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ijmrset@gmail.com



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Scanning Inclusive Workplace – A Study of Select Organization

Vaishnavi A. Hage, Dr. Mayur A. Dande

Dept. of Business Administration and Research, S.S.G.M.C.E Shegaon, Maharashtra, India

ABSTRACT: This research paper investigates the concept of an inclusive workplace within organizations. It explores the dimensions of diversity, equity, and belonging, and their impact on organizational performance and employee well-being. By employing a comprehensive literature review and empirical analysis, this study aims to provide insights into the practices and strategies adopted by organizations to foster inclusivity and enhance overall effectiveness.

Continued research suggests that firms with more diverse workforces perform better financially. Numerous internal and external factors are creating change in the arena of diversity and inclusion. Generational shifts are evident across the workplace. Unlike older generations, younger employees are more likely to job hop in search of the right workplace that suits them. Research shows that there is a growing body of academic studies that seek to understand the benefits of workplace diversity. Many of these studies focus on gender diversity, though there are lots more research on the topic of diversity and what my findings could mean to the business in real terms. However, there are very few studies that look at the concept of an "inclusive" working with. Inclusivity is a state in which all persons, or things of the specified group or variety are included. My research intends to do so. And for me, it is pretty straightforward what an inclusive workplace is. It's a collective approach; which takes in the value of all employees, bonding and utilizing the various skills, knowledge, experiences, and attributes that employees have to offer. An inclusive workplace is active-participative, embracing mutual acceptance and respect of the individual thoughts and actions. A successful inclusion plan should present an equal possibility for all employees to get involved and engage in communication, provides objectives to achieve, and gain support and ownership from leadership and team members.

I. INTRODUCTION

The increasing emphasis on diversity and inclusion in recent years has given rise to many initiatives in organizations around the world aimed at building a more diverse and inclusive workplace. Diversity & inclusion is a concept that has long been championed in the West as a moral and ethical imperative, grounded in the notion of social justice. In recent years, however, the business case for diversity & inclusion in the workplace has begun to gain greater currency. This is an idea that if companies are able to harness the different talents, skills and ideas of a diverse workforce, they will be able to create a business environment that is innovative, dynamic and geared for success in the modern economy. Similarly, creating a more inclusive workplace, where all employees are supported and feel a sense of belonging, irrespective of their background or any individual differences, is increasingly considered not only as ethically right, but also as good for business. This is borne out by recent research in the area, which shows that employees are more productive, and engagement levels are increased, when employees feel that they can be themselves at work and are included as part of a community. Likewise, happy and healthy employees bring better ideas and stretch the potential of any team for which they work. Such initiative and diverse thinking can be key in providing creative and innovative solutions to support or develop new services and products. In an increasingly competitive business process outsourcing (BPO) market, building a culture of inclusion and a diverse workforce are also becoming a strategic priority for many such organizations. Cultivating this environment is especially important given the company's client and customer base, which is itself diverse on a regional and international scale. Assisting teams to develop this mindset now, while at the same time working closely with clients to identify areas for improvement and development, can only lead to a stronger business in the future. Also, for employees, if they feel included and supported, they may feel a greater sense of belonging and therefore perform more effectively, whether they are, for example, allied health professionals, doctors, IT experts, or facilities and support staff.

The concept of an inclusive workplace in India has gained substantial attention due to its significance in fostering diversity, promoting equality, and harnessing talent. Several scholarly works have explored this theme, addressing various aspects of diversity and inclusion in organizational settings. An inclusive workplace stands as an embodiment of diversity, equity, and belonging, fostering an environment where every individual feels respected, valued, and



empowered to contribute their unique perspectives and skills. It transcends beyond mere diversity initiatives, encapsulating an organizational culture that embraces and celebrates differences while ensuring fairness, equality, and opportunity for all. Within the global landscape of contemporary organizations, the concept of inclusivity has garnered immense attention, recognizing its pivotal role in driving innovation, enhancing productivity, and cultivating a vibrant work culture. This study aims to unravel the multifaceted dimensions of an inclusive workplace by focusing on select organizations known for their emphasis on diversity, equity, and inclusion. By conducting a comprehensive exploration encompassing qualitative and quantitative methodologies, this research endeavours to elucidate the interplay between organizational structures, leadership styles, policies, and cultural nuances in cultivating and sustaining inclusive workplaces.

