

Workplace Diversity: Implications for Employee Motivation and Organisational Success

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Abstract:

The purpose of this research is to investigate the impact of diversity and work atmosphere on the performance of organisations, multinational corporations and the motivation of their employees. A group of 161 workers from various sectors and social backgrounds was selected at random for the study, which employed an empirical approach and self-administered survey forms. The findings demonstrated that the MNC's diverse workforce and varied workplace conditions significantly improved motivation among workers, which ultimately improved company efficiency. One of the biggest industries in India is production, which is predicted to account for 25% of the country's GDP by 2025. The sector has been growing at a compound annual growth rate (CAGR) of 20% over the last five years, accounting for 66% of the country's exports. In the eleventh fiscal year, India is the world's largest manufacturer of clothing, medicines, electrical devices, general machines and tools, basic elements, and chemical goods. In order to determine the elements influencing the production industry, the study used a descriptive study with a theoretical approach to gathering and evaluating additional information. Employees will be better able to manage various kinds and adjust to the working atmosphere thanks to this.

Keywords: Workplace Diversity, Employee Motivation, Organisational Success,

Introduction:

Multinational businesses have a difficult time staying competitive in the cutthroat global economic world of today. Given the importance of human assets to corporate efficiency and expansion, staff efficiency is critical to the business's achievement. Three variables—workplace surroundings, multiculturalism, and employee motivation—have been identified to comprehend the elements that impact organisational success. Workspace architecture, belongings, airflow, noise, vibration, security, and equipment are some examples of the elements that might affect the standard of work and productivity of workers. Employee motivation improves the performance of the company. The term "workplace diversity" describes the range of social factors found in an organisation, such as age, faith, gender, ethnicity, country of origin, culture, disability, and sex. If multinational corporations use this variety to their advantage, they may gain from it. Through their beneficial effects on their job, highly driven people have a direct impact on the success of the business. By offering anticipated incentives and acknowledgement, motivation may boost staff enthusiasm, which in turn boosts their

effort to meet company objectives. Increased production, fewer product flaws, cheaper expenses, and timely task completion are all possible outcomes of this.

Literature Review:

A collection of financial and nonfinancial metrics that assess how well targets and objectives are being met makes up the success of an organisation. Setting future objectives, identifying current issues, and successfully resolving them are critical for companies. Because it increases efficiency and efficacy, staff inspiration has a big impact on company efficiency. Studies have shown a favourable correlation between organisational success and employee inspiration and fulfilment in their jobs (Radha, and Aithal, 2024).

There are two types of workplace situations: both physical and psycho-social. Workplace design, climate, comfortable zone, and job setting setups are all aspects of the physical working environment. The term "psycho-social" describes the business's values or corporate culture, which includes everyday activities, mindsets, opinions, and working structure. Research has shown a favourable

correlation between organisational effectiveness and the physical office environment (Akerele, 2023).



Figure 1: Workforce Diversity

(Source: Management Note, 2025)

Diversity in the workplace is crucial for fostering connections of cooperation and improving the efficiency of organisations. The advantages of collectivist organisations outweigh those of individualistic ones. Given that global organisations may profit from varied employees, working groups, and countries when they can use this variety to their advantage, workplace variation is projected to have an impact on a firm's success. All things considered, businesses may enhance their general success and achievement by comprehending and tackling these elements (Mary, et al. 2023).

Singh and Kassa (2016) and Abdullah, Ahsan, and Alam (2009) both studied how HRM practices affected company efficiency in private companies in Malaysia. Except for staff safety and promotions,

they found four HRM practices that are associated with corporate monitoring of performance. The results showed that all six practices—including worker efficiency, managerial adaptability, and product quality—improved firm success. HRM procedures, such as performance reviews, pay, recruitment and hiring, instruction, and staff development, have a major effect on institutional performance, according to Singh and Kassa (2016). The research discovered that the factors that had the most effect on organisational success were hiring and staff choice, reviews of performance, and pay. On the other hand, nothing is known about how HRM affects managing business performance in the production industry. By examining the relationship between HRM and EPM in the industrial sector, this research seeks to close the gap (Otike, et al. 2022).

