

# The Significance of Diversity Management and Employee Engagement in Organizations

Sabreen Mohamed Hawata

Menoufia University, Qism Shebeen El-Kom, Shibin el Kom, Menoufia Governorate 6131567, Egypt.  
hawata99875@hotmail.com

Correspondence should be addressed to Sabreen Mohamed Hawata : hawata99875@hotmail.com

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**Abstract** – The use of diversity management strategies inside an organization may foster a corporate culture that promotes increased employee engagement and provides individuals with the necessary tools and support to effectively advocate for their own interests. This enhances the entire employee experience. The implementation of effective diversity management strategies has the potential to positively impact several organizational outcomes, including productivity, employee retention, job satisfaction, recruiting, and hiring. This study investigates the significance of diversity management and employee engagement inside firms, with a specific focus on underrepresented groups in STEMM sectors. This paper examines the effects of globalization on workforce diversity and explores the approaches used by successful organizations to foster diversity and inclusion. This research further explores the theoretical frameworks pertaining to diversity management and employee engagement, elucidating the advantages and obstacles that businesses encounter when adopting these strategies. The study findings indicate that enterprises must prioritize the appreciation of diversity and inclusion to establish a secure and all-encompassing atmosphere, as well as to optimize the potential advantages that may be derived from such practices.

**Keywords** – Diversity Management, Workplace Diversity, Employee Management, Inclusive Management, Diversity and Inclusion, Diversity-Inclusion Management.

## I. INTRODUCTION

The concept of diversity encompasses variations within a collective, including a range of characteristics like sexual orientation, race, gender identity, ethnicity, gender, disability, socioeconomic status, and nationality among others. Understanding and appreciating the interdependence of people, cultures, and the natural world are all part of what is meant by diversity. In simple terms, it is imperative to demonstrate mutual appreciation for the distinct attributes and perspectives that individuals from other backgrounds and worldviews contribute to the collective discussion. Furthermore, it is important to acknowledge that prejudice, in its many forms ranging from individual biases to cultural and institutional discrimination, perpetuates unequal advantages for some individuals while simultaneously disadvantaging others. Ultimately, the eradication of all manifestations of prejudice necessitates the collaboration of individuals hailing from diverse backgrounds.

According to Iporac [1], it is widely acknowledged that certain groups, namely Native Hawaiians, Blacks/African Americans, Alaska Natives, American Indians, Latinx, and other Pacific Islanders, individuals with disabilities, and women, have historically faced exclusion and marginalization. These groups continue to be inadequately represented in the fields of medicine, science, engineering, technology, and mathematics as evidenced by Ibrahim, Liu, Zariffa, Morris, and Denniston [2]. In the year 2017, it was observed that women accounted for 41% of research doctorates in the fields of science and engineering, despite constituting 51.5% of the overall population. Similarly, while they make up 27% of the population, people of color (or PEERs) only account for 11% of those who get doctorates in research. Moreover, there persists a dearth of diversity in the composition of professors within departments, as well as in the membership of editorial and scientific advisory boards. This lack of diversity is also evident in academic and corporate leadership roles, winners of prestigious awards, and the selection of speakers for conferences, among other areas.

Tolerance and acceptance are important to the concept of diversity. Understanding that each person is unique and accepting that there are differences between people is fundamental to the idea. These conditions include several aspects like political ideas, race, religious views, ethnicity, physical ability, gender, age, socioeconomic, and other ideologies. The examination of these distinctions occurs within a nurturing, constructive, and secure setting. The focus here is on expanding our horizons beyond simple tolerance to accept and uphold diversity that makes each of us human.

Differences among employees are what we call “diversity in the workplace. Job function, race, cognitive style, gender, age, ethnicity, personality, years of experience, level of education, and years in the workforce are only few of the many aspects that contribute to the idea of diversity. Both internal and external perspectives are included in the idea of diversity. Their interactions with one another are affected by the above-mentioned biases. Human resource professionals must effectively handle crucial areas including communication, adaptability, and change management to guarantee the smooth operation of a company's varied workforce.