II. LITERATURE REVIEW

The literature review critically examines existing research, theories, and frameworks related to inclusive workplaces. It synthesizes relevant literature to identify gaps, trends, and key concepts pertinent to the research topic.

A thorough review of literature reveals that inclusive workplaces are characterized by a commitment to diversity, equity, and belonging. Studies suggest that organizations with diverse teams outperform their homogenous counterparts, as diverse perspectives lead to innovation and creativity. However, achieving true inclusivity requires more than demographic representation; it necessitates creating a culture of respect, fairness, and psychological safety. Challenges such as unconscious bias, systemic barriers, and lack of inclusive leadership inhibit progress towards building inclusive workplaces. Yet, organizations can leverage various strategies, including diversity training, inclusive policies, mentorship programs, and employee resource groups, to foster inclusivity and reap its benefits.

Here's an example:

1. Biggs (2017) - According to Biggs (2017), Frederick A. Miller was the first person to realize the importance of diversity and inclusive workplace. Since 2010, the diversity discourse has made transition to inclusive (Oswick & Noon, 2014). In contrast to the need for diversity in this transition to focus on the characteristics of the employees, inclusiveness emphasizes the characteristics of organizations that strengthen organizational culture.
2. Dr. Patricia Foschi: Her research delves into the psychology of diversity and inclusion. Foschi's work emphasizes the importance of understanding biases, both explicit and implicit, that hinder inclusivity. She highlights the need for strategies that tackle systemic biases within organizations to create a truly inclusive environment.
3. Dr. Sylvia Ann Hewlett: Hewlett's studies focus on the economic benefits of diversity and inclusion in the workplace. Her research showcases how diverse teams lead to increased innovation, better problem-solving, and improved financial performance for companies. Hewlett also emphasizes the significance of inclusive leadership in fostering a diverse work culture.
4. Dr. Robin J. Ely and Dr. David A. Thomas: These scholars explore the concept of identity and how it impacts inclusion. Their research emphasizes the importance of creating workplaces where individuals feel a sense of belonging irrespective of their identities. They stress the role of leaders in crafting environments where employees are valued for their unique perspectives and backgrounds.
5. Daniels (2001) - Daniels states that with more than 75% of Fortune 1,000 companies adopting diversity initiatives, managing diversity is no longer an option but a crucial business imperative. Moreover, the inclusion of immigrants gained new sociopolitical impetus in view of the increasing diversity of the workforce (Ortlieb & Sieben, 2014).
6. Miller and Katz (2002) - Further, study conducted by Miller and Katz shifted the discourse from managing diversity to leveraging diversity, which emphasizes that simply adopting the methods to manage the diverse workforce will not achieve the goal, instead organizations must go a step further and create opportunities that help the organizations to gain advantage or create capital. Diversity to achieve and sustaining higher performance.
7. Katherine Phillips: Focused on the concept of diversity and its impact on team performance, Phillips' research highlights the advantages of diverse teams in problem-solving and decision-making processes, emphasizing the importance of inclusivity.



8. Rosabeth Moss Kanter: Known for her work on the theory of "tokenism" in the workplace, Kanter's research investigates how being a minority in a workplace can affect an individual's experiences, opportunities, and overall inclusion.

Research Objectives:

1. To measure awareness of diversity, equity at the workplace.
2. To Identify allied challenges.
3. To analyze extend of feelings of being valued.
4. To detect level of collaboration.
5. To identify readiness for change.

III. RESEARCH METHODOLOGY

It focuses on examining the inclusivity within organizations. It aims to analysed the workplace environment, policies and practices fostering inclusivity. The strength of a number of researches is generated on the efficient way of gathering data and analysing the data which are collected. The research design used for the research is Descriptive in nature. Further, for data collection a structured questionnaire consisting 25 questions which includes the equity, policies, collaboration related to work environment. an in - depth interview schedule was also conducted with few respondents. Secondary data was also gathered from publications, magazines, journals and previous research reports. This study is based on primary data as well as secondary data. The secondary data is from various journals and articles. The primary data is collected from sample respondents using structured questionnaire. A study of the factor influencing the decision of the of the investor to invest in sip of buldana region.

