A Bibliometric Analysis and SLR of DE&I: Unveiling its Potential as a Catalyst for Cultural Transformation and Competitive Advantage

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ABSTRACT

Diversity, Equity, and Inclusion (DE&I) initiatives demonstrably enhance employee engagement, innovation, and profitability in Western organisations. However, the cultural context of India necessitates further research to understand their applicability. This study explores how established DE&I frameworks translate to the Indian workplace and address unique challenges. By examining successful practices within Indian organisations, the research aims to bridge the knowledge gap and inform best practices for fostering a more inclusive and equitable work environment. The findings hold significant implications for future research, potentially informing culturally sensitive DE&I models and sparking further investigations into specific Indian contexts.

Keywords: Diversity, Equity, Inclusion, Organization culture, cultural transformation,Bibliometric Analysis

INTRODUCTION

The current landscape surrounding Diversity, Equity, and Inclusion (DE&I) efforts in workplaces presents a fascinating and complex picture. While a majority of employed U.S. adults (56%) view an emphasis on increasing workplace DE&I favourably (Pew Research Center, 2023), opinions vary considerably across demographic and political lines. This highlights the **growing public interest** in DE&I, but also the need for nuanced and evidence-based discussions about its impact.

This research paper delves into the multifaceted ways DE&I shapes organizational culture, utilizing a bibliometric analysis to explore the existing research landscape and address to what extent are present strategies for managing diverse workforces truly successful in maximizing their capacity, and what innovative methods provide greater potential (Sharma C & Daipuria P, 2024). We will investigate the potential of DE&I to enhance employee engagement, satisfaction, and well-being (Catalyst, 2020), boost innovation and creativity through diverse perspectives and experiences (Forbes, 2021), improve decision-making and problem-solving by fostering open communication and collaboration (McKinsey & Company, 2020), attract and retain top talent from diverse backgrounds (Deloitte Insights,2022), strengthen brand reputation and community relations (Harvard Business Review, 2018), and ultimately contribute to organizational performance and profitability (Josh Bersin, 2020).

However, navigating this complex terrain requires acknowledging current challenges. Some organizations are facing pushback against DE&I initiatives, and recent layoffs of DEI professionals raise concerns about sustained commitment (The New York Times, 2023). This paper will examine current research and case studies to illustrate the practical implications of DE&I initiatives on various aspects of organizational culture within the Indian context. Organizational justice's role in high-stress healthcare environments is important (Som, Daipuria, & Sharma, 2023). We will also discuss the challenges and opportunities associated with implementing effective DE&I strategies, offering insights on how organizations can create a more inclusive and equitable workplace environment for all. By delving into these issues, this research aims to contribute to

a more comprehensive understanding of the evolving role of DE&I in shaping organizational culture in India and its potential to drive positive change.

AIM OF THE STUDY
- To investigate diverse perceptions and public interest in DE&I.
- To explore the impact of DE&I on organizational culture and performance.
- To examine challenges and opportunities for DE&I in Indian organizations.
- To provide insights and recommendations for creating inclusive workplaces.

RESEARCH QUESTIONS
- How do the findings from existing research on DE&I in Western countries translate to the Indian organisational culture?
- Are there cultural aspects unique to India that need to be considered when developing and implementing DE&I strategies?
- How can Indian organisations learn from successful DE&I practices adopted by multinational corporations operating in India?

METHODOLOGY

This research paper will employ a bibliometric analysis to investigate the multifaceted influence of Diversity, Equity, and Inclusion (DE&I) on organizational culture and performance, with a specific focus on the Indian context. Bibliometrics offers a quantitative approach to analyzing scholarly literature, enabling us to map research trends, identify influential studies, and assess the intellectual landscape surrounding DE&I.
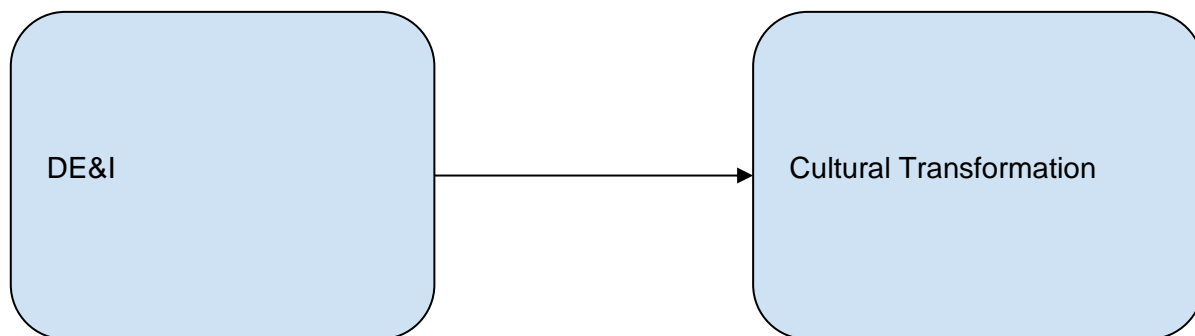
Conceptual Framework

