



Promoting Diversity, Equity, And Inclusion In Work Place: Mediating Effect Of HR Practices

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Abstract:

The benefits accruing from diversity, equity and inclusion in the work place are many and noorganisation should ignore the same. With respect to diversity, it cannot be denied that diverse management teams perform better and equity in the work place helps in fostering a feeling of accomplishment among the employees. On the other hand, inclusion in the work place helps in promoting the self-care and bring about self-improvement among the employees by working on their pro-social behaviour. Above all the steps taken by an organization in this direction is sure to help it in creating a positive impression and in attracting the best talent. Thus, it goes without saying that HR Managers should dwell on analysing the benefits that could accrue from the above in ensuring acceptable HR practices which in turn would affect the overall effectiveness of the organisation.

Key words: Work place diversity, equity, inclusion, Human Resource practices, organisational effectiveness.

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Introduction:

The benefits of encouraging diversity, equity, and inclusion in the workplace are many. One benefit is that the chances for creativity and invention are better. The things that can be made when many individuals with various talents, educational backgrounds, and worldviews collaborate are almost endless. There is no denying the importance of diversity in the workplace, as evidenced by the fact that diverse management teams contribute to higher organisation revenue, boards with more women perform better over the long term than their peers, and job seekers prefer to work in diverse environments when considering job offers. By increasing staff engagement, boosting the reputation of the organisation, and reducing employee turnover, it also leads to improved decision-making with greater levels of creativity. Equity at work, on the other hand, fosters a feeling of accomplishment among employees and helps in attracting top talent. By treating workers fairly, employers encourage them to put more effort into their work, which raises motivation and raises job satisfaction.

By focusing attention on “inclusive work place”, an organization's ability to promote self-care and self-improvement among employees, enhance pro-social behaviour and make employees feel more committed to their teams, improve self-regulation, which helps employees manage their thoughts and feelings rather than letting them consume them, and increase employees' overall sense that life is worthwhile would all be improved.

The quick answer is that it promotes teamwork and results in better and more comprehensive answers. People with similar backgrounds tend to think similarly in groups, making it harder for them to understand the larger picture. However, more diverse teams consistently outperform the less diverse groups in terms of decision-making and is found to be correct 87 percent of the time. This is because varied teams have the unique benefit of drawing from a wide range of perspectives and backgrounds when making choices.

Problem Statement:

Any Organisation should have to have a

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“Diversity, Equity & Inclusion” statement in first place like a Mission statement. This acts as a guideline for the company about its point of views towards social justice and the remedial measures in relevance with the statement.

A properly framed diversity, equity and inclusion statement would help in conveying a very strong intention about an organisation’s priorities, which in turn would help in arousing optimistic and positive responses among customers, and prospective employees. It is unfortunate that though the diversity, equity, and inclusion statement prove to be highly beneficial, organisations have failed to focus attention on making known their commitment in towards providing diversity, equity and inclusion in the work place.

Need For Study:

Diversity, equality, and inclusion are issues that both businesses and potential workers need to pay attention to. Companies are working hard to diversity their internal teams as a result of the many advantages that come with doing so. We should be seeking for diverse employers for many of the same reasons. This may mean the difference between like your co-workers and thinking about changing jobs.

Scope of this study:

The essential pursuance of this study is to know the influence of diversity, equity and inclusion in the work place among 47 manufacturing and Information technology firms operating in and around Chennai. The responses were obtained from HR professionals operating at the junior and middle management level.

Review Of Literature:

Employee views of diversity, equality, and inclusion in the workplace are of particular significance because, as Lawrence (1997) contends, diversity impacts are dependent on perceptions. Major diversity outcomes and parameters such as job satisfaction, organisational commitment, and organizational success have all been predicted by Employee diversity, equality, and inclusive attitudes (Allen et al., 2007).

As mentioned by Allen et al. (2007), the perception of diversity, equality, and inclusion in the workplace in comparison to the real situation may assist in capitalising on the

complex and multifaceted nature of diversity, with significant organisational consequences.

Bagshaw (2004) has said that diversity aids in enhancing comprehensive understanding between line and staff managers if both are included in any training activities organised by an organisation. He has also said that workplace diversity aids in the supply of specific sorts of information that are critical in creating the required behavioural changes in the workplace.