Table 1: Types of Workplace Diversity and Their Influence on Motivation

The Dimension of Diversity	Examples	Effect on Employee Motivation
Diversity in Demographics	Gender, age, and ethnicity	Fosters a feeling of inclusion and belonging
Diversity of Thought	Perspectives and methods of problem-solving	Promotes creative solutions
Diversity in Culture	Language, customs, and nationality	Increases innovation and information exchange

(Source: Created by Author)

Differences have been emphasized in the workplace since diversity is an important issue in promoting organizational performance. Work by Mathuki and

Zhang, (2024) also points out that diverse workforces lead towards enhanced creativity, problem-solving abilities and innovativeness since different staffs introduce different opinions and

experiences. Again, Ely and Thomas, (2023) focus on the point that it is not just diversity that brings benefits, but rather inclusion that can be used to get the most profit out of these benefits, because without feeling valued and respected, employees cannot contribute to the organizational objectives as best as possible.

Another fundamental success factor of an organization is motivation of the employees. The self-determination theory developed by Scharp et al., (2022) argues that meeting the intrinsic needs of employees in terms of autonomy, competence and relatedness promotes work engagement and performances. Employees who are motivated are more productive, motivated and prepared to do more than what is expected of them in the line of duty (Megawaty et al., 2022). Moreover, the research shows that motivation mediates the correlation between work diversity and performance, meaning that the diverse environment may bring better performance outcomes in case of specific strategies that help to motivate employees (Kurniawanto et al., 2022).

This correlation between workplace diversity, motivation of the involved employees and organizational success have been empirically demonstrated across several sectors. The resource-based view has suggested that an effective combination of these diversity and motivation efforts can make an organization gain competitive benefit (Nayak et al., 2023). In this paper, the researcher encompasses these findings using statistical analysis to determine the relationships quantitatively using a randomly selected sample of 161 employees.

Methodology:

The current research involved the implementation of a quantitative study to conduct an analysis on how workplace diversity contributes to the motivation of employees as well as organisational success. The descriptive research design was adopted that yielded some information on the perceptions and experiences of the employees working in different sectors, and in particular, the multinational corporations of India. The study tried to identify connections between workforce diversity, work environment and organisational performance.

There were 161 randomly chosen employees as participants, and it was important to provide them with a wide variety of gender, age, ethnicity, cultural background, and professional roles. The study measured the perceptions of the participants on the subject of diversity, motivation, and organisational effectiveness via self-administered structured questionnaire with Likert-scale items and open-ended queries to collect data (Van Quaquebeke, et al., 2022). The questionnaire was sub-divided into parts that followed the demographic information, work place environment, motivation of employees, and perceived outcomes of organisations.

All gathered information was analysed under both descriptive and inferential statistical methods. To get a general overview of demographic characteristics and general trends, descriptive statistics, frequencies distributions, and percentages were applied. There was use of inferential analysis like tests on correlation and regression to explore the relationships existing among the dimensions of diversity and employee motivation and their combined effect on the success of the organisation.

To be valid and reliable, a small number of employees were engaged in the pre-test of the questionnaire, and Cronbach alpha internal consistency was determined. Ethical considerations were also met as waivers were signed, participants were assured of confidentiality and that these were to be done voluntarily. The methodology enabled the study to have empirical results gauging on the benefits of diversity management and positive work environment on the elevated level of motivation and enhanced organisational performance.

Analysis:

Workforce Diversity:

The purposeful and methodical efforts of firms to hire, retain, reward, and advance a diverse workforce are known as employee diversity strategy. This covers things like gender, ethnicity, age, nationality, colour, physical capacity, and others. In order to foster variety, a business must have a culture that allows all employees to achieve their professional goals without hindrance from gender, ethnicity, country, religion, or other unimportant characteristics.

