



A REVIEW ON DIVERSITY AND INCLUSION IN THE WORKFORCE FOR ORGANIZATIONAL COMPETITIVENESS.

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Abstract

Purpose: Organizations are often regarded to benefit from workforce diversity and inclusion since it broadens their expertise and viewpoints. The purpose of this study is to bring together the disparate literature on workforce diversity and inclusion, as well as to shed light on future research avenues in the field of workforce diversity management.

Design/Methodology: - This research looked at a variety of empirical and conceptual studies on workforce diversity and its implications. Using the literature published between 1987 and 2021. The paper uses secondary data gathered for the review of workforce diversity and inclusion.

Findings: A literature evaluation was commissioned to focus on workplace diversity and inclusion. Through the review, it was clearly understood the implication of workforce diversity and inclusion to the modern era. According to the findings of the review, there is a large body of research in the field of diversity and its outcomes. More study in the domain of inclusion and its related effects is needed because it is a comparatively recent topic of investigation.

Practical implication: This study examines the effectiveness of literature reviews in broadening existing knowledge on a specific area and formulating research prospects for future studies for researchers.

Originality/Value: This study contributes a theoretical perspective to the management of key diversity and the development of diverse organizations.

Keywords: Diversity and inclusion, Dimensions, Employee performance, Workforce Diversity Management.

I. INTRODUCTION

Organizations are comprised of individuals of diverse backgrounds and attributes, such as interests, principles, personalities, philosophies, traditions, customs, nationalities, and languages, who work together to accomplish a collective goal or objective. The degree to which goals and priorities are accomplished is determined by the people in an organization. The possible way people in an organization genuinely think, experience, communicate, function, and respond allows them to achieve their objectives. Organizations must pursue a workforce capable of working in a competitive environment by extending their labor force to include individuals with a variety of human characteristics to attract and maintain the best available and most skilled workforce for the efficient achievement of organizational goals and objectives [1]. People no longer live in an isolated global climate, so globalization has increased the rate of interaction. They are now part of the global economy, competing within a global system [2]. Because of migration and the rapid advancement of technology, the labor force is becoming increasingly heterogeneous at this period of globalization, and organizations are actively embracing and introducing policies that will advance employees' skills and abilities, which is crucial and complex for the growth and competitiveness of organizations. A diverse workforce is regarded as a melting pot of different characteristics for the sake of the organization, where one must learn to accept, respect, and celebrate differences in other people's beliefs, age, religious views, gender, race, educational background, and so on. [3]. Organizations need people with diverse characteristics, perspectives, and perspectives because each person possesses unique qualities that, when recognized and respected, improve individual overall effectiveness, organizational efficiency, and sustained competitiveness [4]. Workforce diversity refers to a wide range of differences among employees in a company, including race, gender, ethnicity, nationality, work experience, religion, age, personality, cognitive style, tenure, organizational function, and educational background. Workforce diversity management aims to build and sustain a supportive work climate in which all employees' similarities and differences are respected, allowing them to achieve their full potential and contribute to the company's strategic objectives [5]. Basic sense, workforce diversity management is the ability to adapt to characteristics and traits that are different from our own and outside of the communities to which people belong, but are present in other individuals and groups [6]. Managing workforce diversity entails more than merely respecting people's differences; it also entails appreciating the importance of differences, knowing, embracing, fighting prejudice, and fostering inclusiveness to improve an organization's effectiveness. Incorporating an individual's perceptions and viewpoints into an organization leads to positive results by making that person feel at ease and as if he or she is an integral part of the organization. [7]. Workforce diversity management ensures that all employees can reach their full potential, develop personally, and contribute to the organization. This can only be achieved when an organization can bring together people with different backgrounds, skills, and strengths to achieve shared goals

