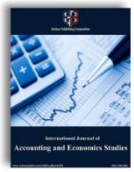
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Research paper



Diversity and Inclusivity Evolution: A Research Mapping And Systematic Analysis of Global Research Trends (2007-2025)

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Abstract

Diversity and Inclusion (D&I) have become essential for the expansion and viability of organisations in today's technology-sophisticated and globally interconnected corporate world. Few studies systematically examine the strategic value of diversity and inclusion (D&I) in boosting performance, innovation, and resilience, even though many organisations implement quotas or compliance-based diversity policies. This study aims to evaluate how diversity and inclusion practices influence organizational performance, employee engagement, innovation, and retention. It also seeks to identify the role of leadership and HRM practices in fostering inclusive workplace cultures. A bibliometric methodology was applied using the Scopus database, after filtering 945 peer-reviewed articles (2007 – 2025) were analysed with Bibliometrix. (R package) to assess publication trends, citation performance, thematic mapping, and keyword co-occurrence. Highly cited studies were systematically reviewed to provide theoretical and practical insights. The findings reveal that while demographic diversity enhances creativity, problem-solving, and decision-making, inclusion is critical for ensuring psychological safety, belonging, and retention. Leadership commitment, inclusive HR practices, and targeted training are central drivers of effective implementation. However, challenges such as unconscious bias and inconsistent measurement persist. Organizations integrating D&I strategically show stronger resilience, higher employee commitment, and competitive advantage. D&I are not merely ethical imperatives but strategic necessities. Embedding inclusive practices into HR strategies fosters innovation, strengthens workplace culture, and drives sustainable growth. Managers must move beyond compliance to embrace D&I as a long-term investment in competitiveness and social impact.

Keywords: *Diversity; Inclusion; Organizational Performance; Innovation; HRM Practices; Leadership; Bibliometric Analysis; Workplace Culture.*

1. Introduction

Today, in the globalized World with more and more Indian companies emerging as global players, the success of a company is increasingly being recognized globally, and it has become and imperatives for companies to have a new workforce that is more and more diversified. And now, that is widely recognized—it's becoming a requirement, in fact, that material and the immaterial value, even if its costs are the best resolution costs and issues that sometimes come with it. The empirical studies concerning organization performance and practices remain scarce even for Inclusion [1], [2]. Organizational performance within the organization has been associated with recruitment and selection, Training and development, as well as socialization, such as meals and parties [1]. The potential of how people in a company actually think, feel, communicate, work, and react enables them to fulfill their objectives. With this migration and rapid rise of technology, the workforce has become more diverse during this time of Globalization. We have applied the Ethnicity Fractionization Index (EFI) to measure this diversity. That permits a Researcher to quantify the probability that two randomly selected persons from a particular population are from different ethnic backgrounds. This EFI is used to recognize the trails [3]. Many will be trying to reach quota and equity targets, which facilitates compliance with legislation but not true Organization Change and Individual groups (Booysen 2007; Horwitz et al 2002), which would represent a shift and therefore leverage" [4]. In this globalized world, the organization has become a competitive business environment, and organizations recognize the value of fostering a diverse and inclusive Workplace. When employees differ from one another in terms of gender, race, age, culture, and background, this is referred to as diversity. Conversely, inclusion guarantees that every person feels completely incorporated into the workplace. Consequently, both ideas are crucial and creative.

Benefits of Diversity and Inclusion:

Businesses may experience eternal economic benefits when they better reflect the world and the laws that surround them. This is because it enables them to respond to new markets with products that are acceptable and sensitive (Urwin et al., 2013) [5]. Decreased expenses, better sourcing of skilled personnel, better products and services, as they are enhancing the corporate image of the company, are examples

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of eternal benefits (Wright et al., 2014) [6]. Having a Diverse Workforce may have a range of perspectives, which can improve creativity and problem solving, resulting in better decision making, improve innovation, and increase flexibility, all of which may lead to the internal benefit (Urwin et al., 2013) [5] (Dwertmann et al., 2016) [7]. So, therefor by analyzing the data from the year 1988 UK Workplace Employee Relations Survey, Equal opportunities policies were found to improve productivity. The interviews from this study with 66 key factors in the equity and diversity field in the UK gave anecdotal; evidences that diversity has led to "recruiting and retaining the best talent and improved Organization.

Table 1: The Relationship between Diversity and Inclusion.

Competitive Advantage: Low Collaboration: Low Morale: Low Engagement: Low Retention: Low **A**	Competitive Advantage: High Collaboration: High Morale: High Engagement: High Retention: High **C**
B Competitive Advantage: Average Collaboration: Average Morale: Average Engagement: Average Retention: Average	**D** Competitive Advantage: Low Collaboration: Low Morale: High Engagement: High Retention: High

Source: Janakiraman, 2011, p. [8].

Scope and Coverage:

Basically, the review focuses on diversity and inclusivity, and reflects on the question around them, in addition to clarifying the meaning of the terms associated with them.

- What is the meaning of Diversity and Inclusion?
- What Influences the Organization to follow Diversity and Inclusion?
- What will be the issues faced by the Organization if we don't follow the Constraints?
- What role do Organization and Leadership play in shaping them?

The term Diversity and Inclusion is defined as:

The existence of variances among personnel about gender, race, age, culture, and background is referred to as diversity. A workforce's mix of characteristics that have a major impact on employees' thoughts, feelings, and behavior at work, as well as their acceptance, productivity, contentment, and advancement within the company [9]. Additionally, it has been defined as "the diverse perspective and approaches to job members of different identity groups" [10]. Similarly, diversity of thinking is viewed as the goal, and demographic diversity may be a clear lead indicator [11]. They are ignored or left out, even though they have the same opportunities as everyone else. There aren't many studies on inclusion in the Indian workplace [14], [15], with the majority of them concentrating on inclusion in schooling [12], [13]. The Constitution of India [16] prohibits discrimination on the grounds of religion, race, caste, sex, or place of birth.

