



AN EMPIRICAL ANALYSIS OF WORKFORCE DIVERSITY AND WORKPLACE INCLUSION ON EMPLOYEE MOTIVATION IN PRIVATE UNIVERSITIES IN NORTH INDIA

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Abstract

As globalization continues to advance, companies are employing a more diverse group of employees. This diversity is evident in educational institutions where staff and students come from different backgrounds and experiences, resulting in a range of ages, genders, and educational backgrounds. This has prompted the need to examine whether organizations are prepared to incorporate diversity into their culture. The impetus of this research is to look into the connection between Workplace Inclusion (WI), impact of Workplace Diversity (WD), and Employee Motivation (EM). It is becoming increasingly important for organizations to understand how these different perspectives can be leveraged to create more innovative solutions and foster better relationships between staff members. This research offers suggestions for enhancing workplace inclusiveness and reducing employee turnover through supportive initiatives. It also sheds light on how a common perception of inclusiveness can be formed and how an inclusive climate can help achieve diversity management goals. The results emphasize the critical role of programs that are sensitive to employee identity in promoting organizational commitment among a diverse workforce.

INTRODUCTION BACKGROUND

The business world is constantly changing due to the worldwide nature of the workforce and its diversity. In today's rapidly developing corporate landscape, managing business and the workforce is a crucial challenge. To have a competitive edge, businesses around the world must effectively utilize their human resources or human capital management

Workforce Diversity and Workplace Inclusion in Employee Motivation

-A diverse and inclusive workplace is one where every employee, regardless of their identity or role in the business, feels equally included and supported in all aspects of the workplace.

-It is important to consider if diversity exists not just in terms of overall representation, but also in terms of representation across different levels and areas of the company.

Determinants of Workforce Diversity and Workplace Inclusion

This paper shows the determinants of workplace inclusion and its impact on employee engagement.

Relevant literature on workplace inclusion and employee engagement is reviewed, which formed the basis of developing the model.

Role of Demographics

There is growing evidence that diversity is a critical predictor of workplace inclusion. experienced workforce of today faces the problem of exclusion that many people experience employees and even many employees perceive that they are not considers management to be an integral part of the organization. Numerous studies claim that managerial support ensures inclusion in the workplace.

Workforce Diversity

Workforce Diversity *“is the bringing together of a variety of people to one workplace.”* Workforce diversity can have a positive effect on employee motivation at private universities.

Workplace Inclusion

According to SHRM, inclusion can be defined as the *“achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and contribute fully to the organization’s success.”*

LITERATURE REVIEW

Towards a model of diversity, inclusion, and demographics

Review of literature allows the researcher to understand the existing knowledge and research studies related to the topic, and to determine the research gap that the capstone project is addressing. They emphasize the importance of organizational culture and its impact on diversity openness and organizational context to diversity-related pressures, expectations, and requirements. The study provides a comprehensive analysis of the factors that influence diversity in the workplace and offers insights into how organizations can improve their diversity management practices.

Diversity refers to the co-existence of employees from various socio- cultural backgrounds.

-The benefits of a diverse workforce in an organization have been widely researched and reported. Workforce diversity leads to increased creativity, innovation, and better problem- solving (Edewor et al., 2014; Ikeje & Lekan-Akomolafe, 2015). A diverse workforce also helps organizations to attract and retain a wider pool of talent, improve customer satisfaction, and increase market share (Suri & Sharma, 2011; Tenas, 2012).

-To address these challenges, organizations can implement diversity management strategies that focus on creating a culture of inclusiveness, promoting diversity awareness, and providing opportunities for professional development and growth (Patrick & Kumar, 2012). Some effective diversity management strategies include mentorship programs, diversity and inclusion training, flexible work arrangements, and diversity committees (Suri & Sharma, 2011).