and mutually beneficial outcomes [8]. Managing workforce diversity is critical to unlocking employees' full potential and ensuring the success and long-term survival of every business. This can assist in gaining access to critical talent pools, fostering creativity, expanding into new markets, and guiding product creation, and it is being increasingly recognized as a force driving productivity, success, and market growth [4]. Since it is known to have both positive and negative work-related or employee outcomes, diversity is regarded as a double-edged sword. It is beneficial because it improves the quality of decision-making and the potential for innovation by offering a wider variety of viewpoints competitive advantage. It is negative because it reduces group identity, resulting in lower employee engagement, retention, and satisfaction. [9]. When not performed appropriately, it may lead to workplace miscommunication, frustration, and confrontation, resulting in absenteeism, poor performance, low morale, miscommunication, emotional disputes, power struggles, and a lack of competitiveness [10]. Workforce diversity comprises three dimensions which include primary dimensions, secondary dimensions, and tertiary dimensions [11]. Perceptions of equality and respect, as well as value and belonging, are thought to foster feelings of inclusion. In other words, when employees feel included, they will claim that they are not only treated fairly and respectfully, but that their particular worth is recognized and valued, and that they are a part of a team. [12]. Inclusion is an organizational strategy and method that recognizes, honors, and treats culturally and socially diverse communities or individuals from various backgrounds. Education, national origin, age, race and ethnicity, religion/belief, gender, marital status, and socio-economic status are examples of such changes that may be self-evident or more inherent [13].

II. OBJECTIVES OF THE STUDY:

1. To Review the workforce diversity and inclusion through literature and underpinning theories.
2. To understand the various dimensions of workforce diversity.
3. To identify the benefits of workforce diversity and inclusion to the organization.
4. To study the Role of Workforce diversity and inclusion on employee performance.
5. To know the workforce diversity management in the organization.

III. RESEARCH METHODOLOGY:

This paper reviews the existing available literature in the years 1987 to 2021 on workforce diversity and inclusion. This study is based on secondary data. Published on workforce diversity and inclusion various research journals, review papers, and internet sources are used in the data review.

IV. RELATED WORK:

Some of the scholarly papers on diversity and inclusion of the workplace are shown in fig along with the input and reference.

Table 1: Related publication on workforce diversity by different authors.

Sl.No	Contribution	Reference
1	The study result indicates that successfully managing diversity produces tremendous benefits for the company. Furthermore, employees can share expertise and new ideas through effective communication; for this reason, diversity management is critical.	Mahmud, M. S., et al (2020) [14]
2	Companies recognize the value of diversity and inclusion at their workplaces, and Upgrades Commitment scores ensure growth at the individual, community, and organizational levels. Excellent outcomes.	Itam, U., et al. (2019) [15]
3	The paper outlines the key issues affecting workplace diversity in today's organizations all over the world. The paper examines the various diversity benefits and challenges. The results found that diversity in the workplace enhances the overall performance of employees.	Cletus, H. E., et al. (2018) [16]
4	In this paper, the analysis was done to know the impact of workforce diversity and its impact on employee performance and the author concluded that workforce diversity fosters creativity and enthusiasm in the workplace which overall enables the performance of the employees working in the organization.	Sundari, R. (2018). [17]
5	Employee perceptions of diversity and their effect on perceived organizational performance. Participating in diversity activities with male workers will help them understand the many challenges faced by female employees and ethnic groups, as well as help them advance their careers in the corporate world.	Kundu, S. C., (2017) [18]
6	The organizational culture evolves as a result of employee engagement in the workplace, providing the workers with a common identity. A strong culture is important for the organization's growth because it gives it the strength to meet environmental challenges and cutthroat competition.	Ashok Kumar, (2016) [19]
7	This study paper focuses on managing and leading a diverse workforce, which is one of the most recent issues in management and business. Leading and creating a diverse workforce in an equal and fair manner is a key issue for all managers throughout the world.	Shaban, A. (2016) [20]

