

UNDERSTANDING THE RELATIONSHIP BETWEEN DIVERSITY, EQUITY, AND INCLUSION (DEI) PRACTICES AND EMPLOYEE ENGAGEMENT THROUGH THE SOCIAL EXCHANGE THEORY

RESEARCH AND ENQUIRY | ASSESSMENT TWO

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1. Introduction

In these turbulent times of business uncertainties, organisations are putting great importance on employee engagement and the need to capitalise on the strength of their talents to create a competitive advantage (Jankelová et al., 2022). Thus, it is imperative that once the right talents are employed, they remain motivated, engaged and committed to the company (Ivana, 2020). The recent manifestations of the Great Resignation and issues of the Quiet Quitting (Knowles & Hunsaker, 2022) are testaments to these issues of employee engagement and retention (Ivana, 2020). Recent studies identify that the drivers of these increasing employee demotivation and attrition issues stem from a lack of empowerment and recognition, untrustworthy and non-inclusive managers and issues of fairness and justice (Detert et al., 2022). This is why Diversity, Equity and Inclusion (DEI) practices have been gaining attention as a critical management strategy to combat employee engagement issues (Beach & Segars, 2022).

DEI in the workplace is a discipline and an ethos that creates policies and programs to address discrimination, equality and justice by creating an environment where everyone feels they belong (Rašković et al., 2022). Although not a new concept, It has been gaining momentum over recent years triggered by the changing workforce demographics (Henao et al., 2021), the demand of stakeholders for ethical commitments and social responsibility (Buttner & Lowe, 2017; Mousa, 2021), and the need for companies to reinvent themselves to thrive in the ever-changing business landscape (Beach & Segars, 2022).

As companies realise that a diverse demographic workforce is inevitable (Jones et al., 2009), they are now treating DEI as a critical strategic differentiator by providing the multifaceted workforce with an environment where innovation breeds. This will promote and sustain better employee performance, leading to an engaged workforce founded on the Social Exchange Theory (Buttner & Lowe, 2017; Chaudhry et al., 2021; Ganji et al., 2021; Jones et al., 2009; Mousa, 2021).

This literature review aims to understand the relationship between DEI practices and employee engagement through the social exchange theory by critically analysing 12 relevant articles. Section 2 of this report will present the article selection process and highlight the salient points of each article. Section 3 will critically analyse the supporting and contrasting views of the 12

articles regarding DEI and its influence on employee engagement. Section 4 will present a review of the research methodologies, while Section 5 will identify gaps in the literature and topics that have yet to be explored concerning DEI and engagement. A summary and conclusion will be presented in Section 6, and the limitations of the current articles and recommendations for further studies will be detailed in Section 7. A list of all references used in this report is enumerated in Section 8.

2. Process of Article Selection and Analysis

To understand and address the relationship of DEI practices to employee engagement, 12 related articles were chosen as part of the literature review.

The selection and review of the 12 articles are detailed below.

2.1. Article Search and Selection

The Robertson Library database using the institution access of Otago Polytechnic was the primary source of all articles. The article selection was limited to peer-reviewed articles with full text written in English and published in scholarly journals between 2009-2022. The search used the Boolean operators of AND, NOT and OR, a combination of the keywords “DEI,” “Diversity, Equity and Inclusion”, “Job Satisfaction”, and “Employee Engagement.” Different iterations of the keywords were run, resulting in a range of 3 to 1,345 articles depending on the combination. Given the volume of resulting articles, another selection criterion was used. Articles that discuss the relationship of DEI to employee behaviour in the titles and in the initial paragraphs of the abstract section were used to bring down the list to 35 articles. These 35 articles were further shortlisted to 21 by understanding the relevance of the content to the research topic. Finally, after reading the abstract, methodologies and conclusion of the 21 articles, 12 of the most relevant articles were selected.

2.2. Analysis of Articles

As presented in Table 1, 11 of the selected 12 articles were published within the past six years, given the recent interest in the topic. DEI is now considered to be one of the critical pillars of an organisation’s Environmental, Social and Governance (ESG) (Voorhees et al.,

2022) and Corporate Social Responsibility (CSR) strategies (Buttner & Lowe, 2017). The recent death of George Floyd, the #BlackLivesMatter movement (Baum, 2021) and the call for embracing LGBTQAA++ inclusion (Rašković et al., 2022) triggered this and have stirred employees to be drawn and committed to companies who have moral standing on socially relevant issues (Miller & Davis-Howard, 2022).

The salient theories and fundamental concepts of each article are detailed in Table 1 and were used as the foundation for the next section of the Literature Review.