What influences an Organisation to follow Diversity and Inclusion?

Diversity and Inclusivity help the organisation in many ways. These help the organisation to achieve better performance and increase its productivity. The one major factor that influences the Organisation to follow is that having a diverse workforce can push the organisation to create an inclusive environment [17]. Moreover, having a diverse and inclusive environment will lead the organisation to perform better, fostering innovation and improved decision-making.

What will be the issues faced by the Organization if we don't follow the Constraints?

There will be a few challenges faced by the organisation if diversity and inclusion are not followed, because creating a diverse and inclusive workplace is a greater opportunity for the company. A few common blocks will be faced, which are [18]:

- Leadership Involvement
- Measurement
- Intervention and Training

What role does Diversity and Inclusion play in shaping them?

According to a few researchers, Diversity and Inclusion play a critical role in the organisation that seeks to create a positive workplace culture and drives an ethical success [19]. When this is being implemented thoughtfully. So, then the Diversity and Inclusion initiatives can transform the workplace culture.

- Fostering Innovation and creativity
- Enhancing Employee Engagement and Belonging
- Improving Decision–Making and Performance
- Building Trust and Psychological Safety

Objectives:

- To identify how HRM practices regarding diversity and inclusion affect the performance of the organisation.
- To evaluate the effects of inclusive HR practice on retention rates, job satisfaction, and job engagement.
- To look into how diversity in the workplace affects output and creativity.
- To determine how leadership commitment contributes to the development of the organisation to have a diverse and inclusive workplace.

Research Question:

1) What is employees' perception of diversity and inclusion in remote work environments, and how do these perceptions affect engagement?
2) To what extent does diversity in leadership affect decision-making and innovation in healthcare organisations?
3) How effective are diversity training programs in reducing unconscious bias in hiring practices?
4) What is the impact of workplace diversity and inclusion on organisational performance in the IT sector?

2. Literature Review

According to "Prasad et al. (2006)" [20], the issue with the research on diversity and inclusion is that various academics define these terms differently. When talking about diversity management in multicultural organisations, for example, it is clear from Co and Blake's (1999) definition of the multicultural organisation that inclusion is an inherent consequence of this kind of company. Likely Roberson and the other authors (2006) [21], Ferdmen et al. (2010) [22], Davindson & Ferdmen (2002) [23], and Pless & Maak (2004) [24] use diversity and inclusion as a factor to ensure that inclusion is recognised in their Research.

Table 2: Literature Review

S. NO	Author(s)	Findings
1.	Subhash C. (2017)	"Results indicated that employees, irrespective of their diverse backgrounds, positively acknowledged diversity and diversity management".
2.	Cedric Herring (2019)	"Companies with greater racial and gender diversity show better performance in terms of sales revenue, customer numbers, and market share".
3.	Rajwinder Kaur et al. (2021)	"The research also provides various challenges faced by companies in managing diversity".
4.	Josiah Aduda, et.al (2017)	"Informal financial services must also be recognized due to their significant role in developing countries".
5.	Tho Alang, et.al (2020)	"Inclusive leadership enhances workplace inclusion for Indigenous employees in Vietnam by supporting their presence, fostering belongingness".
6.	J.W.Bennett (2021)	"The program provided a more effective route to employment than traditional job centres, enhanced service quality through pre-training and empathy development".
7.	Alicja WINNICKA-WEJS (2018)	"Most respondents believe that greater planning and conducting other activities build company resilience".
8.	Lynn Shore et al. (2019)	"Inclusion enhances psychological safety and team cohesion. Employees who feel included are more likely to be engaged, innovative, and committed".
9.	Nishii, Lisa H. (2018)	"Inclusion is distinct from diversity— it focuses on how individuals feel valued and integrated".
10.	Bridgette L et al (2022)	"Despite growing awareness, progress in diversity, equity, and inclusion within Allergy, Asthma, and Immunology over the past decade has been limited, with persistent disparities in workforce representation, clinical outcomes, and research participation".

Systematic Review of Highly Cited Articles

Table 3: Systematic Review of Highly Cited Articles

S. No	Document Title	Authors	Source	Year	Citation
1.	"What About Me? Perceptions of Exclusion and Whites' Reactions to Multiculturalism"	Plaut, V.C., Garnett, F.G., Buffardi, L.E., Sanchez-Burks, J.	"Journal of Personality and Social Psychology, 101(2), pp. 337–353"	2011	326
2.	"Voice, silence, and diversity in 21st century organizations: Strategies for inclusion of gay, lesbian, bisexual, and transgender employees."	Bell, M.P., Özbilgin, M.F., Beauregard, T.A., Sürgevil, O.	"Human Resource Management, 50(1), pp. 131–146"	2011	209
3.	"Special or inclusive education: Future trends"	Florian, L.	"British Journal of Special Education, 35(4), pp. 202"	2008	209
4.	"Perspectives on Disability Disclosure: The Importance of Employer Practices and Workplace Climate"	von Schrader, S., Malzer, V., Bruyère, S.	"Employee Responsibilities and Rights Journal, 26(4), pp. 237–255"	2014	197
5.	"Multicultural and Public Parks: Researching Super-diversity and Attachment in Public Green Space"	Neal, S., Bennett, K., Jones, H., Cochrane, A., Mohan, G.	"Population Space and Place, 21(5), pp. 463–475"	2015	173
6.	"Moving Beyond Implicit Bias Training: Policy Insights for Increasing Organizational Diversity"	Onyeador, I.N., Hudson, S.-K.T.J., Lewis, N.A.	"Policy Insights from the Behavioral and Brain Sciences, 8(1), pp. 19–26"	2021	155
7.	"A model for study of teacher agency for social justice"	Pantić, N.	"Teachers and Teaching Theory and Practice, 21(6), pp. 759–778"	2015	151
8.	"Diversity ≠ Inclusion: Promoting Integration in Higher Education"	Tienda, M.	"Educational Researcher, 42(9), pp. 467–475"	2013	143
9.	"Policy Analysis of Equity, Diversity and Inclusion Strategies in Canadian Universities – How Far Have We Come"?	Tamtik, M., Guenter, M.	"Canadian Journal of Higher Education, 49(3), pp. 41–56"	2019	179
10.	"Inclusive pedagogy: From learning to action. Supporting each individual in the context of 'everybody'"	Spratt, J., Florian, L.	"Teaching and Teacher Education, 49, pp. 89–96"	2015	124
11.	"A historical perspective on diversity ideologies in the United States: Reflections on human resource management research and practice"	Nkomo, S., Hoobler, J.M.	"Human Resource Management Review, 24(3), pp. 245–257"	2014	121
12.	"Religious identity in the workplace: A systematic review, research agenda, and practical implications"	Héliot, Y., Gleibs, I.H., Coyle, A., Rousseau, D.M., Rojon, C.	"Human Resource Management, 59(2), pp. 153–173"	2020	120
13.	"The skill paradox: explaining and reducing employment discrimination against skilled immigrants"	Dietz, J., Joshi, C., Esses, V.M., Hamilton, L.K., Gabarrot, F.	"International Journal of Human Resource Management, 26(10), pp. 1318–1334"	2015	120
14.	"How diverse are the samples used to study intimate relationships? A systematic review."	Williamson, H.C., Bornstein, J.X., Cantu, V., ... Farnish, K.A., Schouweiler, M.T.	"Journal of Social and Personal Relationships, 39(4), pp. 1087–1109"	2022	97

