

Role of Inclusive Human Resource Management in Managing Diversity: A Key to Employee Self efficacy

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Abstract

Best practices in the human resource department are needed to develop the strategies for recruitment, training, and performance management by making use of inclusive practices, by collaborating and monitoring on a regular basis to overcome various challenges and resistance of the workforce. In an era of technological innovations, digitization, and societal advancement, the inclusive HR practices across the employee life cycle for recruitment, training, motivation, and retention are of utmost importance. This can be done through creating an ecosystem following the principle of inclusive culture in processes and policies to manage the diversities at the workplace. Human Resource Management (HRM) practices are designed and executed for professional efficiency, workforce participation for the development, and seizing the opportunities to create the best. There is a need to embrace a culture of continuous learning and following the principles of **equity, cooperation, and collaboration** for doing the activities in the organisation.

All such practices will help in improving the functioning in the organisation and will lead to achieve efficient organisational culture. It will not only improve the productivity of the workforce but will also result in better employee employer relations. On the other hand, demotivated employees will prefer to go for other jobs, increasing turnover and cost of hiring and training. Inclusiveness boosts employee productivity and enhances employee–employer relationships in a very tangible way. On the contrary, lack of motivation among employees leads to higher employee turnover, wasteful hiring and training costs, and lower performance. Therefore, inclusive practices in HR management should be given at most importance by the managers and should be supported by organisational leadership, acknowledging and managing workplace diversity effectively. This study focuses on how inclusive HRM practices can provide solutions to minimize the negative effects of workplace diversity. It also studies the importance of cultural change and employee engagement and how these aspects can improve efficiency and bring about cohesion at all levels of the organisation. The role of HR managers, in fostering inclusive organisational cultures to meet organisational needs and objectives, is studied in detail.

Keywords: Inclusive HRM, diversity best practices, inclusive leadership, organisational culture.

Introduction

Diversity management is an important function of Human resource management as people from different backgrounds work in an organisation . So, it is an essential function of Human resource management. Diversity refers to different cultures, regions, age groups and experiences of a workforce in a given organisation. Diversity brings unique perspectives to the organisation.

When a group of people , in any organisation, is responsible for conducting activities such as recruitment, compensation, development, performance evaluation and employee welfare, this work is known as human resource management (HRM). The HR department also oversees employee health, safety and other related functions (Mondy, 2016). According to Dessler, human resource management involves identifying, hiring, training, evaluating and compensating employees while ensuring their health, safety and overall well-being (Dessler, 2017). He also explains that diversity refers to situations in which people from various backgrounds and demographic groups work together within an organisation

Effective human resource management practices are very much required on a continuous basis to handle workplace diversity. Differences in age, culture, physical abilities and regional backgrounds can influence and affect how employees interact and perform. Thus, good HR practices are crucial to manage diversity and inclusion management in an effective way. When managed effectively, diversity can bring positive outcomes which include higher employee motivation, engagement and retention. On the other hand, poor management of diversity can result in conflicts, dissatisfaction and higher employee turnover which will ultimately affect organisational performance adversely.

As diversity and inclusion are two important factors that ultimately affect an organisation's productivity, high priority should be given to these two key factors along with other organisational programs and procedures. This way a harmonious environment can be created and organisational goals and objectives can also be achieved. Challenges such as bias, regional feelings, cultural misunderstandings, unfairness in recruitment can create conflicts and affect organisational productivity (Cletus et al., 2018). If not addressed properly, this can create a vicious working environment.

Organisations by adapting improved HR practices, can manage these challenges very effectively. These improved HR practices should integrate diversity and inclusion in their policies and procedures. The corporate leadership plays a critical role in this endeavor. The role of leadership is very important in this respect, as they need to adopt a range of HRM policies which will incorporate various strategies concerning inclusion as well as diversity. True engagement happens naturally in a supportive environment. That's why we need an ecosystem where HR inclusivity drives every activity and policy within the organisation.

Workplace diversity has many hidden or indirect benefits. These benefits immensely contribute to an organisation's decision-making ability, creativity and innovation. Due to employees' different socio-economic and cultural backgrounds, they come with different or divergent perspectives and experiences. These perspectives and experiences enhance organisational behavior and new ideas are generated. Due to fresh insights and diverse talent, improved productivity is expected.