Table 1 Summary of Article Selection

#	Title	Author, Year and Journal of Publication	Research Objective and Salient Points
1	Addressing Internal Stakeholders' Concerns: The Interactive Effect of Perceived Pay Equity and Diversity Climate on Turnover Intentions	By: Holly Buttner and Kevin Lowe (2017) From: <i>Journal of Business Ethics</i>	Objective: Understand how pay equity and diversity climate impact turnover intentions of the racioethnic minority professionals <ul style="list-style-type: none"> • Diversity climate refers to perceptions of fairness in organisational policies and practices, while equity theory pertains to the fairness of pay in relation to oneself and to peers. • Employees' perceptions of pay equity and diversity climate affect their performance, including their commitment to the company and job satisfaction. • Turnover intentions lead to actual employee attrition • Social Identity Theory • Equity Theory <ul style="list-style-type: none"> • Relative Deprivation Theory
2	Analyzing the Impact of Diversity Management on Innovative Behaviors Through Employee Engagement and Affective Commitment	By: Seyedeh Fatemeh Ghasempour Ganji, Fariborz Rahimnia, Mohammad Reza Ahanchian, Jawad Syed (2021) From: <i>Iranian Journal of Management Studies</i>	Objective: Understand the direct and indirect impact of diversity management on the innovative behaviour of employees as demonstrated through employee engagement and affective commitment. <ul style="list-style-type: none"> • Innovative behaviour is the behaviour of an individual to make, introduce and implement new and creative commodities or ways of working • Affective commitment is when employees have a strong bond to the organisation rooted in emotional recognition. • Social Exchange Theory • Institutional Theory

Table 1 Continued

#	Title	Author, Year and Journal of Publication	Research Objective and Salient Points
3	Comparative Effects of Race/Ethnicity and Employee Engagement on Withdrawal Behavior	By: James R. Jones, Jinlan Ni and David Wilson (2009) From: Journal of Managerial Issues	Objective: How perceived discrimination influences employee withdrawal behaviours – absenteeism, turnover intention and actual attrition <ul style="list-style-type: none"> Perceived discrimination is based on identity-based self-categorization or self-applied discrimination labels, but this is outweighed by racial group identity. Perceived discrimination leads employees to experience damage to psychological well-being affecting job and career satisfaction resulting in absenteeism, turnover intent and actual attrition. Social Exchange Theory Equity Theory
4	Do workforce diversity, inclusion practices, & organizational characteristics contribute to organizational innovation? Evidence from the U.A.E	By: Iffat Sabir Chaudhry, Rene Ymbong Paquibut and Muhammad Nawaz Tunio (2021) From: Cogent Business and Management	Objective: Assess the impact of workplace inclusion and workplace diversity to organisational innovativeness <ul style="list-style-type: none"> Diversity management practices limits biases and discrimination, which leads to an environment that is more innovative and productive. Inclusion incites a feeling of belongingness and uniqueness. As long as there is a diverse workforce, regardless of inclusion practices, innovation can be expected in the workplace. But inclusion practices contribute to creativity and adaptability regardless of demographic characteristics. Thus, employee inclusion has a greater impact on org adaptability, and innovation is stronger than diversity. Social Exchange Theory
5	Does Gender Diversity Affect Workplace Happiness for Academics? The Role of Diversity Management and Organizational Inclusion	By: Mohamed Mousa (2021) From: Public Organization Review	Objective: Understand the impact of gender diversity on diversity management perceptions and organisational inclusion and examine how these three organisational factors impact and predict workplace happiness <ul style="list-style-type: none"> Diversity management starts and ends with managerial actions while inclusion starts with managerial actions and ends up with individual feelings Having so many diverse initiatives can also pose a threat to the dominant culture in the organisation, especially if not properly implemented and managed. Workplace happiness has 3 constructs - employee engagement, job satisfaction and affective organisational commitment Social Exchange Theory

Table 1 Continued

#	Title	Author, Year and Journal of Publication	Research Objective and Salient Points
6	Employment equity and employee morale at a selected public service organisation in Cape Town, South Africa	By: Faraaz Omar and Jerome Kiley (2022) From: SA Journal of Human Resource Management	Objective: Understand how the perception of employment equity impacts employee morale and whether self-identified race and gender influence this relationship. <ul style="list-style-type: none"> • Employment equity has resulted in negative perceptions from both minority and dominant groups in the workplace. • Due to employment equity practices, employers were viewed as lowering standards to comply with diversity and inclusion practices • Positive or favourable employee morale leads to job satisfaction, and when job satisfaction is high, employees are less likely to resign, complain or become problematic. • Equity Theory
7	Exploring the Relationship between Workforce Diversity, Inclusion and Employee Engagement	By: Sushmita Goswami, Brijesh Kishore Goswami (2018) From: Drishtikon : A Management Journal	Objective: Understand and analyze how workplace diversity impacts inclusion in the workplace and how inclusion relates to employee engagement <ul style="list-style-type: none"> • Workplace inclusion results in higher employee commitment and increased job satisfaction and thereby resulting in employee retention. • Employees experience workplace inclusion when there is fairness and transparency and when the culture and climate encourage full employee participation. • Workforce diversity, managerial support and trust in leadership are key to employee engagement • Social Identity Theory
8	How a Values-Based Approach Advances DEI	By: Anselm A. Beach and Albert H. Segars (2022) From: MIT Sloan Management Review	Objective: Provide a framework and approach to ensure that all stakeholders fully engage in Diversity, Equity and Inclusion (DEI) and ensure its success. <ul style="list-style-type: none"> • Values/Principles Model or VPM centres on 4 values (representation, participation, application and appreciation) and 7 guiding principles. It puts structure and measures DEI success. • Representation without participation is still exclusion. • DEI is not for compliance alone but a commitment to nurturing the right values and transforming principles to actionable programs that becomes an organizational norm.