15.	How to foster the formation of STEM identity: studying diversity in an authentic learning environment	Singer, A., Montgomery, G., Schmoll, S.	International Journal of Stem Education, 7(1), 57	2020	94
16.	"How diverse is your reading list? Exploring issues of representation and decolonisation in the UK."	Schucan Bird, K., Pitman, L.	"Higher Education, 79(5), pp. 903–920"	2020	91
17.	"(Super)diversity and the migration–social work nexus: a new lens on the field of access and inclusion"?	Boccagni, P.	"Ethnic and Racial Studies, 38(4), pp. 608–620"	2015	88
18.	"Diversity and inclusion branding: a five-country comparison of corporate websites"	Jonsen, K., Point, S., Kelan, E.K., Grieble, A.	"International Journal of Human Resource Management, 32(3), pp. 616–649"	2021	86
19.	"Assessment for Inclusion: rethinking inclusive assessment in higher education."	Nieminen, J.H.	"Teaching in Higher Education, 29(4), pp. 841–859"	2024	83
20.	"A Diversity Mindset Perspective on Inclusive Leadership"	van Knippenberg, D., van Ginkel, W.P.	"Group and Organization Management, 47(4), pp. 779–797"	2022	80
21.	"Introduction: Critically interrogating inclusion in organisations."	Adamson, M., Kelan, E., Lewis, P., Śliwa, M., Rumens, N.	"Organization, 28(2), pp. 211–227"	2021	77
22.	"The inclusion of quantitative techniques and diversity in the mainstream of feminist research"	Spierings, N.	"European Journal of Women S Studies, 19(3), pp. 331–347"	2012	68
23.	"Assessment for inclusion: rethinking contemporary strategies in assessment design."	Tai, J., Ajjawi, R., Bearman, M., ... Dawson, P., Jorre de St Jorre, T.	"Higher Education Research and Development, 42(2), pp. 483–497"	2023	67
24.	"Innovating public engagement and patient involvement through strategic collaboration and practice."	Holmes, L., Cresswell, K., Williams, S., ... Robinson, E., Starling, B.	"Research Involvement and Engagement, 5(1), 30"	2019	67
25.	"Initial teacher training: understanding 'race,' diversity and inclusion."	Bhopal, K., Rhamie, J.	"Race Ethnicity and Education, 17(3), pp. 304–325"	2014	65

3. Research Methodology

Data Source

The data set from Scopus was used as a main set of data for this study because of its vast worldwide coverage, robust reputation for bibliometric research and a comprehensive indexing of peer – reviewed literature, Scopus is a user-friendly interface for retrieving and filtering the data and it delivers around 20% more citation data than Web of science [25, 26, 27].

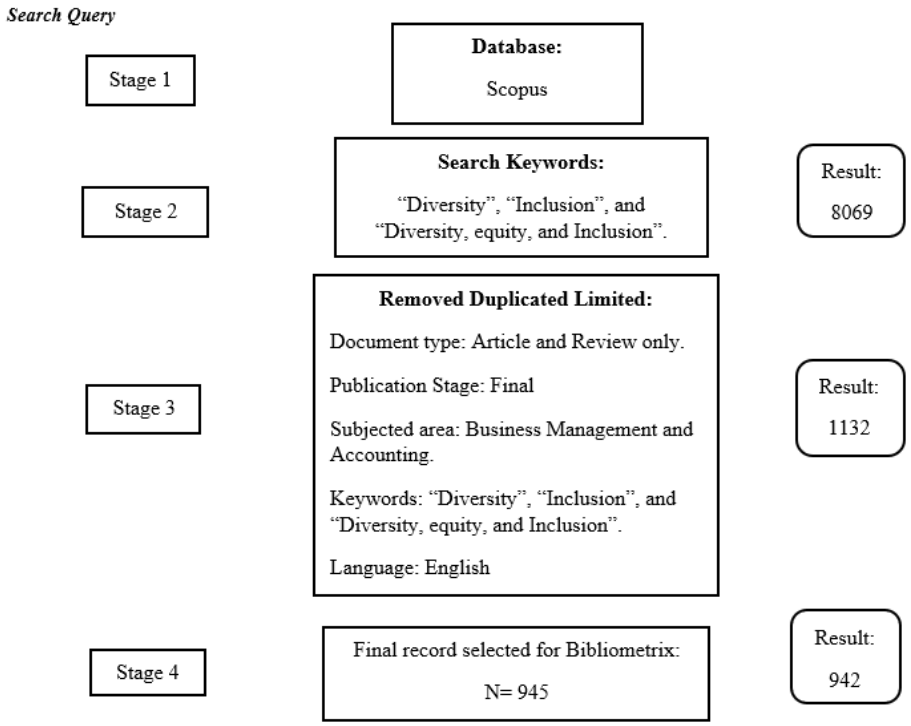
Its extensive dataset, which consists of trade publications, conference proceedings, and journals, makes it ideal for bibliometric studies in management and social science domains. In the first retrieval, 2643 papers were found.

