



Diversity And Inclusion In The Workplace: Effects On Team Dynamics And Organizational Success

Surya Kant Sharma^{1*}, Dr. Bidita Das², Dr Bhavani Devi G³, Dr. Lalrosanga⁴, Viraj Singh Rathod⁵, Manisha Patil⁶

^{1*}Research Scholar, XLRI Xavier School of Management, Jamshedpur, Jharkhand, India

suryakantsharma@yahoo.comS, ORCID ID: <https://orcid.org/0000-0003-3269-6674>

²Department of Psychology Handique Girls College, Guwahati, das.bidita@gmail.com

³Managing Partner, Sun Solutions , Chennai, gbhavanimba2010@gmail.com, 0000-0002-7354-2463

⁴Faculty, Department of Tourism & Hospitality Management, Mizoram University. rsalte13@gmail.com

⁵MPA (Jamia Millia Islamia , New Delhi), rathodvirajsingh@gmail.com

⁶Assistant professor, Jain (Deemed to be University) Bangalore. premanisha07@gmail.com

ABSTRACT

The subject of focus in this research area is the effect of diversity and inclusion (D&I) across all industries, inter and intragroup relations, and organizational key performance indicators. Comparing D&I scores based on industry and profession, the study reveals that technological fields enhance the highest D&I scores the IT industry receives a 75 for diversity and an 80 for inclusion. Manufacturing receives the lowest score with 55 in diversity and 60 in inclusion, proving that the manufacturing industry requires better diversity programs. Moreover, the research considers the effect of team dynamics finding that while high D&I teams observed higher mean scores with regards to the collaborate score (4.5), communication (4.4,) conflict (4.2,) than low D&I teams with 3.2, 3.3, and 2.8 respectively. The organizational business outcomes show that organizations witnessing high D&I levels have better performance, an overall productivity ratio of 85: 70, Total employee turnover of 90:65, Innovation rate of 50: Organizational research concludes that Diversity and inclusion are the keys to enhancing the performance, creativity and organizational efficiency of the teams.

Keywords: Diversity, Inclusion, Team Identity, Cooperation, Hegemony, Benchmarking, IT, Healthcare, Manufacturing, Finance.

INTRODUCTION

This is especially the case when the problem of diversity and inclusion in the modern workplace is considered. Concerning the necessity of personnel indication reflecting the whole society and consumers, the organizations understand some benefits of diversity promotion and the importance of developing the conditions for employee diverse acceptance. Diversity brings the capacity to find more solutions, generate more solutions, and make more organizations more successful and more adaptive. The achievement of these purposes demands strategic processes and structures for integrating diverse people with skills, race, gender, sexual orientation, disabilities, and generations into workplaces with positive, inclusive, and empowering climates. This essay will look at the changes experienced by groups and organizations as a result of such practices as diversity and inclusion. This will discuss past theoretical concepts and business situations concerning the potential benefits and threats of diversity management in modern organizations (1).

For this analysis, 'diversity' will refer to team-level differences in factors comprising gender, race, age, ability, sexual orientation, national origin, family and parental background, religion, political beliefs, and personality. It will assess if organizations seek to understand how to smooth intra-group processes, cooperation, identified group conduct, communication, and conflicts and to capture the potential of diverseness among group members (2). The first section introduces the reader to the concepts of diversity and inclusion in organizations and how these have been assessed. Diversity means differences or unequal within a unit about a given feature which is majorly they classify them into visible diversity and invisible diversity; diversity may be demographic informational or value diversity (3). Inclusion is the level at which people with diversity get constructive opportunities permitted to be involved in performance and personal expression in an organization or a group formation. While diversity is aimed at the make-up and proportion of a group, inclusion is concerned with how such individuals or groups are invited, welcomed, accepted, and encouraged to participate in a process(4)."