According to Kristina (2018), most firms are now aware of the advantages of actively implementing a workplace diversity strategy. She believes that workplace diversity promotes increased creativity, higher levels of innovation, more effective problem-solving, higher levels of employee engagement, and so on.

According to Myers and Verna (2019), just maintaining diversity in the workplace is insufficient. What is more crucial is the notion of inclusion at work, which alone would serve to ensure the numerous predicted advantages of diversity at work.

Furthermore, Sherbin et al. (2017) said that diversity alone would not be sufficient for the the formation of an atmosphere in which variety of talent is valued, accepted, appreciated, and allowed to flourish. Inclusion is also important.

According to Leah (2017), equity is not the same as equality, and the goal is to ensure that all the employees in an organization must have an equal access to the same item and facility in order to be successful. Equity on the other hand is related to equity in that it seeks justice for everyone, but it also implies that everyone begins equally.

Research Gap:

This study is unique in the sense that has attempted to analyse the combined effect of diversity, equity and inclusion in the work place in improving the effectiveness of organisations belonging mainly to the manufacturing and information technology sectors by keeping the HR practices as the mediating variable.

Objectives Of This Study:

- To identify the impact of demographics on the level of agreement with respect to diversity, equity and inclusion in the work place.



- To analyse the influence of diversity, equity and inclusion on HR Practices.
- To study the direct and indirect bearing of equity, inclusion and diversity on organisational effectiveness

Methodology:

The study is descriptive in nature and includes the opinion of HR Managers with respect to the influence of diversity, equity and inclusion on HR Practices resulting in overall effectiveness of organisations. The research tool was a questionnaire which was personally administered among HR managers in Chennai. A whole number of 127 HR Managers were covered by the survey using the sampling technique of “snow balling”.

Conceptual Model:

The conceptual model used for this study is as given below>

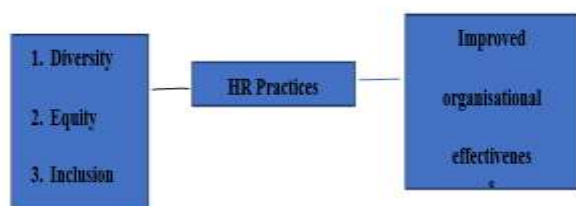


Figure 1: Conceptual Framework used for the Study

Diversity:

Diversity in workplace is simply defined as the willingness of the company to employ / induct / recruit people diverse social, ethnic, cultural, as well as linguistic backgrounds and obviously diverse genders too. Inclusion and on-boarding of employees of variety culture and backgrounds inculcates a different paradigm of interpersonal relationships and interactions that ultimately benefits everybody else with everyone’s exclusive regional knowledge, expertise and skills, ultimately increasing the organisation’s morale and effectiveness. The pitfalls of handling a customer of varying ethnic background becomes easier with diversity in workplace.

Equity:

Equity in the workplace or in the classroom or in any closed group refers to existence of fair and reasonable procedures, policies and rules that guarantee all community members to have an equal right to use, right of entry, admittance and the access to facilities so as to ensure an

uniform skill improvement, psychological contentment, advancement in their career which ultimately reflects in the prosperity of both employees as well as organisation. The fair practice of Equity in an organization naturally eliminates barriers for disadvantaged mass.

Inclusion:

The existing practices of policies and their execution which results in a culture of including an array of employees from versatile background within a group or organisation is referred to as inclusion. Diversity and Inclusion almost are referring an otherwise marginally differentiated critical ideas which are unavoidable for a winning organization. For a Human resource manager it is important to establish a culture and an atmosphere that results in practices that will nurture the variety expertise’s, skills and viewpoints of all the employees after gauging the correctness so that this will attract and retain human talents towards competitive edge.

Hypotheses Of The Study:

The below is the consolidation of hypotheses structured for this analysis:

There is no mentionable difference between demographics (gender, age, managerial position occupied, and education qualification) and agreement on diversity, equity, and inclusion in the work place on HR practices resulting in organisational effectiveness

Data Analysis:

The primary data which was collected has been analysed using inferential statistics so as to arrive at a valid and logical conclusion which is in synchronization with the end purpose of this study.