Focusing on the necessity for businesses to foster and educate a diverse workforce, this research looks at the pervasive underrepresentation of historically marginalized and excluded groups in the STEMM fields. The objective of this study is to effectively comprehend the relation between employee engagement and diversity, and how doing so may lead to a more welcoming and productive workplace. The rest of the article has been organized as follows: Section II discusses the concept of diversity and inclusion management. In this section, the concept of economic value for programs related to diversity and inclusion; and value management pros and cons. Section III focusses on the process of employee management. Section IV reviews the way diversity and inclusion enhance employee engagement. Section V draws a conclusion to the research on the relevance of diversity management and employee engagement in organizations.

## II. DIVERSITY AND INCLUSION MANAGEMENT

Due to its importance in ensuring that all stakeholders' requirements and expectations are met, diversity management has been a hot subject in recent years thanks to globalization. Managers saw a significant change in the worker makeup, or diversity, in the early 1990s. The liberalization, privatization, and globalization of the Indian market were largely responsible for this shift. Heilman and Chen [3] claim that in the future, women and minorities may make up as much as 90% of an organization's workforce. There may be more migrant workers as a result of this demographic transition, which might lead to language barriers inside the workplace. There is also an expectation that people of other races will have a more visible role in these corporations' operations. In order to keep their unique and competitive edge in the marketplaces, progressive companies are using a variety of ways for managing their diverse workforce. Many studies have attempted to define variety, each with their own unique set of criteria.

The term “diversity” refers to more than only differences in race, sexual orientation, or ability. According to Hare-Mustin and Marecek [4], the term “difference” describes the many aspects that differentiate individuals. In the United States, the term “diversity management” has been used synonymously with “equal employment opportunities” and “affirmative action” since the concept's conception. This concept has been presented by Iyer and Ryan [5] as a means of addressing discrimination against people of color and women with the workplace. Companies have traditionally paid little attention to diversity. In light of the worldwide developments brought about by globalization, the topic of diversity management has garnered great attention. Numerous writers have sought to analyze this concept from various theoretical and methodological perspectives. The research done on the issue reveals the challenges involved in producing a single, comprehensive definition for the notion. According to Hiekel, Liefbroer, and Poortman [6] diversity refers to the presence of different ages, sexes, nationalities, and other types of people in the same workplace.

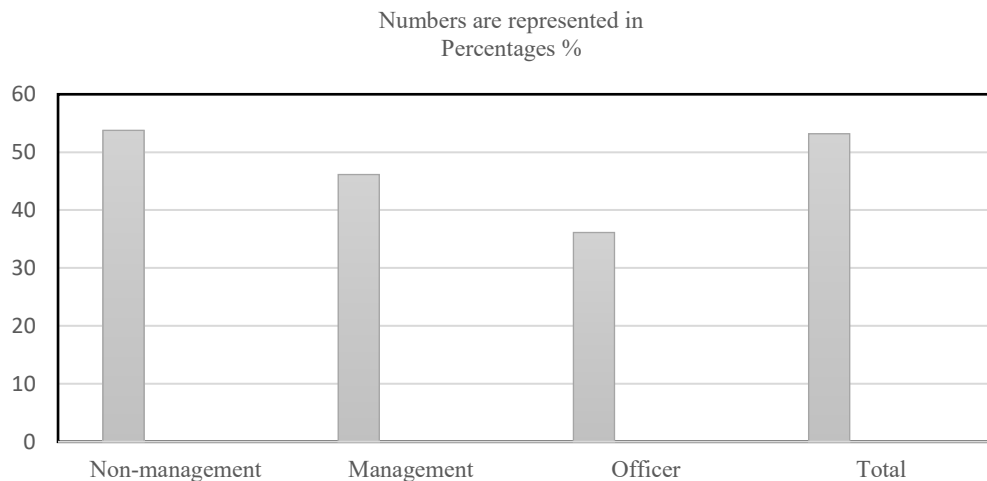
Furthermore, De Aquino and Robertson [7] suggest that diversity management is an intentional strategy for getting the most out of a workforce that includes people of different gender, races, nationalities, cultures, and educational backgrounds. According to the Cao, Clarke, and Lehaney [8], the idea may also be defined as “the utilization of diversity through efficient organizational change that contributes to the realization of predetermined goals. The variability in the definitions provides insight into the intricate nature of the notion of diversity. Numerous theories have been proposed to elucidate the significance and indispensability of diversity management within organizations. For instance, the social identity theory posits that individuals tend to categorize their perceptions based on social groups and common attributes. Similarly, the similarity-attraction theory emphasizes the inclination of individuals to form closer relationships with those with the same attitudes and attributes, while also engaging in challenging interactions with individuals who hold divergent values, experiences, and attitudes. Lastly, the social exchange theory underscores the significance of reciprocal exchanges that foster social stability. Hence, the establishment of a secure environment may be facilitated by the successful implementation of good diversity management practices inside enterprises, wherein individuals demonstrate a willingness to actively participate and demonstrate dedication.