Organisations gain significant value as a result of such behavior and collaborative functioning that strengthen the quality of services offered to customers. Employees from diverse backgrounds are often more adaptable to new technologies, cultural changes, and modern workplace practices because of their virtues like exposure, modern approach and adaptability.

Diversity also expands the talent pool and as a result, the organisation benefits from individuals coming from different backgrounds with varied skills across different managerial levels. This will certainly strengthen overall capability and lead to long term growth and competitiveness.

Objectives of the Study

The researchers have the belief that every employee should feel respected and important and should be heard in the organisation irrespective of common physical capacity, ethnic, and cultural diversities. Keeping the same in mind following objectives have been framed:

1. To understand the concept of the human resource management system and its relationship with diversity management.
2. To develop a conceptual framework around the different forms of diversity in an organisation that are the key factors for overall organisational functioning, effectiveness, and performance.
3. To understand the effect of diversity management with the performance of the organisation as well as with its employees, maintaining and improving their satisfaction and motivation levels.
4. To provide Road Map for Institutional Entrepreneurship and the Re-Institutionalization of Business to Manage Complexities

Methodology

This research centres on inclusive management practices in Indian corporations, laying emphasis particularly on HR strategies for handling workplace diversity. The study highlights the pivotal role of leaders and HR professionals in promoting inclusivity amid growing workforce diversity.

To achieve a detailed, objective understanding of these concepts, the research employs a qualitative approach. The research depends upon literature reviews, established research designs, and findings from prior scientific studies and documented sources. Additionally, interviews were conducted to enrich the study. These sources of information help to formulate recommendations and strengthen the conceptual framework.

The validity and reliability of the study are based on the credibility of the researchers whose work has been referenced. To support the analysis, several organisational executives were personally consulted to share their experiences and perspectives on managing various forms of diversity within Indian organisations. The data used in this study primarily comes from secondary sources and the interpretations are based on observations provided by these executives.

Conceptual Framework

Inclusive Human Resource Management (IHRM)

Inclusive Human Resource Management (IHRM) refers to a systematic approach to design and implement human resource policies that promote equity, fairness and equal participation rights for employees coming from diverse backgrounds and cultures (Ferdman & Deane, 2014; Shore et al., 2011). The overall idea behind IHRM is to nurture self esteem and sense of belongingness among the employees (Nishii, 2013).

Various procedural barriers encountered in HR processes at the time of recruitment, training and development, performance appraisal, promotion, and employee welfare may be removed with the help of inclusive HRM policies (Janssens & Zanoni, 2014). Organisations which follow inclusive HR policies are able to provide a fair and conducive work environment that motivates employees and removes biases with regard to gender, caste, age or other socio economic background (Shore et al., 2011).

Theoretical foundation of inclusive HRM lies in the social exchange theory that supports the principle of fair and inclusive management of employees thereby resulting in positive attitudes of employees towards work with higher commitment and better engagement towards the organisation (Cropanzano & Mitchell, 2005).

Thus in other words, Inclusive HRM ensures fairness, equality, and transparency in Human Resource Management functions such as recruitment, selection, training and development, performance appraisal, leadership and to provide flexibility at the workplace.

The journey of traditional diversity management has come a long way to creating an atmosphere of belongingness, psychological safety and giving employees a voice through better inclusive HRM practices (Lima et. al, 2025). The focus has shifted from legal compliance and regulations to creation of value based organisational culture, resulting in innovation and participation by the employees. It happens through cultural transformation which creates opportunities for diversity training and affirmative action which was missing in the traditional diversity management system (Herring and Henderson, 2012).

Diversity Management

In case we want to promote inclusivity, it is necessary to implement various policies and procedures through the mechanism of diversity management. The policies have to be conducive and avoid differences among the employees (Cox, 1993; Kundu & Mor, 2017).

Diversity at the workplace may be primary diversity or secondary diversity. Primary diversity refers to characteristics among individuals which are inherent or biological based such as age, caste, religion, gender, physical abilities or disabilities. Secondary diversity is characterised by acquired attributes among the employees that are developed over a period of time such as educational qualification, work experience, values, and cognitive qualities (Gardenswartz & Rowe, 2003).