Data Collection Method

1. Primary Data Collection:

Primary data collection involves gathering information directly from the source. This can be done through methods like surveys, interviews & observations.

2. Secondary Data Collection:

Secondary data collection involves utilizing existing data sources. Analysing this existing data can offer insights into industry trends, best practices, challenges, and successful strategies in promoting workplace inclusivity. It includes published articles, government or organizational reports and online survey.

Research Design:

This research is based on quantitative study approach. This topic could involve collecting data through surveys or assessments, analysing the effectiveness of diversity training initiatives, and measuring their correlation with improved workplace culture and employee engagement.

Sample Technique:

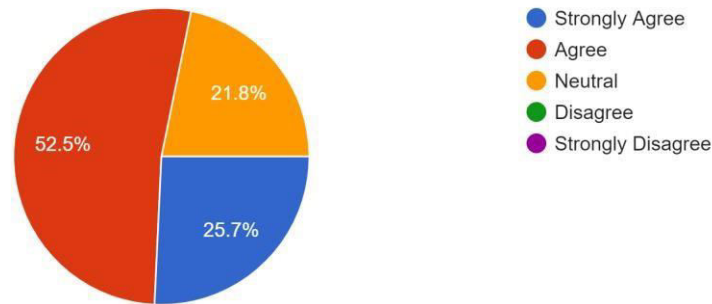
Convenience sampling is a method used in research to gather data based on the ease of access to participants rather than using a random or specific sampling method. It involves selecting individuals who are readily available or easily accessible to the researcher. This technique is often employed in situations where time, cost, or geographical constraints limit the ability to gather a random or representative sample. In this research we used convenient sampling technique. Convenient sampling technique is the part of non – dranity sampling techniques.



Analysis & Interpretation:

4. Do you believe your organization actively promotes diversity and equity?

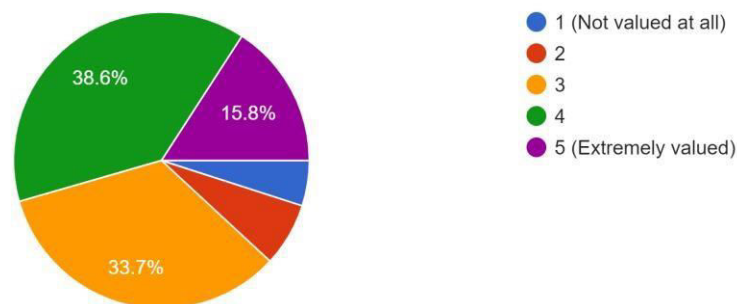
101 responses



The responses gathered from employees regarding whether they believe their organization actively promotes diversity and equity present a nuanced picture. While a majority of respondents, comprising 88.2% who either agree or strongly agree, express positive sentiments towards their organization's efforts, a notable portion, 21.8%, remain neutral. This suggests that while there is a substantial level of confidence in the organization's commitment to diversity and equity among a significant portion of the workforce, there exists a segment that may not perceive the efforts as effectively implemented or impactful. It's crucial for the organization to delve deeper into the reasons behind this neutrality to address any underlying concerns or gaps in communication or implementation.

5. On a scale of 1 to 5, how valued do you feel in our organization?

101 responses

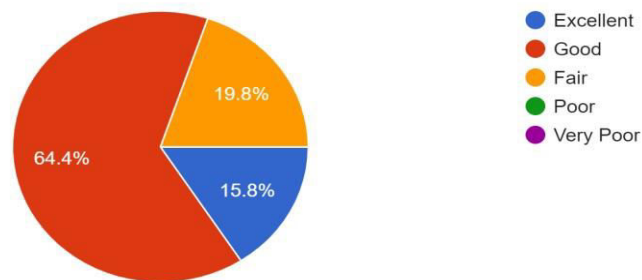


The responses collected from employees regarding how valued they feel within the organization provide valuable insights into the organizational climate. Notably, the majority of employees (38.6%) indicate feeling valued, which suggests that the organization has succeeded in fostering an environment where employees feel appreciated and recognized for their contributions. However, it is concerning that a significant portion (33.7%) responded with neutrality, indicating a potential disconnect between the organization's efforts to value its employees and the employees' perception of their worth. Furthermore, while 15.8% reported feeling extremely valued, indicating a strong sense of appreciation, it's essential to address the remaining percentage of employees who feel not valued, as their dissatisfaction could impact morale and productivity. Overall, the organization should leverage this feedback to reassess its strategies for employee recognition and appreciation, ensuring that all employees feel valued and appreciated for their contributions.



