting these data they may get very significant information about employee engagement and competency with D&I practices and the quality and impact of D&I programs. Not only does this research scheme teach us where more studies and research need to be conducted, but it also enlightens us to where there is a need for more experiments and research trials. The process of doing scientific research is rather complex, while opening the door to new perspectives and thinking may lead us into getting the grounds that will push the discussion of diversity and inclusion in the workplace up ahead.

3.5 Data Collection Method- Chosen Secondary Data Collection

The study will use secondary data collection techniques to collect information on D&I initiatives and organizational outcomes in the UK. Secondary sources of data involve literature, reports, and case studies that have been published by credible organizations, research institutions, and academic journals. The use of secondary sources of data offers several benefits. To begin with, it assists in getting a complete picture of diversity, inclusion, and their impact on organizational outcomes and employee experience. A wide range of secondary data sources is available for research, which can be used for analyzing and synthesizing data to identify patterns, trends, and linkages that could be important for my research (Goffin and Bianchi, 2019).

As stated by Held (2019), in the second place, using secondary data sources is a low-cost and time-saving way of data collection. The data has already been collected, analyzed, and published, which means using primary data collection methods such as surveys, interviews, or observations becomes unnecessary. Moreover, this technique helps to avoid the inherent biases that could result from the use of primary data itself, for instance, sampling errors, data collection errors, and respondent bias. Last of all, secondary data sources become a benchmark for comparison and generalization. By the analysis of data from different sources available, the study can identify similar themes, patterns, and trends that can be compared across different organizations, industries, and contexts. This thus allows to draw conclusions that relate not only to the UK, but also to other contexts, which makes the findings more generalizable and important not only for a UK audience, but also for other audiences.

3.6 Sampling Method- Chosen Purposive Sampling

The researcher used purposive sampling to identify secondary sources that provide meaningful knowledge on diversity and inclusion practices and organizational performance in the UK. The use of purposive sampling gives us the advantage of picking sources which provide multiple view points and extensive coverage of the topic. Through it, various views were presented, and, among other things, the data was formed into patterns and motifs (Hennink and Kaiser, 2022).

The researcher used the following criteria to select secondary sources:

1. **Relevance:** We identified the sources which are a link between the importance of diversity and inclusion in British company efficiency and employee happiness.

2. Credibility: Such whole sources as academic journals, government reports and case studies by reliable companies were chosen by us.

3. Recency: The articles our sources were chosen to be the latest and to reflect the current situation of diversity and inclusion initiatives in UK.

3.7 Sample Size

As stated by Mohajan (2020), the study's sample size was calculated by scrutinizing literature related to workplace diversity, company performance and employee satisfaction. This choice ensured that the diversity and the representativeness in the perspectives and experiences were well managed, covering the various aspects of the diversity such as gender, race, age, and disability. The sample size was considered adequate based on a thematic analysis that revealed recurring themes and patterns. Time limitations and sources' availability impacted the process of selection. This is done by using the purposive sampling strategy, making sure that the relevant groups are chosen and represented. In addition, I used the snowball sampling technique to locate more sources. Thus, the researcher estimates that the given size of the sample would be sufficient to cover major themes and patterns ensuring that the organizational performance and the employee satisfaction can be analyzed properly. The goal of this approach is to provide an extensive look at the subtleties of diversity and inclusion in the work environment..

3.8 Data Analysis- Chosen Thematic Analysis

Our thematic analysis of the data we collected gave us an opportunity to examine the impact of diversity and inclusion on business performance and employee satisfaction. Thematic analysis is a technique of 'revealing, coding and classifying' latent patterns and themes that emerge within qualitative data to derive essential findings. In the beginning of thematic analysis we did, we read through the data a few times to find the initial codes. After that, a coding scheme was deployed to label and cluster the data in themes and sub-themes. Patterns and relationship among data need to be identified and then organized according to research questions (Longo, Molina and Meruvia, 2020).

As per Mosweu and Mosweu (2020), the analysis pointed out some prominent and main topics about diversity and inclusion like the role of leadership, employee engagement and inclusion of policies and practices. We also came up with the subthemes that would fall under each theme

such as how the diversity promotes innovation and creativity and the role the employee resource groups have in fostering a sense of belonging. The qualitative thematic analysis helped us realize how diversity and inclusion aided or hindered performance and happiness among workers in different UK companies. It also helped us to determine the strengths of the companies and weaknesses which they can improve in respect of the diversity and inclusion initiatives.

Through applying the thematic analysis, I was able to discover the meaningful connections and complexity of the problems surrounding diversity and inclusion. Through grouping the data into the themes and sub-themes, we were able to identify the patterns and connections which would otherwise have been hard to see through other methods. Further, the thematic analysis facilitated us to generate actionable findings that can be used in the designing of diversity and inclusion strategies of the UK companies (Patel and Patel, 2019).

3.9 Ethical Consideration

As per Sarigoz (2022), this research case study should be done in accordance with the ethical principles to preserve the honesty and reliability of the research. The study uses secondary qualitative data from literature, articles and cases which may have problems of privacy, informed consent and data protection. Given this, we will put ethics to use, in order to ensure the authenticity and validity of the study. Firstly, the data usage will be in accordance with the Data Protection Act of 2018 and the General Data Protection Regulation (GDPR) of 2018. Information we use ought to be open data and de-identified to guard the privacy of people. Other than that, personal information of an individual will not be collected without the individual's consent.

Also, we will adhere to ethical standards including informed consent. The participants in the project will be informed about the aim of the research, possible risks and benefits as well as their rights as research subjects. In addition, it is worth mentioning that the data of the participants will be highly confidential and anonymized. Finally, we will make sure that the investigation is conducted with the due consideration for the privacy and autonomy of the persons involved. First, we will not collect any unnecessary personal data. The data we need will only be relevant and not excessive. Finally, we shall carry out the research in a manner that is transparent and accountable. We will keep the records of the research process very detailed, which will include data collection and analysis steps (Syakur, 2019).