The culture of mutual respect and fairness arises if we are able to create a culture of diversity management in the organisation. There is no need to follow legal procedures but the values system which will lead to fulfilling the requirement of ethnicity (Nishii, 2013).

Organisations are able to handle department conflicts and create an atmosphere of better understanding in case they handle discrimination at the workplace without giving importance to caste, religion, or geographical background. Such

organisations are better managed and it results in harmony and understanding among varied groups at the workplace (Janssens & Zanoni, 2014).

Whenever we practice diversity management in the organisation, differences among the employees are reduced which creates a sense of belongingness among the employees, developing their confidence in terms of their own capabilities and promotes a culture of inclusivity in the organisation. (Ferdman & Deane, 2014).

Employee Self-Efficacy

Whenever an employee is able to perform job related tasks well and is able to reach the desired performance level, it symbolises self efficacy as well as belief of the employee in his capabilities and confidence level.

Employees' motivation, adaptability, workplace performance and behaviour are effective positively if employees are surrounded by the feeling of self efficacy. Such belief has been shown and proved through social cognitive theory (Bandura, 2001).

Whenever there is equal access to resources and proper learning opportunities are provided to the employees with the provision of giving the feedback, it enhances employees' self efficacy through inclusive and diverse organisation environments (Nishii, 2013).

Anxiety for being excluded gets reduced and the psychological safety as well as confidence level get improved whenever there is a positive perception about fair and inclusive HR practices being followed in the organisation (Shore et al., 2011).

Inclusive organisation practices and sustainable organisation performance are linked through self efficacy which results in better performance, enhanced job satisfaction, reduced turnover intentions and positive commitment towards the objectives of organisational goals. It also results in better individual level outcomes as well as organisational performance. (Bandura, 1997; Kundu & Mor, 2017).

Literature Review

The diversity in an organisational context is reflected as differences in culture, religion and place of origin. Gender, age, abilities and individual capabilities are also a part of diversity in organisation (Mondy & Martocchio, 2016). In the process of managing diversity, we need to address issues of discrimination and consider how tokenism and stereotyping needs to be prevented. Managing these issues and barriers contributes to creating a healthier and more productive organisational environment (Signoretti, A. 2020).

Strong leadership enables managers to assess the level of organisation's diversity so that they can plan appropriate training and developmental programs. These programs need to include education and diversity management initiatives within Indian organisational context. (Dessler, 2017). The principles of equity, fairness and respect for individual value should be the guiding factors in this endower, otherwise overall productivity can decline. A lack of inclusion can negatively affect organisational performance. It can also increase turnover and disrupt workflows. Therefore, effective management of diversity is important to gain the benefits of effective organisational management (Dobbin et al., 2015).

Organisations should foster an atmosphere of mutual support where individuals feel valued, accepted and encouraged to contribute according to their abilities. Employees should feel that they are cared for and valued. Such an environment shall strengthen the overall culture of inclusiveness within the organisation (Mondy, 2016).

It is essential to develop high-quality, inclusive HR systems to improve organisational environments. Organisations also should foster better learning, innovation and collaboration. All these initiatives should be supported by meaningful intergroup contact and effective communication. Reducing group-based biases and strengthening collaboration can significantly improve how teams work together (Swann et al., 2004). On the contrary, if an organisation is ridden with disengagement and distrust, overall work quality declines and organisational productivity suffers. So, it is crucial to actively leverage diversity to build a culture that enables strong group functioning (Chatman & Cha, 2003).

There are two dimensions in understanding the diversity in organisations. They are primary and secondary dimensions. Primary dimensions relate to visible traits and the ways individuals perceive themselves and others. Secondary dimensions involve internal characteristics of personality, such as gender, race, age, ethnicity and sexual orientation (MediaLab, Inc., 2024).

Regular follow up and tracking of activities and functions are important to measure and monitor progress. This way wherever improvements are required, corrective actions can be taken (Becker, Huselid, & Ulrich, 2001).

