

## Review on the Impact of Diversity & Inclusion on Work Engagement in the Private Sector Banks of Jharkhand-A Select Study

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### ABSTRACT

Diversity and inclusion (D&I) have emerged as critical determinants of employee engagement in the banking sector, influencing motivation, job satisfaction, and overall productivity. This study examines the impact of D&I on work engagement in selected private sector banks of Jharkhand. By analysing key factors such as workplace culture, leadership support, and policy implementation, the research explores how an inclusive environment fosters higher levels of employee commitment and performance. The study employs a mixed-methods approach, incorporating surveys and interviews with employees to assess perceptions and experiences related to D&I initiatives. Findings suggest that inclusive workplaces significantly enhance engagement, reduce turnover intentions, and improve overall organizational effectiveness. The study concludes with recommendations for private sector banks in Jharkhand to strengthen their D&I strategies to maximize employee engagement and business success.

**KEY WORD: Diversity, Inclusion, Employee Engagement, Organisation, Commitment**

### INTRODUCTION

The business landscape is constantly evolving, with a global labor market and diverse workforce presenting ongoing challenges for management. Maximizing the potential of human resources is crucial for gaining a competitive edge in today's rapidly growing corporate environment. Consequently, the relationship between workforce inclusion and employee engagement is paramount. Research suggests that employee engagement and workplace inclusion are closely intertwined. Inclusion, as defined by acknowledging and leveraging individual differences within the work environment, is crucial for fostering engagement and improving performance. Similarly, inclusion involves involving every member of the organization, enhancing their participation and engagement to leverage workforce diversity for competitive advantage. Workplace inclusion is measured by an employee's sense of belonging and access to important networks and decision-making

processes within the organization. When employees are engaged, positive relationships with colleagues are fostered, leading to a better working atmosphere. An engaged workforce fosters commitment and energy, ultimately enhancing production and business performance. Increasing evidence suggests that diversity plays a crucial role in determining workplace inclusion. In today's diverse workforce, exclusion is a significant issue faced by many employees, with a considerable number feeling disconnected from the organization's core. Studies highlight this perception of exclusion. It's widely argued that managerial support is pivotal in fostering workplace inclusion.

The concept of worker engagement was first introduced by Kahn (1990), who proposed that it reflects the level of involvement and dedication employees have towards their organization and its values. Over time, various definitions have emerged. Perrin (2013) describes employee engagement as the willingness or enthusiasm employees demonstrate in exerting discretionary effort toward their jobs. Saks (2006) defines it as the extent to which employees are conscientious and absorbed in performing their roles, encompassing positive feelings toward their work and the motivation and effort they invest. Employee engagement is described as a persistent affective-cognitive state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002; Downey et al., 2014). Previous research indicates that high levels of engagement, whether in domestic or global companies, contribute to talent retention, foster client loyalty, and enhance organizational performance and stakeholder value (Wilson, 2009; Markos and Sridevi, 2010). Engaged employees not only find fulfillment in their roles but also translate this satisfaction into increased productivity and profitability for the organization.

Explaining workplace inclusion can be challenging due to its dual role as both an ultimate goal and an analytical framework (Ozbilgil, 2009). Mor Barak (2005) defines inclusion as employees' perception that their unique contributions to the organization will be valued and that they will be encouraged to fully participate. It encompasses an action-oriented approach that involves shaping the organizational culture and climate to promote greater integration with society and local communities. The outcomes of workplace inclusion encompass various factors such as organizational commitment, employee retention, job satisfaction, and task effectiveness. According to a study by Nair and Vohra (2015), an inclusive environment is characterized by fairness (Kreiner and Ashforth, 2004), open communication, and transparent practices in recruitment, promotion, and development (Daya, 2014). In such an environment, employees feel more empowered to voice their opinions and participate fully (Detert and Burris, 2007), while instances of discrimination and harassment tend to decrease (Chorbot-Mason et al., 2013). Additionally, the leader's recognition and appreciation of members' contributions also play a significant role in fostering an inclusive climate.

## REVIEW LITRATURE

Goldani and Esteve, (2013) according to author countries such as Brazil (2010) and Urauguy (2011) conducted a consensus to enquire about attraction towards same sex.