3.10 Summary

Chapter 3 explains the research methodology in the study context that philosophical reasoning of interpretivism is interpreted as foundation. Inductive research approach with the help of a thematic analysis technique is being applied to examine the nexus of diversity and inclusion and the overall coa and worker contentment in the UK. The article is exploratory with the aim of getting more data together, draw hypotheses and using secondary data collection sources (literature, reports, and case studies) to put everything together. Privacy, informed consent and data protection, when pursued ethically, must be examined from every stone along their way. The purpose of the process is to realize an integration of diversity and inclusion into the organizational setting of the British environment, thus, serving as an informational base for the strategic and practical habits of the organization.

Chapter 4: Findings and Analysis

4.1 Introduction

The final chapter of this study brings together all the data collected and established about the role and efficacy of D&I strategies on organizational outcomes and employee engagement . In this chapter, methods of understanding and analysing KPIs, ideas received from the employees, and performance results will be discussed to explore the successes, concerns, and potential for further D&I initiatives within the organisation. To this end, this research employs systematic methods of measuring and assessing the quantitative impact of D&I approaches on collaboration, trust, innovation, and, most importantly, workforce diversity. Thus, the conclusions made in this chapter can be useful for organizational leaders, HR specialists, and D&I managers and specialists to evaluate the best practices in D&I and work on areas for improvement, experiencing the continuous development of inclusive and equal work environment.

4.2 Findings

Theme 1: Importance of Diversity and Inclusion for Company Performance

It is well understood that diversity and inclusion (D&I) are two essential factors that help build the efficiency of companies (Pinkan, 2020). This research has discussed the positive effects of diversity management, understanding the value of diverse people on staff and a tolerant organizational culture that can increase the overall organizational performance by improving the decision-making processes, increasing innovation, and providing companies with competitive advantages. Having a diversity of employees in a certain working environment is wise because they contribute diverse opinions. Diversity in the teams translates to a diverse set of experience, ideas, and approaches that could be overlooked in a more uniform team. This diversity of thought promotes more robust debates and rationale thinking to arrive at complete and sound solutions. Innovation has been established to thrive in diverse groups as they are more effective in problem recognition and assessment of new risks and opportunities that are instrumental in strategic management and planning. Therefore, companies that have diverse leadership improve...ensure superior financial performance.

It is crucial to note that innovation does not happen in environments that lack diversity in terms of idea generation. In corporations that support D&I, the workers are able to present diverse

perspectives and present innovative ideas which can respectfully disrupt conventional thinking. Employing people with different views and concepts promotes innovation as individuals are free to think unconventionally (SABKI, 2020). For instance, a diverse group of employees engaged in product design is likely to think through the needs and wants of many customers than a homogenous team. It can also produce cutting-edge offerings that assist the company in achieving a strategic position in the marketplace.

Commitment to D&I has a strong foundation, and organizational commitment to D&I brings a strategic advantage. Diverse and inclusive organizations offer employment to candidates globally and people who are in search of organizations that accept diversity and offer respect to everyone. The above research shows that a diverse workforce of talented employees helps the company to serve a diverse customer base, thus increasing customer satisfaction and commitment (Sánchez Gómez, 2020). Additionally, recruitment of a diverse work force and creating a climate that supports all employees enhances staff retention since it is cheaper to retain a workforce than constantly recruiting new workers. Organizations with strong D&I efforts are also likely also to be better placed to venture and perform well in new territories since they understand different cultures' tastes and preferences.

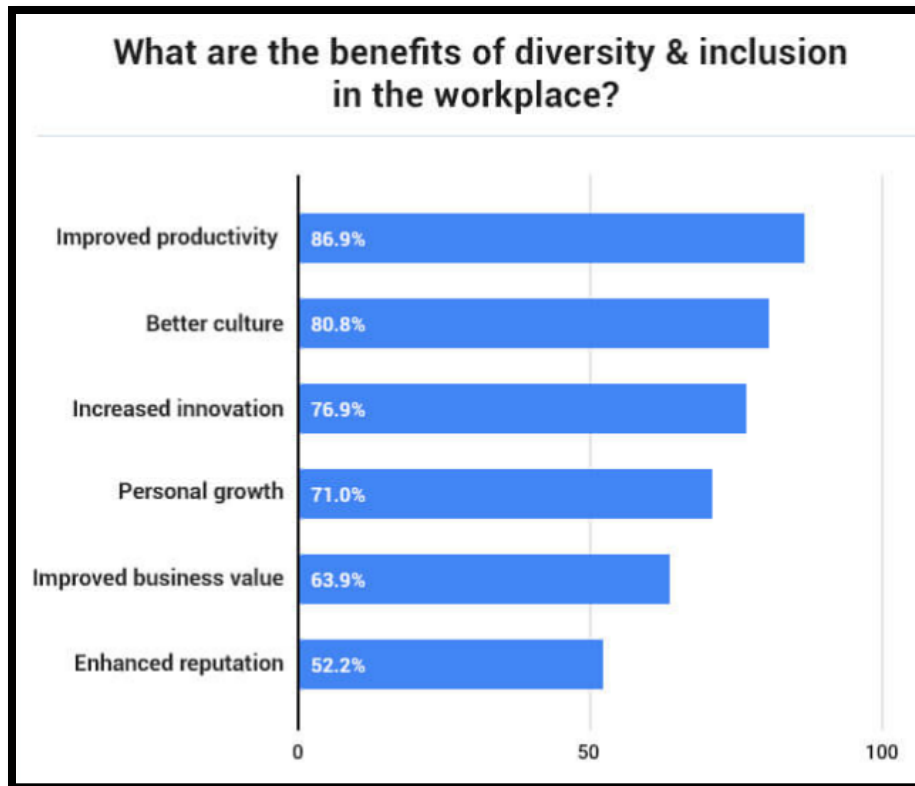


Figure 4.1: Benefits of diversity and inclusion in workplace

(Source: Goodfirms, 2024)