The following filters were used to improve the dataset:

- Language: English only.
- Subject areas: "Social Science", "Business Management", and "Accounting".
- Document type: Articles.
- Publication stage: Final.

After stepwise filtering (see Conceptual Diagram), the final dataset included 451 articles relevant for bibliometric analysis.

Search Query



Inclusion / Exclusion Criteria:

- Only peer-reviewed journal papers in the final stage were included.
- Conference papers, Book Chapters, Reviews, and Articles written in English only were included.

Keyword mapping:

- A broad conceptual range of terms, such as: “workforce diversity”, “inclusion behavior”, “Leadership”, “developing countries”, “Organizations”, “Organizational culture”, and “Workplace”. We were covered by the mapping keyword.

Software used in the Study

The Bibliometrix R package [28], a well-established tool used in Bibliometric research, was employed to conduct the Analysis.

- Bibliometrix provided comprehensive functions for data cleaning, importing, and executing citation, performance, and keyword co-occurrence analyses.

4. Analysis and Discussion

4.1. Descriptive statistics

Table 4: Descriptive Statistics

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	2007:2025
Sources (Journals, Books, etc.)	171
Documents	186
Annual Growth Rate %	22.4
Document Average Age	3.01
Average citations per doc	5.694
References	9861
DOCUMENT CONTENTS	
Keywords Plus (ID)	388
Author's Keywords (DE)	739
AUTHORS	
Authors	525
Authors of single-authored docs	58
AUTHORS COLLABORATION	
Single-authored docs	58
Co-Authors per Doc	2.83
International co-authorships %	16.13
DOCUMENT TYPES	
article	175
review	11

4.2. Annual scientific production

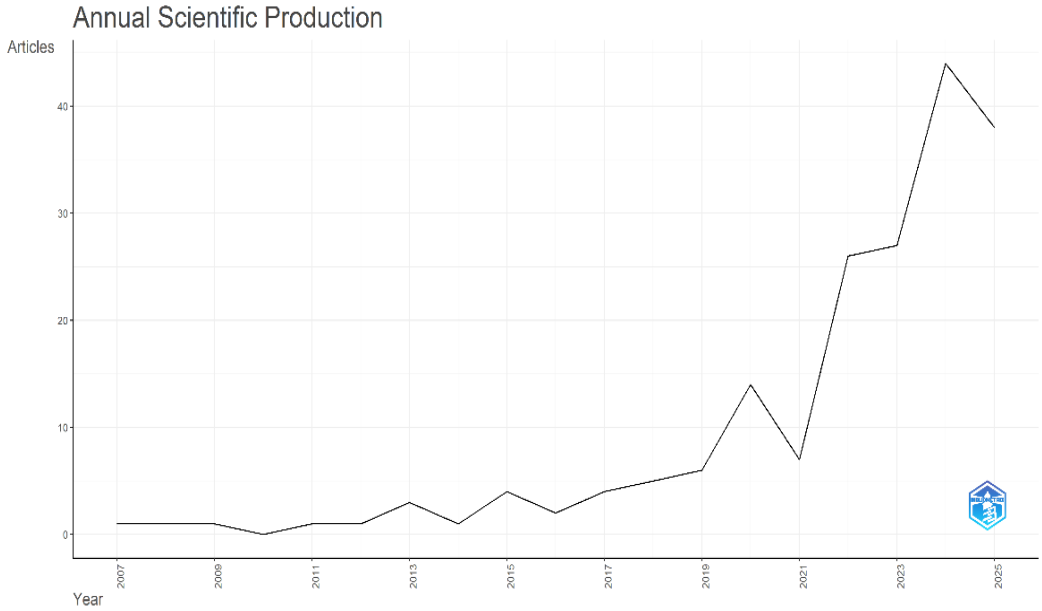


Fig. 1: “Annual Scientific Production”.

The Annual Scientific Production graphic shows how many papers were published annually between 2007 and 2025. Scientific output was continuously low from 2007 until about 2017, with only 0 to 3 publications produced every year and little variation. The output increased gradually starting in 2017 and reached roughly 6-7 pieces by 2019. Although there was a slight decline in 2024 and 2025, with output dropping to around 38 articles, the level of scientific production remained much higher than in earlier years. Overall, the data indicate a long period of low and stable productivity, which shows a significant rise in the research output over the past few years, likely due to increased research capacity, greater funding, or heightened academic focus.

4.3. Average article citation per year

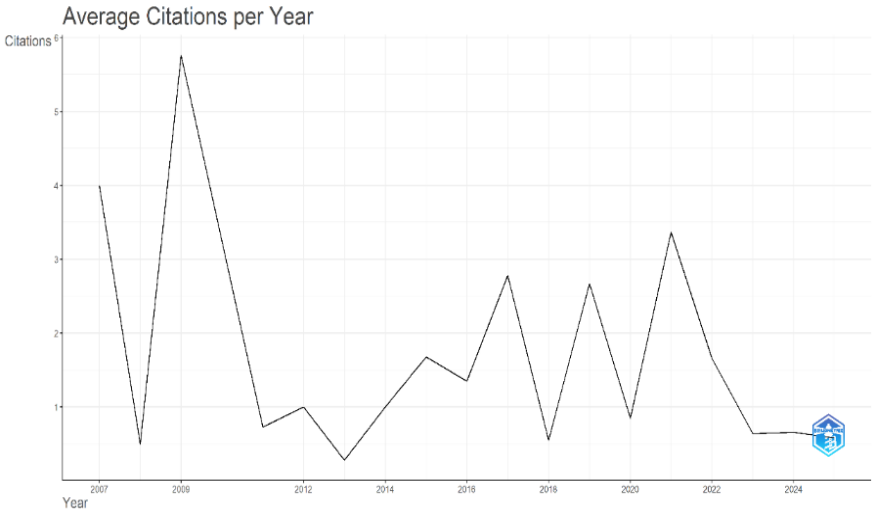


Fig. 2: "Average Article Citation Per Year".