According to Bonaccio, Connelly, Gellatly, Jetha, and Ginis [9], scholars in the field of organizational research argue that the management of diversity and inclusivity primarily involves the empowerment and enablement of workers. This framework offers a comprehensive philosophical perspective that aims to address all dimensions involved. It places significant emphasis on managerial policies and skills in order to achieve both individual and organizational goals. Additionally, it suggests the need to modify the standardized operating process in order to identify the most suitable work culture for each specific group. The act of valuing diversity and inclusivity is considered prudent due to several factors, including human well-being, societal cohesion, legal compliance, and potential financial gains. The significance of effectively appreciating and managing diversity has persisted within the realm of International Business. In this context, several multinational firms are compelled to implement strategies aimed at recruiting, engaging, and retaining a diverse workforce that reflects the demographics of their respective markets. Diplomacy, religion, and voluntary groups have had a significant role in shaping and pioneering approaches to diversity and inclusivity. These areas have also recorded strategies for handling diverse cultures inside the workplace.

*The Economic Value of Inclusion and Diversity Programs*

The inclusion and diversity approach used by Walmart is characterized by the principle of “thinking globally and serving locally.” Globally, this prominent retailer consistently attracts, actively pursues, and recruits a wide range of talented individuals while cultivating a culture that values diversity and inclusivity. According to Walmart's Diversity & Inclusion report from 2015 [10], although women make up 57% of the company as a whole, just 41% of management roles are held by women. Similarly, people of other races and ethnicities made up 40% of the workforce overall, 30% of management positions, and 22% of corporate affairs positions. The Global Women's Development Series, the Career Link Mentoring Program, and the Veterans' Welcome Home Commitment are just a few of Walmart's numerous effective initiatives. These programs demonstrate Walmart's dedication to fostering an inclusive workplace in order to produce exceptional financial results. Staff members make concerted efforts to create a welcoming, trustworthy ecosystem in which employees may feel valued and appreciated. Apple asserts that in order to be considered the most innovative firm, it is necessary to also be the most diverse corporation [11]. The achievement of a company's success is contingent upon the generation and execution of innovative ideas, which may be seen via the adoption of varied perspectives.

**Fig 1** illustrates the percentages representing the degree of women's involvement in global markets and composites as of December 31, 2022. Additionally, it provides data on women's inclusion in the United States as of the pay period ending on January 27, 2023. Global data refers to the amalgamation of data from both international and U.S. sources within their respective reporting periods.



**Fig 1.** Global Workforce Representation – Women

In accordance with the 2017 Inclusion and Diversity Report published by Apple, the company endeavors to foster representation of underrepresented populations and dismantle longstanding technological hurdles. The hiring scores of females on a worldwide scale have seen a consistent increase, rising from approximately 32% to 38%. Additionally, 54% of new recruits in USA are individuals from minority backgrounds [12]. Furthermore, efforts have been made to reduce the disparities in remuneration for comparable positions and levels of performance. Creating an inclusive work culture poses considerable challenges, necessitating the collective dedication and proactive efforts of workers and management alike. Apple, as an organization, endeavors to mitigate unconscious racial and gender biases inside the workplace. The organization focuses on fostering a diverse pool of executives and technical professionals, advocating for LGBTQ equality, allocating resources to serve Veterans and their families, and investigating innovative strategies to assist workers with disabilities. Starbucks has achieved significant recognition and widespread acceptance as an internationally renowned brand among consumers in several areas. The company asserts that the department of business ethics and compliance endeavors to cultivate an inclusive environment that embraces diverse cultures, acknowledging and valuing their distinct abilities, strengths, and differences [13]. This commitment to diversity is viewed as a competitive and strategic benefit for the company.