Ethnic / Social Diversity

Sometimes, in organisations, ethnic minorities may face bias or unprofessional treatment, either consciously or unconsciously. This can affect their happiness, career growth, compensation and ability to work effectively. Such experiences can lower motivation. So it is important to address these issues to create true inclusivity in the workplace (Winda, Nayati, & Arik, 2017).

When organisations focus on ethnic inclusivity, it will generate a positive impact on overall outcomes. When leadership supports ethnic community in an organisation, they perform better because they feel more comfortable and valued among their peers and this will help them in performing much better. On the other hand, pressure or discrimination can negatively affect their performance (McKinsey, 2020).

Adverse treatment also affects the psychological health and safety of ethnic minority employees, which in turn reduces productivity. Therefore, managing diversity carefully is essential (Singh, Winkel, & Selvarajan, 2013).

In an organisation, diversity can also arise due to social and cultural differences. These diversities can affect the expectations and needs of employees from different backgrounds. Professionals often adjust their work practices to accommodate these differences. These adjustments include work schedules, leave policies and lifestyle needs. Employees' well-being and mental health should be given due importance. HR Policies and support systems should be designed in such a way that it takes care of these attributes. Employees' well-being and mental health are important for better performance and organisational effectiveness (Arenofsky, 2017).

Age Diversity

In many organisations there is a climate of performance difference at different organisational levels because of age diversity. Different types of climates have relevance and style of functioning as well as organisational level consequences because of this age diversity related performance matters. The social exchange theory also speaks about the fact that age diversity has different levels of influence on the performance of people in different age categories as well as their turnover intentions. As an HR manager there is a need to work on age diversity in the organisation to get the best out of the situation. It is necessary to do all such activities to foster a positive age diversity climate as well as atmosphere so that the potential outcomes are in favour of productivity as well as organisation. The manager or the mediator has to translate and share with the different age groups in a different manner so that there is an integration of both diversity as well as performance because of this age diversity and the relationship quotient is better. Efforts are needed to work on creating a positive age diversity atmosphere which will result in collective perception of better performance in the organisation.

Diversity of people with Disabilities

There is a possibility that in the organisation some people have a disability because of various reasons. While managing the situation and to create inclusiveness in the organisation, it is advisable that an equity and justice based approach, following the principles of awareness, participation, support, and community development, should be followed in situations where there are PWD people. Such kind of behaviour and response from the management will create a situation in which there is care for the people who are disabled because of some reason or the other.

In order to maximise the potential of disabled employees and eliminate the discrimination of stereotypes, it is visible that inclusive management programs should be developed in the organisation for the creation of work environment and development of potential.

They also unlock the full potential of these employees who are a part of the organisation. Disabled-friendly culture and diversity programs need to be designed to support employees with disabilities. These specially designed programs should help them overcome barriers related to biases and stereotypes (Kalargyrou, 2014).

Various factors should be included in disability management programs. Colleague assistance, counselling, communication and professional support for disabled employees are key elements that enhance their productivity and help them navigate their challenges (Poerwanti, 2017).

The real key to building confidence among people with disabilities is earning their trust and acting accordingly (Meacham et al., 2017).

Integration of disabled employees must be influenced and supported by colleagues and supervisors in the organisation (Kulkarni, 2011).

The Issues and Discussions

A comprehensive review of existing studies confirm that inclusive employment practices directly improve workforce well-being and organisational performance. organisations in which diversity is recognized and addressed, teams tend to function better resulting in overall good performance. organisations that implement inclusive HR practices see both visible and invisible benefits, such as higher employee satisfaction, participation, motivation and performance.

Diversity management programs and models should be designed to help organisations develop an inclusive environment. Efforts should be made to ensure that employees feel valued and are encouraged to participate in organisational activities. An effective performance appraisal system should consider both diversity and individual capabilities. The system must be transparent, include two-way communication and allow employees to provide feedback, so that management can take corrective actions wherever necessary. Performance evaluation should be fair, unbiased and include regular feedback. If there is a gap between expected and actual performance, corrective training should be provided to help employees improve

Managers should be trained and equipped with the skills to use diversity metrics in performance assessments. HR policies play a key role in designing such inclusive appraisal systems. Key performance indicators should measure the effectiveness of employment practices, including workforce diversity, employee satisfaction, and retention. They should also track dissatisfaction or underrepresentation of minorities with corrective actions taken when needed (Menon, 2012).