The data clearly shows that the average number of citations changed over time. About four citations were made in 2007, which is a comparatively high quantity. 2009 saw a considerable increase, averaging about six citations, whereas 2008 saw a severe decrease to less than one citation. After this peak, citations decreased sharply and stayed quite low, generally averaging between 0.5 and 3 citations annually. Significantly lower peaks with sporadic spikes in the citation activity appeared around 2017, 2019, and 2021. After 2021, however, the pattern shows a discernible downward trend, that is, the average citation steadily declines and stays below the citation annually by 2023 and 2024.

4.4. Source production over time."

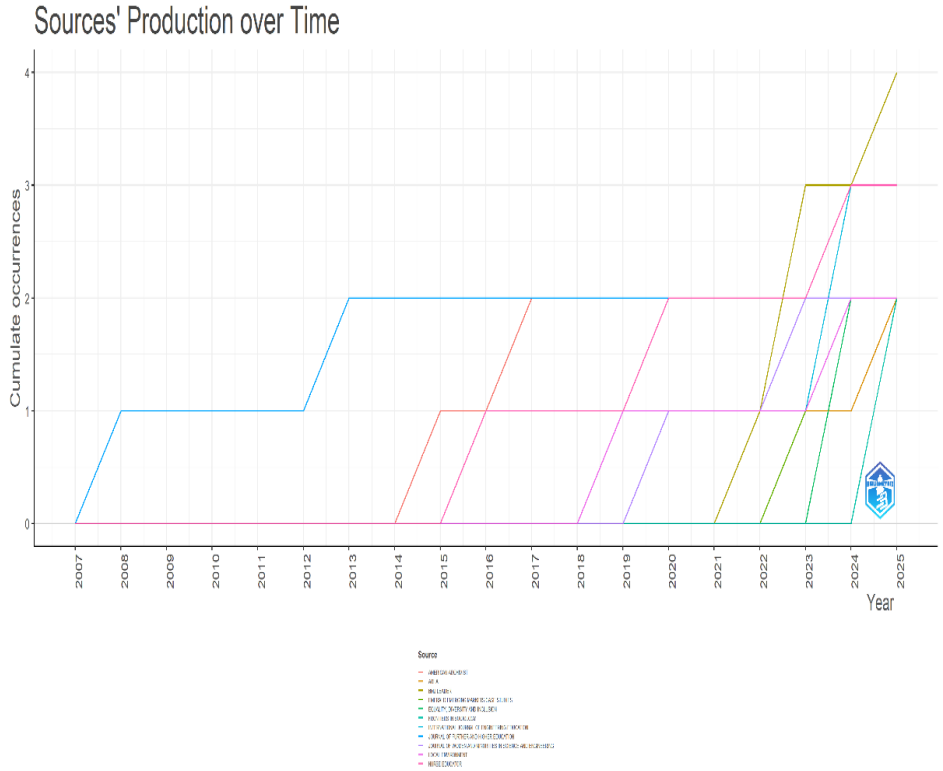


Fig. 3: "Sources of Production Over Time".

The entire production from all sources from 2007 to 2025 is shown in this figure. From early 2007 until about 2013, one source published continuously after that; its production ceased to vary. Other sources of contribution started in 2015 and grew steadily until 2019. A significant increase in publication activity was caused by the high number of new sources that entered the market after 2020. By 2025, some sources will have three or four publications. This graph indicates that while certain journals have produced consistently for a long period of time, the majority of the output growth has taken place in the recent few years. The increase reflects recent interaction with a wide range of journals and growing interest in the topic.

4.5. Most relevant authors

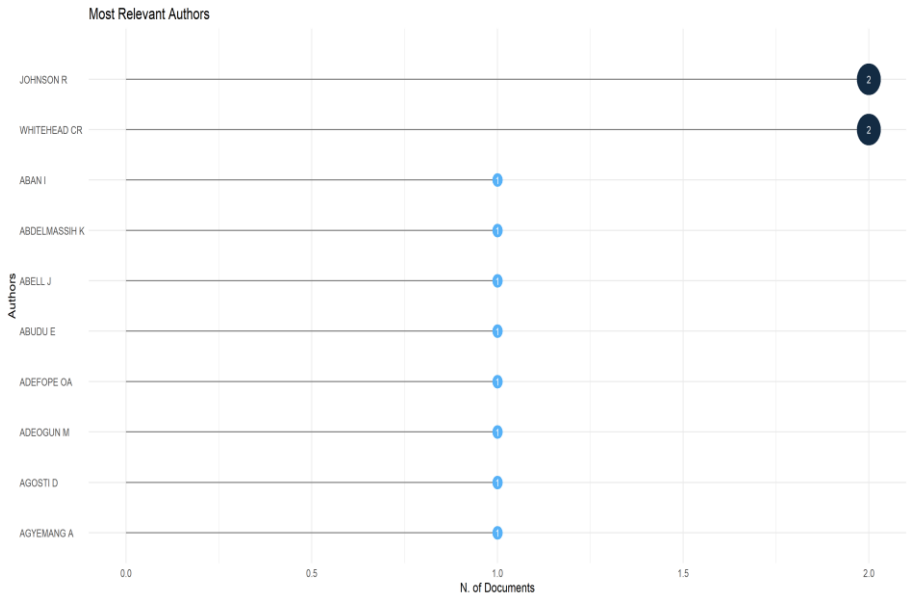


Fig. 4: "Most Relevant Authors".