Data Sources and Search Strategy

We will utilize reputable academic databases, such as Web of Science, Scopus, or Google Scholar, to retrieve relevant literature. A comprehensive search strategy will be developed using a combination of keywords and Boolean operators. Here are some potential keywords that could be included:

- Diversity
- Equity
- Inclusion
- Organizational Culture
- Performance
- Workplaces
- India (or Indian Organizations)

Inclusion and Exclusion Criteria

Inclusion criteria will be established to ensure the retrieved studies align with the research objectives. This may involve specifying:

- Publication date range (e.g., past 10 years)
- Document types (e.g., peer-reviewed journal articles, conference proceedings)
- Language restrictions (e.g., English)

Exclusion criteria will be applied to filter out irrelevant studies, such as:

- Book reviews or editorials
- Studies focusing outside the organizational context

Analysis Techniques

Bibliometric software will be employed to analyze the retrieved data. Here are some potential techniques that could be used:

- Citation analysis: Identify highly cited articles and influential authors to understand the core body of knowledge on DE&I.
- Co-citation analysis: Examine how different studies reference each other to uncover thematic relationships and research clusters within the DE&I domain.
- Keyword analysis: Analyze the frequency and co-occurrence of keywords to identify prominent themes and emerging research areas in DE&I.

Data Visualization

The results of the bibliometric analysis will be presented visually using charts, graphs, and tables. This will facilitate easier interpretation of research trends, key findings, and the intellectual structure of the DE&I field.

LITERATURE REVIEW

Article Name	Year	Author	Findings
Diversity and inclusion branding: a five-country comparison of corporate websites	2021	Karsten Jonsen,Sébasti en Point,Elisabeth K. Kelan &Adrian Grieble	The Article discusses a study of diversity statements from 75 companies. All companies mentioned diversity, with 84% providing a list of dimensions in which people differ and are not discriminated against. 73% of companies also described diversity in their own words. The information was found on 'about' pages, career sites, HR sub-pages, corporate social responsibility, and corporate value sections. The main target groups for these statements were employees and potential recruits, with fewer statements targeting customers, others, and suppliers. In conclusion, the study revealed that companies differ in how they present diversity statements, with most including a list of non-discrimination dimensions and offering their own interpretation of diversity. These statements are strategically placed on various sections of corporate websites to target internal employees and potential recruits primarily, showing their involvement in talent acquisition.
Managing Diversity for Organizational Efficiency	2020	Henry Inegbedion, Eze Sunday, Abiola Asaleye, Adedoyin Lawal, and Ayeni Adebanji	The model shows what affects how Nigerian companies manage diversity and how it helps them work better. It adds new knowledge and ideas to management in Nigeria and looks at diversity in different ways. The model has some problems with how it was done and needs to be tested in other countries to see if it works everywhere or not. This means more studies are needed.

Diversity management: a systematic review	2020	Shatrughan Yadav and Usha Lenka	This study is inspired by the lack of literature review papers on diversity, which are mostly found in western countries. It investigates all types of diversity-related papers to understand their impact on work outcomes. The study fills a research gap and provides a holistic understanding of diversity issues and benefits in organizations. It concludes with an integrative model of diversity management that includes dimensions of diversity, contextual factors, process, and performance outcomes. Diversity is categorized at multiple levels, including individual, group, and top management teams within the organization, and these different levels of diversity have been supported with multiple theories. Overall, this study provides a summary of research in diversity that can help readers find the antecedents, consequences, moderators, and mediators for future research.
Inclusion and Diversity in Work Groups: A Review and Model for Future Research	2011	Lynn M. Shore, Amy E. Randel, Beth G. Chung, Michelle A. Dean, Karen Holcombe Ehrhart, and Gangaram Singh	The research cited underlines persistent disparities in earnings, merit increases, promotions, and compensation based on characteristics such as gender, race/ethnicity, sexual orientation, skin colour, and height. Despite the value-in-diversity perspective, progress in understanding and promoting workplace inclusion has been limited. The proposed inclusion framework aims to stimulate research on diversity by exploring the mediating mechanisms between inclusion and outcomes. It emphasizes the role of valued group membership in creating perceptions of inclusion, arguing that this fosters greater employee contributions. The framework suggests that mixed results of diversity on performance may be due to a lack of consideration of the joint roles of belongingness and uniqueness. It cautions against singular focus on either belongingness (assimilation) or uniqueness (differentiation), highlighting the need to jointly consider both through inclusion for advancing diversity research and practice.

