

# DIVERSITY AND INCLUSION PRACTICES IN ORGANISATIONS: A STUDY ON WORKPLACE EQUALITY

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## Abstract

*Diversity and inclusion (D&I) have become essential organizational priorities for promoting workplace equality, employee well-being, and sustainable organizational performance. This study aimed to understand the concept of diversity and inclusion, examine existing D&I practices in organizations, and analyze their impact on workplace equality and implementation challenges. A quantitative research design was adopted, and primary data were collected from 110 respondents using a structured questionnaire. Descriptive statistics, frequency analysis, chi-square test, and Exploratory Factor Analysis (EFA) were employed to analyze the data. The findings revealed that a majority of respondents were aware of diversity and inclusion policies, indicating increased organizational attention toward inclusive workplace practices. However, a considerable proportion of respondents reported experiencing workplace discrimination, suggesting a gap between policy adoption and effective implementation. The chi-square analysis showed no significant association between gender and discrimination experiences, while EFA identified five major dimensions of diversity and inclusion: management support, psychological safety, inclusive culture, policy implementation, and equal opportunities. The study provides valuable insights for organizations seeking to strengthen workplace equality and highlights the need for comprehensive diversity and inclusion strategies. Future applications of this research include policy enhancement, employee engagement initiatives, leadership development, and the creation of more inclusive and equitable workplaces.*

**Keywords: Diversity, Inclusion, Workplace Equality, Organizational Culture, Employee Satisfaction, Human Resource Management**

## 1. INTRODUCTION

In today's fast-changing and highly competitive business environment, organizations are placing increasing importance on diversity and inclusion in the workplace. Diversity refers to the presence of differences among employees, such as gender, age, culture, religion, abilities, and individual perspectives. Inclusion goes a step further by ensuring that every employee feels valued, respected, and is given equal opportunities to participate and grow within the organization. Workplace equality has evolved beyond being just a legal or ethical obligation; it is now considered a key factor in achieving organizational success. Companies that actively promote diversity and inclusion often benefit from higher levels of employee satisfaction, improved creativity, better decision-making, and overall enhanced performance. In the Indian context, many organizations are gradually adopting inclusive human resource policies to create a more supportive and fair working environment. Even though awareness about diversity and inclusion is increasing, many organizations

still struggle to implement these practices effectively. Problems such as gender bias, unequal opportunities, and a lack of an inclusive work culture continue to persist. This study aims to assess how effective current diversity and inclusion practices are and how they influence workplace equality. The main purpose of this study is to analyze diversity and inclusion practices in organizations and evaluate their impact on workplace equality, employee satisfaction, and overall organizational culture. This study is guided by two primary objectives: to understand the concept of diversity and inclusion in organizations and examine the existing diversity and inclusion practices in the workplace, and to analyze the impact of diversity and inclusion practices on workplace equality and identify challenges faced in implementing these practices. The study is based on the following hypotheses: the null hypothesis states that diversity and inclusion practices have no significant impact on workplace equality, while the alternative hypothesis states that diversity and inclusion practices have a significant impact on workplace equality. This study is significant as it emphasizes the growing importance of diversity and inclusion in building a fair and equitable workplace. It helps organizations better understand how inclusive practices can improve employee satisfaction, strengthen workplace relationships, and enhance overall performance. The findings can provide valuable insights for improving human resource policies and serve as a useful reference for students and researchers in human resource management. The study focuses on diversity and inclusion practices within selected organizations, examining key aspects such as gender equality, equal opportunities, and the presence of an inclusive work culture. However, the findings are based on a specific sample and may not fully represent all organizations or industries. The study is based on a limited sample size, which may affect the generalization of results, and time constraints may have influenced the depth of the analysis. There is a possibility of biased or subjective responses from participants, and the study is restricted to selected organizations only with limited access to detailed organizational data that may affect the accuracy of findings.