-Organizations that embrace diversity are likely to experience increased harmony among employees, diverse network contacts, and employees taking on various responsibilities and tasks (Knouse & Dansby, 1999). Diversity is not seen as a negative aspect, but rather as a valuable variable that allows organizations to be more effective by capitalizing on the divergent perspectives and talents of employees

OBJECTIVES OF THE STUDY

The objective of the study is:

To ascertain the relationship between Workforce Diversity and Workplace Inclusion in Employee Motivation

RESEARCH METHEDODOLOGY

This research shows a variation of verifiable and theoretical studies on workforce diversity and its involvement. The paper operates with secondary data collected for the review of workforce diversity and inclusion by a set of questionnaires. A five-point Likert scale ranging from ‘strongly disagree’ to ‘strongly agree’ indicated the level of agreement of the respondents. The internal consistency of the scale which is measured by the value of composite reliability which was 0.89.

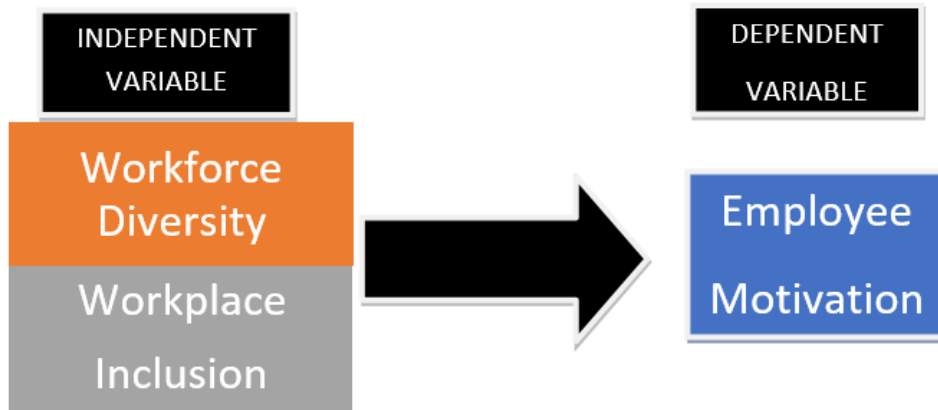


Figure1: Conceptual Model

Research Hypothesis

To satisfy the research objectives of this study, we developed the following hypotheses as benchmarks for the evaluation of the results.

H1: there is no relationship between Workforce Diversity and Workplace Inclusion in Employee Motivation

Objective 1:

The Problem

To ascertain the relationship between Workforce Diversity and Workplace Inclusion in employee Motivation

Hypothesis

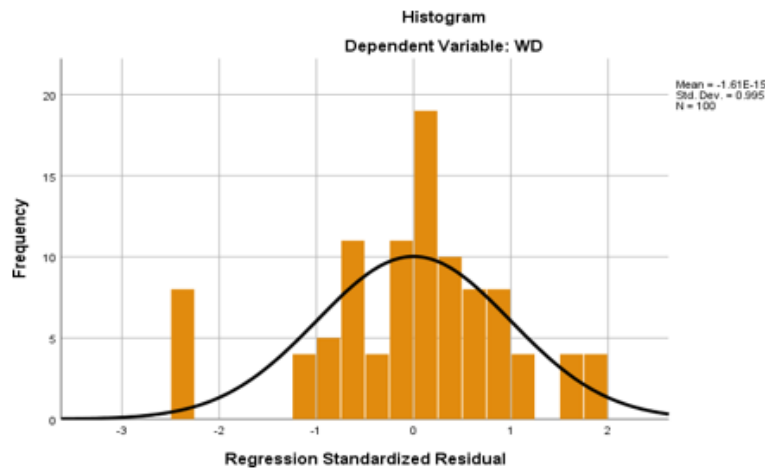
H1a: There is no relationship between Workforce Diversity and Employee Motivation.

The hypothesis tests if workforce diversity carries as significant impact on employee motivation. The dependent variable WD was regressed on predicting variable EM to test the hypothesis H, WD significantly predicted EM, $F(1,98) = 490.268$, $p < 0.001$ which indicates that the WD can play a significant role in shaping EM ($b = 0.857$, $p < 0.001$). These results clearly direct the positive affect of the WD. Moreover, the $R^2 = 0.833$ depicts that the model explains 83.3% of the variance in EM. Table shows the summary of the findings.