Starbucks recognizes the importance of cultural competency and believes that it should primarily be implemented by senior management. This, in turn, has an impact on the actions of employees and managers at different levels within the business. In [14], Starbucks' upper management has provided workers with the opportunity to increase their weekly working hours on weekdays in order to condense their work schedule. In a similar vein, Morris, Miyasaki, Watters, and Coombes [15] suggests that organizations may provide flexible work hours to accommodate the scheduling requirements of employees' unions, as well as create an inclusive environment that welcomes those with disabilities as valuable contributors to the workforce. In addition, all interactions with clients and coworkers must be conducted in a completely ethical manner. Top-

level management must design training programs for managers and staff to effectively connect with stakeholders from a wide range of cultural backgrounds.

Starbucks has implemented various strategies that are considered best practices for achieving success. These strategies include the adoption of an open communication system, the establishment of a flexible work environment, the implementation of a wide range of training programs, the analysis of workforce demographics, the utilization of bias-free interviewing systems, and the promotion of gender diversity. The prudent business strategies used by Starbucks have had a significant effect on the company's long-term success and reputation. The evaluation of workforce diversity and the allocation of significant resources towards engaging with women and minorities have consistently been seen. Consequently, Starbucks has emerged as a very desirable employer for prospective workers, renowned for its commitment to social responsibility and reputation as a reputable firm among its partners. Additionally, it has garnered admiration and served as a source of inspiration for its rivals due to its exceptional management practices.

#### *Value Management For Diversity And Inclusion: Pros And Cons*

Irrespective of the underlying factors contributing to the sustained attention towards workforce diversity, it is relevant to acknowledge that the concepts of inclusion and diversity provide many potential benefits for firms. There exists a widely recognized rationale for the management of diversity in the corporate setting, which encompasses a range of benefits linked to the presence of diverse individuals in the workplace. Blanck, Hyseni, and Wise [16] observes that a significant portion of these advantages are similar to those associated with inclusion, although inclusion also offers certain supplementary benefits. In this section, we will examine the benefits of both diversity and inclusion simultaneously. Before delving into the advantages, it is important to acknowledge that the sheer existence of diversity within businesses is not enough to fully use its potential benefits. Instead, diversity must be effectively managed, preferably via an inclusive strategy, which will be further explored in subsequent sections of this article. **Fig 2** illustrates the benefits linked with diversity and inclusion. One possible benefit pertains to cost savings.

Over the last twenty years, several firms have come to recognize the significance of the conventional assumptions pertaining to worker diversity in the present business environment. A study conducted by Foster and Harris [17] examined a sample of 166 prominent companies and identified several significant diversity initiatives. These initiatives include advancement activities and career planning, culture change efforts, accountability and performance measures, employee involvement programs, effective communication strategies, and learning and advancement initiatives. Moreover, Upadhyay and Zeng [18] classified three diversity concerns pertaining to gender and ethnicity, namely: strategies for mitigating ethnicity and sex-related challenges during shifts in firm environment, approaches for accommodating immigrants, and methods for fostering positive career outcomes. There are two diversity challenges that pertain to individual differences, namely the technique for accommodating local circumstances and the individual disparities among personnel. Lightfoote et al. [19] identified seven innovative initiatives for promoting diversity inclusion: the formulation of diversity action plans, the integration of diversity into mission statements, the establishment of accountability measures, the involvement of employees in all organizational functions, and the provision of career development opportunities.