Inclusive workplaces: A review and model	2018	Lynn M. Shorea,Jeanett e N. Clevelandb,Dian a Sanchezc	The model emphasizes the crucial role of top management in fostering an inclusive climate through inclusionary practices, which, in turn, encourages employee contributions. The creation of inclusion opportunities for marginalized groups at all organizational levels is highlighted as essential for organizational effectiveness and success. Highlighting the need for empirical testing, the model suggests studying promotion and prevention orientations of management and examining global perspectives on diversity and inclusion. Furthermore, the literature emphasizes the need for conceptual clarity and consensus on defining inclusion, validated measures for inclusion foci, and more empirical research to inform organizational leaders and members. It also stresses the importance of HR practices, such as recruitment and affinity groups, and the necessity for joint scholar/practitioner efforts to advance understanding and promotion of inclusion, emphasizing the potential for HR practices to contribute to creating an inclusive climate and the need for multi-level synergy and collaboration.
Does a Different View Create Something New? The Effect of Employee Diversity on Innovation	2011	Østergaard, Christian Richter; Timmermans, Bram; Kristinsson, Kári	The study highlights the impact of employee diversity, based on gender, age, education, and ethnicity, on firm innovation. Findings indicate that balanced gender composition and higher educational diversity positively influence innovation likelihood, while age diversity shows a neutral or negative effect. The study calls for future research to consider management cultures, longitudinal analysis, industry-specific variations, organizational modes, and innovation strategies regarding the impact of diversity on innovation, emphasizing the need to broaden the cognitive scope of firms and how they manage diversity.

Diversity in Everyday Discourse: The Cultural Ambiguities and Consequences of "Happy Talk"	2007	JM Bell, D Hartmann	The conclusion presents criticisms and alternative perspectives on the current discourse on diversity. Maryanne and Pastor Luke offer critiques, emphasizing that the current discourse deals with difference but not equality, and it masks fundamental issues of inequality. They advocate for a different discussion that starts from a different set of assumptions, highlighting the need to both celebrate difference and recognize the unequal realities of race in the United States. The conclusion also emphasizes the importance of transforming the current diversity discourse, reflecting on Historian Robin Kelley's perspective that diversity is about unleashing creative dissonance and transcending tribalisms and nationalisms while recognizing the complexities of the world.
The benefits of climate for inclusion for gender-diverse groups	2012	Lisa H. Nishii	As companies increasingly depend on innovation to foster long-term growth and success, it is critical that the downside of diversity be addressed. What is required are solutions that can make productive debate possible while also enhancing cooperation and learning. An important starting point may be to minimize divisive conflict and to do so by minimizing structural inequalities, norms for assimilation, and exclusionary decision-making processes. This

			study provides at least preliminary evidence that inclusive climates are beneficial in this regard.

Employee retention in a higher education institution: an organizational development perspective	2015	BJ Erasmus, A Grobler, M Van Niekerk	The Article discusses the decision not to develop a retention tool for the institution due to an acceptable turnover rate and lack of concern about dysfunctional turnover. Instead, it suggests creating a retention toolkit for retaining high-performing employees intending to leave. The findings recommend focusing on high-performing employees, improving hiring practices, enhancing organizational commitment and engagement, integrating turnover analysis into talent management, and emphasizing non-monetary motivators. Additionally, it identifies potential limitations related to environmental variables and the generalizability of the study's results within the higher education sector.

The conclusion highlights the need to target high-performing employees and improve hiring practices, organizational commitment, and talent management. It also emphasizes the importance of non-monetary motivators and the need to consider environmental variables. However, the study's limitations suggest that further investigation is needed to understand the impact of opportunity and kinship responsibility on turnover, and to assess the generalizability of the study's findings in the higher education sector. |

Does Diversity Pay?: Race, Gender, and the Business Case for Diversity	2009	Cedric Herring	This article explores the impact of racial and gender diversity on business performance from two perspectives: the value-in-diversity perspective and the diversity-as-process-loss perspective. It also discusses an additional paradoxical view suggesting that greater diversity is associated with more group conflict and better business performance. The author utilized data from a national sample of for-profit business organizations and found that diversity is associated with increased sales revenue, more customers, greater market share, and greater relative profits, supporting the value-in-diversity perspective. Despite concerns about conflict and decreased group cohesiveness, the results indicate a positive relationship between diversity and business functioning. The study ultimately suggests that diversity, when linked to concerns about parity, is correlated with positive outcomes for business organizations, as it enhances creativity, problem-solving, and performance. In conclusion, the findings support the value-in-diversity perspective, indicating that diversity is linked to positive business outcomes such as increased sales revenue and greater relative profits. The research suggests that diversity enhances an organization's creativity, problem-solving, and performance, thereby providing a competitive advantage through social complexity at the firm level. It acknowledges the potential challenges related to diversity, such as communication barriers and group conflict, but emphasizes the net positive impact of diversity on organizational functioning. The study indicates a need for further research to uncover the mechanisms and processes involved in the diversity-business performance relationship.