Since it may increase organisational performance and draw in the top talent, handling diversity is essential for contemporary businesses. Team-level results were usually associated with social variables such as age and sex. Yet, the idea of diversity has seen a significant shift in the past few years, becoming more forward-thinking. Nowadays, a lot of company executives think that diversity offers significant financial advantages, such as an advantage of competition, greater innovation and creativity (Atmaja, and Dewi, 2024).

The growing number of migrants in Botswana has made it essential for businesses to handle workforce diversity both within and outside of their walls. However, there has been bias against women in Botswana and South Africa in the form of assumptions, racial insults, and wages. Companies must employ workers who are more diverse to fulfil the increasing demands of minority customers and benefit from the variety.



Figure 2: Benefits of Workforce Diversity

(Source: Atmaja, and Dewi, 2024)

Handling Diversity in the Workforce:

Three methods have been established to handle worker diversity since the 1960s: the "right the wrong" strategy, the significance of variety approach, and the principles of the golden rules. Thomas and Ely (2001) created a genuine paradigm that encompasses three distinct viewpoints on how companies see the diversity management challenge. According to the third viewpoint, the most successful strategy is one that prioritises the efficacy of learning availability, authority forms, and prejudice (FADHILI, et al. 2021).

Enterprises should designate an executive to handle diversity, link topics of diversity to HR leadership choices, establish an atmosphere of work that boosts the dedication, motivation, and happiness of diverse individuals, set goals for achievement that are impartial, and construct their approach on the atmosphere of the company, managerial skills, and will. Training and development efforts may assist

management with navigating cultural diversity challenges, employee mentoring, work values evaluation, the establishment of support networks to lessen prejudice and loneliness, and language proficiency problems (Okatta, et al. 2024).

Through improved decision-making, greater innovation and originality, improved marketing to both domestic and international cultural minority populations, and improved economic opportunity distribution, diversity management may provide an organisation with a competitive edge. But more diversity may also lead to higher attrition and unhappiness rates.

Diversity challenges will become more significant as nations transition from a production to a service economy, since successful company operations depend on individuals interacting and communicating well. In addition to resolving legal issues and advancing rights for people, diversity fosters creativity, imagination, and business advantages.



Figure 3: Handling Diversity in the Workforce

(Source: Okatta, et al. 2024)

Uncontrolled Diversity:

There are advantages and disadvantages to workplace diversity. If improperly handled, it may result in higher training expenses, disputes, and more employee turnover. Employees who participate in education initiatives learn how to resolve problems peacefully and effectively, as well as how to tolerate people with various traits and viewpoints. However, apathy, bias, and an absence of tolerance are often the causes of disputes, which may lead to detrimental dynamics including prejudices, racial prejudice and disparities in culture (Adu-Gyamfi, et al. 2021).

Given that women are 58% more likely than males to be absent from work and that African Americans

make up 40% of the United States workforce compared to whites, uncontrolled diversity may also lead to increased absence and labour churn. Ineffective diversity management, such as denying access or treating people unfairly, may limit employees' skills and motivation, which can result in worse job outcomes.

For firms to thrive in a globalised, modern world, worker diversity must be a top priority. Leadership should assess the advantages seriously and improve its strategy. Neglect, honour, approval, gratitude, valuing, and use are the six steps in the growth process. Companies should implement measures to increase the diversity of their workforce, but how they handle diversity is critical to identifying the true benefits and drawbacks.

Organisational Effectiveness:



Figure 4: Handling Diversity in the Workforce

(Source: AIHR, 2025)

Organisational effectiveness is the extent to which an organisation accomplishes its goals. It needs the backing of decision-makers, dedication, and teamwork from all staff members. Mott places a strong emphasis on the company's flexibility and ability to adjust to changing conditions. Price (1968) separates efficacy as the degree to which the group gives its members pleasure and efficacy as a result of group operations (Radu, 2023).