Similarly, scholarly research has also revealed a range of ways and tactics for effectively diversity management and fostering inclusion within the workplace. As per Talke, Salomo, and Rost [20], the management of diversity can be divided into five distinct phases. The first phase involves identifying and thoroughly analyzing the needs related to diversity. The second phase entails designing a comprehensive strategy to address these needs. In the third phase, specific interventions and initiatives are developed to promote diversity. The fourth phase focuses on the implementation of the previously mentioned stages. Lastly, the fifth phase involves the ongoing evaluation and monitoring of the diversity strategy process. According to Kreitz [21], it is crucial to recognize and understand the various differences among employees, educate them about these differences, identify the distinctions between workgroups, and value and appreciate these differences in order to effectively manage a diverse workplace. Furthermore, Paluck and Green [22] have identified a range of distinct diversity methods used by some pioneering firms. Several key practices that are commonly observed among them include the establishment of ongoing monitoring, strategic goals of all human resources systems, creating a conducive work climate, prioritizing training and retraining initiatives, providing rewards and improving advantages based on performance outcomes, and reinforcing the alignment of promotion and hiring processes with the company's objectives.

In summary, a majority of prosperous firms have engaged in and executed a multitude of distinct diversity initiatives across various hierarchical levels. Nevertheless, the execution of an approach is not an isolated and singular endeavor; it is contingent upon the vision, purpose, and objectives of the company. The effective management of inclusion and diversity requires the thoughtful implementation of new programs and interventions that align with the specific needs and objectives of the organization. Moreover, the business must address diversity challenges via the implementation of a strategic planning process. It is apparent that scholars have recognized the need for organizations to evaluate and reevaluate their diversity and inclusion policies, seeing it as a continuous and continuing endeavor.