8	In the paper, the author concludes that conflict is a multilevel and dynamic phenomenon that, most of the time, cannot be solved with a single approach, but rather involves a complex collection of acts and components. This paper also challenges managers to find a better approach to employee and organizational conflict by incorporating all available methods and techniques.	Daria Prause, et al., (2015) [21]
9	This study highlights how diversity impacts a company's competitive advantage as contrasted to its competitors. It also elucidates how workers interpret diversity. According to the report, a stronger diversity environment for any company will increase the organization's competitive advantage over its competitors.	Dixit., et al. (2015) [22]
10	The study was done in the Descriptive, Quantitative research Approach and the research Strategy is done through a survey. Gender and ethnicity have a substantial effect on employee satisfaction, while age and education have no positive impact on employee satisfaction in the hotel industry, according to the results.	Eshegbe, J and Dastane, O, (2015) [23]
11	The impact of employee diversity on an organization's productivity is examined in this paper. Diversity in the workplace is a strength for any organization, but stereotypes about race, religion and other factors persist, making diversity a challenge. Diversity, on the other hand, will increase performance if treated correctly.	Saxena, A. (2014). [24]
12	In this paper, the author concluded that workforce diversity can be both an opportunity and a challenge for an organization. if the managed well organization will have a greater impact on overall productivity.	Bedi, P., et al (2014) [25]
13	The findings of this study also highlighted those higher perceptions about organizational fairness and diversity management resulted in higher job satisfaction. However, racial minorities reported a lower positive impact than whites in the organization.	Choi and Rainey (2014) [26]
14	This research concludes that Any workplace culture that promotes employee engagement and diversity fosters a sense of accountability and ownership, both of which are important for a diverse, effective, and happy workplace.	Rebecca Mbuh DeLancey (2013) [27]
15	In this paper, the study was examined the factors which affect workforce diversity and those factors include management policies organizational policies, and perceived inequality and it was found that these factors have significantly played a major role in managing diversity in the organization.	Arslam and Ayub, m. S. (2013). [28]
16	The study was conducted on an empirical method of managing workforce diversity in the organization. The purpose of this research is to identify aspects of cultural diversity and examine how they might be used as a source of strength by Indian organizations. To remain competitive, firms must adopt long-term intervention plans and remove barriers that impede organizations from evolving and allowing their staff to reach their full potential, according to the report.	Vaidya, R and Wanjari V, [29]
17	The paper concluded by stating that diverse workforces are critical because they better represent a wide range of external customers by recognizing the demands of the political, economic, social, legal, and cultural environments. Effective diversity management will result in higher-performing.	Harold Andrew Patrick, et al.(2012).[30]
18	In today's scenario, the organizations are facing diversity challenges from many areas like demographic changes in the workforce and customer populations, combined with globalized markets and international competition.	Roberge., et al. (2010) [31]
19	The review paper analyses the various benefits and disadvantages of workforce diversity. And it concluded by saying that in the globalization era no organization can survive without workforce diversity	Ongori, H. (2007) [32]
20	A varied workforce is the fundamental essence of today's reality, yet managing such a heterogeneous workforce Administration is a tremendous issue. Hiring a more diverse team will boost productivity.	Solanki, R. B., & Saxena, A. (2016). [33]

Table 2: Related publication on Inclusion at workplace by different authors.

SL.NO	Contribution	Reference
1	In this paper, the author studied the relationship between change in leader-member exchange and workplace inclusion for which they collected data every	Brimhall et al. (2017) [34]