### ***1.1 Statement of the problem***

Despite the growing recognition of diversity and inclusion as critical factors for organizational success, many organizations in Ernakulam district, the economic and IT hub of Kerala, continue to face significant challenges in implementing these practices effectively. While the region hosts a diverse range of organizations including multinational corporations, IT parks, financial institutions, and traditional business establishments, persistent issues such as gender bias, unequal opportunities, lack of inclusive work culture, and inadequate representation of marginalized groups remain prevalent in the workplace. The gap between policy formulation and actual implementation of diversity and inclusion initiatives raises important questions about the effectiveness of current practices in promoting genuine workplace equality. Furthermore, the unique socio-cultural context of Kerala, characterized by high literacy rates and progressive social indicators alongside traditional patriarchal norms, presents a complex backdrop against which diversity and inclusion practices operate. There is limited empirical evidence specifically examining how organizations in Ernakulam district are addressing diversity and inclusion challenges and whether these efforts are translating into meaningful workplace equality. Therefore, this study aims to assess how effective current diversity and inclusion practices are and how they influence workplace equality in organizations operating in Ernakulam district, Kerala.

### ***1.2 Scope of the study***

The study focuses on diversity and inclusion practices within selected organizations operating in Ernakulam district, Kerala, which serves as the economic and Information Technology hub of the state. The scope encompasses key aspects of diversity and inclusion such as gender equality, equal opportunities for growth and promotion, representation of diverse groups including women, persons with disabilities, and marginalized communities, and the presence of an inclusive work culture that values and respects individual differences. The study examines employees' perceptions of diversity and inclusion policies, their awareness of these policies, their personal experiences of discrimination, and their overall satisfaction with workplace equality initiatives. The research covers organizations across various sectors including information technology, financial services, manufacturing, education, and healthcare, reflecting the diverse industrial landscape of Ernakulam district. The study also explores the role of leadership commitment, training programs, grievance

redressal mechanisms, and organizational culture in promoting diversity and inclusion. The temporal scope of the study is limited to the period during which data collection was conducted, and the geographical scope is confined to organizations located within Ernakulam district. The findings are based on a specific sample of 110 respondents and may not fully represent all organizations or industries in the region. The study provides insights into the current state of diversity and inclusion practices in Ernakulam district and offers recommendations for improving these practices, but does not claim to provide exhaustive coverage of all diversity and inclusion issues or all organizations in the region.

### **1.3 Objectives of the study**

**Objective 1:** To understand the concept of diversity and inclusion and examine the existing diversity and inclusion practices in organizations.

**Objective 2:** To analyze the impact of diversity and inclusion practices on workplace equality and identify the challenges faced in implementing these practices.

### **1.4 Limitations of the study**

The study is based on a limited sample size of 110 respondents using convenience sampling, which may restrict the generalizability of findings and introduce selection bias. Time constraints may have influenced the depth of analysis, and there is a possibility of biased or subjective responses from participants due to self-reported data. The study is restricted to organizations located in Ernakulam district only, limiting the generalizability of findings to other regions. Limited access to detailed organizational data may also affect the accuracy of findings, as the study relied primarily on employee perceptions rather than objective organizational metrics.

## **2. LITERATURE REVIEW**

Diversity and inclusion (D&I) have emerged as critical organizational priorities in the contemporary business environment. Diversity refers to the presence of differences among employees based on characteristics such as gender, age, race, ethnicity, culture, disability, religion, educational background, and work experiences, while inclusion refers to the extent to which employees feel respected, valued, and able to participate fully in organizational activities (Pew Research Center, 2023; World Economic Forum, 2024). Modern organizations increasingly recognize that workforce diversity alone is insufficient to achieve organizational success unless it is supported by inclusive practices that foster employee engagement, belongingness, and equal opportunities. Recent reports suggest that organizations are shifting from traditional diversity-focused approaches toward creating inclusive cultures where all employees can contribute meaningfully to organizational goals (Culture Amp, 2024; Catalyst, 2025).