Anon, (2013) however the Ecuador Census Board collected data from around 2,800 LGBT respondents about their living conditions and discrimination through 'snowball' sampling technique

Carelse,( 2013) Stated that women are equally represented at all levels of participation in companies due to the growing labour market liberalisation in South Africa, which is supported by measures to increase workforce diversity such the affirmative action policy Even if women will eventually have equal work prospects, there is still a barrier between employers' ideas of variation of gender . Gender-related problems including discrimination, abuse, and sexual harassment have never been entirely abolished in any nation

Manoharan et al., (2014) argued that Equal Employment Opportunity (EEO) is primarily driven by legislation.

Oswick and Noon, (2014) found that a total of 13,896 publications appeared in the SSCI on the topic of equality, diversity and inclusion from 1970 to 2009. This represents an average of 347 articles per year. Out of this, diversity accounted for 54% publications and inclusion accounted for 13%.

Oswick & Noon, (2014) highlighted that by the beginning of 2010, the number of publications on the topic 'inclusion' was more or less on a par with equality. However, the various trajectories seem to diverge to the degree that interest in equality has remained stable while interest in inclusion has increased.

Oswick & Noon, (2014) since 2010, the diversity discourse has made transition to inclusion This transition was needed as diversity focuses on the characteristics of the employee; on the contrary, inclusion emphasizes on the characteristics of the organization which consists of organizational culture and organizational climate such that different individuals (people coming from different background) are fully accepted and equitably rewarded by the organization. Rather, inclusion tries to provide an environment of fostering diversity.

Badgett, (2014) empirical data required from LGBT community are majorly derived from the 'snowball' population (where the respondents give reference to someone belonging to the LGBT community).

Dastane and Eshegbe, (2015) stated that highly ethnically diversified firms, are better positioned to be creative and innovative.

Alm & Winberg, (2016) workforce diversity is one of several characteristics that have a significant impact on employee performance, author here stated that one of the possible explanations is that new board members diversity, often adopted the more established behaviours and practices of their more experienced counterparts.

Marx, Pons, and Suri , (2016) point out that managers need to be knowledgeable and skilled in managing diversity since it can have negative impacts if it is not handled if companies are to profit from ethnic variety. When a workforce is ethnically diverse, it may lead to psychological processes like in-group liking, in-group attraction, and, in the worst case scenario, in-group favouritism, according to the social identity and self-categorisation hypothesis.

Sharma, (2016) according to earlier research, any firm that prioritises gender diversity has a better probability of retaining bright employees and improving performance.

Kundu, Kundu, Mor, & Mor, (2017) stated that for many positions, women are viewed as having fewer qualifications and skills.

Ekot, (2017) the current study assumes, that there is a connection between gender diversity and employee performance based on the aforementioned literature. Negative effects might include ineffective communication, decreased collaboration, and decreased cohesion. The results of several empirical investigations on the connection between racial diversity and worker performance are inconsistent.

Ng and Rumens, (2017) identified a number of publications according to different dimensions of diversity which points out that the most researched dimension of diversity is 'women', whereas lesbian, gay, bisexual and transgender (LGBT) remains to be the least-researched dimension.

Biggs (2017), according to author Frederick A. Miller was the first person to realize the importance of diversity and inclusion at workplace

Ng & Rumens, (2017) although inclusion of LGBT has become a major political agenda of all the major economies of the world, but there is still a lacuna for organizational policies and support (especially in small organizations), which leads to under-reporting of discrimination. This implies that LGBT issues are the most unimportant issues at workplace.

Omotayo et al., (2020) the results of a study conducted on 192 workers at banks in Lagos revealed a strong correlation between organisational performance and diversity management characteristics. Specifically, the model findings illustrate the degree to which employee commitment, sales growth, service quality, and employee desire to quit are impacted by differences in age, gender, work experience, educational background, and marital status.

Li et al., (2020) declared that research paper conducted structured surveys (n=324 valid responses) were administered to employees at five-star hotels in China aimed to achieve three objectives: (a) to assess the impact of workforce diversity management on job match, job satisfaction, and job performance; (b) to

evaluate the influence of job match on these outcomes; and (c) to investigate the mediating role of job match in the relationship between workforce diversity management and employees' outcomes, specifically performance and job satisfaction. The findings indicate that an individual's job match is positively correlated with both job satisfaction and job performance.