As the figure shows above, workplace diversity that is embraced by organizations yields a direct impact in that performance of employees is enhanced by 86.9%. When the employees are given recognition and they have a sense that they belong in the company, then the job satisfaction improves and this shall lead to an improvement in the level of motivation among the employees. It is the process of ensuring that people within an organization have equal opportunities and more chances of contributing to their organizational objectives. Such favorable organizational climate fosters the optimal performance of employees thus translating to higher company performance. Furthermore, since diverse teams are better in determination of consumer needs, customer satisfaction and Consumers' loyalty is well addressed. Research has shown that D&I is financially valuable (Masnidar, Noveri and Sumarni, 2020). The fact is that companies with more diverse executive teams are rather likely to perform better than their counterparts in terms of profitability. It is established that businesses that embrace D&I not only ensure the right working environment that embraces diversity but also boosts the best financial results.

Theme 2: Influence of Diversity and Inclusion on Employee Satisfaction

Gender diversity and minority employments are essential for promoting and cultivating a healthy working climate that enhances the well-being of employee. This theme focuses specifically on how the current D&I practices raise organizational employees' morale, job satisfaction, and retention rates, as well as the need to embrace diversity in the workplace. Diversity and inclusion have the most impact on employee morale because when people are treated fairly in the workplace regardless of their differences it boosts their morale. When personnel detect that their organization values D&I, they are more likely to feel that they are a part of the team and accepted. It further foster a positive working environment because employees will be more encouraged to work because they feel appreciated (Islamiyah, 2020). High morale plays a crucial role in sustenance of optimum workforce productivity since morale boosts enthusiasm, commitment as well as willingness to work alongside staff from other organizational units.

Perceived organizational support is directly related to self-reported work satisfaction depending on D&I. Promotion of diversity creates equality in the workplace mainly because it offers all workers equal chances to be promoted within the company. In simple terms when the employees feel that their skills and working hard is valued irrespective of the colour bar, then the job satisfaction is bound to occur. In addition, diverse workplaces allow employees to bring out their ideas and opinions to the open floor without regards to any discrimination. This makes workers satisfied with their jobs since they are more certain and assured of their responsibilities due to the liberal organizational culture (Pakpahan, 2020). Overall, student retention rates stand or fall with an organizations' D&I strategy. The satisfaction of the employees also increases as they believe they are important to the company and are welcome to stay as long as they choose. There are also certain costs associated with turnover, which include recruitment costs and training costs, as well as potential losses in productivity associated with employees leaving an organization. This, in turn, can help improve the company's image as a good place to work for people of different backgrounds and lower the turnover rate. Developing and encouraging diversity, giving leadership that embraces diversity, and instituting policies that respect the work and family interface result in higher retention metrics because they are able to meet needs and expectations of employees. This means that the employees are willing to work for the organization that respects them and is willing to reward their efforts and promote their careers.

Diversity and inclusion also relate to the interaction between individuals in a team, thus have a bearing on their level of satisfaction. These teams allow for distinctive qualities from diverse individuals which results to better solutions being developed. The employments of the principles make people work together as a team to enhance efficiency since everyone is accepted to work around their fellows (Fatira *et al.*, 2021). This sense of togetherness improves on the morale of the employees, as individuals feel like they are a part of a family that is supporting them. Further, it becomes easier for the employees to embrace a positive attitude towards their work and other employees they meet in the organization if they realize their organization endorses diversity. D&I refers to the state of affairs of policies, practices, and organizational culture of an organization in terms of how it embraces inclusiveness. If an employee can observe the efforts being made by the employer to promote diversity and equality, he or she is likely to develop a good attitude towards the company and work hard for it. This commitment is complemented by the timely and accurate provision of information, fair practice, and intentional efforts made by the management to foster Diversity and Inclusiveness. Employees who have a perception towards their organization particularly D&I are more productive, committed and satisfied with their job.

Theme 3: Challenges Faced by Leaders in Implementing Diversity and Inclusion Strategies

That is why it is not surprising that managing diversity and inclusion (D&I) is one of the most challenging tasks that can be faced by leaders of the organization (Rubianto, 2020). This theme focuses on examining the challenges that organisations may encounter in implementing D&I strategies; these include resistance to change, bias, and language barriers. Solving these issues implies a careful and consistent effort in the effective promotion of diversity at the workplace. Of all the barriers to implement D&I strategies, the most significant is that of resistance to change. It is possible that some of the employees and even some leaders may not fully accept change hence they will not appreciate policies and practices that encourage diversity and inclusion. This resistance can be caused by low awareness/understanding of D&I benefits, perceptions that change can bring uncertainty and/or negative implications for the employees' roles and organizational context. This is the reason why such resistance must be addressed through the provision of clear and concise communication. First, organizational leaders need to explain why D&I matters and how it helps not only the company as a whole but also its members. Another

way of managing resistance and ensuring that people embrace change is through designing organizational cultures that accommodate those who are left out of the change initiatives.

Another major challenge with D&I strategies is that people sometimes hold implicit biases that they do not know about.

Such structures biases are passive and can influence decisions, personnel selection, development, and behavior in an organization (Kolzow *et al.*, 2021). Managers and other personnel of an organization may be accused of having latent prejudices that may harm the D&I programs. Therefore, long-term training to enable employees to recognize and fight prejudice at the workplace should be put in practice.