This diagram displays the applicable authors based on the quantity of documents supplied. Johnson R and also Whitehead CR are actually the most prolific of authors listed here, each of them having authored 2 documents. Aban I, Abdelmassih K, Abell J, Abudu E, Adefiope OA, Adeogun M, Agosti D, and Agyemang are some of the authors by name. All of the other authors have each contributed just 1 document. Overall, the chart highlights that most authors contribute in a limited way, but Johnson, R., and Whitehead, CR stand out since they publish more, and that indicates they engage more or impact more in the subject area covered by this dataset.

4.6. Most recent affiliation

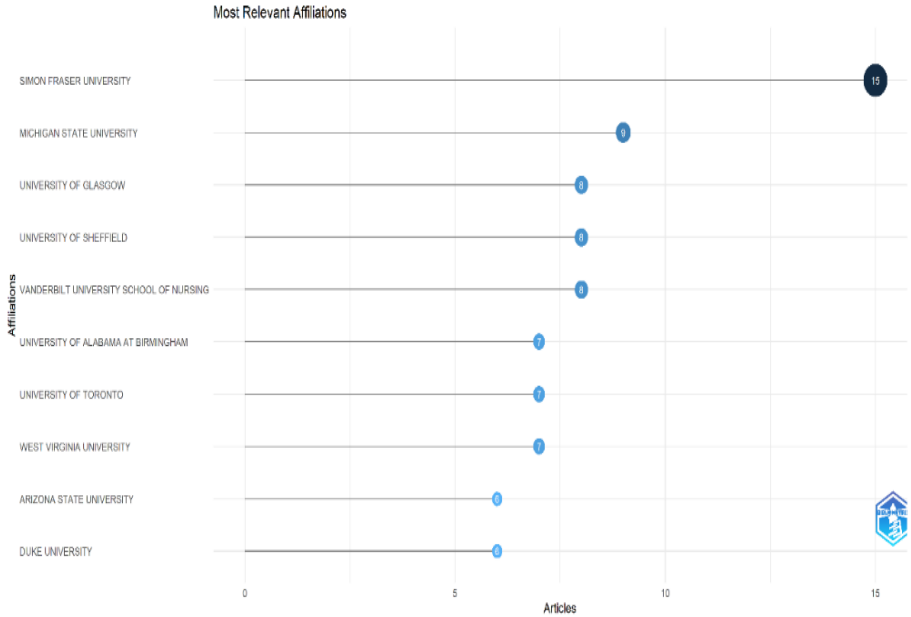


Fig. 5: Most Relevant Affiliations.

This image shows the most relevant correlation based on the number of articles produced. "Simon Fraser University", with 15 articles, is by far the most active institution in this collection. Nine articles from "Michigan State University" follow, with eight each from "Vanderbilt University" School of Nursing, the "University of Sheffield", and the "University of Glasgow". "West Virginia University", the "University of Toronto", and the "University of Alabama" at Birmingham each submitted seven essays demonstrating a high level of intellectual engagement. Lastly, Arizona State University and Duke University each submitted four articles, which is fewer. Overall, the graph highlights Simon Fraser University's dominant output compared to other institutions, emphasizing its leading position in the field.

4.7. Three-field plot

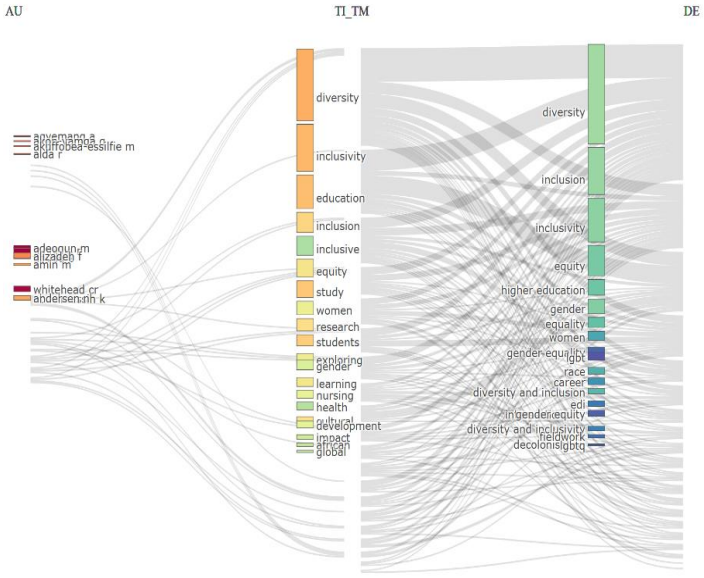


Fig. 6: "Three-field Plot".

Interpretation:

1) Source Journals (SO) and Descriptors (DE):

- Journals such as Journal of Applied Research in Higher Education, BMC Medical Education, and Human Resources for Health are primary sources that contribute to studies on diversity, inclusivity, education, and equity.
- Journals with a medical focus and journals focused on education actively publish research on both diversity and inclusion. This suggests that health and academic fields strongly engage in interdisciplinary work.

2) Descriptors (DE) and Authors (AU):

- Descriptors such as "diversity," "inclusivity," "inclusion," coupled with "equity," are frequently linked to Andersen MH, Adeogun M, and Whitehead CR.
- Writers concentrate intently upon issues like gender, race, and equality. This focus reflects their commitment to examining social issues within professional and educational contexts.

Overall Insights:

- The dominant themes are diversity and inclusion, consistently connected to authors publishing in both health and higher education journals.
- The visualization highlights how certain authors and journals serve as key contributors to advancing discourse on equity, gender, and inclusivity, showing concentrated research efforts and thematic specialization.