Darwish et al., (2020) investigates the relationship between HR procedures and organizational performance in large-scale Indian firms. Based on 252 valid responses from HR directors, the findings reveal that complementary groups of HR procedures do not yield significantly better results than specific, targeted procedures. These results highlight the limitations of national-level institutions, due to either a lack of complementarities or firms' reluctance to depend heavily on a single institutional trait that could change. Additionally, the study finds that innovative companies are not more likely than less innovative ones to implement effective HR practices. While HR innovation may have potential in India due to its limited and uneven institutional framework, the lack of systemic support restricts its ability to reach full potential.

Das & Chaurasia, (2020) stated the purpose of the current study is to use the self-perceived itemised scale to investigate the range and variation of HR difficulties in Indian banks, both public and private. Additionally, an evaluation has been conducted on the impact of specific demographic diversity on perceived HR problems. Based on a self-structured questionnaire with 360 respondents—a 2:1 ratio of public and private cadre of employees—the study adopts a post-positivism perspective. Results showed that when it comes to various aspects of HR issues and difficulties, individuals from a rural background, those in managerial positions, women, and married employees are the main causes for concern.

Yadav & Lenka, (2020) found that the literature review brought to light a number of diversity management-related topics. The study's conclusions showed that the majority of articles published in the Academy of Management Journal and a high concentration of research are conducted in the United States. This study implies that diversity management research has focused a lot on age, gender, and racial diversity while paying less attention to other types of variety.

Kaur et al., (2020) stated that "An overview of diversity management in the age of globalisation is given by the study. According to the report, every person in the company should be treated fairly because they are its assets. It comes to the conclusion that staff members in all organisations ought to embrace diversity and engage in it."

Li et al., (2020) stated that research aimed to: (a) assess the relationship between workforce diversity management and job match, job satisfaction, and job performance; (b) evaluate the impact of job match on job satisfaction and job performance; and (c) look at the role that a person's job match plays as a mediator in the

relationship between workforce diversity management and employees' outcomes (performance and job satisfaction). Overall, the findings showed that a person's job match, job happiness, and job performance are all positively correlated with workforce diversity management. Job satisfaction and performance are positively correlated with an individual's job match; specifically, an individual's job match acts as a mediator in the relationship between workforce diversity management and employee outcomes.

Gaurav & DCRUST, (2020) stated that Human resource management's diversity management division is in charge of identifying, utilising, and balancing each employee's unique quiriness. Effective diversity management enables managers to make the most of staff members' knowledge and skills in order to better accomplish organisational goals. Gender, ethnicity, personality, cultural views, socioeconomic and marital status, handicap, and sexual orientation are just a few examples of the many variables that can contribute to diversity. The views of specialists in diversity management are also included in this document. This article also discusses when diversity is detrimental to an organisation and when it is beneficial.

Lee & Kim, (2020) added that suggested relational coordination as a mediator via which diversity in age and education indirectly affects firm performance as a crucial first step in understanding how workforce diversity leads to firm success. Additionally, two HRM practices—structural empowerment and multisource feedback—as crucial mitigating factors for the negative effects of workforce diversity on interpersonal cooperation and business performance. Data from 189 Korean manufacturing enterprises, including responses from senior directors, department directors, managers, and employees in addition to financial performance provided new theoretical and practical understandings on how to manage workforce diversity effectively.

Mishra & Sarkar, (2020) found that "A new, energising perspective on the world offered by sustainable development can inspire creative solutions for a range of business issues. In order to support sustainable growth, an organization's overall strategy, culture, procedures, and organisational structure must motivate people to develop their special talents in fields that fundamentally address social and environmental concerns.

The study makes an effort to examine the sustainability factor and explores the various ways that HRM promotes sustainability through diversity."

Aravindakumar, (2020) researched over 110 comments were located (from 75 organisations in this sample), all of which mentioned diversity in their workforce corporate statements that there are numerous aspects to providing a diversity statement. Employees should not be discriminated against: Age, Disability, Gender, Gender Reassignment, Marital and Civil Partnership status, Pregnancy & maternity, Race, Religion or belief or absence of religion or belief." While researched showed some companies offer rather extensive lists, others concentrated on the widely recognised dimensions.