Communication is central to the implementation of D&I initiatives but there exists several factors that may hinder the communication process. A diverse team is a pool of employees, who are from different cultures, having different languages or communication styles and due to this difference, there occurs misunderstanding and misinterpretation. Leaders must learn to work around such differences to make sure that everyone is embraced and welcome to offer his /her best. An important starting point is to ensure the that organisational communication policies and procedures are comprehensible and efficient.

A major difficulty with providing D&I strategies in organizations is the issue of responsibility and, in general, the absence of clear indicators of performance. Lack of objectives and standards creates confusion about how to measure the success of diverse and inclusive efforts, and to manage the responsibility that people have in fostering DE&I (Rincón, 2020). To address human capital D&I initiatives, leaders should set SMART objectives for the work. It should also track and provide updates on these goals on an ongoing basis so that the organization can assess the progress it is making. In addition to incorporating performance metrics on D&I, it can also motivate leaders and employees for these processes. The development and execution of strong D&I programs are resource-intensive; human resources, operating expenses, and time are often needed. Still, due to the lack of expertise within the organization or insufficient funds, smaller organizations or those with restricted financial capabilities cannot dedicate enough resources to promoting D&I. It is crucial for leaders to be able to sell D&I as a business imperative to show how it is beneficial to the company and business case as a reason behind the investment.

Theme 4: Best Practices and Key Factors Contributing to Successful Diversity and Inclusion Programs

Best practices that apply to D&I initiatives include a top-down and systemic approach, leadership buy-in, and talent management processes. This theme describes some organisations that have effectively adopted and practised D&I and assembling factors that make it possible to achieve the goals. Promoting business case is another way of ensuring the effectiveness of D&I programs to achieve strategic objectives (Lestari, 2020). Firms that have incorporated D&I as a part of their organizational framework, vision, and mission are often regarded as firms with strong diversity and inclusion policies.

The commitment and accountability of the leadership will always play a critical role when it comes to the success of D&I programs. Management, especially at the top, must advocate for the principles of diversity and inclusion at the workplace. For instance, Satya Nadella, the current CEO of Microsoft, has recently spoken out on the need to embrace diversity at the company and has already started the process of embedding diversity in the company. They also need to ensure that leaders take responsibility for progress towards D&I targets and expectations are set with clear objectives. Organizations that have effective or efficient D&I strategies employ diversity and inclusion in staffing. There are sincerely trying to find candidates from different backgrounds and are very careful in making selections (Amaral, Willerding and Lapolli, 2023). To illustrate this, while working on the Salesforce case, the company has developed programs to enhance the proportion of diversity within its ranks and hire workers from diverse backgrounds, and provide its recruiters with training against bias.

Great D&I programmes also support the inclusion of management teams through leadership training (Permendagri, 2020). They are involved in developing tools and informing leaders how to foster inclusive practices and promote appreciation of every employee. For example, Google provides leadership development programs on DEI that can help leaders in any organization implement change. This is because there are positive relations between inclusive leadership and organizational performance, through enhancing trust, cooperation, and employee involvement. For every organization to have an effective diversity and inclusion strategy, employee resource groups or support networks are vital. These groups give the employees a forum where they can

discuss their issues, share their experiences at the workplaces and fight for diversity and equality at the workplace.

Education and awareness campaigns are central to effective D & I strategies as they have to be ongoing. Employers and organizations that invest time in learning and conversing on these issues set the tone for inclusiveness and acceptance of diversity. For instance, Starbucks develops a strong training plan on D&I for employees and teams across the corporation to understand and be sensitive to the issues. This can be done through daily and weekly workshops, discussions and D&I events that keep top of mind the values and behaviors that are to be reflected in the organisation. It is crucial to include accountability in properly constructed D&I programs because monitoring is typically conducted while looking for opportunities to enhance it (Kunwar, Tiwari and Khadka, 2024). For example, most business leaders including The Coca Cola Company have set measurable goals and outcomes that are diversity related and they often advertise their progress and effects.

Theme 5: Impact of Diversity and Inclusion on Organizational Culture

It is crucial to understand that diversity and inclusion (D&I) are critical organizational culture drivers because they affect the willingness of employees to cooperate and trust their co-workers (Toleu, 2020). This theme examines how diversity management and organisational inclusion define the climate of the broad organisational culture with an aim or promoting creativity, collaboration and civility. Multiculturalism enhances work interdependence and corporate unity. It means that when people gather at work, they are expected to contribute unique outlooks, solutions, and even problem solving strategies (Al-Sulaiti, 2024). Therefore it fosters diverseness of mind, where many solutions are looked at and many perspectives are considered thus leading to the formation of better results and solutions. For instance, firms such as Google strongly advocate for aspects of diversity in the workplace as crucial to fostering collaboration and innovation.