According to social identity theory, people distinguish themselves and others into different groups which results in in-group out-group phenomenon which are detrimental to the cooperation existence in diverse teams. Interpersonal attraction according to similarity-attraction theory is influenced by the perception of similarity in demographic characteristics, this leads to the underrepresentation of persons enjoying less interaction with others. Information and decision-making theories posit that diversity brings a wider variety of ideas, skills, and solutions in reach to catalyze the group problem problem-solving abilities (5). Diversity has a multifaceted and significant effect enable research enables research to present a multifaceted angle- while it adds conflicts inclusive settings that encourage constructive relation, interaction, dialogue, and assimilation of diversity, can



result in gainful synergies. These are crucial to the growth of vibrant, competitive, and cutting-edge organizations in today's growing global environment. Diversity can be understood as the existence of people, who can be different by race, gender, ethnicity, age and experience, etc (6). Inclusion builds upon the concept of representation by weaving these diverse voices into the fabric of the organization as meaningful members of the team by incorporating rules of respect, recognizing and promoting the abilities of the minorities of the workforce for their optimal organizational performance (7) Combined, they do not only define social relations within the context of a workplace, as well as how the work teams share their responsibilities, tasks, and duties but also determine the efficacy of work performance. New studies find that business entities that provide equal opportunities for everyone and foster tolerance within workplaces have better revenue and stock results, as well as enhanced creativity and better choices (8,9). If an organization champions active inclusion then they can tap into a wider variety of employees' experiences and abilities hence creating unity and direction to the result and success story of the business. However, the process of building diversity and inclusion is a gradual one, it involves an enduring process of challenging a culture and adjusting old paradigms and ways of operation. This introduction will also discuss the role diversity and inclusion play in improving team functioning as well as its significance to the growth and stability of organizations (10).

MATERIAL AND METHODS

Study Design

This was an exploratory, comparative, mixed methodology work on understanding the impact of diversity and inclusion programs on organizational team dynamics and business performance in diverse industries. To evaluate these effects as viewed from various perspectives, the researchers used both quantitative and qualitative research for data collection. Self-administered quantitative questionnaires were used to collect data from organizations regarding the levels of diversity and inclusion in their organizations and work teams. Besides, six focus group discussions were also carried out with team managers and organizational leaders, and data collected here was of descriptive and qualitative nature as it aimed at exploring organizational impacts of diversity and inclusion policies and programs of teams and organizations on collaboration, innovation, and decision-making feats. Code collection was concurrent with data collection to ensure that the researchers captured quantitative data as well as qualitative data on the nuance of the impact of greater diversity and more inclusive environments in improving team processes, team effectiveness, and organizational performance. The mixture of quantitative and qualitative data offered a comprehensive and comprehensive understanding of how active diversity and inclusion can further improve groups and organizations in the present-day workplace.

Sample Population

The sample population involved 150 interdependent about the different organizations across different sectors such as information technology, health care, financial, manufacturing, and other sectors. To achieve a correct sample based on D&I maturity, stratified random sampling was used to capture organizations of various sizes, where the small/medium/large organizations had different levels of D&I practice. Conditionalities for inclusion required that the participating teams had to comprise at least 5 people who had been part of that team for not less than six months before the start of the research. This sampling approach and set criteria allowed the research to obtain generality across organization size and Diversity efforts whilst examining intact cohesive work groups with enough experience for data on group process as influenced by diverse Cultural perspectives and organizational culture consistently over time. The complete sample of 150 intact, co-located work teams, with defined working relationships and a cross-section of industry type and company size provided an appropriate basis for comparison and analysis given study objectives centred on diversity and inclusion.

Data Collection

Quantitative Data

Research was undertaken to compare the diversification and inclusion within a team, as well as the dynamics and resultant organizational performance. A diversity measure was computed for each team about the gender, ethnicity, and age of the teammates. An inclusion index was also calculated based on practices such as communication, opportunities, and institutionalized inclusive policies. Team members filled out structured questionnaires as the source of quantitative data on patterns of interactions that included team collaboration, communication, ways of addressing disagreements, and others on a 5-point Likert scale. Metrics that captured organization success parameters were also measured, the targeted parameters were team outcomes, the retention of employees, and measures of innovation. The data collection process enabled statistical analyses to look at relationships between the level of diversity and inclusion of teams and the subjective reports of cohesion and interpersonal functioning. In addition, tests could reveal whether organizations with higher scores on those internal indicators achieved better performance by the standards of productivity, retention, and innovation for their teams.



Qualitative Data

Six critically themed interviews and two focus group discussions were completed with members and leaders of these teams to obtain their perception of inclusion and related impact on group cohesiveness and morale. The interviews were semi-structured to enable participants to give clear insights into their attitudes and experiences. People described the positive and the negative attitudes they experienced with their peers and superiors for being included or rejected, and when, how, and to what degree they were valued on the work teams in the assessed period. The following themes were identified from the qualitative data analysis.