	six months from a public child welfare organization to find that better leadership interaction led to increased inclusion.	
2	By developing a model where diversity characteristics were classified into the surface and deep-level diversity and their linkage with the climate of inclusion and resultantly, according to the findings, human service organizations should focus on building policies and practices that foster an environment of inclusion rather than only increasing diverse representation.	Mor Barak et al. (2016) [35]
3	which has been studied through its three sub-dimensions, namely, influence in decision making, access to communication and resources, and workgroup involvement. The findings of the study provide practical implications for enhancing diversity management and organizational commitment, including instituting more participative decision-making structures and processes and creating more accessible organizational information networks	Hwang and Hopkins (2015) [36]
4	This research aims into the link between diversity practices and one of the most essential aspects of workplace well-being: engagement. According to the findings, diversity practices are linked to a trusting climate, which is favorably related to employee engagement.	Downey et al. (2015) [37]
5	The purpose of this paper is to share best practices for diversity and inclusion from six global companies and to make the business case for its importance. Key findings related to the importance of tailoring global diversity and inclusion strategies and programs to local needs; embedding practices throughout the organization; multiplying impact through external partnerships and leveraging this as a source of innovation.	Derven (2014) [38]
6	Employees make themselves feel included so that they can assimilate into their workgroup, according to the authors, which is a vital feature of personal diversity management. However, this may harm employees who are discriminated against, necessitating the need for firms to implement diversity management in such a way that it results in an inclusive workplace.	April et al. (2012) [39]
7	Defined inclusion and developed a framework based on Optimal Distinctiveness Theory which was considered as its theoretical foundation. Belongingness and Uniqueness were proposed as two concepts that can lead to a feeling of inclusion. The framework had high and low uniqueness on one axis while high and low belongingness on the other leading to four dimensions namely, exclusion, assimilation, differentiation, and inclusion with inclusion forming high belongingness and high uniqueness cell.	Shore et al. (2011) [40]
8	This study comparatively investigates the meanings of diversity and inclusion in organizations. The findings also show that managing diversity is more incredibly hard than previously thought.	Roberson, Q. M. (2006) [41]

V. RESULTS AND DISCUSSION:

5.1 Dimensions of Workforce Diversity.

The diversity has also been divided into three categories: principal, secondary, and tertiary, as shown in the table. Divide them into two categories: primary and secondary. Primary influences include gender, race, and other visible factors, while secondary influences include factors that are less visible and have a variable impact, such as language. The prominent characteristic of race, ethnicity, gender, age, and disability are among the primary dimensions. Religion, lifestyle, family status, economic status, community, ethnicity, sexual preference, thought style, political orientation, job experience, language geographic origin, and education are among the secondary dimensions. Beliefs, assumptions, and perceptions are among the tertiary dimensions. [42]. These aspects of diversity have been divided into only two groups by some researchers: primary and secondary. Race, ethnicity, gender, and age are examples of primary dimensions that are inborn and cannot be regulated externally [43]. Diversity was also divided into four groups, with the first being racial/ethnic/sexual balance, the second being cultural recognition, the third being culturally divergent beliefs, and the fourth being broadly inclusive diversity (cultural, subcultural, and individual). Since there is such a wide variety of significant and influencing aspects of diversity [44]. the author has also grouped the various aspects of workforce diversity into three groups. Variety, Separation, and Disparity are the three groups. Separation is related to differences in opinion among employees that arise due to different attitudes, values, or beliefs, and the disparity is related to differences in assets that arise due to different attitudes, values, or beliefs [45]. Another classification of diversity separates the dimensions into measurable and unobservable factors, such as gender and skill [46]. Thus, diversity is a combination of different or related features, and diverse organizations have been linked to multicultural, multiethnic, and multiracial elements of the workforce [47]. The significance of these various dimensions varies across the world. Different countries place different values on various aspects of diversity. A dimension that is important to one individual may not be important to the other. In most countries, race and nationality are highly valued. Gender is a widely recognized component of diversity, and it is discussed as such in many countries. Many countries understand the importance of age differences. Race is critical in racially diverse countries like Korea and Japan, but it is irrelevant inhomogeneous countries like Korea and Japan. Many countries have yet to recognize physical disability, and only a few consider social status to be important. The least significant aspect is a sexual orientation, which has received considerable attention [48].

Table 3: Dimensions of Diversity [42]

Dimension of diversity		
Primary Dimensions	Secondary Dimensions	Tertiary Dimensions
<ul style="list-style-type: none"> • Race • Ethnicity • Gender • Age • Disability 	<ul style="list-style-type: none"> • Religion • Lifestyle • Work experience • Economic status • Culture • Sexual orientation • Family status • Political orientation • Thinking style • Geographic origin • Nationality • Language • Education 	<ul style="list-style-type: none"> • Beliefs • Assumptions • Group norms • Perceptions • Attitudes • Values • Feelings