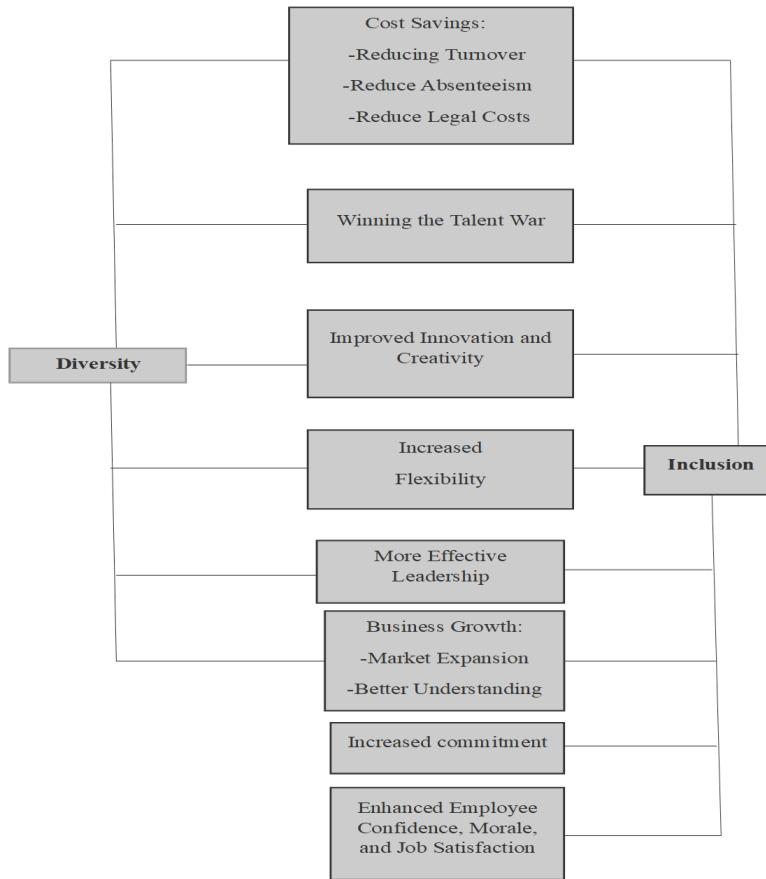


Fig 2. Benefits linked to Diversity and Inclusion

### III. EMPLOYEE ENGAGEMENT

The concept of employee engagement is considered a novel concept in the field of scholar research. Nonetheless, a significant portion of the literature produced by practitioners and consultants has focused on elucidating the processes involved in the creation and use of employee engagement. According to Gruman and Saks [23], it has been found that employee engagement (EE) serves as a metric for gauging the emotional dedication of workers towards their job and the firm. The seminal research on environmental economics, which is closely linked to the contributions of Plumecocq [24], who is often regarded as the founding figure in the field of environmental economics. The concept of “personal disengagement” and “personal engagement” was formulated based on the underlying principles of the intrinsic motivation theory. According to Weigl, Hornung, Parker, Petru, Glaser, and Angerer [25], personal engagement may be described as the varying degrees to which individuals establish physical, emotional, and cognitive connections with their job duties. Conversely, personal disengagement refers to the act of detaching oneself from the responsibilities and tasks associated with their employment.

Various theoretical frameworks have been used to elucidate the concept of employee engagement. Various scholars provide explanations of employee involvement from diverse theoretical approaches in their own empirical studies. To yet, a comprehensive theoretical framework for employee engagement has not been established. **Table 1** shows how the needs-satisfaction model, the social exchange theory, and the JD-R model, are all employed in this study to define EE. Jimerson, Campos, and Greif [26] definition of engagement is the first step in the development of the needs-satisfaction framework. Idris, Dollard, Coward, and Dormann [27] propose that when three psychological demands are addressed, workers become more invested in their jobs. These needs include a sense of meaningfulness, which refers to perceiving a return on one's personal investments in role performance. Additionally, a sense of safety is crucial, as it entails feeling able to express and utilize one's true self without apprehension of negative repercussions on career, status, or self-image. Availability, the belief that one has the emotional, mental, and physical resources to fully immerse oneself in a role performance, is crucial. Employees are more likely to tune out and take a defensive position against their duties when the organization does not give the tools, they need to execute their jobs. Inherent workplace qualities, such as tasks, positions, and work relationships, may all contribute to an employee's sense of meaning at work. Management styles, Interpersonal relationships, intergroup and group dynamics, and organizational norms all play significant roles in shaping individuals' perceptions of psychological safety in a given setting.

People are as readily available as the resources at their disposal allow them to be in order to carry out their assigned tasks. Physical and mental stamina, as well as elements like insecurity and outside obligations, are examples of such resources. An

important aspect that affects worker dedication is the Job Demands-Resources Model. According to model, there are two main types of workplace factors that might affect an organization: job resources and job demands. This model offers a generalized framework that may be used in many different kinds of workplaces, accommodating their unique requirements and available assets. Constant mental and/or physical effort is required by many aspects of the workplace, including those that require interaction with others and adherence to established procedures. This means that the costs to your body and mind are directly proportional to your needs. Some examples of factors that might contribute to workplace stress include excessive job pressure, role overload, unfavorable environmental circumstances, and challenges associated with organizational restructuring.

All aspects of a job, whether physical, mental, social, or structural, can be considered resources if they help workers in one or more of the following ways: (1) achieve work goals; (2) reduce stress and its negative physiological and psychological effects; (3) develop professionally and personally. Therefore, the JD-R model explains why people are more likely to be engaged in their work when the company offers them with resources that are directly relevant to their jobs. Work, loyalty, genuine interest, and social rewards are all components of the job transaction, as suggested by Podsakoff, MacKenzie, Moorman, and Fetter [28]. To some extent, the relationship between an employee and an employer may be seen as reciprocal, with the desire for reciprocation leading to mutually beneficial consequences.

According to Cernea [29], it was posited that a party anticipates receiving a future benefit or compensation after making a contribution or rendering services to another party. At the same time, the recipient of a pricey gift will feel obligated to return the favor to the giver. Workers who have been helped will actively repay their benefactors in the hopes of receiving future benefits themselves. Numerous researchers have conducted analyses on the correlation between organization and its members, drawing upon the theoretical framework of social exchange theory. Employees demonstrate loyalty to the firm and exert significant effort in return for economic remuneration and social incentives, so building a mutually beneficial connection between the organization and its employees. According to Kaiser, Oerke, and Bogner [30], people who sense a high degree of support from their company feel obligated to reciprocate, leading to the development of behaviors and attitudes, which are advantageous to the firm.