The concept of workplace equality is closely linked to diversity and inclusion initiatives. Workplace equality refers to the fair and unbiased treatment of employees regardless of their demographic characteristics or personal identities. According to the World Economic Forum (2025), diversity and inclusion practices contribute to workplace equality by ensuring equitable access to recruitment, training, promotion, compensation, and leadership opportunities. Organizations that actively promote workplace equality are more likely to attract diverse talent, improve employee satisfaction, and enhance organizational effectiveness. Similarly, Culture Amp's Workplace Diversity, Equity, and Inclusion Report (2024) found that organizations with stronger inclusion cultures demonstrate higher employee trust, engagement, and retention levels than organizations where diversity efforts are not effectively integrated into business operations.

Recent literature highlights several diversity and inclusion practices commonly implemented by organizations. These include diversity recruitment initiatives, anti-discrimination policies, employee resource groups, mentoring programs, diversity training, inclusive leadership development, flexible workplace policies, and bias-free performance management systems (World Economic Forum, 2024; Catalyst, 2025). Many organizations have moved beyond compliance-based approaches and now incorporate diversity and inclusion into broader human resource management and organizational

development strategies. Catalyst (2025) reported that leading organizations increasingly embed inclusion objectives into business strategy, leadership performance evaluation, and organizational culture development, thereby making inclusion a shared responsibility across all managerial levels.

Leadership plays a fundamental role in promoting diversity and inclusion within organizations. Research indicates that employees are more likely to perceive their workplaces as inclusive when leaders demonstrate commitment to fairness, respect, transparency, and equitable decision-making. The World Economic Forum (2024) identified leadership accountability as one of the strongest predictors of successful diversity outcomes. Likewise, Campbell Institute (2024) emphasized that inclusive leaders foster psychological safety by encouraging employees to express their ideas, concerns, and identities without fear of discrimination or negative consequences. Such leadership behaviors help create workplaces characterized by trust, collaboration, and mutual respect.

Psychological safety has become an increasingly important dimension of diversity and inclusion research. Employees who feel psychologically safe are more willing to share ideas, participate in discussions, and contribute innovative solutions. Campbell Institute (2024) noted that psychological safety is closely linked to workgroup inclusion and organizational commitment. Similarly, the American Psychological Association (2024) reported that psychologically safe work environments encourage open dialogue regarding diversity-related issues and support more effective implementation of inclusion initiatives. These findings suggest that psychological safety serves as a foundation for achieving genuine workplace equality and employee well-being.

Although significant progress has been made in implementing diversity and inclusion programs, challenges remain regarding employee awareness and perceptions of their effectiveness. Pew Research Center (2023) found that while many employees acknowledge the presence of DEI initiatives within their organizations, opinions regarding their impact differ considerably across demographic groups and organizational contexts. This suggests that organizations must continuously evaluate and improve diversity practices to ensure that policy intentions translate into positive employee experiences and equitable workplace outcomes.

A substantial body of recent literature demonstrates that diversity and inclusion practices positively influence workplace equality. Organizations that successfully implement inclusive policies tend to experience improved employee satisfaction, stronger organizational commitment, enhanced innovation, and better team performance. According to McKinsey and LeanIn.Org (2024), organizations that prioritize inclusion create more equitable opportunities for career advancement and leadership representation, particularly for historically underrepresented groups. Similarly, the World Economic Forum (2025) reported that diversity and inclusion initiatives contribute to better business performance and competitiveness by enabling organizations to leverage diverse perspectives and experiences.

One of the most significant contributions of diversity and inclusion practices is their ability to promote perceptions of fairness and equality among employees. Employees who perceive their organizations as inclusive are more likely to report higher levels of job satisfaction, trust in management, and organizational loyalty. Research by the American Psychological Association (2024) revealed that inclusive workplaces provide employees with opportunities to participate in decision-making processes and express their concerns without fear of retaliation. Similarly, Campbell Institute (2024) found that inclusion promotes feelings of belongingness and individual uniqueness, both of which are essential components of workplace equality.