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	P value	Hypotheses supported
H1a	WD → EM	0.857	0.833	490.268	0.000	YES

Note. * $p < 0.05$. WD; Workplace Diversity, EM; Employee Motivation

Table1: Relationship between Workforce Diversity and Workplace Inclusion



Graph1: Relationship between Workforce Diversity and Workplace Inclusion

Hypothesis

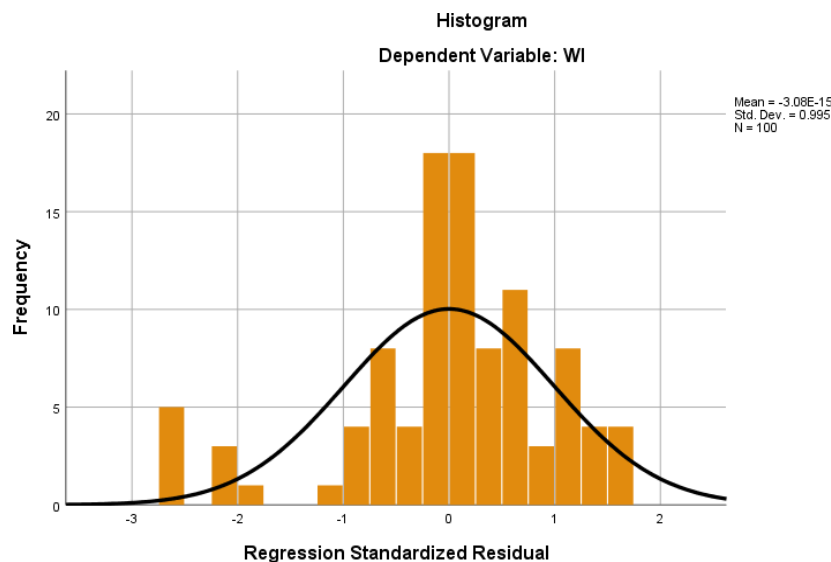
H1b: There is no relationship between Workforce Inclusion and Employee Motivation.

The hypothesis tests if workforce diversity carries as significant impact on employee motivation. The dependent variable WI was regressed on predicting variable EM to test the hypothesis H, WI significantly predicted EM, $F(1,98) = 555.639$, $p < 0.001$ which indicates that the WI can play a significant role in shaping EM ($b = 0.922$, $p < 0.001$). These results clearly direct the positive affect of the WI. Moreover, the $R^2 = 0.850$ depicts that the model explains 85.0% of the variance in EM. Table shows the summary of the findings.

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	P value	Hypotheses supported
H1b	WI → EM	0.922	0.850	555.639	0.000	YES

Note. * $p < 0.05$. WD; Workplace Inclusion, EM; Employee Motivation

Table2: Relationship between Workforce Diversity and Workplace Inclusion



Graph 2: Relationship between Workforce Diversity and Workplace Inclusion

Findings:

There is a positive relationship between Workforce Diversity and Employee Motivation and there is relationship exists between workplace inclusion and employee motivation.

CONCLUSION

It's essential for global organizations operating in different geographies to understand how to take advantage of commercial advantages diversity and inclusion. This highlights the fact that anti-discrimination principles such as diversity and inclusion will continue to bloom in a moment. Employee networks are seen as a beneficial place to provide support around shared interests, career growth and idea generation. Their deliberate placement helped develop a more inclusive culture. Policies enable diversity and inclusion at work by providing a platform to promote fair employment opportunities and work instructions. Not all organizations will benefit from the same set of diversity and inclusion strategies.

LIMITATIONS

The remarkable constraint of this study is that it is divisional in nature with small-scale sample size. In future, we should overcome these constraints by taking longitudinal data with a large-scale sample size. Also, the data was collected only from northern private universities of India. Future research should be conducted in other universities of India that also have high workforce diversity, workplace inclusion and challenges employee engagement. In future, researchers should also inspect more connection between workplace inclusion, workforce diversity and employee engagement for manifold study such as organizational obligation, retention, etc.. Secondly, the study was conducted amidst class schedules which gave very little time to concentrate much of explaining the concept of sexual harassment to the respondents before they submit their responses to the questions posed on them. This might have led the respondents to give unthoughtful responses to the questions which might have misled the results.

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