6. How would you rate the level of collaboration among different teams/departments within the organization?

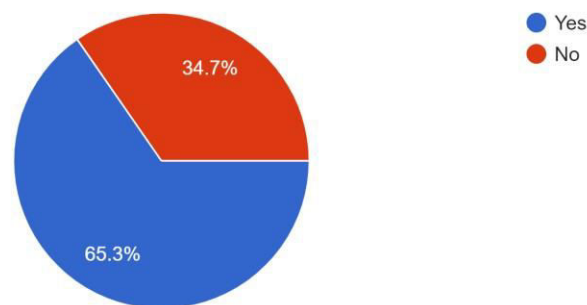
101 responses



Based on the responses collected from employees regarding the level of collaboration among different teams/departments within the organization, it is evident that a majority, 64.4%, perceive the collaboration to be good. This suggests that there is a substantial level of cooperation and interaction between teams, facilitating the sharing of ideas and resources across various departments. However, it is noteworthy that 19.8% of respondents rated the collaboration as fair, indicating that there may be some room for improvement in fostering better communication and synergy among teams. Additionally, 15.8% of respondents rated the collaboration as excellent, indicating that there are areas within the organization where collaboration is particularly strong and effective. Overall, while the majority of employees perceive the level of collaboration positively, there are still opportunities for the organization to enhance interdepartmental communication and cooperation to further promote an inclusive workplace culture.

11. Are there adequate resources and support system for employees from diverse background?

101 responses

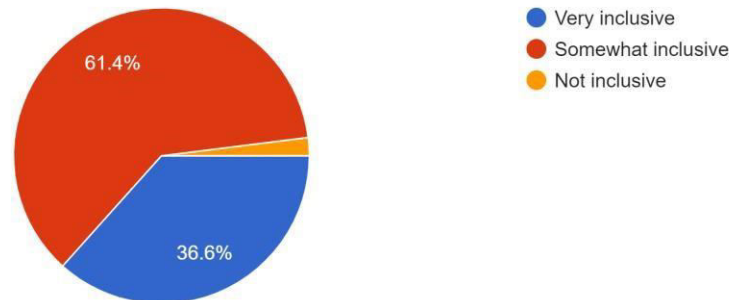


The responses gathered on the adequacy of resources and support systems for employees from diverse backgrounds reveal a nuanced perspective within the organization. With 65.3% of respondents acknowledging the presence of adequate resources and support systems, it suggests that a majority perceive the organization as actively striving towards inclusivity. This positive response could indicate the implementation of diversity initiatives, cultural awareness programs, mentorship opportunities, or tailored support networks. However, the 34.7% who responded negatively highlight potential gaps or disparities within the organization's inclusivity efforts. These respondents might feel underserved or marginalized, pointing to areas needing improvement such as equitable access to resources, culturally competent support services, or opportunities for professional development. Overall, the analysis underscores the importance of continuously evaluating and enhancing inclusive practices to ensure all employees, irrespective of background, feel valued and supported in the workplace.