4.8. Thematic map

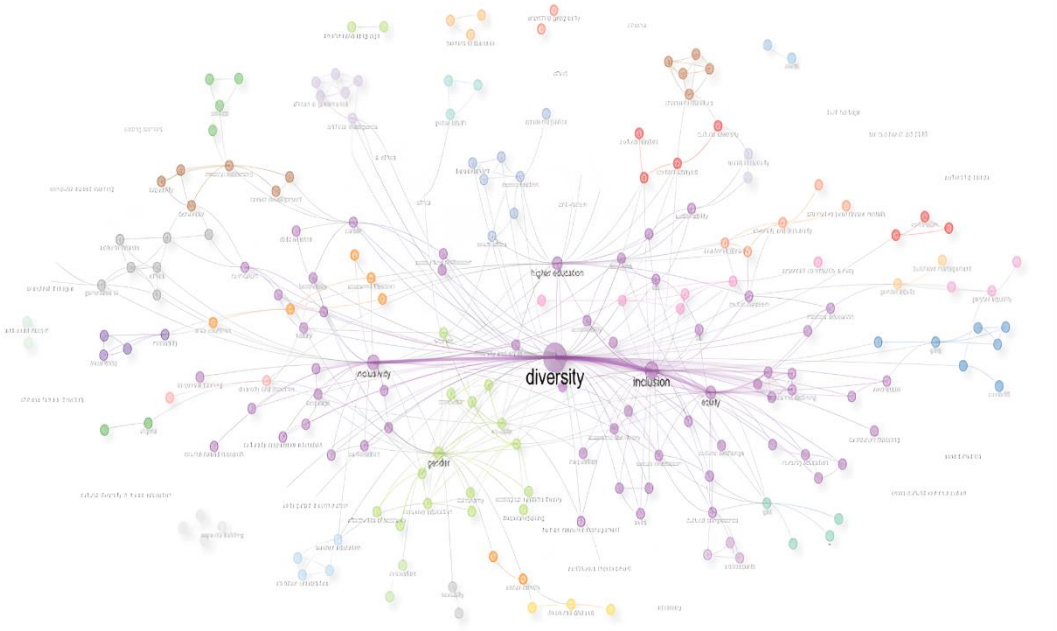


Fig. 7: "Thematic Map".

The visualization shows a network of interconnected research themes centred around diversity. Diversity is the most prominent and central concept, closely linked to related themes such as inclusion, gender, higher education, and equity. These core topics form the foundation of the network, reflecting that much of the research in this area focuses on addressing inequalities within educational and professional environments. Surrounding these central themes are various clusters representing more specific or emerging areas of interest, including cross-cultural communication, leadership, curriculum development, and workforce diversity. Additional smaller clusters highlight specialized topics like machine learning, cultural diversity in music education, and coding literacy, indicating a growing interdisciplinary approach. Overall, the diagram illustrates that diversity research spans a wide range of disciplines and is characterized by strong connections among related topics.

4.9. Word cloud



Fig. 8: "Representing A Word Cloud".

The word cloud highlights diversity as the dominant theme in social and higher organisation research, closely linked with inclusion, equity, gender, and higher education. Frequently, studies explore how these concepts connect to educational settings, gender equality, and fair treatment. Other recurring terms such as intersectionality, race, and decolonisation reflect the emphasis on addressing systemic injustices and advancing social justice. Meanwhile, emerging themes like sustainability, leadership, technology, and women's empowerment indicate growing interdisciplinary interest. So, the overall visualisation underscores the role of diversity and inclusion in shaping the research

4.10. Lotka's law

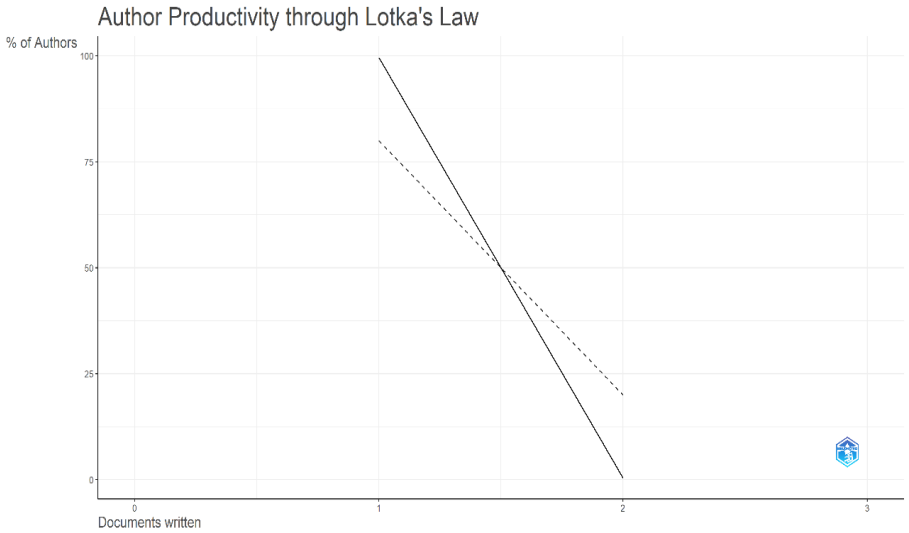


Fig. 9: "The Authors' Productivity Through Lotka's Law".

The frequency distribution of scientific productivity is described by Lotka's Law, which is used in this diagram to show author productivity. The chart's x-axis represents the number of documents authored by authors, while the y-axis represents the percentage of authors who created that number of documents. The sharp drop indicates that, although a considerably lower percentage of authors create two or more documents, the majority write only one. In particular, almost all authors have only written one publication, and the percentage falls off

significantly for authors with two publications. This is in line with Lotka's Law, which states that the number of authors who publish n articles is around $1/n^2$ of those who publish one. The dotted line represents the theoretical Lotka distribution, but the solid line depicts the observed distribution. The close alignment between these lines indicates that the dataset follows the expected pattern of productivity, confirming that a small number of authors contribute disproportionately to the body of research.