Table 1 Continued

#	Title	Author, Year and Journal of Publication	Research Objective and Salient Points
9	Human Resource Practices In Improving Employee Retention	By: Diana Ivana (2020) From: Review of Economic Studies and Research Virgil Madgearu	Objective: Propose a model that will help HR processes influence the retention of skilled employees/talents. <ul style="list-style-type: none"> Replacing lost skilled talents incur high cost for companies on top of the disruptions to business operations and productivity. Diversity and inclusion are strategies employed by organization to improve talent retention; however, these should not be the sole basis for hiring and retaining talents. Organization, job and culture fit remains to be critical considerations for talent selection
10	Impact of Diversity and Inclusion Education on Team Member Engagement	By: David Henao, MD, MBA; Chere Gregory, MD, MHS; Yvonne Dixon, MSN, MHA, RN (2021) From: Journal of Best Practices in Health Professions Diversity	Objective: Know and understand the impact of educating leaders and employees on Diversity and Inclusion to employee engagement <ul style="list-style-type: none"> The shift in workforce demographics has triggered the need for companies to find better ways to culturally address the needs of both their employees and their customers. Inclusion is different from diversity; it is a necessary extension of diversity. Higher number of employees attending D&I workshops have higher scores in D&I related questions in employee engagement survey
11	Inclusion values, practices and intellectual capital predicting organizational outcomes	By: Beth G. Chung and Michelle A. Dean, Karen Holcombe Ehrhart (2021) From: Personnel Review	Objective: Assess how inclusion practices influence desired benefits of job satisfaction, lower attrition and work-life balance. <ul style="list-style-type: none"> Inclusive practices are those that focus specifically on belongingness and uniqueness. Diversity practices can lead to increased conflict and lower cohesion and performance Diversity climate also has a negative relation to turnover intentions. Inclusion values will promote inclusive HR practices, which in turn will lead to improved organisational outcomes.

Table 1 Continued

#	Title	Author, Year and Journal of Publication	Research Objective and Salient Points
12	Workplace Fun, Organizational Inclusion and Meaningful Work: an Empirical Study	By: Mohamed Mousa & Rami M. Ayoubi & Hiba K. Massoud & Walid Chaouali (2021) From: Public Organization Review	Objective: Understand how workplace fun can affect perception of organisational inclusion and meaningful work <ul style="list-style-type: none"> • Workplace fun results in harmony in the team, effective diversity management, job satisfaction and work-life quality. It creates a more productive, high-performing workforce • Meaningful work is what makes people attached to their company. It is how an employee feels that he/she is able to make a positive contribution to society. • Inclusive work policies may discourage reporting of biased, discriminatory and prejudiced towards women, disabled and ethnic minorities.

3. Literature Review

Over the past few decades, companies worldwide have made significant investments in DEI programs with the belief that the return on these investments will be significantly realised through employee engagement that leads to better company performance (Rašković et al., 2022). Buttner & Lowe (2017), in their study, presented that the cost-effectiveness of DEI practices is realised through lower employee attrition which was supported by the research of Henao et al. (2021), stating that both Citigroup and Deloitte experienced higher engagement scores post-DEI initiatives. However, Beach & Segars (2022) argue that until now, DEI practices have not been fully embraced by organisations and are not valued and met with the same enthusiasm, creativity, and passion as they would prioritise marketing campaigns.

This section aims to present key concepts to establish the said relationship by critically analysing the results of the studies from the chosen 12 articles.

3.1. Diversity, Equity and Inclusion

Albeit discussed as a collective unit, DEI has three (3) distinct elements – Diversity, Equity, and Inclusion. The following subsection aims to discuss these elements of DEI and how they relate to one another before analysing its impact on organisational outcomes.

3.1.1. Diversity and Diversity Management Practices

Diversity is defined as the makeup of all the significant differences that make one distinct from another by gender, race, ethnicity, religion and other differentiating characteristics (Chaudhry et al., 2021; Ganji et al., 2021). Diversity in the workplace allows the company to harness the value that the differences in characteristics bring towards addressing organisational capabilities necessary for the company's growth and success (Chaudhry et al., 2021). Beach & Segars (2022) support this in their research that states that diversity brings about learning from one another as differences are recognised and celebrated. Thus, companies emphasise diversity management work practices to reap the benefits of a diverse workforce (Ganji et al., 2021).