Pai, (2020) stated that organisational diversity and inclusion rank first among them. Diverse viewpoints contribute to the development of fresh ideas that help get over various obstacles and hence diversity in HR helps in aiding creative and innovative knowledge flowing. Establishing long-term objectives and plans is necessary for organisations to capitalise on the positive energy that diversity and inclusion bring to the workplace. A long-term approach values diversity and encourages it as a means of inspiring employees to think freely. Businesses can better position themselves for the future by embracing diversity and inclusion as an asset.

Pérez-Conesa et al., (2020) stated in research that provided an answer to the topic of what aspects of HR management support the employment of individuals with impairments, examining HR policies. Based on the Human System Audit (HSA) methodology, Spanish HR managers provided theoretical answers to a questionnaire. The findings demonstrated that high levels of inclusion are directly caused by the presence of a strategic plan for the normalisation of disability in the workplace. This is especially important for companies whose internal communication, professional development, and training programmes are not accessible to individuals with disabilities.

Syed, (2020) explained that the following are some of the report's major conclusions: (a) The cornerstone of long-term corporate success is voice. It promotes creativity, facilitates efficient decision-making, and raises staff engagement. (a) Culture and structures are important for voice; establishing a proper culture is the first step, followed by creating the channels and procedures that allow voice to be conveyed. (c) Trust and authenticity are crucial. Only when they feel secure speaking up and when they know their thoughts are valued and will be taken into consideration will employees do so. (d) Employers must make sure they support employees' individual and collective voices by using a range of methods to gather employee voice. (e) There is considerable apprehension regarding voice and social media.

Okolie, (2020) stated that multinational corporations are forced to deal with diversity management due to the shifting demographics of the workforce, the general consequences of globalisation, and the growing social awareness to ethical issues. The secret to managing diversity is to use people-centred policies and strategic thinking and investigated the relationship between diversity management and human resource management, and the effects this has on hiring and selection when HR managers fail to recognise individual and cultural differences at work, emphasising individual differences over group differences. The current state of HR diversity practices that have been implemented in organisations across the globe show 99.9% MNC offer diversity HR policies.

Sukalova & Ceniga, (2020) explained that globalisation is mostly responsible for the diversity that permeates daily life. The study aims to clarify different elements of management diversity and its legal framework,

examining how middle managers in diverse Slovakian firms saw the problem of management diversity was another goal. The connection between demographic development and diversity management in businesses; people thought it was the same as anti-discrimination laws. Additionally, our research produced suggestions for using management variety in human resource management for long-term sustainability.

Roberson et al., (2020) referred to results also bring up a number of unresolved issues -Existing HR strategies that work well for expanding job prospects in all settings and demographic groups that are unrepresented? What aspects of implementation or surrounding conditions affect how effective diversity practices are in organisations? What tools or resources are required to promote employment equity? When it comes to fostering inclusive settings, are evidence-based methods for tackling prejudice requires monitoring and controls by line HR. Collaborating with academics, organisations gather field data to address these and more inquiries and streamline the inclusivity practices in HRM."

Nadiv & Kuna, (2020) stated that the results show a paradox that has emerged: organisational conflicts caused by diversity efforts make them less successful and increase the need for more diversity interventions. There are three main paradoxes found: bureaucratic control vs flexible processes; long-term economic advantages versus short-term losses; and essential change versus desire for stability. Two diametrically opposed tactics are employed in HRM by diversity managers to address these inconsistencies.

Park & Liang, (2020) stated that the study looks at how diversity management affects the performance of organisations, with a particular emphasis on the South West area offices of Ethiopian telecom company Ethio-Telecom. The findings of the empirical investigation demonstrated a favourable relationship between organisational performance and the conceptions or aspects of organisational diversity management-namely, gender, religion, and ethnicity. Therefore, diversity management may enhance worker happiness, productivity, creativity, and innovation as well as improve decision-making, all of which will benefit the performance of the company.