Workplace equality is also strengthened through inclusive human resource management practices. Liu, Zhu, and Wang (2023) observed that workforce diversity can generate positive outcomes such as creativity and knowledge sharing, but it can also lead to interpersonal conflict if not properly managed. Their study found that inclusive HRM practices and employee learning-oriented behaviors significantly reduce the negative effects associated with workforce diversity and enhance collaboration among employees. These findings highlight the importance of combining diversity initiatives with practical mechanisms that promote inclusion, mutual understanding, and employee development.

Despite the positive impact of diversity and inclusion practices, organizations continue to encounter several barriers in achieving workplace equality. One major challenge involves the disconnect between formal policy adoption and actual employee experiences. Although many organizations have introduced diversity policies and inclusion programs, discrimination, unconscious bias, and unequal treatment remain persistent concerns. Culture Amp's 2024 DEI Report revealed that employee perceptions of inclusion have declined in some organizations despite continued investment in diversity initiatives. Similarly, McKinsey and LeanIn.Org (2024) reported that women and other underrepresented groups continue to face obstacles related to promotion, representation, and workplace support. These findings indicate that organizations must focus not only on policy development but also on effective implementation and accountability.

Another important challenge relates to organizational resistance and changing societal expectations. Diversity and inclusion initiatives are sometimes influenced by political, cultural, and institutional pressures that affect their implementation and sustainability. Catalyst (2025) observed that many organizations are now embedding diversity and inclusion principles into broader business and human resource strategies to maintain long-term commitment and effectiveness. Likewise, the World Economic Forum (2025) emphasized that successful diversity initiatives require measurable objectives, leadership commitment, data-driven decision-making, and continuous evaluation to ensure meaningful outcomes. Organizational resistance, lack of awareness, and inadequate communication can weaken the effectiveness of diversity programs and limit progress toward workplace equality.

Another challenge frequently identified in the literature is the persistence of workplace discrimination despite increasing awareness of diversity and inclusion. Pew Research Center (2023) found that a considerable proportion of employees continue to report experiences of unfair treatment related to personal characteristics and workplace identity. Such experiences negatively affect employee morale, productivity, psychological well-being, and organizational commitment. Consequently, organizations must develop stronger reporting mechanisms, anti-discrimination procedures, and employee support systems to ensure that diversity and inclusion initiatives result in substantive improvements in workplace equality and employee experiences.

The effectiveness of these initiatives depends largely on leadership commitment, organizational culture, employee engagement, and the successful implementation of inclusive policies and practices. Therefore, organizations seeking to achieve workplace equality must adopt a comprehensive and integrated approach to diversity and inclusion that addresses both structural and cultural barriers while continuously evaluating outcomes and employee experiences (World Economic Forum, 2024; Catalyst, 2025; Culture Amp, 2024).

### **3. RESEARCH METHODOLOGY**

This study follows a descriptive research design, focusing on describing existing diversity and inclusion practices and analyzing their impact on workplace equality within the organizational context of Ernakulam district, Kerala. Ernakulam district, being the economic and Information Technology hub of the State of Kerala, hosts a diverse range of organizations including multinational corporations, IT parks, financial institutions, and traditional business establishments, making it an ideal setting for examining contemporary diversity and inclusion practices. A convenience sampling method was used to select 110 respondents based on their availability and willingness to participate. Data was collected from both primary and secondary sources, with primary data gathered through a structured questionnaire and secondary data obtained from journals, research articles, books, and reliable websites related to diversity and inclusion.

To analyze the collected data, several statistical techniques were employed. Percentage analysis was used to understand the distribution of responses and make comparisons across demographic characteristics and questionnaire items. The chi-square test of independence was employed to examine the relationship between categorical variables, specifically to determine whether there is a significant association between gender and experienced discrimination. Factor analysis was applied to identify underlying dimensions within the data using Principal Component Analysis as the extraction method with Varimax rotation to enhance interpretability. The Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of sphericity were conducted to assess the suitability of the data for factor analysis. Charts and graphs were used to

present the findings visually, and all statistical analyses were performed at a significance level of 0.05 for hypothesis testing.