Unlocking the benefits of diversity: All-inclusive multiculturalism and positive organizational change	2008	Flannery G. Stevens, Victoria C. Plaut, and Jeffrey Sanchez-Burks	The proposed AIM approach to diversity aims to address issues with traditional diversity approaches in organizations and increase inclusiveness among employees. Preliminary research findings suggest that the AIM approach can reduce the association of multiculturalism with exclusion among nonminorities, which can enhance positive relationships across differences and improve employee engagement and organizational performance. Organizations can create an AIM workplace environment through inclusive communication, diverse structures and policies, and fostering a positive climate for diversity. This approach has the potential to facilitate substantial positive organizational change by promoting inclusion and high-quality relationships across differences. Ultimately, creating an all-inclusive, multicultural environment can empower employees to innovate in a safe and valued space, fostering positive human relationships and benefiting individuals, organizations, and communities.
Diversity and inclusion in an emerging market context	2014	Preeya Daya	The study finds that key inclusion elements that need to be transformed at an organisational level include "senior leadership", "organisation climate", "organisational belonging", "communication" and "transparent recruitment, promotion and development". At an interpersonal level or relational level, inclusion components include respect and acceptance, the "line manager/subordinate relationship" (which includes the subordinates experience of dignity, trust and recognition), "engagement" which includes decision-making authority and access to information, and finally the "individual's relationship with the organisation's vision and values". Finally, at an individual level, factors which influenced inclusion, and therefore required attention in recruitment or management were "personality", "locus

			of control", self-confidence which includes self-esteem and "power".
Professionalizin g Diversity and Inclusion Practice: Should Voluntary Standards Be the Chicken or the Egg?	2015	Rosemary Hays-Thomas	Workplace diversity and inclusion (D & I) practices today are based to a great extent on unevaluated experience and intuition rather than empirical evidence. Would voluntary professional practice standards in this field help to raise the level of current and future practice? Or would they be premature? If developed under 4 principles we describe, we predict the former. However, this positive outcome will also require industrial and organisational (I–O) psychologists to join their D & I colleagues in expanding research on D & I practices, strengthening the skills of D & I practitioners, assisting employers to avoid self-incrimination, and enhancing employer commitment to D & I itself. I–O psychologists should also be aware of other implications of D & I practise standards for their work.

Diversity and Inclusion During Crisis: An Archetypal Perspective.	2021	Rath, Ellora; Raheja, Adi	Organisations in these times of distress are grappling with various losses and survival. The focus on Diversity and Inclusion (D&I), in such times, may not be perceived as an immediate need amidst other emerging priorities of tactical nature. But does D&I have the potential to pull organisations out of the crisis they are facing? This paper explores D&;I from a Jungian lens of holding polar opposite masculine and feminine archetypal energies. And how the current times demand organisations to shift from the conventional gender-focused way of dealing with D&I. This calls for focusing not just on the "WHATs" but also "HOWs" of the D&;I initiative and the role of Organization development principles in helping organisations create a diverse and inclusive environment.

| | | | The author investigated the relationship between gender diversity and organisational inclusion and moved forward to examine whether gender diversity, diversity management and organisational inclusion predict workplace happiness by collecting 320 questionnaires from academics in three public universities in Egypt. A t-test was used to identify how gender may affect perceptions of diversity management and organisational inclusion. Hierarchical regressions were applied to test whether gender diversity, diversity management, and organisational inclusion can predict workplace happiness. The findings showed no relationship between gender diversity and organisational inclusion, and the authors confirmed that gender diversity, diversity management, and organisational inclusion can effectively predict workplace happiness. Theoretical and empirical implications are discussed at the end of the paper. The conceptual framework of the present quantitative study was drawn from previous literature on diversity management, organisational inclusion and workplace happiness. To the best of the author's knowledge, the relationship between gender diversity, diversity management perception, organisational inclusion and workplace happiness has not been addressed before, particularly within the context of universities. |
| Does Gender Diversity Affect Workplace Happiness for Academics? The Role of Diversity Management and Organisational Inclusion | 2020 | Mohamed Mousa | The study was conducted on academics in three public universities located in Egypt. The main reason for choosing these universities was one author's relationship with a number of academics who work there in addition to the approval of those universities to collaborate with the author of the present paper. The first is a university with 360 academics, the second has 260, and the third 340 academics. Accordingly, the total sample size (study community) the authors of the present paper could address is 960 academics. All the academics invited to participate are Egyptian, and many of them completed their education (MA and/or PhD) in Western countries.