Table 1: T-Test - Gender versus agreement on Diversity, Equity, and Inclusion in Work place resulting in organisational effectiveness

Constructs	Gender				t value	P Value
	Male		Female			
	Mean	SD	Mean	SD		
Diversity	18.22	3.98	19.67	3.26	1.195	0.039*
Equity	15.33	4.30	16.34	3.24	1.183	0.029*
Inclusiveness	16.78	2.16	17.88	2.17	1.178	0.030*
HR Practices	24.07	2.66	26.40	2.89	0.694	0.043*
Organisational Effectiveness	23.39	7.79	25.29	5.45	0.894	0.029*

As P value is less than 0.05, null hypothesis is rejected and it is concluded that there is no significant difference between gender and level



of agreement on the constructs diversity, equity and inclusiveness influencing HR practices which in turn determine overall effectiveness of organisation. It is also seen that with respect to gender, female HR Managers have indicated a level of agreement which is higher as indicated by male HR Managers with respect to the constructs influencing HR Practices which in turn determine organisational effectiveness. It can also be seen that among the constructs, inclusion work place has scored the highest mean.

Table 2 : T -Test - Managerial position Versus agreement on Diversity, Equity and Inclusion in Work place resulting in organisational effectiveness

Constructs	Managerial Position				t value	P Value
	Junior Management		Middle Management			
	Mean	SD	Mean	SD		
Diversity	17.85	3.02	18.46	3.88	1.935	0.042*
Equity	14.79	3.26	17.44	3.93	1.900	0.031*
Inclusion	16.66	2.11	18.68	2.20	1.963	0.041*
HR Practices	25.71	2.85	27.11	2.42	1.466	0.014*
Organisational Effectiveness	25.01	8.85	26.19	8.26	1.969	0.032*

As P value is less than 0.05, null hypothesis is rejected and it is concluded that there is no significant difference between managerial position and level of concurrence on the constructs diversity, equity and inclusiveness influencing HR practices which in turn determine overall effectiveness of organisation. It is also seen that with respect to management cadre HR Managers who are occupying Middle Management level have indicated a level of agreement which is higher as exhibited by Managers who are in the junior management cadre with respect to the constructs influencing HR Practices which in turn determine organisational effectiveness. It is also to be noted that among the three constructs, inclusion work place has scored the highest mean.

Table 3: ANOVA Test - Age versus agreement on Diversity, Equity, and Inclusion in Workplace resulting in organisational effectiveness

Constructs	Age group in years				F Value	P Value
	Below 35	35-40	41-45	Above 45		
Diversity	17.75 (3.76)	19.93 (3.71)	19.22 (3.72)	19.27 (3.65)	1.531	0.037*
Equity	14.79 (3.96)	17.40 (3.79)	16.49 (3.13)	16.02 (3.59)	1.400	0.029*
Inclusion	16.88 (2.73)	19.10 (2.57)	16.45 (2.54)	18.21 (2.11)	2.370	0.047*
HR Practices	25.29 (2.92)	28.31 (2.46)	27.50 (2.84)	22.98 (2.61)	5.516	0.021*
Organisational Effectiveness	14.72 (8.40)	16.73 (9.36)	14.67 (10.86)	14.48 (10.30)	2.149	0.048*

As P value is less than 0.05, null hypothesis is rejected and it is concluded that there is no significant difference between age and level of agreement on the constructs diversity, equity and inclusiveness influencing HR practices which in turn determine overall effectiveness of organisation. It is also seen that with respect to age, HR Managers who are in the age group of 35 – 45 years of age have a higher level of accord with respect to the constructs influencing HR Practices which in turn determine organisational effectiveness. With respect to age, it can be seen that the highest mean is scored by diversity at the work place.