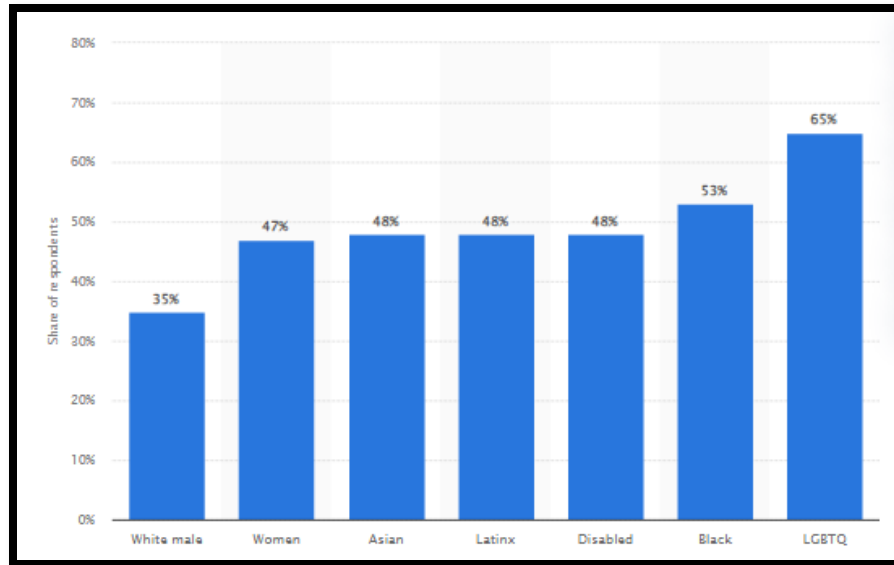


Figure 4.2: Employees believe diversity and inclusion is essential to a supportive company culture

(Source: Statista, 2023)

The above figure indicates that, of the employees who responded and considered themselves as part of the LGBTQ community in the United States, 65% opined that diversity and inclusion are crucial to making the workplace inclusive. If people are encouraged and accepted as what makes them different, they are likely to more have confidence in others in the workplace. When it comes to organizational culture, they encourage people to share information and opinions, to be honest and considerate to one another, and provide conditions that enable people to share their opinions (RAHMAN), (2020). Facebook company focuses on trust-related activities and equal interaction to improve teamwork and employees' satisfaction.

Effective organizational culture fosters employee involvement because it makes every person feel valued and able to get to contribute to workplace. Research has shown that when employees are engaged, and when their individual differences are recognized and appreciated at the workplace, they will work harder creating commitment (Khotimah and Desiani, 2023). Large organizations like Microsoft have formulated strategies to support its employee engagement and diversity through employee resource groups and mentorship. Employees in inclusive cultures are empowered to be responsible for their assignments to work with their counterparts to advance in

their career and the organization, thus increased citizenship behavior, performance, and satisfaction.

It is impossible to deny the fact that diversity and inclusion are critical for driving innovation and creativity in the organizations. Introducing values embraces the cultures of acceptance of more diversity for the sake of generating diverse strategies and solutions (Philippot, 2020). For instance, giant technological corporations such as Apple require talented and competent people from diverse backgrounds to be included in the product development teams to ensure that the products embody the needs of the diverse market. The idea of inclusion in organisational culture eliminates constraints on such factors, enabling use of unorthodox methods in addition to fostering creativity in the organisation. Culturally diverse organisation promote diverse thinking, thus embrace a broad spectrum of thinking within the context of the organisation. It helps in enhancing the rate of creativity high-quality discussions and decisions as well as comprehensive approaches to issue resolution whenever the employees are allowed to bring out their diverse perspectives.

Theme 6: Measurement and Evaluation of Diversity and Inclusion Initiatives

Consequently, there is a need for designing and implementing methods to assess the outcomes of D&I, so as to reveal the organization's strengths and weaknesses concerning its strategies for promoting diversity and inclusion. This theme focuses on how the effectiveness of the implemented D&I approaches is measured; with the use of KPIs, feedback forms and performance indicators (Hidayah, 2020). Another way of assessing the impact of D&I initiatives is through using performance indicators such as the key performance indicators (KPIs). These are measurable targets that organizations apply to monitor and assess the change they are making towards D&I.

Measuring the likelihood of relative organizational turnover rates in an attempt to determine the impact of D&I practices on the likelihood of employees from various backgrounds to enjoy equal opportunities in organizational settings. Examining employee turnover rates and retention by promotion to gauge employees' equal chances of promotion and career progression. Tracking the levels of Employee engagement especially for diverse employees to establish the effectiveness of D&I strategies in increasing Engagement, motivation, and commitment (Wahab Ali, 2020). The

level of progress in D&I training programs and further development opportunities to monitor the engagement and performance changes of the staff. Surveys, focus groups, and employee feedback through other reporting methods are crucial for assessing the success of D&I programs and the experiences and attitudes of the workforce.

It is possible to accumulate the information on how employees consider organization's D&I approach, whether or not they feel confident or welcomed. Regarding features that pertain to the employees, it would involve discovering difficulties that the employees from the diverse groups may encounter within the workplace, including prejudice, stereotyping, or disparities in access to career development (Salengo, 2020). Allowing employees to contribute their thoughts about how the organization could enhance its efforts to promote D&I and better support its workforce. Evaluating satisfaction and engagement levels of various D&I implementations within organisations as well as the overall organisational culture. D&I effectiveness performance outcomes concern assessing the actual D&I performance in achieving organisational goals and impacts.

Tracking trends within workforce diversity data over time related to the number of women, persons of colour, the LGBTQ+ community, and other marginalized communities. Firstly, where the efficiency and effectiveness of D&I initiatives can be analyzed in terms of employee satisfaction, rate of retention, and potential turnover costs. Evaluating the effectiveness and impact of D&I efforts in improving organizational image and quality in the market, recruitment of talented employees, and relations with clients, vendors, and project stakeholders. Thus, to maintain and monitor D&I initiatives, there must be commitment in making changes for better assessment and evaluation (Kristini, 2020). Businesses should periodically monitor and assess the data, consider the patterns that may be present, and apply these considerations when refining D&I plans.

4.3 Interpretation of the findings

Measurement and evaluation of D&I initiatives are critical for establishing the direction through which organisations must draw optimal conclusions regarding their strengths and potentials to progress towards inclusive workplaces (Kharel, 2020). This section explores what can be done with the findings of the different methods and measurements employed to evaluate D&I, such as

KPIs, feedback tools, and results. Therefore, the assessment of the D&I KPIs is helpful in identifying the advancement of the practices and the effectiveness of the efforts in organization. For instance, the representation KPIs can show the extent to which the organization is improving in the employment of diversity at top management.