3.1.2. Equity and the Equity Theory

Equity is exercising fairness and justice in treating someone in relation to others (Buttner & Lowe, 2017). In the workplace, employment equity refers to policies created to mitigate inequalities commonly due to gender or race (Omar & Kiley, 2022). Related studies founded their causal research between DEI and organisational outcomes on the equity theory. The Equity Theory states that a person measures the relative value of their work versus their results by how much they get rewarded (Buttner & Lowe, 2017; Omar & Kiley, 2022). They tend to compare this against the input and output of others and the reward that others receive (Jones et al., 2009). Thus, equity issues happen when people's perception of what they receive as pay or recognition is not commensurate to their perceived value (Buttner & Lowe, 2017) or when they feel that somebody else is rewarded more for the same or lesser level of performance (Jones et al., 2009).

3.1.3. Inclusion Breeds Uniqueness and Belongingness

Inclusion is the degree to which someone perceives themselves to be part of a critical process and a valued member of a team, as characterised by how they are encouraged to participate in decision-making and how they are appreciated for their contributions

(Goswami & Kishor, 2018; Mousa et al., 2021). Thus, inclusive work practices incite feelings of belongingness and uniqueness (Chaudhry et al., 2021; Chung et al., 2021). Employees experience workplace inclusion when, regardless of how different they are, they are treated with fairness and transparency and are encouraged to actively participate (Goswami & Kishor, 2018), resulting in improved performance and positive social behaviour (Chaudhry et al., 2021).

3.1.4. Similarities and Differences and the relevance of Social Identity Theory

Chung et al. (2021) state that diversity and inclusion are different from each other. Diversity practices focus on mitigating discrimination by providing equal employment opportunities and instilling fairness, while inclusion is about recognising people's differences and leveraging these differences to realise the benefits of quality performance. This is supported by Mousa et al. (2021) as they argue that diversity is not the same as inclusion, albeit used interchangeably, since diversity includes both tangible and intangible differences while inclusion is the respect and acknowledgement towards these differences. On the other hand, equity is also different from diversity and inclusion, such that equity pertains to fairness, most often associated with pay and recognition (Buttner & Lowe, 2017).

Although different from each other, one cannot be successfully practised without the rest; as argued by Beach & Segars (2022), even if diversity practices allow for diverse group representation, it is still deemed exclusive and unfair if these groups are not allowed to participate. Inclusion is an extension or result of effective diversity practices (Henao et al., 2021). *Inclusion* happens when company culture embraces *diversity* and promotes *equity* resulting in workforce engagement and retention (Omar & Kiley, 2022).

The similarity among the three DEI elements is that DEI issues stem from the Social Identity Theory. As people recognise their differences, the natural tendency is to form social groups with others with similar characteristics; this is the social identity theory (Ganji et al., 2021; Goswami & Kishor, 2018). In the workplace, employees form groups

with others they can identify with, and their perception of DEI and other organisational policies now becomes a function of the beliefs of the group they belong to (Goswami & Kishor, 2018).

3.2. Social Exchange Theory

The Social Exchange Theory pertains to the reciprocity of the benefits and risks derived from exchanges in social interactions (Jones et al., 2009). In the workplace, employees who are treated fairly, are recognised and developed and are appreciated and valued would reciprocate with the right behaviours, with better performance and would even go beyond what is expected of them to deliver (Chaudhry et al., 2021; Ganji et al., 2021; Mousa, 2021). Thus, research studies would argue that investments in effective DEI practices result in higher levels of employee engagement (Mousa, 2021). Many organisations believe that when employees are treated fairly, and their contributions are recognised, it causes employees to behave favourably and deliver better results (Chaudhry et al., 2021). Similarly, when they are provided with the necessary support and given the right tools and resources, they will be inspired and motivated to work better and be committed to the organisation (Ganji et al., 2021). Conversely, when the environment becomes physically, psychologically and emotionally unhealthy to the employee, the tendency is for employees to find a way to remove themselves from the situation either through absenteeism or permanent attrition (Jones et al., 2009).

3.3. DEI's Impact on Innovation, Job Satisfaction and Meaningful Work

Diversity and inclusion practices were proven to impact organisational innovation; it creates an environment that encourages employees to be more open to learning and experimentation, thereby fostering creativity (Ganji et al., 2021). This was supported by the study of Chaudhry et al. (2021), where it was established that organisations that embrace a diverse workforce could create a more innovative culture, quickly adopting new business trends and coming up with new products and services to thrive in a changing environment.