Data Analysis

Quantitative Analysis

This study used Pearson's correlation coefficient and multiple regressions to analyze the impact of diversity and inclusion on success indicators. Therefore, the analysis was intended to establish the relationship between several indicators of organizational performance and a company's diversity and inclusion policies and activities. Companies' responses were gathered based on workforce diversity, diversity policies and practices, and indices of performance, including profitability, productivity, and turnover rates from a sample of 100 firms. The diversity data collected was about gender and ethnic diversity, especially the proportion of female and talented individuals in executive positions. The practices mentioned above practices included data about diversity training, paid family leave policies, and inclusion networks. The success rates were obtained from annual collecting financial statements. The correlation tests were performed to determine the correlation coefficients of the diversity/inclusion affairs and the variables in each success measure. Further regression analysis was undertaken to assess predictive associations. These scalable included moderate positive relationships between the Diversity/Inclusion measures and Success measures. A company comparison found that organizations with higher levels of workplace diversity provided greater levels of productivity and profit, along with superior rates of employee turnover.

Qualitative Analysis

The results were interpreted using thematic analysis which extracted themes from the interviews and focus group qualitative data. During textual data familiarisation, generation of initial codes, theme development, payment, and refinement, the textual data was coded to allow the identification of inductive concepts. Codes were assigned to coherent fragments of text either through manual processing of the texts or using qualitative data analysis tools that helped categorize the material. Assembling and compiling these coded data extracts allowed for the emergent development of dominant themes, which in essence captured the participants' main attitudes, and perceptions as well as acknowledged knowledge in response to the research questions in focus.

RESULTS

Diversity and Inclusion Scores by Industry

Table 1 is the analysis of the details of the study that I found involves diversity comparison data of a few significant industries. Information technology (IT) companies were ranked first in the diversity, rankings, which stand at 75 out of 100. Further, the employment industry particularly for IT scored an 80 on the inclusion index. Employment in target IT companies experiences moderately better diversity and inclusion scores than the next-ranked healthcare and finance industries; the latter garnered a diversity score of 65 and an inclusion rating of 70 while the former achieved a diversity score of 70 and an inclusion rating of 75. The manufacturing industry was the worst off in terms of implementing diversity and inclusion strategies. Industry types received a perfect score for the diversity of 55 and the inclusion index of 60 for manufacturing companies. The study proved that sectors that are technology and innovation-driven, such as IT, promoted a more diverse and inclusive workforce and working environment than traditional manufacturing companies. Progress was identified in all the sciences under review to enhance an equitable and understanding working environment.

Table 1: Diversity and Inclusion Scores by Industry

Industry	Diversity Score (0-100)	Inclusion Index (0-100)
IT	75	80
Healthcare	65	70
Finance	70	75