For the same reasons, calculating retention rates for people of color gives insight on the success of the retention measures and general employment equity of the centres (Manaf, 2021). If retention rates have increased for a particular minority or are at par with organizational retention rates, then it guarantees that D&I efforts are helpful in creating an environment within which the organization can retain minority employees. Promotion and Advancement indicators bring to light career progress prospects for persons of color in an organization. A review suggesting that one group is promoted at the same rate as another demonstrates that diversity and inclusion are leading to everyone having an equal chance to be promoted and earn a better salary for the effort they have put in. D&I KPIs can help to understand how the organisation's approach to equality influences employee engagement.

Engagement and analysis of employee feedback from other channels like surveys, focus group discussions and interviews is essential in ascertaining how employees perceive issues of diversity and inclusion as well as their experience and input on the issues (Sukirwan, 2020). Affirmative responses suggesting that employees belong, are appreciated, and receive adequate support to thrive at work are good signs that indicate D&I programs' efficiency. It proposes to measure how employees feel embraced, treated fairly, and appreciated for their differences at the workplace. From the other side, using employees' feedback to identify risks and concerns can identify potential shortcomings in D&I practices.

Performance outcomes associated with diversity and inclusion provide a broad understanding of the effectiveness of D&I programs in business operations and achievements. For instance, evaluating measures of business performance like innovation, decision making, customer satisfaction, and financial performance against D&I activities facilitates the determination of regression and rise between diversity, inclusion, and business performance. Improved satisfaction, engagement, and turnover rates for employees with different diversity profiles also support the assertion that D&I strategies are responsive to employees' needs and expectations across workers of different genders, ages, races, and ethnicities (Masduqi, 2020). This leads to

better working condition, cooperation, and effective utilization of resources hence leading to high performance and competitiveness of the organization.

4.4 Conclusion

As always, the findings chapter has presented important findings regarding the role of diversity and inclusion (D&I) on organizational culture and employee satisfaction. Information includes the outcome where D&I has been associated with positive changes in collaboration, trust, and innovation within the enterprise. In response to survey questionnaires, employees pointed out the benefits of practicing inclusion and making every employee feel wanted in the company hence improving the morale of employees and their tendencies to stay with the company. It was therefore evident that measures of performance output like a diversified workforce, better market image and therefore increased competitiveness were allied to D&I and organisational success.

Chapter 5: Conclusion and Recommendations

5.1 Conclusion

This has been a long research endeavour examining the relationship between D&I and company performance as well as the satisfaction of its employees and have offered important findings that have helped unravel the complex interplay between D&I and organisational success. Integrating KPI patterns, surveys, performance results, and data interpretation testing, this study offers coherent conclusions which may help to determine and shape organizational strategies and practices. The research results are conclusive that diversity and inclusion have a positive effect in organisational performance in terms of the different aspects considered. Quantitative measures, including representation, retention rates, promotion rates, and employee engagement scores have been manually linked to positive D&I outcomes. More diverse representation in the workforce and especially in managerial positions can be attributed progressive change towards diverse management that taps into the richness of different people's backgrounds so as to get more diverse solutions to problems. The performance consequences of D&I strongly support the rationale for its continued implementation, given that performance outcomes like business performance, innovation, customer satisfaction, and even financial performance are crucial to enterprise success. Organisations which are incorporating diversity and inclusion policies not only add to the positive organisational culture but also benefit in terms of power, ideas and opportunities in terms of interacting with customers and other stakeholders.

Equal opportunities and minority affairs policies have a significant impact on the morale of employees in an organization. A closer look at the tools for capturing employee voice indicates that workers who perceive that their organizations appreciate their input and that they are valued, promoted and respected are likely to be happier with their jobs, more motivated and committed. The organizational culture, organizational justice in promotion and career opportunities, and organizational identification influence positively the morale and turnover rates. The way that employee feedback is interpreted underlines the need to establish open climate that considers needs of different groups within the company. Programs like employee resource groups, diversity awareness training, and the mentorship program are critical in strengthening Diversity & Inclusion, open communication, and increasing the level of trust among the employees. This work has provided insights on the complex link between diversity, inclusion, company results,

and employee engagement. From the existing literature review and synthesis of results, several conclusions can be made as follows.

It is established that diversity, with the emphasis on inclusion, plays a significant role in organizational decision making, innovation, employee satisfaction and organizational performance. Businesses that are genuinely committed to D&I often achieve higher sales and revenue, market capture, and customer satisfaction compared to competitors. Leadership is instrumental in ensuring that diversity and inclusion are pushed for, as well as in promoting the development of diverse cultural paradigms within organizations. For D&I to be sustainable, commitment from leaders and management, policies that are inclusive, and education programmes that remind employees of the importance of D&I must be conducted frequently. Although the D&I strategies are effective in organizations, they are not without their hurdles including; resistance to change, lack of diversity consciousness, and poor communication. To address these issues, solutions need to be sought beforehand, knowledge has to be expanded, and people must work actively on ensuring that the Company embraces diversity on all tiers.

While the results paint a picture of success with regards to D&I initiatives, they also reveal effectiveness issues and problem areas. Some of the issues that organizations encounter in implementing change and efficient D&I measures include: resistance to change, implicit bias, ineffective communication, and hierarchical power relations. Overcoming such obstacles calls for leadership engagement and a cultural change that is supported by sustained training and outreach efforts. However, such challenges are also learning and growth experiences. If these barriers are addressed ahead of time, then everyone should feel welcome to be at their workplace, and no one should be discriminated against. Common structures for collecting employee feedback can be seen as effective approaches to discovering where improvements can be made and offering solutions to address such issues. The studies presented here support the notion that diversity and inclusion are essential for positive organizational outcomes and engaged human capital. This way, organizations can promote equity of opportunity, increase chances for innovation, and solve existing problems by achieving a stronger organizational culture that impacts both employees, customers, stakeholders, and society as a whole positively. It is also acknowledged that the process of attaining workplace diversity and inclusion is one that is

dynamic and progressive and it is work in progress that calls for collective action, appreciation of diversity and embracing change for difference.