DEI practices also help put meaning to one's work by creating harmony in the team, improving work-life quality and making employees more productive (Mousa et al., 2021). It boosts competencies, increases employee motivation and productivity, and encourages fruitful sharing and exchange of ideas, thereby allowing employees to find meaning in what they do, leading to increased job satisfaction and reduced employee withdrawal (Chung et al., 2021). On the contrary, ineffective DEI practices can lead to absenteeism, turnover intent, and actual attrition (Jones et al., 2009). Perceptions of inequities happen when people believe their performance deserves better recognition and higher pay than a lesser competent peer; they respond by removing themselves from the situation and resorting to either absenteeism or resignation (Buttner & Lowe, 2017). However, Jones et al. (2009) presented a contradicting point arguing that even with perceptions of inequities, certain minority groups' turnover intentions do not automatically lead to resignation since being part of the minority does not give them the confidence to secure another job.

3.4. Employee Engagement

Employee engagement is when an employee exhibits a commitment to the organisation as manifested by their passion for working and delivering superior performance fueled by innovation while they stay connected to the organisation (Ivana, 2020). DEI practices allow employees to find job satisfaction (Chaudhry et al., 2021) and meaning in the work that they do (Mousa et al., 2021), it encourages them to be innovative and creative (Ganji et al., 2021). It also limits triggers for increased absenteeism and attrition (Jones et al., 2009), thereby substantiating the relationship between DEI with employee engagement (Goswami & Kishor, 2018; Henao et al., 2021) as supported by the social exchange theory (Mousa, 2021).

However, DEI practices do not always result in positive employee behaviour. Poorly designed, implemented, or haphazardly institutionalised DEI practices can backfire and generate negative results (Mousa, 2021). In the study conducted by Omar & Kiley (2022), it was argued that DEI practices promote the hiring and promotion of underqualified talents to conform to a diverse and inclusive workforce causing reverse discrimination. The desire of companies to ensure the representation, development and inclusion of minority groups results in the dominant groups feeling threatened and less prioritised and valued (Mousa, 2021), which can

potentially result in conflicts and a decline in workplace unity and thereby affecting team performance and increasing the desire for attrition (Chung et al., 2021). Furthermore, DEI practices may also discourage employees from reporting actual cases of discrimination, inequities, and biases, especially if doing so will mean that those reporting the issues are going against inclusion initiatives (Mousa et al., 2021). Thus, Ivana (2020) argues that DEI practices should not be the sole determinant of employee engagement and retention but should work hand in hand in establishing the organisation, job and culture fit.

4. Review of Research Methodology

This literature review looked at 12 articles with varied research methodologies.

4.1. Mixed research

Field Beach & Segars's (2022) article is exploratory business research. Exploratory research methods often serve as a tool to develop a theoretical idea to answer a research question or topic (Reddy, 2020). In this article, the researchers aimed to propose a Values/Principles Model as a starting point in utilising a tool for managing and measuring the transformational change in DEI practices in organisations. The research used mixed-method research that integrates multiple data sources to have multiple viewpoints of the research topic from diverse research lenses (Jiang et al., 2022). With the mixed method employed by the authors, the study was able to provide a stronger proposition for the model presented. The researcher started with an in-depth interview of employees from companies who have successfully implemented DEI practices. To further substantiate the interview results, they supplemented it with two other surveys conducted using random and snowball sampling completed over a multi-year period making it a longitudinal study.

4.2. Qualitative Research

Qualitative research is commonly used to understand the complex nature of organisational issues and social processes (Behling et al., 2022). The article by Ivana (2020) used a qualitative research method to explore the critical HR practices necessary to increase employee engagement. Although not a new topic, the study aimed to establish and propose

a strategic model as a starting point for increasing employee commitment. The research mainly used secondary data generated from HR reports of a technology company where the researcher analysed and interpreted historical employee demographics and conducted a 3-year comparative analysis in the areas of recruitment and selection, induction strategies, training and development, performance and compensation management.

4.3. Quantitative Research

As presented in Table 2 below, 10 of the 12 articles analysed used quantitative research methods to establish the causal relationship of how DEI practices impact employee engagement. Quantitative research is designed to develop principles or generalisable knowledge of a social phenomenon using numbers and statistics (Watson, 2015). For quantitative research, surveys are the most commonly utilised data collection method (Xu et al., 2021); this is because surveys allow the collection of large data sets to represent a large population (Watson, 2015). The sample sizes of the ten articles ranged from 79 to 21,417 participants. The survey by Chung et al. (2021) with 79 CEO participants was a small representation of the 626 survey population (13%) and could have affected the results. The research would have generated more insights with a follow-through semi-structured interview to better understand the respondents' perspectives or if additional participants had been sourced.

Another interesting point to note is the profile of the participants. Of the ten surveys, four articles showed that participants are 60%-70% male, and two of these surveys utilised a random sampling method which suggests that the organisations surveyed are also predominantly male, which could have influenced the results on the perceptions of DEI practices. Also, given the sensitivity of the topic, the articles of Beach & Segars (2022) and Chaudhry et al. (2021) both utilised snowball sampling methods to get richer datasets. Other sampling methods used were stratified and purposive sampling to target desired participants and ensure the representation of specific functional units in the organisation.