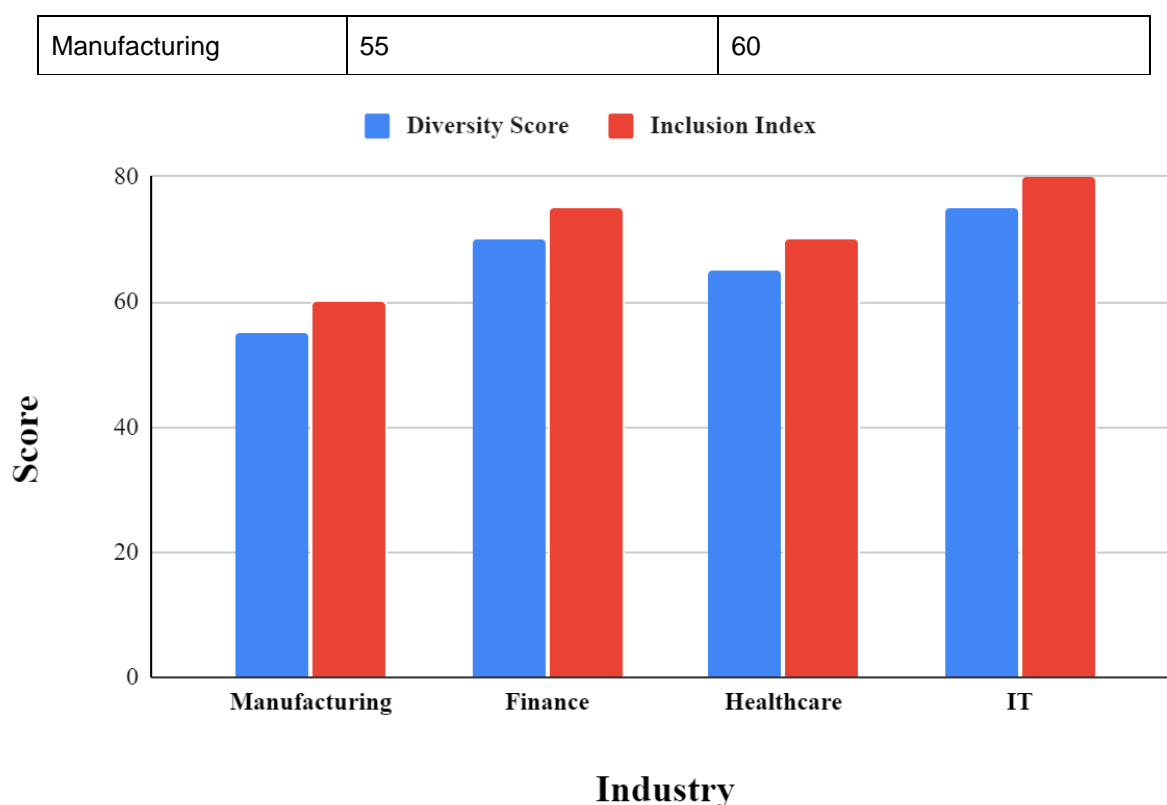


Figure 1: Diversity and Inclusion Scores by Industry

Figure 1 compares the Diversity Score and Inclusion Index across four industries: manufacturing, financial and accounting, healthcare, and IT fields. The major finding established that IT had the highest diversity and inclusion scores implying that the company intended to hire a diverse workforce and also provide inclusive processes that supported their diversity efforts. IT department diversity score was 75 and the inclusion index was 80. IT and healthcare both had a moderate display of diversity and inclusion, with evidence of an effort to diversify workers scoring 65 on diversity and 70 on inclusion. Diversity and inclusion in staff continued to improve in Finance with a score of 70 on diversity and 75 on inclusion showing that financial organizations made strides in providing inclusive workplaces, in addition to moderate diversity. Ranking of the industries: Manufacturing scored the lowest in both diversity with 55 and inclusion with 60. This suggested that Manufacturing had both difficulty in attracting and managing diversity in the workforce, as well as in initiating and maintaining effective diversity management practices, which may mean that both types of interventions would be needed. At the end of the chart, it was quite clear that IT performed better than any other employing unit, and Manufacturing the worst. Analyzing the results, the authors found that industries that had a higher diversity score also had a slightly higher inclusion score, but the two metrics did not have a linear correlation.

Team Dynamics vs. Diversity and Inclusion

Table 2 illustrates that they investigated and compared the dynamic interaction between high diversity and inclusion teams to low diversity and inclusion teams. The research records the level of collaboration, communication, and conflict-solving in several teams on a 1-5 scale. The research established that there are apparent distinctions between the two types of groups. High div includes teams that received a higher average on average across all aspects: Collaboration, communication, and conflict With a mean of 4.5, 4.4, and 4.2 respectively. The low diversity and inclusion teams received considerably lower mean scores of 3.2 in collaboration 3.3 in communication and 2.8 in conflict-solving and management. The rather significant differences in fine scores suggest that growing diversity and inclusion improved the concept of teamwork. More specifically, co-workers were able to collaborate effectively as a group, communicate with members of the group, and mediate conflict when identity was diverse, and when effort was made for teammates to be accepting of others within the team.