The author targeted all academics in the chosen universities and decided to employ a hierarchical multiple regression analysis. He |

			distributed 960 questionnaire forms and successfully collected 320 completed questionnaires. Before distributing the questionnaire, the author decided to rely on purposive sampling in which a questionnaire was handed to every academic in the chosen universities. The choice of purposive sampling ensures that every academic is contacted and represented in the collected sample, and this reduces the possibility of a bias.
Diversity and Inclusion in Occupational Therapy: Where We Are, Where We Must Go	2017	Steven D. Taff	Diversity is a fundamental element of the AOTA Centennial Vision and a critical aspect for the visibility, growth, and sustainability of the occupational therapy profession. In this article, the authors suggest that, while the profession has been aware of the need for a diverse workforce and has taken steps to increase diversity and cultural competency, a more structured, comprehensive, and action-oriented approach must be considered to address an issue which impacts professional roles and client engagement, satisfaction, and well-being. Informed by the value-added and mutual accommodation models of cultural diversity, the authors provide specific strategies and actions which promote diversity and inclusion at the personal, institutional/organisational, and professional levels.

Exploring the Boundaries of Diversity and Inclusion in Human Resource Development	2019	Torrence E. Sparkman	This article reviews literature focused on diversity and inclusion in human resource development (HRD) journals. A focused analysis of articles published from 2010 to the present reveals shifting conceptualizations of diversity inside and outside the Academy of Human Resource Development. This integrative review summarises the types of diversity articles presented and captures the frameworks, approaches, and foci of current diversity and inclusion research. The influence of social cognitive psychology becomes apparent, as the awareness of multiple identities and experiences becomes central to teaching and learning how to value diversity. The findings also suggest that research and practice in the context of marginalised communities, and non-Western countries, is crucial to broadening the scope of diversity and inclusion in both dominant and nondominant cultures. After categorising the articles, a discussion of recent theories, pedagogy, and utility follows. The review concludes with a discussion of practice and research implications.

Title	Year	Authors	
Cultivating a Culture:: Implementing Methods to Embrace Diversity and Inclusion	2020	Barbara S. Jacobs, Marianthi N. Hatzigeorgiou MHSA, Karen L. McCamant MSN	Anne Arundel Medical Center, Annapolis, Maryland, was the recipient of this year's American Organization for Nursing Leadership's Prism Award, which recognizes an organisation with advanced diversity efforts. The medical centre, part of Luminis Health, added diversity as a core organisational value in 2009, making efforts to provide care to diverse populations and support an inclusive work environment for staff. Through strategic initiatives and community partnerships that target recruiting efforts, the organisation has created a culture in which difficult conversations about differences are supported and encouraged. Additionally, targeted hiring initiatives have increased diversity among hospital leadership. Diversity and inclusion initiatives focus on creating a culture that welcomes and supports everyone, regardless of race, ethnicity, or sexual orientation/identity.

Previous article in issueNext article in issue Anne Arundel Medical Center (AAMC), is a 390-bed community hospital located in historic Annapolis, Maryland. Conscious, focused efforts toward increasing diversity and inclusion throughout the system and community have been underway for several years.

Prior to receiving this American Organization for Nursing

Leadership award, AAMC received the American Hospital

Association's Carolyn Boone Lewis Equity of Care Award in 2019. This honour recognizes health systems and hospitals for their efforts to reduce inequities and advance diversity and inclusion. AAMC had previously been named a Top Performer by the Human Rights Campaign (HRC) for advancing diversity in the workplace related to sexual orientation and identity, and later this year, AAMC will receive the lesbian, gay, bisexual, transgender, queer Healthcare Equality Leader designation in the forthcoming Healthcare Equality Index 2020 published by the HRC. The Human Rights Campaign Foundation is the educational arm of America's largest civil rights organisation working to achieve equality for lesbian, gay, bisexual, transgender, and queer people. HRC envisions a world where lesbian, gay, bisexual, transgender, queer people are embraced as full members of society at home, at work, and in every community.

			The national recognition comes as a direct result of multifaceted efforts outlined by leadership and put in place throughout the organisation. Providing culturally sensitive care and supporting a culture of inclusivity embracing and celebrating diversity requires concerted initiatives. At its inception, the targeted work on diversity and inclusion was initiated within the nursing department; this quickly was brought to the attention of leadership and made a system-wide effort. To date, nursing continues to play a leadership role.
A global perspective on diversity and inclusion in work organisations	2015	Elaine Farndale	This Academy of Management, Human Resources Division, Ambassadors' Programme special issue presents a collection of empirical papers examining workplace diversity and inclusion in a global context. We introduce this topic raising three overarching challenges: to develop more context-specific definitions of diversity and inclusion; to include dimensions pertinent to a global context in the definition of diversity and inclusion; and to consider the impact of diversity and inclusion practices on performance outcomes across countries as well as within multinational corporations. We explore these challenges through three diversity and inclusion lenses – gender, age and nationality – exploring global perspectives at the national, organisational and team levels

			of analysis. In conclusion, we present an agenda for future research.