Regular audits and inspections should be done to assess ongoing activities related to inclusive employment practices. If gaps are found, HR practitioners should take both qualitative and quantitative measures. These measures include surveys and interviews. organisations can gather information from these surveys and interviews and decide on appropriate actions or fill the gaps.

Global mindset, collaborative programs, and virtual connections have given place to inclusivity, which is rising out of diversity. There is a need to enable diverse teams to work together across borders. Training programs are organised to take care of cross-cultural diversities and to bring them to an equal platform, taking care of cultural boundaries and embracing diversity at the global level. Strategies and programs in training are conducted to create the information and train the employees to adopt the systems and function in groups. HR professionals practice as per requirement of the job rather than requirement of any one, and one has to study global mindset (Caligiuri, 2012).

Work-life balance has to be taken care of in a holistic manner and to shape the functioning as well as schedule of the organisation in such a manner that everyone is taken care of. There are different identities working in the organisation on the basis of their requirement; the HR will adopt and will be prompted to take necessary action.

Recommendations

Often diversity exists in an organisation's workforce. In such a scenario, there is a strong need to create an impartial and healthy working environment based on the principles of equality and justice. Fairness can be guaranteed and practiced if such a work environment is created. A healthy working environment not only promotes happiness among staff but also creates growth opportunities for employees. It fosters an open, unbiased and free atmosphere in the organisation. organisations with such an environment fosters excellent working conditions where all stakeholders feel comfortable, respected and able to thrive (Williams & Wade-Golden, 2013).

Gramberg & Teicher (2006) argued that impartiality in handling conflicts and disputes is more likely in organisations where each employee is properly heard, accepted, and treated with respect. In such organisations, people are not only listened to but also valued and respected. Workforce diversity is reflected in employees coming from different local communities and working in varied environments. Collaboration, support and respect are essential to achieve true inclusiveness in an organisation. organisations should ensure that discrimination and intolerance have no place. Any obstacles arising in organisational functioning should be addressed impartially. Risks and disputes should be managed

swiftly and fairly, Employees feel involved, secured and recognized. This kind of environment helps in reducing disputes. This will allow individuals to work and leave without hurt or negative feelings, fostering overall organisational harmony.

One of the major challenges in any organisation is implicit bias. Such challenges vitiate the working environment and slowly become uncontrollable leading to organisational failure. Bias should be completely avoided, particularly in decision-making processes. So, it is really essential to design and implement training programs to create awareness of unconscious biases among employees. These biases must not influence recruitment, selection or performance evaluation and in promotion of staff. organisations should also develop tools and mechanisms to manage the impacts of implicit bias. This will create a more equitable and inclusive work environment for all employees (Atewologun, Cornish, & Tresh, 2018).

Road Map: Institutional Entrepreneurship and the Re-Institutionalization of Business to Manage Complexities

There is a need for the adoption of generative AI techniques for redefining the business operations from previous business models to new business models with potential innovation and adopting the new era in the field of employment and work. Various aspects of business need to be practised for interactions and care of general public needs and requirements (Budhwar et al., 2023).

It has been emphasised to create new understanding and build insights into the importance of creating new frameworks to understand organisation, technology, and environments (Choo, 1996). Motivational factors should be used to augment the employee's innovative behaviour and efforts should be made to provide him autonomy and identity in the organisation. His skills need to be recognised by the leadership to show that his innovative behaviour and perception with regard to work is demonstrated for a better level of efficiency. Implementing inclusive HRM practices have a positive and immediate effect on the employee's commitment, increasing his motivation and morale, thereby affecting the environment positively. Creation of an organisational culture as well as a sustainable environment will stimulate the employee to demonstrate better and useful ideas and processes, and his behaviour will be for the benefit of the organisation.