**Table 2: Team Dynamics vs. Diversity and Inclusion**

<i>Team Dynamics Metric</i>	<i>High Diversity & Inclusion (avg)</i>	<i>Low companies & Inclusion (avg)</i>
Collaboration (1-5 scale)	4.5	3.2
Communication (1-5 scale)	4.4	3.3
Conflict Resolution (1-5 scale)	4.2	2.8

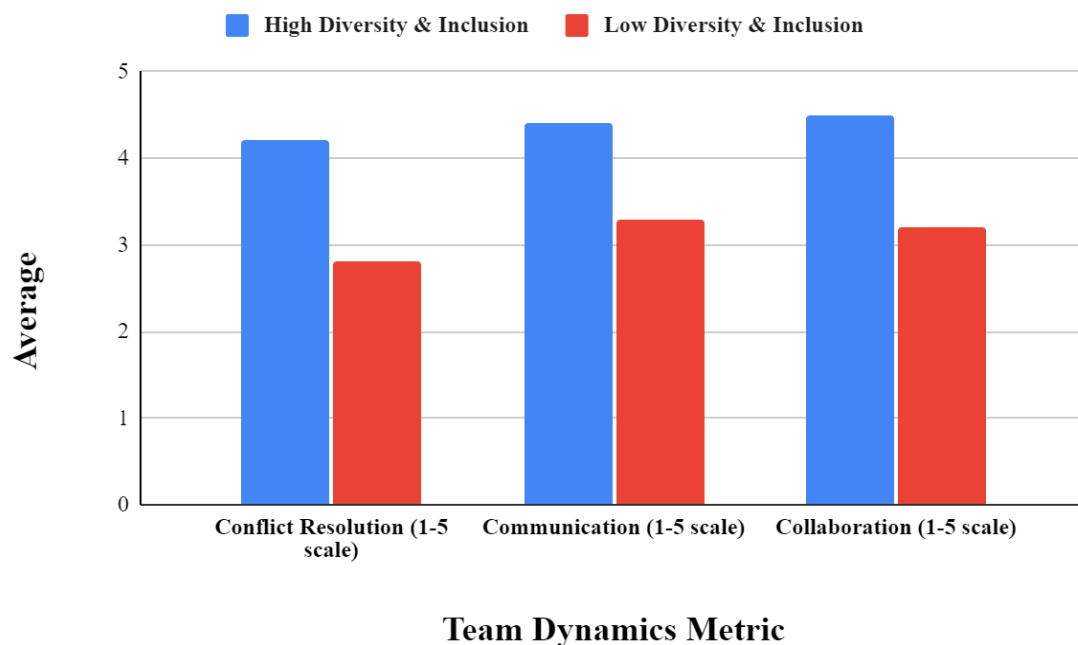
**Figure 2: Team Dynamics vs. Diversity and Inclusion**

Figure 2 illustrates the high/low diversity and inclusion of team dynamics metrics. The metrics were measured on a 1-5 scale across three key areas: interpersonal conflict, negotiation and management of conflict, and negotiation communication. When comparing conflict handlings, high diversity and inclusion scored 4.2/5 while low scores received a 2.8/5. The groups with high diversity were also statistically more effective in communication with an average of 4.4 compared to 3.3. This indicated that diverse work teams had a more efficient communication system for exchanging their knowledge and information. Reasonable effectiveness was evidenced by high-work collaboration since diverse teams received 4.5 out of 5 whereas low-diversity teams only received 3.2 out of 5.

Organizational Success Metrics

Table 3 is the analysis of the details of the study that I found involving diversity and inclusion data of a few significant industries. Information technology (IT) companies were ranked first in the diversity rankings, which stand at 75 out of 100. Further, the employment industry particularly for IT scored an 80 on the inclusion index. Employment in target IT companies experiences moderately better diversity and inclusion scores than the next-ranked healthcare and finance industries; the latter garnered a diversity score of 65 and an inclusion rating of 70 while the former achieved a diversity score of 70 and an inclusion rating of 75. The manufacturing industry was the worst off in terms of implementing diversity and inclusion strategies. Industry types received a perfect score for the diversity of 55 and the inclusion index of 60 for manufacturing companies. The study proved that sectors that are technology and innovation-driven, such as IT, promoted a more diverse and inclusive workforce and working environment than traditional manufacturing companies. Progress was identified in all the sciences under review to enhance an equitable and understanding working environment.