## 4. RESULTS AND DISCUSSION

### 4.1 Demographic Characteristics

Variable		n	%
Gender	Male	30	27.3
	Female	24	21.8
	Other	25	22.7
	Prefer not to say	31	28.2
Occupation	Employed	21	19.1
	Self-employed	29	26.4
	Student	24	21.8
	Unemployed	36	32.7
Total		110	100

**Table 1. Demographic Characteristics**

Source: Survey Data

Table 1 presents the demographic characteristics of the 110 respondents who participated in this study. The gender distribution revealed that 27.3% of respondents identified as male (n = 30), 21.8% identified as female (n = 24), 22.7% identified as other (n = 25), and 28.2% preferred not to disclose their gender (n = 31). This diversity in gender responses reflects an inclusive sample, which is particularly important for a study examining diversity and inclusion practices in organizations. The relatively balanced distribution across gender categories, including a substantial proportion of respondents who preferred not to disclose their gender, suggests that respondents were aware of gender diversity issues and valued anonymity or inclusiveness when participating in the research. This distribution also indicates that the sample was sufficiently diverse to capture varied perspectives on workplace equality across different gender identities.

Regarding occupational status, the analysis showed that 19.1% of respondents were employed (n = 21), 26.4% were self-employed (n = 29), 21.8% were students (n = 24), and 32.7% were unemployed (n = 36). The dominance of unemployed respondents may influence perceptions of workplace diversity and inclusion, as their views may be based on past employment experiences or expectations rather than current workplace realities. However, the presence of students and working professionals in the sample still ensures a mix of perspectives that enriches the understanding of diversity and inclusion across different employment contexts. The variety of occupational backgrounds among respondents allows for a more comprehensive examination of how diversity and inclusion practices are perceived across different professional settings and career stages.

### 4.2 Frequency and Percentage Distribution of Diversity and Inclusion Policy Awareness

Response	n	%
Yes	75	68.2
No	35	31.8
Total	110	100

**Table 2. Frequency and Percentage Distribution of Diversity and Inclusion Policy Awareness**

Source: Survey Data

Table 2 presents the frequency and percentage distribution of respondents' awareness regarding diversity and inclusion policies in their organizations. The findings indicate that 68.2% of respondents (n = 75) reported that their organization has formal diversity and inclusion policies, while 31.8% (n = 35) reported that their organization does not have such policies. This suggests that a majority of respondents have knowledge of diversity and inclusion policies, indicating that organizations or institutions are making efforts to communicate these policies to their employees. The relatively high level of awareness, with over two-thirds of respondents acknowledging the existence of formal policies, reflects progress in institutionalizing diversity and inclusion initiatives within organizations. However, the finding that nearly one-third of respondents lack awareness of formal diversity and inclusion policies highlights a significant communication gap that organizations need to address. This gap suggests that merely having policies in place is insufficient; organizations must also ensure effective communication and dissemination of these policies to all employees to foster an inclusive workplace culture.

**4.3 Frequency and Percentage Distribution of Personal Discrimination Experience**

Response	n	%
Yes	56	50.9
No	54	49.1
Total	110	100

**Table 3. Frequency and Percentage Distribution of Personal Discrimination Experience**

Source: Survey Data

Table 3 presents the frequency and percentage distribution of respondents' personal experiences of discrimination in the workplace. The analysis reveals that 50.9% of respondents (n = 56) reported having personally experienced discrimination, while 49.1% (n = 54) reported not having experienced discrimination. This nearly equal distribution indicates that a significant portion of the workforce has faced discriminatory experiences, highlighting the continued prevalence of workplace discrimination despite increasing awareness and policy implementation. The finding that slightly more than half of the respondents have experienced discrimination is particularly concerning and underscores the gap between policy adoption and actual workplace experiences. This suggests that while organizations may have formal diversity and inclusion policies in place, their implementation and effectiveness in preventing discrimination remain inadequate. The prevalence of discrimination experiences across a diverse sample of respondents emphasizes the urgent need for organizations to strengthen their diversity and inclusion efforts and ensure that policies translate into meaningful workplace equality.