Additionally, eight of the ten quantitative research articles had primary data collected from mostly online surveys. The survey designs used key measures necessary to answer defined

hypotheses. For example, in the article of Buttner & Lowe (2017), perception of equity, diversity climate scale and turnover intentions were identified as the measures and were answered via a 3, 10 and 2-item Likert scales, respectively. To ensure the validity and reliability of survey measures, a reliability test is necessary (Omar & Kiley, 2022). In five of the ten research, a Cronbach alpha test was conducted, while two used the SMART PLS3 test, a software using the partial least squares modelling method. The articles used descriptive analysis mainly to provide participants' profiles, followed by multiple regression analysis with DEI measures as the independent variable and the organisational outcomes (job satisfaction, innovation, meaningful work, employee engagement) as the dependent variable. Lastly, all ten articles conducted cross-sectional sampling where the surveys were only taken at one point in time, which could affect the generalisability of the conclusions since causal relationships are better justified with longitudinal research.

Table 2 Summary of Article Methodologies

#	Article Title	Type of Business Research/ Research Method/ Timeframe	Data Type/Data Collection Models	Participants/Characteristics	Sampling Methods	Data Analysis Methods
1	Addressing Internal Stakeholders' Concerns: The Interactive Effect of Perceived Pay Equity and Diversity Climate on Turnover Intentions	Quantitative Business Research Causal with the intent to demonstrate the relationship of pay equity and diversity climate to turnover intentions for the US professionals of colour Cross-sectional	Primary Data - Online Survey that takes 20-25 minute to complete sent to 662 (population) faculty of color sourced from the database of business school faculty professional labor market Likert scale	<ul style="list-style-type: none"> • 182 respondents who participated in PhD projects during their graduate school programs in prior years or who became members in order to mentor aspiring minority faculty members. • Average age of 45.5 yrs. • Tenure in the current position of 6.9 years. • 62% male and 38% female. • 64% were African American, 21% Hispanic, 4% Asian American, 5% Native American, 5% White non-Hispanic and 1% were others (white non-Hispanic or those who did not indicate ethnicity was excluded from the sample.) • 21% Professors, 22% Associate Professors, 52% Assistant Professors, 2% Administrators, 2% Lecturers/Instructors and 1% classified as others. • 41% indicated they were employed at doctoral-granting institutions, 3% were at non-doctoral-granting universities, and 46% were at four-year colleges. • 12% were at historically Black colleges or universities (HBCUs), and 88 % were at historically White institutions. • 24 % were in Accounting, 10 % in Finance, 11 % in Information Services, 35 % in Management, and 20% in Marketing. 	Random sampling (182 respondents out of 626 faculty)	<ul style="list-style-type: none"> • Descriptive analysis to understand the profile of survey participants • Correlation analysis, factor analysis and hierarchical regression analysis of the study variables (perception of pay equity (PE), Diversity Climate (CD) and Turnover intentions (TI)) • Factor analysis for the independent variables (race/ethnicity, age, rank and sex)

Table 2 Continued

#	Article Title	Type of Business Research/ Research Method/ Timeframe	Data Type/Data Collection Models	Participants/Characteristics	Sampling Methods	Data Analysis Methods
2	Analyzing the Impact of Diversity Management on Innovative Behaviors Through Employee Engagement and Affective Commitment	Quantitative business research Causal (understanding the impact of diversity management to employee's innovative behavior and how innovation impacts affective commitment and employee engagement) Cross-sectional	Primary Data - Survey questionnaire with 21 questions that were reviewed by 8 management professors with over 10 years of experience	<ul style="list-style-type: none"> • 225 respondents from different departments among employees of a prestigious university in Mashhad that is implementing diversity management practices. • 70% male and 30% female • 34% with Bachelor's or lower degree • 40% hold a Master's degree • 26% have PhD • 22% with less than 5 years of experience • 36% with 5-10 years of experience • 42% with more than 10 years of experience • 10% belonged to a religious minority • 30% belonged to an ethnic minority 	Stratified sampling - employees were placed in 23 categories based on different departments of the university and a proportional part of the sample was selected from each category using random sampling.	<ul style="list-style-type: none"> • Descriptive analysis to understand the profile of survey participants • Values of Cronbach's alpha, factor loadings, composite reliability (CR), and average variance extracted (AVE) were measured by Warp PLS 5 to test the measurement model • Partial least squares structural equation modeling with Warp PLS 5 to do the hypothesis testing
3	Comparative Effects of Race/Ethnicity and Employee Engagement on Withdrawal Behavior	Quantitative business research Causal (understanding the impact of perceived discrimination to employee engagement and job satisfaction leading to absenteeism and resignations) Cross-sectional	Secondary data from Gallup who conducted a nationwide telephone survey of US employees regarding discrimination perceptions survey used 12 items to measure engagement and used Likert scale or Yes/No answers	<ul style="list-style-type: none"> • 1,252 racially diverse individuals interviewed/telephone surveyed • 39% White, 24% Black, 25% Latino, 8%Asian and 4% No response • 52% Male and 48% female • Average age of 42 years old 	Random sampling conducted by Gallup	<ul style="list-style-type: none"> • Descriptive analysis to get means, standard deviations • Reliability testing using Cronbach's alpha reliability test • Survey regression mode in STATA • Ordinary least squares regression • Ordered logit model