There is a need of bridging the gap between traditional human resource management policies and incorporating innovative techniques which have been suggested by institutional theory of entrepreneurship to create a sustainable business where the demand of diversities are managed with the help of bringing in innovative changes as per requirement of the organisation. HRM practices have to be proactive and aim at fostering sustainable business organisation with the help of all in the organisation (Ren and Jackson, 2020). HRM professionals should use their expertise and navigate to lead the organisational change to take the benefit of technological advancement. There is a need for developing institutional entrepreneurship led by HRM executives to use their knowledge and connections to transform and innovate existing practices. This professional proactivity can be done at the individual level or in collaboration with others to work as a change agent to bring the required innovation and creativity in the system. The need of developing HRM dynamics is to adapt to these changes and play a crucial role in steering them to achieve a strategic and sustainable future.

Institutional entrepreneurship plays an important role in managing organisational diversity. It assists organisations to handle biases prevalent in an organisation. It also mitigates resistance to change. The institutional human resource practices should be based on equality and fairness. Performance alone should serve as the central criterion for evaluation. While evaluating an individual's performance, identity markers should be completely ignored. HR professionals must give utmost importance to holistic well-being, work-life balance and inclusive leadership as foundational principles. These principles work as a framework for a cohesive and equitable work environment.

In summary, the above roadmap explains the role, significance and interdependence of technologies, inclusive HRM and institutional entrepreneurship. organisations can establish frameworks by integrating technological innovation with human-centric policies. These frameworks support adaptability, sustainability and value creation. Ultimately, institutional entrepreneurship equips organisations with strategic capacity. Strategic capacity in turn reshapes norms. Finally, diverse interests are aligned and resilient systems are built to suit the evolving world of work.

Conclusions

Often organisational culture reflects prevailing socio-economic culture in the society. In a fast changing world, organisations need to continuously and constantly adapt to new HR policies as required. Corporate culture is diverse and dynamic. An organisation is a group of people coming from different regions and with varying demands and tastes. In this backdrop, it is necessary to pursue inclusive employment practices. It is realized by more and more organisations as a

strategic imperative for the effective functioning of an organisation. organisations must focus and practice inclusive strategies and policies. Every one should feel equal and a stake holder. When organisations embrace just and fair practices as the core philosophy of the organisation, then only better business outcomes can be achieved. HR services must act as key drivers for implementing inclusive practices. This will ensure the culture of the organisation to remain positive and inclusive. Inclusiveness should directly influence HR policies, practices and processes in a constructive manner.

Collaboration and participation are two important elements to be practiced by HR practitioners to implement strategies for the development and application of inclusive policies in an organisation. So that organisational practices maintain fairness, equality and continuity. Only such strategies and policies shall ensure that people in the organisation feel happy, involved and engaged, working without resistance and adapting to organisational needs in a collaborative and participative manner. A team of happy and motivated employees who feel supported and assured alone can contribute optimally to the work demands. They also look toward a bright future for the organisation, benefiting from emerging opportunities. In this context, it is very important that HR practitioners consider the needs and cultural backgrounds of staff coming from diverse communities taking care of their interests. Respect, fairness, accommodation and humane attitude should be the guiding principles for formulating and implementing all HR practices.

Partnership between employees and the organisation is another important element for any organisational success. Working with care and adapting to the evolving needs of the workforce should be the basis for such partnership. Employees whole hearted support for the implementation of innovative policies and new technological developments is primarily based on effective partnership between employees and the organisation. When the workforce feels involved and valued, they are more likely to adjust and adapt to new and emerging practices required for organisational success. Therefore, HR managers must operate in alignment with changing social and cultural norms and practice inclusive employment at all levels of an organisation.

While implementing inclusive management strategies, a holistic and realistic approach is needed. The HR practices involving inclusiveness should reflect organisation's commitment and genuineness. All rules and regulations must be carried out in a legal and acceptable manner. This will enhance the reputation of the organisation and contribute to a more equitable and responsive society.

There are no two opinions in saying that the journey of inclusive employment continues to shape workplaces into such environments where people feel happy to come, work and contribute to the best of their abilities. It is important to ensure that the workplace forms a significant part of employees' lives. For this reason, HR managers must create an attractive work environment that encourages employees to stay and build their careers.

In a rapidly changing external and internal corporate world, organisations must navigate the complexities in a professional manner. Here, the role of the HR manager is very crucial. HR professionals should continuously work towards shaping a future filled where uncertainties, complexities and diversities are handled and resolved in a very professional manner. This alone takes an organisation towards its mission, goals and objectives

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