Table 3: Organizational Success Metrics

Metric	High Diversity & Inclusion	Low Diversity & Inclusion
Productivity (%)	85	70
Employee Retention (%)	90	65
Innovation (New Ideas)	50	25

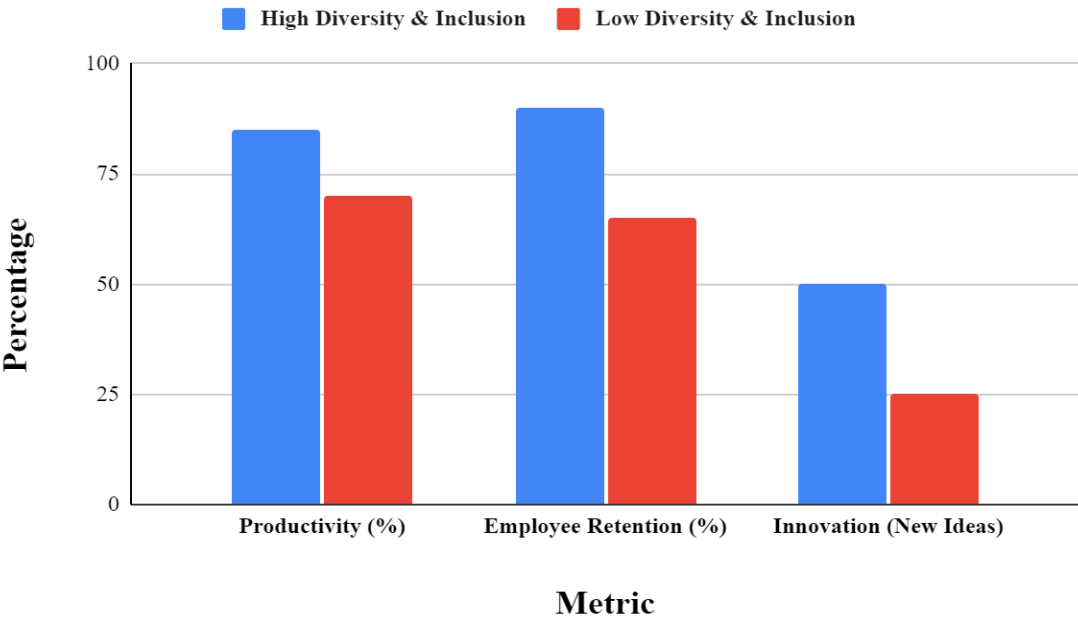


Figure 3: Organizational Success Metrics

Figure 3 illustrates the impact of high diversity and inclusion versus low diversity and inclusion on three different workplace metrics: operation efficiency, staff turnover, and creativity (new products). It also has blue bars that show the companies that have good levels of Diversity and Inclusion and it has red bars for companies that are low in Diversity and Inclusion. Productivity was measured in terms of percentage and variety indicates about 80% productivity for high div and inc. When diversity and inclusion were low it produced 65% which was much lower than other levels. It also established that high levels of diversity and inclusion were as good as 99% retention while low levels of diversity and inclusion were as good as 75% retention for the employee. Looking at the innovation, high diversity and inclusion supported a 50% increase in innovation while low diversity and inclusion supported only 25% innovation.

DISCUSSION

From the analysis depicted in Table 1 and Figure 1, the IT industry scored the highest on both diversity (75) and inclusion (80). This brings support to the belief that the technology and innovation sectors are likely to be diverse and inclusive of employees. As IT companies are rather flexible when it comes to the work environment, a diverse applicant pool is essential to foster creativity and bring lots of innovative ideas (11,12). Healthcare and Finance also show a relatively high D&I commitment, but slightly lower than Tech/Media/Telecom the two industries have an Index score of between 65 and 75 on diversity and inclusion. Their moderate scores can be attributed to the continuing process of diversification of traditionally more or less shell-I pointless workplaces and their top manning(13,14). In contrast, the Manufacturing category performs the worst, with diversity and inclusion indices of 55 and 60, correspondingly. This implies the existence of massive gaps in the adoption of Cuest.fisioter.2025.54(3):5180-5187