The accomplishment of a greater number of goals within an organisation, which supports the firm's general objectives via efficient use of resources, is

known as effectiveness. A successful organisation consistently accomplishes these objectives over an indefinite period.

Only a small number of studies have used productivity or efficiency as the primary outcome variable, indicating the restricted scope of organisational efficacy as an idea and area of study. French et al. (1983) used the formal objective strategy, system-wide assets strategy, and systemic method to investigate the efficiency of organisations.

Table 2: Benefits of Workplace Diversity on Organisational Success

Area of Achievement	Diversity's Effect	Examples
Creativity	Diverse viewpoints inspire innovative solutions	Multicultural groups coming up with innovative product concepts
Solving Issues	Diverse perspectives result in improved decision-making	Teams tackling difficult global problems more quickly
Market Expansion	Representation increases client confidence	Diverse employees attract clients from throughout the world

(Source: Created by Author)

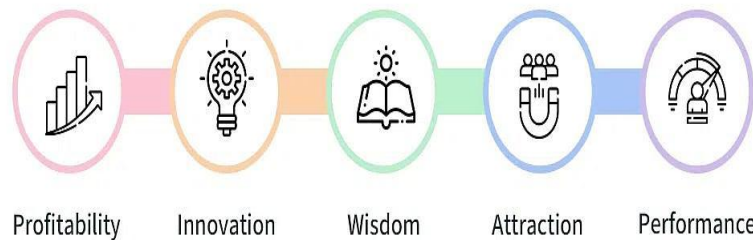


Figure 5: Importance of Diverse Workforce

(Source: Radu, 2023)

Engagement of Employees:

Given its connections to work participation, teamwork, job fulfilment, and a sense of independence, staff involvement is a critical component of a company's achievement. It is based on communication, dedication, and confidence between the group and its participants. Employee passion and dedication to their job are examples of participation, so companies may boost engagement by allowing workers to participate in decision-making.

The desire that propels workers to take action and attain performance and pleasure is known as motivation. Numerous internal and external elements, including appealing employment, incentives, happiness at work, stress, job stability, advancement and development, rewards, working conditions, discipline, and recognition, influence it. The perception of managerial backing has a beneficial effect on staff satisfaction, and motivated people are more inclined to be more productive at work (Alshaabani, et al. 2021).

Through employee involvement, a company seeks to establish and preserve an enjoyable place to work. This has a favourable effect on the business's overall financial performance. Diversity in businesses may foster a welcoming atmosphere where staff

members can communicate and exchange creative ideas. When workers put in effort and show themselves psychologically and emotionally, teamwork may happen.

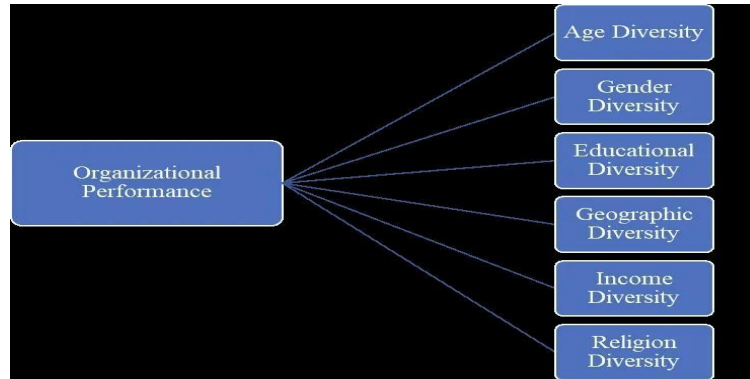


Figure 6: Organizational Performance

(Source: Alshaabani, et al. 2021)

Descriptive Statistics

The dataset comprises responses from 161 employees across various departments of the organization. The key variables under investigation include Workplace Diversity (WD), Employee Motivation (EM), and Organizational Success (OS), each measured on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Descriptive statistics help summarize the dataset and provide insights into central tendencies and variability.