Table 2 Continued

#	Article Title	Type of Business Research/ Research Method/ Timeframe	Data Type/Data Collection Models	Participants/Characteristics	Sampling Methods	Data Analysis Methods
4	Do workforce diversity, inclusion practices, & organizational characteristics contribute to organizational innovation? Evidence from the U.A.E	Quantitative business research Causal (defining the impact of diversity and inclusion practices on organisational innovativeness) Cross-sectional	Primary data - self-administered questionnaire sent to participants via online survey shared via social media apps (emails, WhatsApp, FB, LinkedIn, and team collaboration tools like MS Teams, Hangouts and zoom)	<ul style="list-style-type: none"> • 511 responses from employees across different industries in UAE • 50% from private sector organisations, 39% were in the government or non-profit sector and 11% from publicly listed companies • 6% worked in small companies, 22% from medium-sized companies and 62% were from large organisations. • 35% from 25 to 34 years old, 29% from 18 to 24 years old, 23% from 35 to 44 years old, 7% from 45 to 54 years old and 6% above 55 years. • 55% female and 45% male • 43.7% are UAE nationals, 27.5% are nationals of Gulf, middle east, and Arab African countries, 14% Asian, 4% American, 3.5% European, 1.2% Australian 3% African (non-Arab) • 19% of participants reported that they had some form of disability, compared to 64.5% who reported no disabilities. However, 17% of respondents chose not to disclose if they had a disability. • 48% single, 43% married, 9% either separated or widowed. • Half of the participants (252) were responsible either for their parents or children. • 84% are Muslims, 8% following Christianity, and 7% from Judaism, Buddhism, and Hinduism altogether and 1% followed no religion 	Stratified sampling - to ensure that different employees from different industries were represented and Snowball and Convenience sampling to get responses from employees from different types of organisations across different industries in UAE	<ul style="list-style-type: none"> • Descriptive Analysis to understand the diversity of the respondents • Quality Testing of the samples received through Reflective & Formative Outer Models • Partial Least Square structural equation modeling (PLS-SEM) • Bootstrapping using SMART PLS-3 • Coefficient of Determination-R2 and F2 Effect Size Tests

Table 2 Continued

#	Article Title	Type of Business Research/ Research Method/ Timeframe	Data Type/Data Collection Models	Participants/Characteristics	Sampling Methods	Data Analysis Methods
5	Does Gender Diversity Affect Workplace Happiness for Academics? The Role of Diversity Management and Organizational Inclusion	Quantitative business research Causal (defining the impact of gender diversity to perception of diversity management and organisational inclusion and workplace happiness) Cross-sectional	Primary data - survey questionnaire sent to 960 people from the academics in 3 universities in Egypt Total population split of 960 (360 from university 1, 260 from university 2 and 340 from university 3)	<ul style="list-style-type: none"> • 320 people from the academe from three public Universities in Egypt who have completed their education (MA and/or PhD) in Western countries. • 240 Male, 80 Female 	Purposive sampling was done to ensure that every academic was given the opportunity to participate.	<ul style="list-style-type: none"> • Cronbach's alpha to assess the internal consistency of each of the variables used in the study. • t test for Hypothesis 1 and 2 • Chi square test for Hypothesis 3 • Multiple hierarchical regression for Hypothesis 4
6	Employment equity and employee morale at a selected public service organisation in Cape Town, South Africa	Quantitative business research Causal (understanding the relationship of employment equity and employee morale and if gender and race impacts the relationship) Cross-sectional	Primary data - self-administered structured questionnaires - 59-question survey sent (hand delivery and personal retrieval) to 200 employees of a public service organisation	<ul style="list-style-type: none"> • 167 final participants (out of 200 employee respondents) from public service organisation which had undergone a number of EE initiatives and had sufficient numbers of personnel belonging to both designated and non-designated groups • Majority of the respondents being men and identifying as black African, • 62% male, 38% female • 56% African, 24% Mixed race, 14% White people, 4% Indian and 2% others 	Availability/ Convenience sampling of 200 employees from one public service organisation based in Cape Town South Africa.	<ul style="list-style-type: none"> • Descriptive analysis and reliability analysis: • Cronbach's alpha coefficient to measure internal consistency • Factor analysis using a Kaiser–Meyer–Olkin (KMO) to test construct validity • Statistical package for social sciences (IBM SPSS) (V.25) to analyse and measure dispersion Inferential statistical methods - Pearson correlation coefficient, Independent samples t-test and ANOVA to assess the accuracy and significance of the answers