5.2 Benefits of Diversity:

In a multitude of ways, diversity benefits a company in a variety of ways. For starters, hiring a diverse workforce improves the supply of employees and potential applications, which can lead to more options, better quality, and lower costs [49]. Second, labor diversity promotes individual performance, resulting in increased productivity and job satisfaction in the workplace, as well as lower attrition, recruiting, and training expenses [50]. Third, increased job satisfaction among a diverse workforce improves the quality of employee-customer interactions [51]. Fourth, a diversified workforce expands resources and enables comprehensive access to new networks [52]. Fifth, the concept of diversity fosters group creativity and innovation [53], and sixth, better cultural appropriateness between service staff and customers can improve customer experience and satisfaction [54]. Many strategies to dealing with diversity in the workplace, particularly cultural diversity, have been recommended in the literature, such as incorporating a diversity committee, multicultural workgroup, advocacy group, language classes, intercultural training, and a diversity workshop. Training, staff development, and formal recruit training can all help to instill the ability to deal with diversity [55]. The study also found that when firms apply human resource policies that involve identity awareness (for example, actively targeting minority groups), the participation of women and minorities in management improves [56]. Some studies investigated numerous ways to manage diversity, they discovered that establishing diversity responsibility (e.g., a diversity officer, a diversity committee, or an affirmative action plan) is the most effective way to boost minority managers [57]. The author in one study demonstrates the usefulness of diversity initiatives in increasing the participation of women and minorities in the workplace, particularly at the executive level. It's worth noting that businesses who deliberately pursue diversity management do so when their business goals align with the demands of women and minorities, such as increasing profitability and consumer base.[58]. Those organizations who have succeeded in managing diversity think that diversity is the key to their success. According to numerous studies, entrepreneurs that are devoted to increasing diversity in their staff will attract a larger client base and boost their company's profitability [59][60]. Table 3. shows the various literature review done on the empirical studies of workforce diversity also in terms of the nation of origin, the literature was diverse, resulting in a wide range of conclusions from workplace diversity management.

Table 3: Significant empirical studies of workplace diversity

Sl.No	Sample	Findings	Author
1	6,469 employees of 20 years or older based on the Employee Insurances Implementing Agency's Administration of Dutch.	Negative treatment is strongly linked to diversity approaches, particularly pro-diversity approaches. While workers in various sectors of employment benefit to varying degrees from both methods, sector differences were less pronounced than expected.	Verheij et al. (2017) [61]
2	650 managers (325 HR managers and 325 other managers in Sidney, Melbourne, and Brisbane).	Non-HR managers, in particular, do not understand or respect workforce diversity. Organizational effectiveness can be determined by understanding employee diversity.	Davis et al. (2016) [62]
3	500 employees in one industrial area of Korea.	Female employees have a more positive view of diversity management policies than male employees. Organizational engagement is positively and substantially linked to diversity management, which enhances in-role efficiency.	Kim et al. (2015) [63]
4	243 lesbian and gay officers in law enforcement environments	Lesbian and gay police officers face similar obstacles to fair work opportunities as women and other minorities in law enforcement, but lesbian officers tend to face and see less discrimination than gay male cops. Attitude stigma against lesbian and gay officers continues to be a major issue in	Colvin, R. (2015)[64]

		the department. Officers that identify as lesbians have expressed feelings of tokenism.	
5	79 females of U.S. healthcare professional organization for Muslims.	In terms of the hijab and adherence to Islamic precepts, Muslim women hold a wide range of opinions. Many who wear the hijab have documented encounters with intolerance and prejudice.	Reeves et al. (2013) [65]
6	795 employees in 17 public and private sector organizations in the UAE between February 2011 and March 2012.	Employee gender, educational level, ethnicity, professional experience, job level, previous experience in various workplaces, and second language competency all influence perceptions of human resource diversity in the UAE. The responses of employees were analyzed to create a four-factor model that can be used to enhance workplace diversity in businesses.	Yaghi and Yaghi (2013) [66]
7	4 CEOs of U.S. multinational firms, and 2 Indian MNCs.	Religious diversity in India has resulted in a great deal of political strife and bloodshed in the country as a whole, but many gaps have been resolved in the workplace over time.	Rao (2012) [67]
8	186 Caucasian students' majoring in hotel and restaurant management	Workplace diversity training has a direct impact on ethnic minorities' job satisfaction, workplace discrimination perceptions, and turnover intentions. Perceived occupational discrimination often plays a role in the relationship between job satisfaction and intentions to quit.	Waight and Madera (2011) [68]
9	42 African-American and Caucasian men and women in corporate America.	A priori assumptions on corporate culture, discrimination/stereotyping, and human capital investments support certain obstacles. Both of these issues had a qualitatively different effect on members, which may explain the wide range of job experiences and results, as well as major disparities between races and genders.	Smith and Joseph (2010) [69]