| | | | The effect of national culture on organisational culture has long been debated by scholars. Institutional theory scholars argue for a strong effect of national culture on organisational culture through institutional isomorphism, whereas organisational culture scholars argue that organisations are capable of creating unique cultures that can bolster their competitive advantage. In this paper, we bridge the gap between the two literatures and propose that tighter cultures are less likely than looser cultures to tolerate deviance from the national culture surrounding them. At the organisational level, diversity strategy can vary dramatically; organisations that purposefully use diversity strategies are more likely to develop unique organisational cultures. Further, the interplay between national and organisational cultures result in greater constraining forces of national culture over organisational culture in tighter cultures than in looser ones; however, diversity strategies in tight cultures are more likely to foster distinct organisational cultures than those found in loose cultures.The interplay between national and organisational culture has been subject to continuous debates in the literature on organisational theory (e.g. Gerhart, B., 2009, Gerhart, B. and Fang, M., 2005, Hatch, M. J. and Zilber, T., 2012, Johns, G., 2006, Kostova, T., 1999, Pedersen, J. S. and Dobbin, F., 2006, Stone, D.L., et al., 2007). Institutional theory (e.g., DiMaggio & Powell, 1983) postulates that organisations become similar to the national culture in which they are embedded – and to one another as a result – as they seek legitimacy in a given cultural environment. In line with institutional theory, different studies (e.g. Hofstede, G., 1980, Hofstede, G. H., 2001, Johns, G., 2006, Schneider, S. C. and De Meyer, A., 1991) emphasise the constraining forces that national cultures impose on organisational cultures, arguing that between-cultural variance should be considered as a determinant of organisational culture. These arguments focus on processes, institutions, and forces that are external to the organisation and which may demand measures or policies leading toward strict alignment of the organisational culture to the national culture through transmission, maintenance, and resistance to change (Zucker, 1977). |
| The role of purposeful diversity and inclusion strategy (PDIS) and cultural tightness/looseness in the relationship between national culture and organisational culture | 2016 | Yin Lee, Amit Kramer | |

Discrimination in organisations: An organisational-level systems perspective	2013	Michele J. Gelfand, Jana L. Raver, Lisa H. Nishii, Benjamin Schneider	In this, we have argued that discrimination in organisations is a complex, multiply determined phenomenon. We emphasised that organisations need to critically analyse how organisational structures, processes, and practices separately and collectively serve to perpetuate discrimination in organisations, and need to understand how the contexts in which organisations are embedded and serve as critical inputs that affect levels of discrimination. It is only by making concerted efforts targeted across the great variety of issues we have identified, by taking a truly systems approach that organisations can best eliminate discrimination.
The promise of diversity management for climate of inclusion: A state-of-the-art review and meta-analysis	2016	Michàlle E. Mor Barak, Erica Leeanne Lizano, Ahraemi Kim, Lei Duan, MinKyoung Rhee, Hsin-Yi Hsiao & Kimberly C. Brimhal	we were able to test the direct relationship between perceptions of organisational diversity efforts on worker outcomes but not their potential mediating or moderating role with respect to diversity characteristics.With respect to detrimental outcomes, only two studies reported an association between gender and a detrimental outcome and only one study reported an association between job status and a detrimental outcome. No studies reported a relationship between immigrant status and detrimental outcomes. Therefore, the meta-analysis was not performed for these relationships.

The impact of cultural diversity in corporate boards on firm performance	2016	B Frijns, O Dodd, H Cimerova	The paragraph discusses a study that explores the impact of cultural diversity within corporate boards of directors on firm performance. The study constructs a measure of cultural diversity using Hofstede's cultural framework and finds a negative effect of cultural diversity on firm performance, as measured by Tobin's Q and ROA. The results are robust across various tests and hold even after controlling for potential endogeneity and implementing an instrumental variables approach. Additionally, the study highlights that the negative impact of cultural diversity varies among firms, with only those with the highest levels of diversity experiencing reduced performance. Furthermore, the negative impact is mitigated by the complexity of the firm and the size of the firm's foreign sales and operations. Lastly, the study indicates that diversity in individualism and masculinity has a significant impact on the effectiveness of boards of directors.
The psychological benefits of creating an affirming climate for workplace diversity	2013	Donna Chrobot-Mason and Nicholas P. Aramovich	Diversity in the workplace has the potential to be an organisational benefit, but also an organisational liability. Research in this area seems to suggest that the key contributing factor in determining such an outcome is the extent to which the organisation engages in a set of diversity practices that lead to positive psychological outcomes such that employees feel valued and encouraged to fully contribute to the workplace. Although it may be a difficult decision to invest in resources to measure diversity climate and implement initiatives to improve employee perceptions of climate, our results suggest that organisations that do so will ultimately be making a wise decision
Inclusive leadership: new age leadership to foster organisational inclusion	2022	SC Kuknor, S Bhattacharya	This study provides a preliminary indication that IL traits foster inclusive practices in organisations. We shed light on two emerging areas of research and practice namely – OI and IL. We hope the proposed theoretical model will be adopted for further empirical study by research scholars to gain new insights to the body of knowledge.