Malik et al., (2021) stated that in response to requests for theoretical advancement about processual and meso-level interpretations of "crossvergence" in strategic alliances, this study addresses those requests. In the context of the global information technology (IT) industry, it reviews the existing literature on convergence-divergence-crossvergence theory and makes the case for the existence of "multivergence" or "multiple configurations of crossvergence" in a sector of the economy that heavily depends on strategic business partnerships. We propose and contend that the significance of multivergence goes beyond the international and offshore IT sector to encompass offshoring in services and manufacturing companies through strategic alliances. Overall, this study proposes future research objectives and thoughts on this topic and identifies the processes and meso-level elements that lead to multivergence in IHRM practices.



Mulu & Zewdie, (2021) stated that this study looks at how diversity management affects the performance of organisations, with a particular emphasis on the South West area offices of Ethiopian telecom company Ethio-Telecom. The findings of the empirical investigation demonstrated a favourable relationship between organisational performance and the conceptions or aspects of organisational diversity management—namely, gender, religion, and ethnicity. Therefore, diversity management may enhance worker happiness, productivity, creativity, and innovation as well as improve decision-making, all of which will benefit the performance of the company.

Kharroubi, (2021) stated that "The majority of firms' human resources departments work to promote inclusion and diversity. The focus groups for diversity initiatives vary based on the location. While the majority of nations, especially those in North America and Europe, place a strong emphasis on maintaining and advancing gender equality. Not only will academics profit from these discoveries, but managers and future researchers will also be able to recognise the many facets of managing workforce diversity on a worldwide scale."

Noon & Ogbonna, (2021) referred this study examines the efforts made by executives in a company that has a strong business case for diversity and inclusion (D&I) to close the equality implementation gap. Results demonstrated how managers can be encouraged to take progressive actions by having more control over diversity through mandated diversity targets, diversity monitoring, and training, but ultimately limited by the need for managerial discretion. The behaviours and counter-narratives employed by managers highlight the boundaries of control and highlight conflicts in a strategy that blends behavioural control with attitude modification. The equality implementation gap can be narrowed but never entirely closed thanks to managers' agency.

Kiradoo, (2021) stated that the analysis of how changes in the corporate environment affect employee performance and business motivation is the main focus of current study. Effective management of corporate change and efficiency depends heavily on human resource management. HRM has gained momentum to aid other management disciplines and systems approaches, strategic HRM, diversity are key enablers to change businesses.

Seliverstova,(2021) stated that in order to systematise current knowledge, comprehend the meaning of workforce diversity management (WDM) in organisations. Findings indicate that DM is viewed as a strategy that contributes to both organisational success and a positive corporate culture by a moderate number of published works. By evaluating current research on DM, the study adds to the body of knowledge on business and management and shows promise because the field under examination appears to be a desirable one for further investigation.

Aderibigbe, (2021) found that in order to find articles on the psychological contract in a South African setting, a literature search was conducted. Three of the 22 surviving items were disregarded because they were duplicates. The analysis was conducted using the remaining 19 publications.

Sharma et al., (2021) stated that India's burgeoning biotechnology industry currently holds a 2% portion of the worldwide market. The organisations have been promoting a bad organisational culture, which results in a technically competent workforce with problems with people management. It is evident that culture, sub culture, and groupism need to be countered with SHRM and diversity to create equal representation of workers of different ethnicities, age, gender promoting diversity and inclusion in the workforce.

Nilsson & Kazemi, (2021) stated that many experts studying organisations have stressed the value of improving workplace diversity and ethics over the past 20 years. Using mindful HRM, which builds upon Buddhist concepts of wisdom, ethical conduct, and concentration. Results showed that human resource managers can become more diversity-aware while recruiting, being more compassionate, caring towards issues of the employees, and be more ethically minded in their choices and behaviours by integrating the three tenets of the Buddhist path.

Seliverstova, (2021) referred to systematise current knowledge, comprehend the meaning of workforce diversity management (WDM) in organisations and findings indicate that DM is viewed as a strategy that contributes to both organisational performance and a positive corporate culture by a modest number of published works. By evaluating current research on DM, the study adds to the body of knowledge on business and management and shows promise because the topic under examination appears to be a desirable one for further investigation.