5.3 Theoretical Underpinnings and Literature Review on Workforce Diversity and Inclusion:

1. Social Categorization Theory:

the social-categorization theory proposes that persons belonging to various social groups (e.g nation, employer, or school) [70]. People classify themselves into identification groups based on prominent traits, act in conjunction with their categories, and choose situations that affirm group identification, according to this theory [71]. As a result, when compared to comparable persons, dissimilar individuals are less likely to collaborate. As a function of positive biases for in-group individuals and unfavourable biases toward out-group individuals, social categorization may obstruct the elaboration of task-relevant information [72].

2. Social Identity Theory:

Individuals legitimize their social identity by favouring their social category or intergroup over outgroups to which they do not belong, according to social identity theory. In an organization, people tend to be more comfortable working with their identity group, where the productivity of the organization will increase. Employees in the organization feel that people with different intergroup will create a difference in perception and conflicts will arise [73]. Being a part of a group can create a sense of belonging among its members. Trust and acceptance improve when group members believe they are similar to those around them. Feelings of inclusion grow in conjunction with feelings of acceptance. Perceiving commonalities among group members, on the other hand, is merely one factor that leads to feelings of belonging. Another facet of inclusion is being recognized and appreciated for one's contributions to the group [74].

3. Strategic Choice Theory:

Top executives, according to strategic-choice theorists, make decisions that influence organizational outcomes and performance. In a research paper, the author stated that low to moderate levels of racial diversity among organizational executives might stifle strategic decision-making by reducing communication and increasing conflict, negatively impacting business performance [75]. The notion was advanced that demographic diversity is connected with cognitive talents that increase a team's knowledge resources and problem-solving capabilities [76]. As a result, diversity broadens the variety of cognitive perspectives required to discover strategic opportunities and examine multiple strategic options or alternatives within top management teams. The concepts and ideas of integrating workforce diversity at all levels of a business for optimal performance could thus be supported by strategic choice theory. [77].

4. Optimal Distinctiveness Theory:

According to the Optimal Distinctiveness Theory (ODT), adequate inclusion should allow all employees, especially those from minority groups, to have a sense of belonging and uniqueness.[78] Individuals aim for a balance between perceptions of resemblance among group members and acknowledgment of their unique qualities as individuals, according to the optimal distinctiveness theory. As a result, achieving a balance between belonging to a group and being valued for one's distinct distinctive features promotes inclusion. Individuals' emotions of inclusion grow as they realize, they are valuable members of the organization, and their unique abilities and traits are recognized and valued [74][40][79]. organizational commitment, trust, well-being, creativity, and innovation enhance when people feel involved in their work environment. Employees who feel included in their organization report increased job satisfaction and a lower incidence of resigning [80].

5.4 Role of Workforce Diversity and Inclusion on Employee Performance

Employee performance is vital to the success of any firm. Staff performance must be evaluated to increase employee productivity; else, unhappiness, conflict, stress, and low productivity will result. In performing a task, performance refers to the act of doing; visible and measurable tasks, achievement, or accomplishment. Employee performance refers to the active performance of one's duties to produce results. It is nothing more than an employee's ability to meet the job's specifications. When diversity is handled in a positive and integrative manner, it makes workers work better [81]. various dimensions of the workforce diversity such as age, gender, ethnicity, language, education, experience, marital status, religion, and disability also have a greater impact on employee performance [82]. promoting workforce initiatives in the organization will certainly help to have a sustainable workforce and improve the performance level of employees [83]. For a company's future growth, good employee performance is very important. In the area of human resources, good workforce diversity practices are thought to benefit both employee's and organization's performance [84]. Individual employee performance is categorically influenced by organizational performance; therefore, the beneficial benefits of employee diversity at the workforce level will be inherent and external motivating elements for them and will aid in the development of employee cooperation [85]. To enhance organizational performance and employee performance, every organization must implement workforce diversity, in which each individual of the varied work team has distinct talents, abilities, and capabilities [86][87].