Building diverse and inclusive organisational culture-best practices: A case study of Cisco Co.	2014	Barbara Mazur	In management theory and business practise the dealing with a diverse workforce has played a leading role in recent years. In a globalising economy companies recognized potential benefits of a multicultural workforce and tried to create more inclusive work environments. Unfortunately many of them have been disappointed with the results they achieved. The reason for this is that too little attention has been paid for the norms, values and behaviours involved. Given the fact that diversity is essentially about cultural norms and values, appropriate reflection work becomes a fundamental task to create a truly inclusive work environment where people coming out from diverse backgrounds feel respected and recognized. The paper focuses on the challenge of building an inclusive diversity culture showing that a "culture of inclusion" has to be built on solid grounds. It shed light on the process of developing such a culture in CISCO corporation which serves as an example of good practice in this respect.
Embracing diversity and inclusion: An organisational change model to increase intercultural competence	2019	F Moncloa, SJ Horrillo, D Espinoza	Professionals in Extension who develop intercultural competence are better prepared to meet the needs of multicultural populations. This article addresses University of California Extension's formation of an intercultural competence professional development initiative. We describe our use of an integrated conceptual framework that includes Hammer's Intercultural Development Inventory (IDI) and Kotter's eight-step organisational change process to institutionalise the initiative. IDI pretest and posttest results indicate that California 4-H professionals are more culturally competent. The impact of the initiative also is reflected in the significant growth (151% increase) in Latino youth participation in 4-H. We provide recommendations for replicating our effort.

Improving organisational commitment to diversity, equity, inclusion, and belonging	2022	Abeni El-Amin	This chapter aims to provide useful information about the implementation of diversity equity, inclusion, and belonging (DEIB) to improve organisational performance. This chapter provides a conceptual framework for organisational leaders who desire additional awareness and knowledge regarding the nature, extent, and impact of diverse employees' barriers. Further, the purpose of this endeavour is to demonstrate that the persistent lack of recruitment, promotion, and retention of diverse employees is due to systemic, structural, organisational, institutional, cultural, and societal obstacles. Further, the theory of generative interactions (TGI) supports how obstacles must be acknowledged and eliminated through increased awareness of the issues linked to evidence-based, data-driven approaches leading to measurable key process indicators (KPIs) and outcomes. To support DEIB initiatives, many organisations have developed the Chief Diversity Officer (CDO) position to manage the process, eliminate barriers, and proactively strengthen organisational culture.
Understanding of diversity and inclusion in a perceived homogeneous culture: A study of organisational commitment and job performance among Korean employees	2008	Sangmi Cho PhD & Michalle E. Mor Barak Phd	There is growing evidence indicating that diversity and inclusion are critical predictors of organisational commitment and job performance. Social workers and managers who work with clients of diverse backgrounds as well as with immigrants need to have a clear understanding of diversity in its widest context. Utilising a sample of 381 employees who were matched with their supervisors in a large Korean corporation, the article examined the relationships between diversity, inclusion, organisational commitment, and job performance. Gender, age, regional affiliation, education, and position within the organisation emerged as diversity characteristics that were specifically related to employees' sense of inclusion. Specifically, men, older employees, and employees with higher positions were more committed to the organisation, while inclusion had a significant impact on organisational commitment as well as job performance. We discuss implications for management initiatives that are focused on creating an inclusive workplace.

Reflections on diversity and inclusion practices at the organisational, group, and individual levels	2015	RS Bernstein, M Crary, D Bilimoria, DM Blancero	With increasing globalisation, immigration, and changing demographics, workplaces are increasingly heterogeneous in nature. These changes are challenging organisations to harness the power of diversity by adopting practices of inclusion that improve and sustain performance outcomes at the organisational, group, and individual levels—creating a diversity dividend (Van Knippenberg and Haslam 2003), which we define as the positive outcomes associated with harnessing and leveraging the social identities and resources of diverse individuals and workgroups. In the present chapter, we provide our reflections on the practices that are being employed by organisations to diversify the workplace and maximise the potential for a diversity dividend by practices of inclusion. We first briefly review empirical findings in the extant literature on the performance outcomes of diverse workgroups. Next, we draw on our own research, as well as extant literature, to discuss diversity and inclusion practices at the organisational, group, and individual levels that engender a diversity dividend. Our discussion shows that achieving beneficial outcomes from diversity is dependent on a variety of practices of diversity and inclusion occurring at a multitude of levels—organisational, group, and individual.

Diversity: - Diversity in the workplace promotes individuality within an organisation, acknowledging that every person can contribute with different, creative and new ideas and solutions. Employees with different backgrounds and experiences can bring together a variety of perspectives on matters and thus increase productivity and deliver better results. Diversity brings in diverse different talents together working towards a common goal using different sets of skills that increases their retention and productivity.