4.11 Tree map

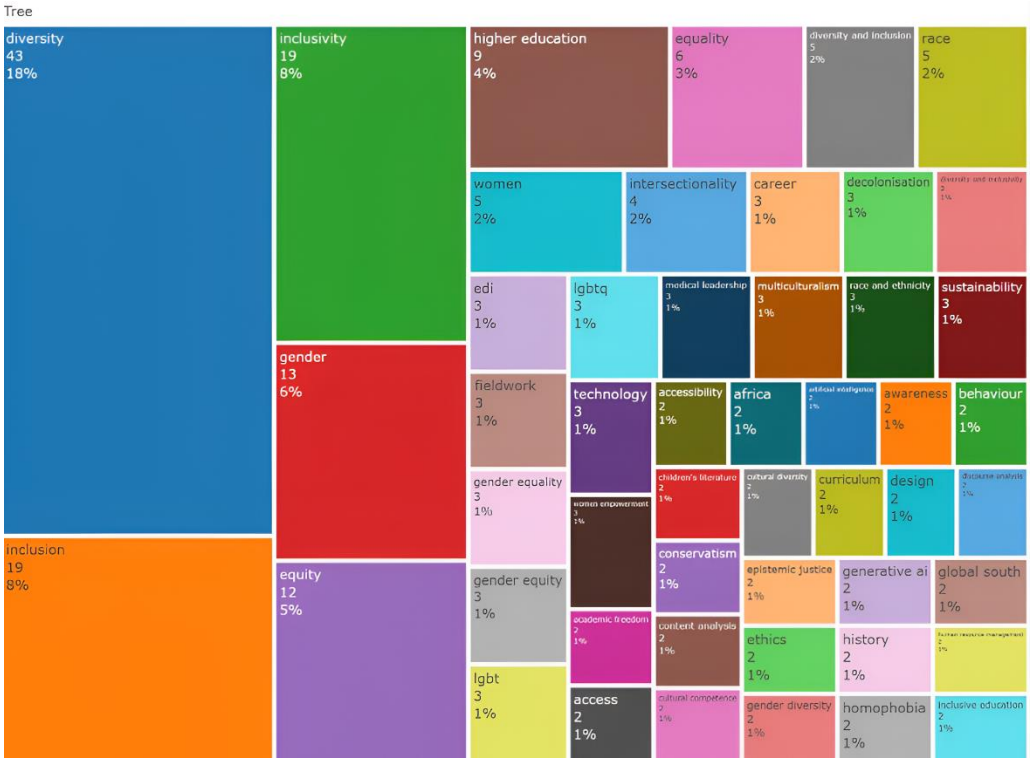


Fig. 10: Representing Tree Map.

The tree map shows that diversity is the most frequent theme, representing 18% of all mentions, followed by inclusion and inclusivity (8% each). Other prominent topics include gender, equity, and higher education, reflecting a strong focus on social justice and equality. Themes such as equality, race, women, intersectionality, and decolonisation indicate attention to
systemic inequalities and diverse experiences. Smaller categories like sustainability, technology, accessibility, and artificial intelligence reveal emerging interests linking inclusion to innovation. Mentions of lgbtq, gender equity, multiculturalism, and homophobia underscore efforts to address the needs of marginalized communities. Overall, the visualization highlights that diversity and inclusion are central, interconnected priorities across multiple disciplines and societal contexts.

5. Managerial Implications

The Findings in this study can carry several important implications for managers seeking to improve Diversity and Inclusion (D&I) as a strategic asset. Firstly, the organization must move beyond viewing D&I as a compliance requirement and instead recognize it as a driver of innovation, employee engagement, and long-term competitiveness. A diverse workforce brings varied perspectives that enrich decision-making and problem-solving processes, which ultimately improves organisational resilience [5], [7]. Managers should therefore foster environments where employees feel valued and included, since inclusion – not just diversity – has been shown to enhance psychological safety, collaboration, and creativity [32], [33].
Leadership commitment is vital for embedding inclusive practices into the organisation's culture. Inclusive leaders build trust and equity while targeted training on unconscious bias and cultural competence ensures fairness in career development [8], [4]. Measuring D&I outcomes through a clear framework further strengthens accountability and highlights business value [9].
Employees who feel included show stronger engagement and commitment, reducing turnover, while an inclusive HR system improves adaptability in global and remote contexts [6], [18], [19].

6. Conclusion

Finally, this study indicates that diversity and inclusion are critical strategic enhancers of the organisation's performance in a global market, in addition to being moral requirements. The results support the notion that a more diverse workforce fosters innovation, creativity, and problem-solving abilities, which in turn strengthen resilience and competitive advantage. Since we know that improving the levels of engagement, retention, and performance eventually results from employees feeling appreciated, respected, and allowed to contribute, inclusion is essential. The research also emphasizes that just achieving demographic diversity would be an insufficient one without cultivating an inclusive culture, which is supported by leadership commitment, continuous training, and robust measurement practices. While challenges remain – such as overcoming unconscious biases and ensuring consistent implementation – there would be a benefit of embracing diversity and inclusion. There is a clear economic gain to having a positive social impact. As the Organisation increasingly recognises these advantages, the human resources strategies and organisational culture will be more crucial for sustaining growth and driving

meaningful change. This study contributes to the understanding of how diversity and inclusion can transform the workplace into environments that are not only more equitable but also more innovative and successful.

7. Final Consideration

As organizations move forward in an era defined by rapid technological advancement and globalization, it is imperative to recognize that diversity and inclusion are dynamic processes rather than static achievements. Sustained commitment, continuous evaluation, and adaptation to evolving workforce needs will be necessary to embed these principles effectively. Leaders must champion inclusive practices not just as compliance measures but as strategic priorities that drive innovation, trust, and shared purpose. Future research should further explore the nuanced impacts of diversity across industries, cultures, and organizational sizes to develop more tailored strategies. By embracing diversity and fostering true inclusion, organizations can build resilient cultures that reflect the societies they serve and lead the way toward more equitable and prosperous futures.

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Ethical Consideration

Not applicable

Conflict of Interest

The authors declare that there are no conflicts of interest.

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