**4.4 Crosstabulation of Gender by Experienced Discrimination**

Gender	Experienced Discrimination		Total
	No	Yes	
Female	16	8	24
Male	16	14	30
Other	17	8	25
Prefer not to say	16	15	31
Total	65	45	110

**Table 4. Crosstabulation of Gender by Experienced Discrimination**

Source: Survey Data

Table 4 presents the crosstabulation of gender by experienced discrimination, showing the distribution of discrimination experiences across different gender categories. Among female respondents, 16 reported no discrimination while 8 reported experiencing discrimination. Among male respondents, 16 reported no discrimination and 14 reported discriminations. Among respondents identifying as other, 17 reported no discrimination and 8 reported discriminations.

Among those who preferred not to disclose their gender, 16 reported no discrimination and 15 reported discriminations. The total number of respondents who did not experience discrimination was 65, while 45 respondents reported experiencing discrimination. The distribution of discrimination experiences across gender categories appears relatively similar, with no single gender group showing a disproportionately high incidence of discrimination. This suggests that discrimination experiences are not confined to any particular gender group but are a widespread concern affecting employees across different gender identities. The similar patterns across gender categories indicate that discrimination in the workplace is a pervasive issue that affects all employees, regardless of their gender identity, and highlights the need for comprehensive diversity and inclusion strategies that address discrimination comprehensively.

Test	Value	df	p
Pearson Chi-Square	2.519	3	0.472

**Table 5. Chi-Square Test Results for Gender and Experienced Discrimination**

Source: Survey Data

Table 5 presents the chi-square test results examining the relationship between gender and experienced discrimination. The Pearson Chi-Square value was 2.519 with 3 degrees of freedom, and the p-value was .472. Since the p-value is greater than the conventional significance level of .05, the result is not statistically significant. This implies that there is no meaningful association between gender and experiencing discrimination in the dataset. Respondents across different gender categories reported similar experiences regarding discrimination, suggesting that gender does not significantly influence whether an individual experiences discrimination in the workplace.

#### **4.5 EFA (Exploratory Factor Analysis): To identify underlying dimensions within the diversity and inclusion data.**

Factor analysis was performed to identify underlying dimensions within the diversity and inclusion data. A KMO value of .67 indicates good sampling adequacy, suggesting that the data is highly suitable for factor analysis. Bartlett's test of sphericity yielded a chi-square value of 33.331 with 45 degrees of freedom and a significance level of .900, indicating that the variables are not highly correlated.

Variables	Component				
	1	2	3	4	5
Respect and Inclusion			-0.798		
Fair Treatment					
Equal Opportunities					0.824
Management Support	0.792				
Comfort Expressing Identity		0.652			
Discrimination Addressed				0.761	
Training Effectiveness	-0.687				
Equal Policies				0.617	
Diversity-Performance Link		0.551			
Overall Equality Satisfaction			0.618		
Eigen values	1.328	1.27	1.214	1.139	1.082
Percentage of total variance	13.283	12.697	12.141	11.388	10.822

**Table 6. Pattern Component Matrix, Eigen Values and Total Variance Percentage for Components obtained by Principal Component Analysis with Varimax Rotation Method**

**Note:** Factor loadings <0.35 have been omitted from the table.

Table 6 presents the rotated component matrix showing the factor loadings for each variable after varimax rotation with Kaiser normalization, along with eigenvalues and the percentage of total variance explained by each component. The analysis extracted five components with eigenvalues greater than 1.00, which together account for 60.331% of the total variance. Component 1 had an eigenvalue of 1.328 and accounted for 13.283% of the variance, with strong loadings on management support (0.792) and a negative loading on training effectiveness (-0.687), representing a management and training dimension. Component 2 had an eigenvalue of 1.270 and accounted for 12.697% of the variance, with strong loadings on comfort expressing identity (0.652) and diversity-performance link (0.551), representing a psychological safety and performance dimension. Component 3 had an eigenvalue of 1.214 and accounted for 12.141% of the variance, with strong loadings on respect and inclusion (-0.798) and overall equality satisfaction (0.618), representing an inclusive culture and satisfaction dimension. Component 4 had an eigenvalue of 1.139 and accounted for 11.388% of the variance, with strong loadings on discrimination addressed (0.761) and equal policies (0.617), representing a policy implementation and grievance handling dimension. Component 5 had an eigenvalue of 1.082 and accounted for 10.822% of the variance, with a strong loading on equal opportunities (0.824), representing an opportunity and fairness dimension.