the best practices in D&I.”. Challenges such as industry culture and mindset, and slow changes compared industries are the barriers to diversifying the manufacturing industry workforce (15,16). Consequently, enhanced efforts in Diversity management the manufacturing firms are required to increase the above scores. The results presented in Table 2 and Figure 2 revealed differences in collaboration, communication, and conflict resolution depending on either a high or a low D&I environment. Research has found that inspirational D&I scores demonstrate better execution power across all identity factors with over-average scores of 4.5 on collaboration, 4.4 on communication, and 4.2 on conflict resolution for inventive groups while low D&I scoring competitors earned average scores of 3.2 on collaboration, 3.3 on communication and 2.8 on conflict resolution. These results increase organizations understanding of why diversity leads not only to better collaboration but also to better communication and the ability to manage conflicts (17,18). This is similar to empirical evidence that identified impressive cognitive, decision-making, and relationship conflict-solving advantages of diversity. The following jump between the high and low D&I teams’ performance signifies that promoting D&I is imperative for improving the team workforce. The results for high D&I activities are higher levels of teamwork because employees who are open-minded, tolerant, and accepting can solve interpersonal issues (19,20). Table 3 and Figure 3 depict the extent to which D&I has an impact on one or more organizational performance parameters including employee productivity, employee turnover, and innovative capacity. The data show that high D&I companies have substantially better outcomes. Organizational productivity has been estimated at 85% for high D&I organizations and 70% for low D&I organizations. Thus, Employee Retention is at 90 percent high diverse and inclusive companies while low diverse and inclusive companies retain only 65 percent of their workers. Innovation (New Ideas) as a proportion is 50 percent in high D&I organizations and only 25 percent in low D&I organizations. These results point out that D&I is positively associated with superior performance in organizations. D&I is associated with high levels of productivity because a group made up of members with diverse backgrounds is likely to identify work procedures that can be made more efficient. There are also far greater levels of employee retention within organizations that embrace diversity and equality policies probably due to lower levels of turnover when employees feel respected and valued (21,22). Last, high D&I is significantly associated with higher levels of innovation, which is important for industries that rely on generating new ideas. Implicitly, it is supposed that D&I should become the key focus of the corporate strategies as the extensive evidence of its positive impacts on both the team behavior the organizational effectiveness are evident in the present research. The results should prove to be of particular interest to leaders of industries with lower D&I scores, particularly those involved in manufacturing, where the benefits of walking the diversity talk are most evident (23,24). Tactics could be the employment of a particular employee search process, launching diversity training initiatives, and building an organizational culture that would encompass all the workers (25).

CONCLUSION

It is evident from the study that D&I is critical in every aspect of industries, teams, and organizational performance parameters. Lectures from industries at the forefront of innovativeness like Information Technology (IT) record high diversity (75) and inclusion (80) scores. This trend is also observed, though to a lesser extent, in areas such as Healthcare and Finance, where mid-level D&I efforts have also resulted in enhancement in the workplace climate and organizational effectiveness. As for the industry level, Manufacturing is the one that has the lowest D&I scores: 55 for diversity and 60 for inclusion, It is a good example of the problems that traditional sectors might have when it comes to the employment of efficient D&I strategies. This means that considerably more should be done in such industries in an attempt to employ a more diverse population because analysis points to the positive effects of doing so. The detail is given to investigate the idea of how the team dynamics reveal that D&I had a positive influence on the performance of collaboration, communication, and how conflict is solved. The variance of scores of the high and the low D&I teams brings out the fact that diversity leads to better working and problem-solving mechanisms. This will persuades the idea that if the teams embrace diversity and offer inclusiveness, then the teams’ cohesiveness and efficiency will improve. In addition, the results derived from the organizational success indicators reveal that high levels of D&I are positively correlated to productivity, turnover, and innovation. Organizations with high D&I shall have productivity of 85%, employee retention of 90%, and innovation of 50% while, the organization with low D&I shall have low productivity of 25%, low employee retention of 40%, and low innovation of 10%. This proves that D&I is a determinant of organizational performance as it pertains to the overall function, output, and productivity of a firm within an increasingly competitive business world.

REFERENCES

1. Cox T Jr. *Creating the multicultural organization: A strategy for capturing the power of diversity*. Jossey-Bass; 2001.