According to Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades [31], an individual's degree of participation might serve as a means for them to reciprocate their organization. In essence, the level of employee engagement is contingent upon the resources provided by their respective organizations, leading to varied degrees of involvement.

**Table 1.** Theoretical models of employee motivation and participation

<i>Theory</i>	<b>Literature</b>	<b>Characteristics</b>
<i>Needs-Satisfaction Model</i>	Elliott and Barris [32]	Meaningfulness: value placed on one's own time and effort in a certain position
	Rosenblatt and Attkisson [33]	Safety: confidence in one's own identity and abilities to put such abilities to use without fear of personal or professional repercussions
	Busch-Geertsema, Culhane, and Fitzpatrick [34]	Availability: ability to draw on one's own physical, emotional, and mental resources to fully inhabit one's performing roles
<i>Job Demands-Resources Model</i>	Schaufeli and Taris [35]	The term “job demands” is used to discuss the mental, physical, organizational, and social requirements of a certain position that need continuous, taxing effort on the worker's part and have measurable physiological and emotional consequences.
	Bakker and Demerouti [36]	Job resources are those properties of a job (organizational, physical, social, or mental) that do one or more of the following: 1) help employees accomplish their tasks and objectives; 2) make the job easier on their bodies and minds; or 3) encourage professional and personal development.
	Sierra and McQuitty [37]	There will be positive outcomes for both parties in the event of a request for return.
<i>Social Exchange Theory</i>	Cropanzano and Mitchell [38]	After making a financial or labor investment in another entity, one party anticipates receiving compensation in the future. The receiver of a pricey gift, however, may feel compelled to return it to its original owner.
	Meyer and Allen [39]	An individual's attitude and actions are more positive toward the organization when they feel obligated to return the organization for its assistance.
	Saks [40]	Workers' levels of participation will vary, both independently and in reaction to the opportunities presented to them by their employer.

#### IV. HOW DIVERSITY AND INCLUSION BOOST EMPLOYEE ENGAGEMENT

According to Alrashidi, Phan, and Ngu [41], engagement is comprised of three dimensions:

- Vigor can be defined as the display of elevated levels of energy and mental fortitude in the workplace, which is subsequently demonstrated through a steadfast commitment to attaining desired goals.
- Dedication can be assessed by the extent of engagement, resulting in enthusiasm, inspiration, pride, and an ongoing pursuit of professional excellence in one's work.
- Absorption refers to a state of complete immersion and wholehearted involvement in tasks, necessitating heightened levels of concentration and fulfillment.

Numerous scholars have attempted to ascertain the precursors of engagement. The perception of social support from colleagues and managers has been found to have an impact on various aspects of employee performance. Previous research has shown that this perception is related to feedback received on performance, the level of autonomy employees have and their likelihood of turnover, the availability of coaching and training opportunities, the availability of work resources, the perception of justice within the organization, the recognition and rewards employees receive, their workload, and the organizational values. Additionally, the perception of social support is also related to the flow of internal communications within the organization and the leadership styles exhibited by managers.

Employees who exhibit high degree of engagement are linked to different positive outcomes. These outcomes include increased levels of happiness and enthusiasm, improved physical and psychological well-being, higher job satisfaction, stronger commitment to the organization, proactive behavior, and the transmission of engagement to other employees through the adoption of organizational citizenship behaviors. The existing body of research has not extensively examined the relations between perceptions of inclusion and diversity management, as well as its connection to employee engagement. Indeed, scholarly research by Mousa [42] has consistently regarded these two conceptions as distinct aspects within the context of organizations.

The concept of diversity and inclusion (D&I) entails expanding the scope of an organization, while employee engagement emphasizes harnessing the full potential of workers, sometimes without considering the possible impact of their differences on engagement. Nevertheless, recent studies challenge the aforementioned perspective by validating the correlation between an organization's diversity practices and employee engagement, suggesting that the two are interdependent. Consequently, it becomes evident that organizational concerns are inherently interconnected. Within this particular framework, diversity emerges as a fundamental precursor to engagement, warranting its use as a strategic instrument in attaining a competitive edge. By fostering motivation and active participation among all workers, diversity serves as a catalyst for optimizing performance to its fullest potential.