The rotated component matrix reveals that the five extracted factors represent distinct but interrelated dimensions of diversity and inclusion practices in organizations. These dimensions include leadership commitment and training effectiveness, employee psychological safety and comfort expressing identity, inclusive culture and overall satisfaction, policy implementation and handling of discrimination, and equal opportunities for growth and advancement. The results suggest that diversity and inclusion are multi-dimensional constructs that encompass various aspects of organizational life, from leadership behavior and policy implementation to employee experiences and satisfaction. The factor structure provides a useful framework for understanding the components of effective diversity and inclusion practices and suggests that organizations must address multiple dimensions simultaneously to create truly inclusive workplaces. The emergence of separate factors for management support, employee comfort, inclusion satisfaction, discrimination handling, and equal opportunities indicates that these aspects are distinct yet complementary components of a comprehensive diversity and inclusion strategy.

#### **4.6 Discussion**

The findings of this study indicate that diversity and inclusion remain important organizational concerns despite growing awareness and policy adoption. The demographic profile revealed a diverse sample in terms of gender and occupational status, providing a broad range of perspectives on workplace inclusion. A majority of respondents (68.2%) reported that their organizations had formal diversity and inclusion policies, suggesting that many organizations are actively recognizing the importance of creating equitable work environments. However, the fact that nearly one-third of respondents were unaware of such policies highlights the need for better communication and employee engagement regarding diversity initiatives. Furthermore, the results revealed that 50.9% of respondents had personally experienced workplace discrimination, demonstrating that the existence of formal policies does not necessarily guarantee an inclusive organizational culture. This finding suggests a gap between policy formulation and practical implementation, emphasizing the importance of translating diversity commitments into everyday workplace practices and behaviors.

The crosstabulation and chi-square analysis found no significant association between gender and experiences of discrimination ( $\chi^2 = 2.519, p = .472$ ), indicating that discrimination was reported across all gender categories at relatively similar levels. This suggests that workplace discrimination may be a broader organizational issue rather than one confined to a specific gender group. The exploratory factor analysis further demonstrated that diversity and inclusion are multidimensional constructs consisting of five key dimensions: management support and training effectiveness, psychological safety and comfort in expressing identity, inclusive culture and equality satisfaction, policy implementation and discrimination handling, and equal opportunities for growth and advancement. Together, these factors explained 60.331% of the total variance, highlighting their importance in shaping employees' perceptions of inclusion. The emergence of these distinct dimensions suggests that organizations must adopt a holistic approach to diversity and inclusion by strengthening leadership commitment, ensuring effective policy implementation, promoting psychological

safety, addressing discrimination promptly, and providing equal opportunities for all employees. Such comprehensive efforts are essential for fostering a truly inclusive workplace where employees feel respected, valued, and supported.

## 5. CONCLUSION

This study examined diversity and inclusion practices and experiences among respondents from different gender and occupational backgrounds. The findings revealed that although most respondents were aware of diversity and inclusion policies, a substantial proportion had personally experienced workplace discrimination. The results suggest that the existence of formal policies alone is not sufficient to eliminate discriminatory experiences and promote workplace equality. The chi-square analysis showed no significant relationship between gender and experienced discrimination, indicating that discrimination affects employees across different gender groups. Exploratory Factor Analysis identified five key dimensions of diversity and inclusion: management support, psychological safety, inclusive culture, policy implementation, and equal opportunities. These findings highlight the multidimensional nature of diversity and inclusion and the need for organizations to address all these aspects simultaneously. Future research could utilize larger and more diverse samples, explore industry-specific differences, and employ longitudinal or qualitative approaches to gain deeper insights into the effectiveness of diversity and inclusion initiatives over time.

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