5.5. Workforce Diversity Management.

Adapt to new demographics in the workforce, the management of diversity has received a lot of attention in recent years. A larger client base; legislation ensuring equal job opportunities; a scarcity of higher-level talents; affirmative action programs and positive discrimination; an increase in the number of women and part-time workers entering the workforce; societal attitudes are changing; the climate is becoming more global. A set of management actions aimed at boosting diversity and/or building amicable, effective working relationships is referred to as diversity management. Employee similarities and differences in terms of age, cultural context, physical abilities and impairments, colour, ethnicity, religion, sex, as well as personality, can help a manager accomplish an organization's success [88]. The main reasons for diversity management are talent shortage, Range of Consumer needs and Globalisation [25] Despite the tremendous experience and growing focus, concerns have been raised that little real progress has been made in fostering better working relationships through workplace diversity [89]. Managing diversity in today's companies is a dynamic challenge that necessitates a multi-faceted strategy; interventions must be aligned with corporate missions to be effective. That is, it must be included in the agency's overall operational plans and procedures. The goal would be to create an organizational framework in which each individual feels not just welcome but also motivated [90]. The diversity management ideology is founded on the belief that harnessing these differences will create a better environment in which everyone feels appreciated and can fully utilize their abilities. And how the organization's objectives are achieved. Its purpose is to assist organizations to maintain or improve their effectiveness by utilizing diversity. This is a perfectly reasonable goal for the business. 91]. The global economy necessitates those businesses to have a diverse staff to effectively deal with an increasingly diversified consumer base, and diversity management is an important strategy that should be implemented by every business [92]. inclusion plays a vital role in the management of diversity in the organization. Employees should be included in the organizations rather than being excluded which enables an organization to have better creativity and growth [93]. Companies that manage cultural diversity well gain benefits such as the ability to hire and retain the best of the new labour pool, achieve better performance among female and minority workers, gain access to greater innovation through better decision making, and make the most of ethnic and international markets [94].

Table 4: Depicting studies related to workforce diversity management

SL.NO	Contribution	author
1	The article develops a framework to investigate the demotions of xenophobic behaviours at work, as well as human resource diversity management.	Zaman et.al (2021) [95]
2	The focus of this study is to better understand the issues of DM from the perspective of diversity managers, who are responsible for the promotion and implementation of diversity initiatives.	Nadiv(2020)[96]
3	In the study, workforce diversity management is very much essential in improving the overall productivity of the organization and the link between diversity management, worker satisfaction, and productivity is well investigated.	Misganu, G., & Zewdie, S. (2018). [97]
4	The focus of this research was to examine managerial skills that help diverse teams function better. The findings validated the five qualities that managers must possess to effectively manage diversity.	Garg, S., Pandey, D. K., & Vashishtha, A. (2017). [98]
5	This research aims into the dynamics of worker diversity, diversity management, and organizational success in social businesses. This study provides a deeper understanding of the dynamics and presents recommendations for the long-term viability of social enterprises.	Cho, S., Kim, A., & Mor Barak, M. E. (2017). [99]
6	Communication techniques, performance management, leadership efforts, and shared duties are all discussed in the study as tools for managing workforce diversity.	Kinyanjui, S. (2013). [100]
7	The current research explores the concepts used to deal with variety, defines diversity-related notions, and assesses the benefits of effective diversity management to provide solutions to deal with diversity. Which results in the organization's overall success.	Kim, B. Y. (2006). [101]