5.2 Linking with objectives

Linking with Objective

The literature review and the findings that have been established conform to Objective 1 which seeks to establish the role of diversity and inclusion in the positive performance of companies and employee satisfaction. The literature review indicates that diversity and inclusion considerations are important in influencing multiple facets of organisational performance, such as organisational performance and employees' organisational satisfaction. The literature review reflects on the fact that diversity and inclusion have a direct positive impact on business performance. From the previous research report it was identified that organizations that have diversity in their work places particularly senior management, are more profitable and have relatively larger market share than its counterparts. This is because it supports the goal of determining the significance of diversity and inclusions in enhancing the success of a firm since diversity is not just a social or ethical consideration, but rather a business essential.

The findings indicated that diversity and inclusion impacted the overall satisfaction of employees in organisations. Literature has focused on the benefits of workplace diversity on employees' motivation, satisfaction, and retention. Organization that gives their employees a positive treatment in terms of recognition in the work place will make them satisfied and committed in their job. The relationship between diversity, inclusion, and employee satisfaction indicates that promoting inclusion as a corporate culture contributes to improving organizational performance. The theoretical frameworks described in the literature review section add to the understanding of why diversity and inclusion are beneficial for organisations and its employees by contributing to the organisations' overall performance. In this respect, the theories concerning the significance of diversity in terms of encouraging creativity, enhancing the quality of decision-making, and widening the market accessibility match the goals of evaluating the relevance of diversity and inclusion for the success of the enterprise.

Linking with Objective 2

Objective 2 the second objective envisages determining the effects of diversity and inclusion on organization performance and employee satisfaction, and this aligns well with the literature review and findings made. Prior studies have addressed the numerous direct and indirect effects of diversity and inclusion efforts within organizations. All papers analyzed in the literature review show the importance of Diversity and inclusion initiatives on firm performance. The analysis demonstrated that the companies with diverse boards are more profitable and earn a higher market share than those without diverse boards. This points to the immediate relationship that diversity has on the performance of an organization since diverse views are associated with better decisions and creativity that improve organizational performance. The discussions made in the literature review on the theoretical perspectives give further understanding on the effects of diversity and inclusion on organizational performance and employee engagement. About the effects, the following theories are in line with the purpose of identifying them as follows; For example, the JD-R (Job Demands-Resources) theory which underlines the favourable organisational climate as the major determinant of positive attitudes and performance.

It was also found that the practices of inclusion have a positive effect on organisational commitment, job satisfaction, and turn over intention amongst the employees. When such employees are provided with perceived organizational support, enhanced job satisfaction and organizational commitment is achieved, hence improved satisfaction levels among employees. Through quantifying the effects of diversity on organizational performance and mediating the connection between diversity and employee benefits, the research shows the direct and indirect advantages of diversity and inclusion practices within organizations.

Linking with Objective 3

Objective 3 it can be stated that Objective 3 proposed to identify the potential threats to diversity and inclusion impact on organizational performance and employee satisfaction level is also relevant for the literature review and the findings, which were established. The literature highlighted various potential issues that organizations face when trying to adopt diversity and inclusion practices. A brief review of the literature discusses several diversity and inclusion issues that may affect the firm's performance and the well-being of its workers. A major barrier that has been found is that of end-user resistance from different power structures within the

organization. There are the previous research works described how such actions of these groups are the main reasons for the failure of diversity and inclusion initiatives, conflicts, and barriers.

The review of literature painted tokenism as one of the most complex hurdles in diversity and inclusion, whereby an organization gives a symbolic representation of the oppressed group through hiring or promotion but does not eliminate prejudice by essence. Thus, tokenism can cause dissatisfaction among the staff while also compromising the effectiveness of diversity practices. It was also established that stereotype prejudice could shape an organization's dynamics for the worse since it would be hard to eliminate because it came from the inner self. Combating prejudice includes constant training of people on the matter through seminars and workshops. Further, it is presented that poor communication, cultural issues, and lack of training are some of the challenges which can hamper the employee satisfaction as well as organizational outcome. These challenges can leading to misunderstanding and lack of coordination among the members of the teams especially when employees come from different cultural backgrounds.

Linking with Objective 4

Objective 4 the strategies that need to be suggested are the ways in which diversity and inclusion programmes and policies can be implemented to positively impact organisational performance and employee engagement. This paper also envisages the review of literature and findings got from different studies as important sources to understand the effective practices and interventions that organizations can consider to enhance diversity and inclusion for better results. The one of the discussed solutions in the literature is the leadership commitment. The past study has established that one of the ways leaders can commit themselves is by supporting the D&I initiatives, communicating objectives and expectations and fully being responsible for any changes. It should also be mentioned that it is the organizational culture that can strongly influence diversity and inclusion policies. From the previous points, it is clear that to encourage and support an organisational culture that actively embraces and encourages employee diversity one can follow these several strategies: Other approaches could also involve the use of diversity and inclusion training, setting up of mentorship programs, and even the creation of employee resource groups (ERGs).