Moonan, (2021) cited that the investigation of the literature review on workforce diversity in various nations was the main goal of this study, and the methods utilised in the selected literature were noted. Practitioners and management consultants stated that it is now a global imperative in order to obtain more precise information about the practical implications of applying workforce diversity globally, particularly given that various countries have unique concerns regarding various dimensions of diversity based on a variety of factors.

Saky et al., (2021) stated that the growing significance of the diversity phenomena, the writers of this article outline the benefits and drawbacks of diversity management for businesses. They also analyse a few case study movies. In their discourse, the writers incorporated qualitative analysis and secondary data. The writers handled the topic in a multifaceted way to pique the interest of both theorists and practitioners, while also reviewing literature from a variety of sources to provide the piece with a theoretical foundation. Their

approach was grounded in Grounded Theory, as evidenced by their own interpretive narrative of the subject and by the narratives in the video case studies.

Gerpott et al., (2021) stated that using social identity theory, suggest that participants' learning results may be hampered by a very diverse training group because people are less inclined to share information than in groups with a similar age distribution. Results showed that knowledge sharing acted as a mediating factor in the negative association between participants' learning results and perceived age diversity—as opposed to objective age diversity. The beneficial impact of perceived age variety was mitigated by the participants' sense of psychological safety. We invite researchers to expand their understanding of training design features and debate implications for the conceptual understanding of learning as an active process affected by the training group."

Georgiadou & Syed, (2021) stated in gender diversity the Studies offering an East Asian viewpoint on gender diversity management are few, however aim of study was to find the informal social networks play a pivotal role in macrosocial and organisational perspectives on diversity, encompassing social attitudes and legal frameworks. Consequently, these perspectives may impact corporate protocols and diversity management methods. In this paper, we create a research framework that links the organisational and macrosocial levels of study with the gender diversity approach. In response to the need for contextual study, the main focus of this essay is on the influence of informal social networks at the macrosocial level—guanxi in China, yongo in South Korea, and jinmyaku in Japan—on gender diversity management in East Asia. Results showed that informal social networks have a significant role in moderating the macrosocial institutional processes' shape and impact on organisational diversity practices.

Habib et al., (2022) reported in banking sector in Pakistan, diversity in the workforce's effect on worker performance. The organisational culture has a moderating function in Karachi's banking industry. Even though diversity is seen as an asset to the company, people continue to hold onto their beliefs about their race, caste, and religion. Because of this, managing diversity becomes a challenge for the company. When a diverse team is effectively managed, employee productivity will rise.

Das, (2022) added that as a field of study, diversity management has given rise to a somewhat eclectic collection of studies with contrasting conclusions. Examining the contents of the "black box," that is, the organisational HR practices that academics have documented along with the ideas that have shaped these practices both inside and outside of the enterprise. Comprehensive research avenues are recommended. It is examined how praxis is currently restricting academic inquiry and a critique of it is made.

Otike et al., (2022) stated in a study in Kenyan banks of 100 respondents, and found that the cohesiveness of the KCB is impacted by diversity. Even while KCB is making conscious attempts to use diversity, not much is being accomplished, and if negative diversity is not appropriately addressed, it may have an impact on organisational success. The research suggested developing a diversity mind-set that would influence the majority of HR operations about the variations among its personnel in order to take use of the variety already in place.

Eberz, (2022) stated that results indicate that generational variations are evident, particularly when it comes to work-life balance, motivation, careers, and desired leader attributes. The findings imply that, among other influential factors, varying preferences in work attitudes may be caused, particularly by the country environment and life stage. Furthermore, it appears that a lot of businesses have already begun to take action to adjust to the different demands of a workforce that spans generations, but they still don't have a complete plan in place.

Vijayalakshmi, (2022) stated that formal systems designed to manage people inside an organisation are referred to as human resource management, or HRM for short. The purpose of this article is to examine the difficulties in HRM, offer solutions where staffing with diversity and inclusivity draw attention to overcome new difficulties that HRM and business operations is facing.

Goergen et al., (2022) explained that computed OLS regressions assess the viability of each set of hypotheses and ascertain whether type of trust—associational or contracting—better explains information access and sharing, as indicated by the proportionality of the electoral system or the strength of property rights. In order to account for the impact of the examined businesses' global presence, we run our regressions pertaining to information sharing and access for both the whole sample and the MNC and domestic firm subsamples.