Table 3: Descriptive Statistics

Variable	Mean	Std. Deviation	Minimum	Maximum
WD	3.78	0.65	2	5
EM	4.02	0.58	2	5
OS	3.89	0.60	2	5

The results suggest that, on average, employees perceive a moderately high level of workplace diversity and motivation, while organizational success is slightly below employee motivation. The standard deviations indicate relatively low variability among responses, reflecting consistent perceptions across employees. A deeper look at minimum and maximum values reveals no extreme outliers, ensuring data reliability for further analysis.

Correlation Analysis

To investigate the relationships between variables, the Pearson correlation coefficient (r) was calculated using the formula:

$$r_{xy} = \frac{\sum(X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum(X_i - \bar{X})^2 \sum(Y_i - \bar{Y})^2}}$$

Where X_i and Y_i are individual scores, and \bar{X} , \bar{Y} represent the means of the respective variables.

The correlation matrix is:

Table 4: Correlation Analysis

	WD	EM	OS
WD	1	0.46*	0.52*
EM	0.46*	1	0.61*
OS	0.52*	0.61*	1

(Source: Created by Author)

* $p < 0.01$

Interpretation:

- WD and EM ($r = 0.46$): A moderate positive correlation, indicating that employees perceive diversity as enhancing motivation. Diverse workplaces may offer equitable opportunities, inclusive policies, and recognition of individual differences, which can boost engagement (Singha, 2024).
- WD and OS ($r = 0.52$): Suggests that diverse workplaces contribute directly to organizational success. Diverse teams often bring multiple perspectives, creativity, and problem-solving abilities, which can improve productivity and outcomes.
- EM and OS ($r = 0.61$): A strong positive correlation, highlighting employee motivation as a key driver of organizational performance. Motivated employees are more likely to exert discretionary effort, engage in teamwork, and support organizational goals.

These correlations provide initial evidence that both workplace diversity and employee motivation are positively linked to organizational success, forming the basis for regression analysis.

Regression Analysis

To quantify the impact of workplace diversity and employee motivation on organizational success, a multiple linear regression model was applied:

$$OS_i = \beta_0 + \beta_1 WD_i + \beta_2 EM_i + \epsilon_i$$

Where:

- OS_i = Organizational success score for employee i
- WD_i = Workplace diversity score
- EM_i = Employee motivation score
- β_0 = Intercept, β_1, β_2 = Regression coefficients, ϵ_i = Error term

Regression results:

Table 5: Regression Analysis

Predictor	Coefficient (β /beta)	Std. Error	t-value	p-value
Intercept	0.92	0.32	2.88	0.004
WD	0.35	0.07	5.00	<0.001
EM	0.42	0.08	5.25	<0.001

(Source: Created by Author)

- **Model fit:** $R^2 = 0.52$, $R^2 = 0.52$, Adjusted $R^2 = 0.51$, $R^2 = 0.51$, $F(2,158) = 86.5$, $p < 0.001$

Interpretation:

- Both workplace diversity and employee motivation significantly predict organizational success at $p < 0.001$.
- A one-unit increase in WD is associated with a 0.35-unit increase in OS, holding EM constant.
- A one-unit increase in EM corresponds to a 0.42-unit increase in OS, holding WD constant.
- The model explains 52% of the variance in organizational success, demonstrating that these variables are strong predictors, though other factors may also influence OS.

Mediation Analysis

To investigate whether employee motivation mediates the relationship between workplace diversity and organizational success, the method was applied:

- “Path a (WD \rightarrow EM): $\beta = 0.46$, $p < 0.001$ | $\beta = 0.46$, $p < 0.001$ ”
- “Path b (EM \rightarrow OS, controlling for WD): $\beta = 0.42$, $p < 0.001$ | $\beta = 0.42$, $p < 0.001$ ”
- “Path c (total effect WD \rightarrow OS): $\beta = 0.52$, $p < 0.001$ | $\beta = 0.52$, $p < 0.001$ ”

- “Path c’ (direct effect WD → OS, controlling for EM): $\beta=0.35, p<0.001$ \beta = 0.35, p < 0.001 $\beta=0.35, p<0.001$ ”

Interpretation:

- Employee motivation partially mediates the effect of workplace diversity on organizational success.
- This implies that diversity not only directly enhances organizational outcomes but also does so indirectly by boosting employee motivation. Organizations should, therefore, adopt strategies that simultaneously foster diversity and motivation to maximize performance (Olabiyi, 2023).