Diversity within a company helps in building a stronger brand and makes a

company a more interesting and desirable employer. With a diversified workforce an organisation gains even a good reputation and image because it is seen as having fair employment practice. Diversity can provide many benefits to organisations. A primary benefit is that a wide array of employee backgrounds means the organisation as a whole has more experience and expertise coverage in critical areas that affect the company. Equity: - Equity in the workplace is the idea that all employees are provided with fair and equal opportunities based on their individual needs (cho, 2008),. Equity recognizes that not all employees are afforded the same opportunities and addresses the imbalance of opportunities available to them.Equity in the workplace requires treating all employees fairly and justly—regardless of their backgrounds—and ensuring equal opportunities for growth, development, and success.

While diversity provides financial benefits, equity ensures all employees feel valued. Yet, this isn't always the case.Equity is about fairness and justice. It's the quality of being fair and reasonable in a way that encourages equal treatment of everyone.Equity recognises that each person has different circumstances, that historically,

some groups of people have experienced discrimination and that reaching equal outcomes will not be achieved by treating everyone the same. Equity and reaching equal outcomes require the allocation of resources and opportunities according to circumstance and need.

Inclusion: - Inclusion is the practice of providing everyone with equal access to opportunities and resources. Inclusion efforts in the workplace help to give traditionally marginalized groups — like those based on gender, race or disabilities — a means for them to feel equal in the workplace. Inclusive actions, like creating employee resource groups or hosting information sessions, make the workplace a safer, more respectful environment for all employees. Inclusion in the workplace is all about understanding and respect. Making sure everybody's voices and opinions are heard and carefully considered is vital in creating a more inclusive work environment where everyone feels respected. Creating a work environment where everyone feels accepted and where everyone is part of the decision-making process is incredibly challenging and needs constant support to make it work. Inclusion is relational, it is about the experience of individuals and groups in the workplace. A person's feeling of inclusion at work is related to their personal characteristics, their own behaviour and that of others and the environment they are in.

DEI creates tangible benefits for individuals and businesses. We mentioned some business facts, like the potential for DEI to boost performance and up the bottom line. Diversity and inclusion are essential in business today as a healthy variety of people from different backgrounds and cultures provides us with the balance of voices and diversity of thought that we need. Having a working environment filled with employees of different backgrounds, skills, cultures, experiences, and knowledge means that there is an increase in innovative and creative ideas. Minority-led organizations are prone to always go the extra mile. I believe a diversified organization encourages personal growth and development. We have employees from all over the world - USA, Bulgaria, Ukraine, Russia. Propy is female-led, and we have always seen this as one of our biggest strengths and this is the DNA of the company.

A culture of equity and inclusion is not only critical to the success of diversity

efforts but creating an equitable and inclusive workplace also creates a positive employee experience. DE&I is vital to creating and maintaining a successful workplace, one founded on the principle that all people can thrive personally and professionally. Bringing together people of various backgrounds leads to new and creative ideas.

CONCLUSION
In conclusion, the current review underscores the well-documented advantages of Diversity, Equity, and Inclusion (DE&I) initiatives within Western organisational structures. These advantages encompass heightened employee engagement, demonstrably increased innovation, and demonstrably improved profitability (Catalyst, 2020; Forbes, 2021; McKinsey & Company, 2020). However, the singular cultural context of India necessitates further investigation to elucidate how these findings translate and how to effectively address challenges specific to this environment. Existing scholarship underscores the paramount importance of fostering an inclusive climate and securing leadership commitment for successful DE&I implementation (Inclusion and Diversity in Work Groups: A Review and Model for Future Research, 2011; Inclusive Workplaces: A Review and model, 2018). This research endeavour aims to bridge the current knowledge gap by meticulously exploring DE&I practices within Indian organisations. The focus will be on elucidating the unique challenges and opportunities presented within the Indian context, alongside identifying best practices for cultivating a more inclusive and equitable workplace environment.

FUTURE IMPLICATIONS
This research on DE&I in India has important implications for future studies. By examining how existing Western ideas on DE&I work in this unique culture, it can reveal new aspects of managing diversity and creating inclusive workplaces. This knowledge can help build DE&I models that consider cultural differences and apply to other non-Western countries. Additionally, the research can identify successful practices used by

Indian companies. This information can be used to develop guidelines for creating more inclusive work environments in India. Furthermore, this study is likely to raise new questions and inspire further research into specific DE&I challenges and opportunities in India. This could involve areas like leadership's role, reducing unconscious bias, or the impact of specific diversity factors like caste or religion on Indian workplaces. Ultimately, the findings can be a starting point for comparing DE&I across cultures. This can improve our understanding of how cultural differences affect DE&I practices and potentially lead to a more complete global framework for DE&I.

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