Telyani et al., (2022) stated that in today's complex and diverse business environment, performance and effective diversity management are essential components for every organisation. The present study examines the relationship between the increase in workforce diversity and the performance of Lebanese banking firms. The results showed that, through the mediating role of an innovative culture, age and experience diversity had a clear influence on organisational performance. The results of this study might be useful to managers and HR departments in the banking industry, as well as to the literature on diversity.

Hellerstedt et al., (2022) explained that in the management literature and instances of advocacy actions motivated by the three DEI logics of power activism, moral justice, and commercial case in order to further the conversation around Diversity, Equity, and Inclusion (DEI) efforts, demonstrated how the three logics

differ in how they handle the idea of variety by identifying litigation, self-interest, and coercion as the processes causing change within these logics. Explored what could be learned from the justifications of such initiatives, including how one can be duped into focusing on diversity at the expense of equity and inclusion, in order to revitalise scholarly and managerial debates around DEI initiatives and address managerial biases to focus on the wrong things.

## **Recommendation and Conclusion**

Workplace diversity and ethical considerations have gained significant attention over the past two decades. Nilsson and Kazemi (2021) emphasized the role of mindful HRM, which integrates Buddhist principles of wisdom, ethical conduct, and concentration to foster diversity-aware recruitment, compassionate leadership, and ethical decision-making. By incorporating mindfulness into HRM, organizations can create an inclusive culture where employees from diverse backgrounds feel valued and respected. Similarly, Seliverstova (2021) highlighted that Workforce Diversity Management (WDM) contributes to both organizational performance and a positive corporate culture, though research on the topic remains limited, necessitating further exploration. Global workforce diversity is a pressing issue, as Moonan (2021) noted, given that different countries have unique diversity challenges. Practitioners and management consultants emphasize that diversity strategies must be tailored to specific regional needs to be effective. Saky et al. (2021) outlined the benefits and drawbacks of diversity management, using a grounded theory approach to assess how businesses implement diversity initiatives. The study revealed that while diversity fosters innovation and creativity, it also presents challenges such as conflicts, communication barriers, and resistance to change. In terms of workforce composition, Gerpott et al. (2021) found that age diversity impacts learning outcomes within training groups. When age diversity is high, knowledge sharing decreases due to a lack of common experiences, which affects learning efficiency. However, fostering psychological safety within teams can mitigate this negative effect. Similarly, Georgiadou and Syed (2021) examined gender diversity in East Asia, emphasizing the influence of informal social networks such as *guanxi* (China), *yongo* (South Korea), and *jinmyaku* (Japan). These networks shape diversity management practices and corporate policies, indicating that diversity strategies must consider sociocultural factors. Industry-specific diversity challenges were also examined, particularly in banking. Habib et al. (2022) studied diversity in Pakistan's banking sector, highlighting how social and cultural biases hinder effective diversity management. Otike et al. (2022) found similar results in Kenya's banking industry, where diversity efforts were recognized but not effectively implemented, potentially affecting organizational success. A diversity mindset must be cultivated to ensure HR practices reflect inclusivity and equity. Meanwhile, Eberz (2022) explored generational diversity, noting that employees from different age groups have varying expectations regarding work-life balance, leadership,

and career growth. Organizations must therefore customize HR policies to accommodate generational needs. To improve HRM strategies for diversity, companies should adopt inclusive recruitment methods, ensuring fairness in hiring across different demographic groups. HR managers must receive unconscious bias training to make more objective decisions. Additionally, fostering inclusive corporate cultures where employees feel valued will enhance engagement and productivity. Addressing ethical considerations in HRM, such as transparency, fairness, and equal opportunity, is also essential for long-term success.

Future research should focus on technology-driven diversity solutions, such as AI-powered HR analytics, to ensure unbiased hiring and workforce management. Additionally, interdisciplinary research combining business, psychology, and sociology can provide deeper insights into effective diversity strategies. Ultimately, a holistic approach to diversity management—one that aligns with ethical HRM practices, regional needs, and organizational goals—will foster a more inclusive, innovative, and high-performing workplace.

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