Typically, employees exhibit heightened levels of engagement when they establish a sense of connection with their work environment. This connection fosters various factors, including a sense of safety, which is evident through the individual's comfort derived from interpersonal relationships, group dynamics, intergroup interactions, leadership styles, and organizational norms. Additionally, employees experience a sense of meaningfulness when they perceive that their work is valued. Lastly, engagement is influenced by the availability of both psychological and physical resources associated with work. Hence, it can be argued that workplaces characterized by genuine diversity and inclusivity have a positive impact on organizational performance, since they foster higher levels of employee engagement.

The establishment of a work environment that is characterized by diversity and inclusivity facilitates an atmosphere in which individuals, irrespective of their dissimilarities, are able to carry out their responsibilities in a manner that is both effective and efficient. This is achieved via the cultivation of trustworthy relationships and the enhancement of communication. By applying the Social Exchange Theory [43], one can gain insight into the interactions and mutual obligations between employees and their organization. In this context, the implementation of diversity practices serves as a visible indication of the organization's commitment to interpersonal justice, equal opportunities, employee well-being, and recognition of individual differences. Consequently, employees reciprocate these efforts by displaying heightened levels of engagement.

The impact on employee engagement arises when individuals within an organization recognize the organization's efforts to promote diversity in all its manifestations, and when these policies align with the personal beliefs of the workers. Beck [44] that people' inclination to participate in an organization diminishes when they see a misalignment between their own beliefs and aspirations and the expectations set by the organization. Hence, the implementation of diversity policies inside an organization serves as an indication of its dedication to fostering support for workers from diverse backgrounds. This is because the perception of an inclusive workplace has a direct effect on the performance, engagement, and turnover of all employees. Therefore, it may be inferred that a favorable opinion among workers about diversity practices has a good impact on their level of involvement. Moreover, inclusion acts as a middleman between diversity efforts and employee dedication to their jobs.

#### V. CONCLUSION

The findings in research indicate that the effective management of diversity and the active participation of employees are essential components for firms seeking to establish a secure and inclusive atmosphere, attract a wide range of talented individuals, and cultivate a varied and prosperous workforce. Organizations may optimize their potential advantages, such as cost reduction, cultural transformation, employee engagement, effective communication, and learning and development endeavors, via the use of a range of methods and techniques. The study further emphasizes the need of continuous evaluation

and reevaluation of diversity and inclusion policies to guarantee their efficacy and pertinence in the dynamic corporate environment. In the future, it is fundamental for enterprises to consider perspectives beyond the existing governmental legislations, such as Protecting a diverse workforce against discrimination via measures such as the Equal Employment Opportunity Act and others like it.

Promoting gender diversity on corporate boards, mitigating biases in the selection process for women in leadership roles, and ensuring equitable compensation regardless of gender are some of the key initiatives aimed at fostering female economic growth. The aging workforce is a significant worry for most global economies as it leads to increased pension and healthcare bills, as well as a deceleration in economic development. Hence, it is advisable that the government contemplate a potential elevation of the retirement age, while duly considering variables such as health status, occupational profile, and other criteria. To adequately cater to the requirements of the elderly and female employees, it is recommended that businesses facilitate the implementation of flexible scheduling, such as the provision of remote work choices. Additionally, employers should provide parental benefits and medical coverage to workers who have young children. The notion of economic rebalancing has garnered considerable attention from governments in light of the global crisis. Organizations want to achieve a robust worldwide financial position by strategically expanding their presence across various industries, sectors, geographical locations, and markets.

### **CRedit Author Statement**

The author reviewed the results and approved the final version of the manuscript.

### **Data Availability**

No data was used to support this study

### **Conflicts of Interests**

The author declares that they have no conflicts of interest.

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### **Competing Interests**

There are no competing interests

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