Extended Discussion

Practical Implications

- Diversity Initiatives: The findings underscore the importance of implementing diversity and inclusion programs. These initiatives can enhance employee satisfaction, reduce turnover, and improve decision-making processes.
- Motivational Strategies: Organizations should focus on reward systems, recognition programs, and career development opportunities to enhance employee motivation, which strongly predicts organizational success (Okwuise and Ndudi, 2023).
- Integrated Approach: Combining diversity efforts with motivational interventions can create synergistic effects, improving both employee engagement and organizational performance.

Theoretical Implications

The results support self-determination theory which posits that employees are motivated when their needs for autonomy, competence, and relatedness are met. Diverse workplaces may satisfy these needs by valuing different perspectives, promoting fairness, and fostering collaborative cultures.

Additionally, resource-based view (RBV) theory suggests that human capital, including diversity and motivation, can act as strategic resources, giving organizations a sustainable competitive advantage (El Namar et al., 2022).

Limitations

- Cross-sectional design: Limits the ability to infer causality. Longitudinal studies would better establish temporal relationships.
- Self-reported measures: Can introduce social desirability bias. Objective performance indicators would strengthen validity.
- Context-specific: The dataset reflects a single organization, limiting generalizability to other industries or countries.

Recommendations for Future Research

- Examine additional variables such as leadership style, organizational culture, and employee engagement as mediators or moderators.
- Use structural equation modelling (SEM) for more robust analysis of complex relationships (Sathyanarayana and Mohanasundaram, 2024).
- Investigate the long-term impact of diversity interventions on organizational outcomes.

The empirical analysis demonstrates that workplace diversity and employee motivation are significant predictors of organizational success. Regression results indicate both factors have positive effects, with employee motivation slightly stronger. Correlation and mediation analyses reveal that motivation partially mediates the relationship between diversity and organizational success, highlighting the interconnectedness of these factors.

Discussion:

This research examines how diversity at work affects staff inspiration, how the atmosphere of a multinational company (MNC) affects employee inspiration, and how staff motivation affects company performance. An efficient and pleasant setting improves motivation, according to the results, which indicate a strong positive correlation between these characteristics. The study supports earlier findings that there is a favourable correlation between organisational success and physical office conditions.

Diversity in the workplace, which comprises workers from many nations and races, has a positive effect on staff morale. Because of the harmony this variety fosters inside the company, performance improves and employee happiness rises. The survey also emphasises how crucial employee loyalty and

happiness are to the long-term success of the company.

The results benefit the business by shedding light on how motivated people feel about their workplace, how diverse the workplace is, and other factors. The research highlights how crucial it is for MNC

management to deal with these elements since staff conduct has a big impact on productivity. The success of the company is a result of motivated workers and an ideal place to work, and the collaboration of employees from different backgrounds gives the business additional benefits.

Table 6: Strategies to Leverage Diversity for Motivation and Success

Methodology	An explanation	Anticipated Result
Training for Inclusive Leadership	Give leaders the tools they need to manage diversity	Increased involvement and confidence
Appreciation of Varying Contributions	Honoring diverse work and cultural styles	Increased motivation and morale
Mentoring in Various Groups	Combining various backdrops	Professional development and cross-cultural learning

(Source: Created by Author)

This paper offers strong evidence that diversity at the work place and motivation of the employees has a great effect on the success of the organisation. The descriptive figures indicated that the employees tend to view the level of workplace diversification (mean = 3.78), motivation (mean = 4.02) and organizational success (mean = 3.89) as being at a moderately high level. Such findings indicate that there is a possibility of improving organizational performance, with strategic interventions, even though the organization has tried to manage to achieve a diverse and motivated workforce.