The findings pointed to the need to enhance HR practices that support equal opportunity in admission, staffing and performance evaluation. Apart from blind hiring, there is inclusion of diverse members in the interview board and using nondiscriminative language when posting jobs. Furthermore, reducing and managing unconscious bias is a strategic approach to incorporating diversity and inclusion as the solution. This include the awareness-raising training, the roll out of measures and procedures to reduce bias and inclusive decision-making. The topic highlights ways of enhancing employee participation and feedback to foster inclusive culture. The discussion has stressed the significance of perceiving the employee voice, fostering ERG to address their alienation, and offering impartial mentorship for minorities. The literature review and findings from the research studies present information concerning management of diversity and inclusion issues that organizations can experience. Therefore, embracing efficient leadership commitment, cultivating an ICF culture, ensuring organization and HR policies, increasing awareness of unconscious bias, and engaging the employees can help to improve company performance as well as employee satisfaction on diverse work settings.

5.3 Limitations of this research

Although this research has highlighted the effectiveness and benefits of diversity and inclusion towards firm performance and work satisfaction among employees, it is also important to recognise the limitations to this study so that there is a better understanding of the subject matter. However, it is essential to acknowledge the limitations of using only secondary data sources in this research. Given that the literature review is compiled from existing studies, reports, and articles, the phenomenon of analysis and the discovery of new facts may only be developed to a certain extent.

The fifth and final limitation is a focus on industries or regions of interest or study. The research mostly focuses on the diversity and inclusion issues where it is limited to a specific sector or geographical location depending on the target market which limits a broader view of sectoral and geographical considerations. The situation may be more evident in a broader analysis carried out more comprehensively, including various industries and regions of a country. Also, there exists the possibility of the study being limited to the duration of the literature search and review.

The research recognizes that conclusions obtained may be influenced by different biases. Despite striving to show neutrality and credibility in the process of literature review and analysis of findings some biases may have crept in due to the authors' subjectivity. The study primarily explores individuals' views and experiences of diversity and inclusion, but the generalizability of certain solutions or suggestions may differ across organizations, communication cultures, along with additional differences.

5.4 Future Scope

The study contributes to knowledge and development of future studies and practices in diversity and inclusion and presents direction for future research and development. Another potential avenue for future research may concern long-term change in diversity and inclusion programs. These are long-term studies where investigators examine the benefits of diversity and inclusion programs and their efficacy in the long-run on organizational performance as well as employees' satisfaction. This could give a clue about the sustainability and feasibility of the changes for the advancement of D&I. One potential avenue for future research is the comparative analyses across industries and geographical locations. These two aspects depict that comparing diversity and inclusion practices in various sectors and geographical regions can focus on the strengths, weaknesses, and potential of each context.

Perhaps in the future study, one could explore further the leadership factor regarding diversity and inclusiveness. Researching the particular actions, attitudes, and processes that enhance effective D&I could be useful information for managers and executives. This could include examination of specific leadership development programs, mentorship programs and diversity management training for leaders. Furthermore, there is also a possibility of future studies exploring how new technologies influence diversity and minorities. Promising areas of research might include understanding how AI, data analysis, and virtual meeting tools might be employed in support of D&I initiatives and as means of reducing unfairness in decision making.

Exploring how diversity dimensions including; race, gender, age, disability, and others play out in organizations and the cumulative result could provide a rich insight in D&I processes. This may include the performance of intersectional approaches and enactment of policies and programmes that cater for these diverse aspects. Further research could also be done to

understand how diversity and inclusion practices are associated with other organizational outcomes, including innovation, customer satisfaction and organizational financial performance.

5.5 Recommendations for Future Research

- It is advisable to employ quantitative data in primary research that will provide the updated and real response from the participants for the further study. This will help in understanding how sustainable some of the D&I programs have been and the extent of their success, and provide the basis for learning from best practices and challenges in the field.
- Through the study of diversity and inclusion in different industries and countries, potential sector-based issues and potentialities of D&I could be assessed. Therefore, comparative research can reveal systematic patterns on D&I effectiveness by industry, culture, and regulation that will inform prioritized and targeted solutions.
- By examining what leadership means and how it contributes to enhancing diversity and inclusion. Cultivate competence in aspects of leadership behaviors, approaches, and intervention techniques that have been proven to enhance D&I efforts.
- How some developments of new technologies like AI, data analysis, and other virtual collaboration platforms can help enhance the diversity and inclusion initiatives. Examine how these technologies can reduce bias in decision-making and increase inclusion in extant or newly hybrid/remote work environments. Conducting studies on diversity dimensions, which include race, gender, age, disability, and how they interplay and influence organisational performance.
- Accessing information related to the relationship between diversity and inclusion and other organizational performance criteria like innovation, customer satisfaction, and financial performance. Learn how Diversity and Inclusion drive and align with organizational goals and effectively communicate the need and value for investing in D&I.
- Emphasizing the attitudes of employees and their experiences regarding the initiatives on diversity and inclusion. Discover how equality and inclusion culture, diverse workforce, and equal opportunities affect positive attitudes, engagement, and tenures among employees.

- Assessing the impact of diversity training/education on attitudinal change and compliance with diversity policies. Research the effectiveness of various training methods, delivery and topic regarding the subject of diversity and inclusion amongst the employees.
- Identifying processes that support diversity and inclusion in the company. Examine how issues to do with recruitment , promotion, remuneration and flexibility have an effect on D&I results. Find out whether there are measures that can be adopted to strengthen or improve policies for diversity. Creating a well rounded, clear and concise metrics and evaluation models for measuring the effectiveness of diversity and inclusion efforts.
- Developing research collaborations and affiliations with academic institutions, private sector entities, and non-profit organisations to promote the development and dissemination of effective diversity and inclusion practices. Such collaborations are highly valuable because they enable the use of the various approaches, skills, and means, which can help to address the most complex issues related to D&I. This would involve adapting the referred American, Canadian, and Australian ideas on diversity inclusion to consider cultural differences, global trends, and practices in other parts of the world.

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