15. How inclusive do you perceive the recruitment and hiring processes to be?

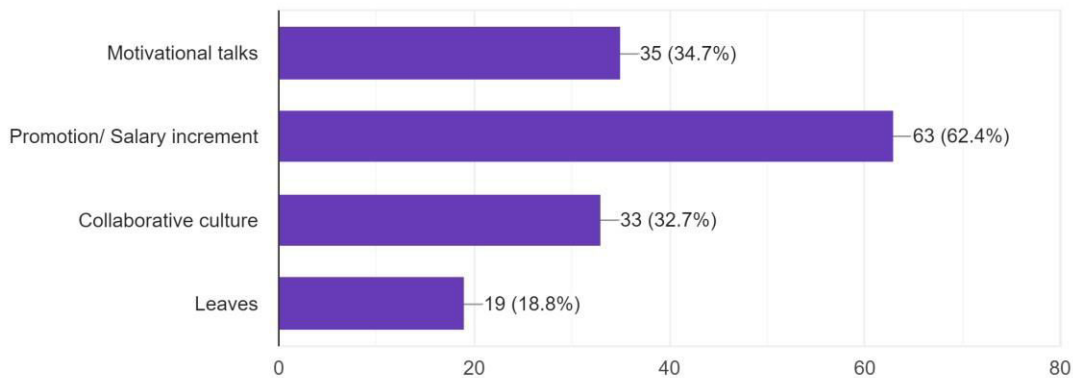
101 responses



The responses gathered from employees regarding the perceived inclusivity of recruitment and hiring processes reveal a mixed perception within the organization. With 61.4% of respondents indicating the process as "somewhat inclusive," it suggests that while efforts are being made to foster inclusivity, there are still areas for improvement. The significant portion, accounting for 36.6% of responses, view the process as "very inclusive," indicating that a substantial portion of the workforce perceives the organization's recruitment and hiring practices as effective in promoting diversity and inclusion. However, the existence of a remaining percentage that perceives the processes as not inclusive raises concerns and highlights the need for further evaluation and potential reforms.

20. Which of the following are motivational factors in your organization?

101 responses



Based on the responses collected from employees regarding motivational factors in their organization, several key insights emerge. Firstly, promotion and salary increments were identified as the most significant motivational factor, with 63 respondents citing it. This underscores the importance of recognition and financial rewards in driving employee motivation. It suggests that employees are motivated by the prospect of career advancement and financial stability within the organization. Additionally, motivational talks were mentioned by 35 respondents, indicating that inspirational and motivational speeches or sessions have a notable impact on employee morale and motivation. This highlights the value of communication and leadership in fostering a positive work environment. Moreover, the presence of a collaborative culture, as noted by 33 respondents, signifies the importance of teamwork, cooperation, and inclusivity in enhancing motivation. It suggests that employees thrive in environments where they feel supported and valued by their peers and superiors. Conversely, the relatively lower number of respondents mentioning leaves (19) as a



motivational factor suggests that while benefits such as time off are appreciated, they may not be as influential in driving overall motivation compared to factors like recognition, financial rewards, and a supportive work culture.

IV. CONCLUSION

In conclusion, fostering a scanning inclusive workplace in organizations is crucial for promoting diversity, equity, and collaboration among employees. Through our research, we have highlighted the significance of raising awareness about diversity and equity, identifying and addressing allied challenges, valuing employees' contributions, fostering collaboration, and embracing readiness for change. By prioritizing these objectives, organizations can create an environment where all individuals feel valued, respected, and empowered to contribute to their fullest potential. Embracing inclusivity not only benefits employees but also enhances organizational performance and innovation. Thus, it is imperative for organizations to integrate scanning inclusive practices into their culture and operations to create a more equitable and productive workplace for all. By continuously monitoring trends, challenges, and opportunities related to diversity and inclusion, organizations can adapt their policies, practices, and culture to create a more inclusive environment. This includes conducting regular assessments, engaging stakeholders at all levels, and leveraging technology and data analytics to drive informed decision-making. It benefited the employees in the manner listed below;

1. Creating an inclusive workplace increases employee morale, leading to improved performance, productivity, cooperation, and reduced turnover.
2. Inclusive practices such as motivational talks, fair compensation, incentives, and opportunities for growth motivate employees, enhancing their performance and commitment to the organization.
3. Strong support from supervisors boosts employee morale and fosters a sense of belonging, further promoting a positive work environment.
4. Inclusive workplaces boost employees' confidence and sense of responsibility, empowering them to contribute effectively to achieving organizational goals.
5. According to survey most of the superior of company contributed in employee's motivation program and motivate them and because of that the relationship between superior and subordinates are good and also increase the morale of the employees.
6. A firm that provided opportunities for the advancement of its people has a better image in the minds of the public as a good employer, this will improve the employee satisfaction.

Suggestion

1. They should provide the better facilities and rewards to the employees working in an organization for increase the morale of employee as well as improve the performance.
2. It should provide the better working condition to the employees.
3. Treating with the employee fairly and satisfying the employee needs.
4. Management should be transparent with their employees.
5. Management should give the rewards to the employees by observing their performance.
6. Management should include the open door policy. If it includes open door policies then employee come with new ideas and suggestions and they feel confident about their position in the company.
7. Management should have include the employee in decision making process, because of this the staff is always get motivated and inspired.



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