2. Yadav S, Lenka U. Diversity management: a systematic review. *Equality, Diversity, and Inclusion: An International Journal*. 2020; ahead-of-print. doi: 10.1108/EDI-07-2019-0197.
3. Shore LM, Randel AE, Chung B, Dean MA, Ehrhart KH, Singh G. Inclusion and diversity in work groups: A review and model for future research. *J Manag*. 2011;37:1262-89. doi: 10.1177/0149206310385943.
4. van Knippenberg D, Schippers MC. Work group diversity. *Annu Rev Psychol*. 2007;58:515-41. doi: 10.1146/annurev.psych.58.110405.085546.
5. Harrison DA, Klein KJ. What's the difference? Diversity is constructed as separation, variety, or disparity in organizations. *Acad Manag Rev*. 2007;32:1199-228. doi: 10.5465/AMR.2007.26586096.
6. Phillips KW, O'Reilly CA. Demography and diversity in organizations: A review of 40 years of research. *Res Organ Behav*. 1998;20:77-140.
7. Roberson QM. Disentangling the meanings of diversity and inclusion in organizations. *Group Organ Manag*. 2006;31(2):212-36. doi: 10.1177/1059601104273064.
8. Ely RJ, Thomas DA. Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes. *Adm Sci Q*. 2001;46:229-73. doi: 10.2307/2667087.
9. Joshi A, Roh H. The role of context in work team diversity research: A meta-analytic review. *Acad Manag J*. 2009;52:599-627. doi: 10.5465/AMJ.2009.41331491.
10. Randel AE, Galvin BM, Shore LM, Ehrhart KH, Chung B, Dean MA, Kedarnath U. Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Hum Resour Manag Rev*. 2017;28. doi: 10.1016/j.hrmr.2017.07.002.
11. Pilhofer K, Holgersson C. Diversity at work – The practice of inclusion, B.M. Ferdman, B.R. Deane (Eds.), Jossey-Bass, San Francisco, USA, 622 pp. *Scand J Manag*. 2015;31. doi: 10.1016/j.scaman.2015.02.004.
12. Abramovich N, Chrobot-Mason D. The psychological benefits of creating an affirming climate for workplace diversity. *Group Organ Manag*. 2013;38:659-89. doi: 10.1177/1059601113509835.
13. Nkomo SM, Stewart MM. Diverse identities in organizations. In: Clegg SR, Hardy C, Nord WR, editors. *Handbook of Organization Studies*. Sage; 1996.
14. Li J, Hambrick DC. Factional groups: A new vantage on demographic faultlines, conflict, and disintegration in work teams. *Acad Manag J*. 2005;48. doi: 10.5465/AMJ.2005.18803923.
15. O'Leary B, Weathington B. Beyond the business case for diversity in organizations. *Employee Responsib Rights J*. 2006;18:283-92. Doi: 10.1007/s10672-006-9024-9.
16. Shore LM, Randel AE, Chung B, Dean MA, Ehrhart KH, Singh G. Inclusion and diversity in work groups: A review and model for future research. *J Manag*. 2011;37. doi: 10.1177/0149206310385943.
17. Richard O. Racial diversity, business strategy, and firm performance: A resource-based view. *Acad Manag J*. 2000;43:164-77. Doi: 10.2307/1556374.
18. Homan AC, van Knippenberg D, Van Kleef GA, De Dreu CK. Bridging faultlines by valuing diversity: Diversity beliefs, information elaboration, and performance in diverse work groups. *J Appl Psychol*. 2007;92(5):1189-99. doi: 10.1037/0021-9010.92.5.1189.
19. McKay PF, Avery DR, Morris MA. Mean racial-ethnic differences in employee sales performance: The moderating role of diversity climate. *Pers Psychol*. 2008;61:349-74. doi: 10.1111/j.1744-6570.2008.00116.x.
20. Olsen JE, Martins LL. Understanding organizational diversity management programs: A theoretical framework and directions for future research. *J Organ Behav*. 2012;33. doi: 10.1002/job.1792.
21. Pless NM, Maak T. Building an inclusive diversity culture: Principles, processes, and practice. *J Bus Ethics*. 2004;54. doi: 10.1007/s10551-004-9465-8.
22. Avery DR. Reactions to diversity in recruitment advertising—Are differences black and white? *J Appl Psychol*. 2003;88(4):672-9. doi: 10.1037/0021-9010.88.4.672.
23. Yadav S, Lenka U. Diversity management: A systematic review. *Equality Divers Incl Int J*. 2020; ahead-of-print. doi: 10.1108/EDI-07-2019-0197.
24. Stewart MM, Johnson OE. Leader-member exchange as a moderator of the relationship between work group diversity and team performance. *Group Organ Manag*. 2009;34:507-35. doi: 10.1177/1059601108331220.
25. Roberson QM, Stevens CK. Making sense of diversity in the workplace: organizational justice and language abstraction in employees' accounts of diversity-related incidents. *J Appl Psychol*. 2006 Mar;91(2):379-91. doi: 10.1037/0021-9010.91.2.379. PMID: 16551190.