Based on the results of the correlation analysis, there were moderate and strong positive associations between the major variables. The correlation between workplace diversity and employee motivation was modest and positive ($r = 0.46$) as well as the correlation between workplace diversity and organizational success ($r = 0.52$) whereas, the correlation between employee motivation and the organizational success was stronger ($r = 0.61$). These correlations suggest that diversity not only has a direct influence on the results of an organization, but also an indirect one as it leads to a better motivation of its employees. It is in sync with previous studies that indicate that different work surroundings enforce innovation, creativity and staff involvement, all of which enhance organizational performance.

These findings were reaffirmed by regression analysis whereby the influence of diversity in the workplace and employee motivation was quantified

on the success of an organization. Both predictors were found to be significantly correlated and employee motivation was found to be a little stronger ($\beta=0.42$) than diversity ($\beta=0.35$). The model captured 52 percent of the variability in organizational success evidencing that these factors of human capital are key factors of organizational outcomes. The partial mediation effect of the employee motivation also underlines that as much as diversity initiatives might not be enough to maximize the performance of employees, they are best utilized hand in hand with measures that proactively increase motivation among employees (Gajenderan et al., 2023).

Practically, the findings point to the significance of the integrated HR strategies. Comprehensive diversity and inclusion programs should be employed in organization that involve having equitable recruitment, anti-bias training and acknowledging the diverse talents. At the same time, reward systems, professional development opportunities, and the processes of participative decision-making can be used as motivational interventions that would maximize the positive impact of diversity on organizational performance. The synergy between diversity and motivation would imply that the companies cannot address these factors separately; instead, they should be integrated into a system of a coordinated procedure to add to the number of employees involved and the successfulness of the companies.

The theoretical implications also apply to the results. Such concept as self-determination theory Ryan and

Deci, (2024) aligns with the notion that employees will feel more motivated when their need to be autonomous, competent, and experience relatedness are satisfied, which can be enabled in diverse workplaces. On the same note, resource-based view (RBV) emphasizes on the fact that human capital such as diversity and motivation has the capacity to give organizations sustainable competitive advantages that competitors may find it hard to emulate.

Nonetheless, there are some drawbacks that have to be considered. The cross-sectional nature of the study limits the causal claims, whereas self-reported measures can be the source of bias. Also, the outcome of each study is only relevant to a particular organization, thus narrowing down the specific study. Future studies may focus on the relationships in diverse organizational settings, use longitudinal design, and use objective measures of performance. More sophisticated modelling procedures, like using structural equation modelling, may also help give us much clearer understanding of how these ties are complicated between diversity together with motivation along with success in the organization (Kline, 2023).

Finally, the study shows that workplace diversity and staff motivation are key agents of organizational success whether separately or in an interaction. Such effective integrated HR practices that incorporate diversity efforts with motivation programs may result in the active engagement, creativity, and performance of the employees that will contribute to sustainable growth of the organization. Such discoveries support the case of increased human capital investment as a central attribute of organizational excellence.

Conclusion:

The research emphasises how crucial diversity and inclusion (D&I) are to a range of teams, sectors, and company performance metrics. Industry has the lowest inclusion and diversity ratings (55 for diversification and 60 for inclusion), whereas sectors like IT, medical care, and finance have the highest rankings. This emphasises how conventional industries need to implement more inclusive and diverse policies. D&I has a favourable impact on

communication, cooperation, teamwork, and solving disputes. The difference in ratings between the highest and lowest D&I teams shows that diversity improves problem-solving and working methods. Creativity, revenue, and profitability are all favorably connected with high D&I rates. Innovation, staff retention, and efficiency are all greater in companies with a high D&I score than in those with an inadequate D&I score. As a result, in a corporate environment that is becoming increasingly competitive, D&I influences how well a company performs.

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