VI. Findings of The Study:

- The primary goal of any firm is to maximize and increase productivity. While almost all authors agree that having diverse personnel is essential in today's environment, managing such a diverse staff poses a significant management challenge.
- From the in-depth review of past studies on Workforce diversity and inclusion in the organization is been well understood that it has a greater implication on the performance level of the employees as well as the organization diversity management approaches are powerful tools to increase organizational performance and employee satisfaction.
- Hiring a diverse workforce will undoubtedly increase productivity, but it may also prove to be a disaster if not properly managed, because not only management but also employees are experiencing issues such as language problems (which are acceptable and are not due to employee thoughts), attitude clashes, and differences in perceptions, all of which are directly related to human behaviour, which ultimately leads to disaster.
- Managing diversity and inclusion in the organization can enable to have a smooth running of work in the organization. Which has a positive impact on employees. workforce diversity and inclusion can serve as one of the biggest strengths for the organization. When employees are better educated and trained about diversity and inclusion, they are less likely to view it negatively.
- In this study, we have understood the various dimensions of workforce diversity which imply the employees in the organizations. dimensions include primary and secondary dimensions. Further, the benefits of workforce diversity and inclusion have been identified to know the various benefits which an organization can be availed if workforce diversity and inclusion practices are managed well. Through the study, it was found that Workforce diversity and inclusion practices have largely been practiced in many organizations for organizational sustainability and to achieve competitiveness.

VII. Gaps identified in the study

It is critical for global organizations operating in different geographies to understand how to capitalize on the commercial benefits of diversity and inclusion. This highlights the fact that anti-discrimination principles such as diversity and inclusion will continue to blossom shortly. Employee networks are considered a beneficial venue for providing support on shared concerns, as well as career growth and idea generation. The intentional placement of these has aided in the development of a more inclusive culture. Policies enable diversity and inclusion at work by providing a platform for encouraging equitable opportunities in employment and working practices. Not all organizations will benefit from the same set of diversity and inclusion strategies. As a result, it's critical to plan and customize diversity and inclusion strategies to specific conditions and needs. by studying various literature reviews some of the gaps identified are:

- Surface-level diversity (such as ethnicity, age, and gender) has been extensively researched, whereas deep-level diversity (such as values, attitudes, perception, and beliefs) has received little attention Future research can be taken on the impact of deep-level diversity. [102]. Furthermore, only a few recent studies have attempted to investigate previously untapped aspects of diversity, such as the LGBT community [103][104]. As a result, future researchers will be able to assess the impacts of variables that have never been studied before, such as disability, sexual orientation, LGBT, languages, and religion [105].
- The several unexplored outcomes have not been studied. Some outcomes, such as organizational performance, group performance, and top management team performance, have been frequently explored, according to existing literature. but those important outcomes like employee turnover, absenteeism, organizational commitment, social cohesion, and communication have received less attention. The author has studied the lack of relationship between workgroup diversity with cohesion [106]. As a consequence, this research suggests that future research should look into the association between variety and unexplored outcomes.
- Further research can be conducted on how diversity and inclusion practices can be affected to organizational performance. According to reports, very little research has gone into determining the link between diversity management practices and organizational performance [107]. The study can be taken down to know whether there is a positive or negative impact on the organization by implementing diversity management practices.
- The diversity literature is substantial, and more research is needed to understand how to build an inclusive workplace environment.
- There is a gap in the integration of different theories. Many theories such as self-categorization theory, social-identity, similarity-attraction, upper echelon, and decision-making theory have positively and negatively impacted diversity and inclusion. The resource-based theory has favourable racial diversity benefits [108]. social identity and social-categorization theory have been negatively impacting on diversity which was discussed by the author [109].

VIII. Conclusion:

The remarkable aspect of this research is that it conducts a systematic review of the literature on workforce diversity. Diversity management focuses on attracting the broadest possible range of people, recognizing all members of the workforce as assets, and maximizing their potential to optimize the organization's capacity while also increasing employee acceptance of diversity. Employers should realize the necessity of diversity management programs and policies to be embraced in businesses to respect, value, and accept diversity. Before embarking on anything related to a diverse workforce, any organization should first create a comprehensive diversity plan.

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