Table 4 : ANOVA Test - Educational qualification Versus agreement on Diversity, Equity and Inclusion in Work place resulting in organisational effectiveness

Constructs	Educational Qualification					F Value	P Value	
	UG	PG		MBA	MSW			Others
		Diploma	HR					
Diversity	18.14 (2.90)	17.58 (3.45)	19.40 (3.62)	21.29 (2.14)	17.95 (3.05)	1.967	0.004**	
Equity	16.03 (2.06)	14.36 (3.85)	16.48 (3.75)	17.54 (3.82)	12.79 (7.41)	2.113	0.015*	
Inclusion	16.52 (1.57)	16.02 (2.38)	17.43 (2.37)	19.41 (2.30)	17.56 (2.98)	2.192	<0.001*	
HR Practices	25.05 (2.41)	26.00 (3.04)	21.74 (2.77)	27.10 (2.63)	25.71 (3.35)	1.453	0.015*	
Organisational Effectiveness	14.75 (9.33)	14.96 (8.53)	15.04 (9.57)	15.33 (8.91)	13.02 (11.69)	2.858	0.004**	

As P value is less than 0.05, null hypothesis is rejected and it is concluded that there is no significant difference between educational qualification and level of agreement on the constructs diversity, equity and inclusiveness influencing HR practices which in turn determine overall effectiveness of organisation. It is also seen that with respect to the educational qualification of HR Managers who are have acquired MSW Degree have indicated highest level of accord with respect to the constructs influencing HR Practices which in turn determine organisational effectiveness. Here again, with respect to educational qualification it can be seen that diversity has the highest mean score as compared to the other two constructs namely, diversity and equity.

Multiple Regression Analysis:

Dependent Construct: Overall effectiveness of Organisation (Y)
 Independent Constructs : Diversity (X1)Equity (X2)Inclusion (X3)
 Multiple R value: 0. 754
 R Square value: 0.571



F value: 147.484
 P value: <0.001**

followed by equity and diversity.

Table 5: Constructs in the Multiple Regression Analysis

Constructs	Unstandardized co-efficient	SE of B	Standardized co-efficient	t value	P value
Constant	2.347	2.556	-	0.919	0.359
X ₁	0.736	0.171	0.384	3.132	.002**
X ₂	0.875	0.122	0.202	2.247	.005**
X ₃	0.995	0.111	0.149	2.442	.002**

The multiple regression equation is: $Y = 2.347 + 0.736X_1 + 0.875X_2 + 0.995X_3$

On the basis of the standardized coefficient, among the constructs influencing overall effectiveness of the organisation, it can be seen inclusion workplace has the most influencing construct (0.994) followed by equity (0.875) and diversity (0.736).

Findings And Conclusion:

The results of the study have brought out the following findings. Findings of t-Test and ANOVA Test show that there is no mentionable difference in gender, managerial position, age and educational qualification of HR Mangers and their level of concurrence with respect to constructs such as diversity, equity and inclusion at work place influencing HR Practices resulting in overall effectiveness of organisations. The other findings show that female HR Managers have indicated a level of concurrence which is higher as indicated by male HR Managers with inclusion work place scoring the highest mean. On the other hand, HR Managers of middle management position have demonstrated a higher level of agreement with “inclusion work place” has scored the highest mean. HR Managers of 35 – 45 years of age have a higher level of accord with diversity being attributed the highest mean score. It is also seen that with respect to the educational qualification of HR Managers who have acquired MSW Degree have indicated highest level of accord with diversity having the highest mean score. Results of “multiple regression analysis” show that inclusion workplace has the most influencing construct

Practical Implications Of The Research Work:

According to a review of the literature on the impact of diversity and inclusion initiatives, it is established that more creativity with better strategic decisions is possible with equal access and treatment to all concerned leading to higher income.

No organisation that wants to succeed in the twenty-first century can afford to ignore the significance of workplace diversity, fairness, and inclusion. It's a key issue for companies that want to thrive by representing the communities they want to serve.

Business leaders have not always prioritised diversity, equality, and inclusion (DEI) in the workplace. That is no longer true in forward-thinking firms. Many human resource professionals now specialise in diversity, equity, and inclusion in the workplace, assisting in the creation of better workplaces and enhancing diversity, equity, and inclusion through strategic efforts in the workplace.

Conclusion:

In conclusion it may be added that an organisation would do well to focus attention on diversity, equity, and inclusion because it portrays to the world especially the customers and employees that the organisation is prepared and willing to provide opportunities to all people with the strong conviction that all deserve an opportunity to show their work skills, and it by doing so is giving everyone a fair chance. The benefits of encouraging diversity, equity, and inclusion in the workplace are many. One benefit is that the chances for creativity and invention are better. The things that can be made when many individuals with various talents, educational backgrounds, and worldviews collaborate are almost endless.



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