Table 2 Continued

#	Article Title	Type of Business Research/ Research Method/ Timeframe	Data Type/Data Collection Models	Participants/Characteristics	Sampling Methods	Data Analysis Methods
7	Exploring the Relationship between Workforce Diversity, Inclusion and Employee Engagement	Quantitative Research Causal (defining the relationship of diversity with inclusion and inclusion with employee engagement) Cross-sectional	Primary Data - survey via a structured questionnaire with 35 questions on all the five constructs of the study sent to 450 employees sent via email or through paper during office visits	<ul style="list-style-type: none"> • 383 (out of 450 surveyed) employees, mostly middle management, from 4 private Telecom company in National Capital Region, India whose percentage share of subscribers range from 9.9% to 24.2%. • 62% male, 38% female • Average age of 37.9 years old, • with a little over 50% of the respondents with tenure between 1-5 years 	Random sampling of employees from 4 private Telco companies	<ul style="list-style-type: none"> • Descriptive analysis to understand the profile of survey participants • Regression analysis to analyze variables affecting workplace inclusion and employee engagement • Composite reliability method to calculate reliability of indicators • Karl Pearson correlation to assess the association of the different variables
8	How a Values-Based Approach Advances DEI	<p>Mixed research method (Qualitative and Quantitative Business Research)</p> <p>Exploratory with the objective to propose a model for organisations to use DEI as an engagement tool</p> <p>Longitudinal</p>	Primary Data- In-depth interviews focused on identifying DEI goals and what are considered as the effective way of achieving these goals and two (2) surveys: Survey 1 - 350 employees from the 17 organizations (questionnaire and participants asked to rate) Survey 2 - 430 general managers from 113 Fortune 250 companies	<ul style="list-style-type: none"> • In-depth interview: 55 executives, 33 middle managers, and 73 team members in the 17 organizations with DEI practices that are considered to be innovative and effective by Glassdoor, Forbes and Fortune • Survey 1- 350 employees from the 17 organizations • Survey 2 - 430 total responses from General Managers/Top Executives from 113 Fortune 250 companies 	Snowball sampling for the in-depth interviews, where HR managers were asked to identify participants to the survey and some of whom identified additional participants Survey 1- Random sampling Survey 2- Snowball sampling - HR managers provided 2 respondents who identified additional 2 respondents	<ul style="list-style-type: none"> • Content Analysis - for in-depth interview • For the surveys, data analysis method was not indicated •

Table 2 Continued

#	Article Title	Type of Business Research/ Research Method/ Timeframe	Data Type/Data Collection Models	Participants/Characteristics	Sampling Methods	Data Analysis Methods
9	Human Resource Practices In Improving Employee Retention	Qualitative Business Research - Exploratory with the objective to propose a strategic model to employee retention using HR practices Longitudinal	Secondary data - historical data - interpretation of 3-year historical HR practices of technology company	<ul style="list-style-type: none"> All employees (details not indicated) in a large company focused on technological innovation 	Not indicated – not enough data presented to conclude the sampling method used but most likely purposive sampling from employee data sourced from historical information of HR program implementation	<ul style="list-style-type: none"> Content analysis: interpretation of statistics in the firm - employee turnover (comparative analysis 2016-2018), recruiting and selection process, induction strategies, training and development possibilities, performance review process and compensation management
10	Impact of Diversity and Inclusion Education on Team Member Engagement	Quantitative business research Causal (defining the impact of education to engagement and determining the variables of the education to its effectivity) longitudinal	Secondary data sourced from the engagement survey conducted bi-annually	<ul style="list-style-type: none"> The engagement survey has 21,417 employees (out of 36,000 employee base) who completed the 2019 Team Member Engagement Survey Identifying the 5,702 who attended D&I workshops between July 2016 and December 2019. Of those, 3,885 (68%) attended during their first year with Novant Health, and the remainder enrolled after one year as requested by their leaders and as a work requirement. Out of 5,702 attendees, 1,057 were leaders (managers and above). 	Random sampling (for the engagement survey) Purposive sampling for those who attended the D&I workshops	<ul style="list-style-type: none"> RegressIt, an Excel add-in for linear regression and multivariate data analysis, and R Project for Statistical Computing. R-squared values are provided as well. Univariate regression analysis was performed to confirm the association between workshop attendance and team member engagement scores.

Table 2 Continued

#	Article Title	Type of Business Research/ Research Method/ Timeframe	Data Type/Data Collection Models	Participants/Characteristics	Sampling Methods	Data Analysis Methods
11	Inclusion values, practices and intellectual capital predicting organizational outcomes	Quantitative business research Causal (defining the impact of inclusive HR practices to organisational outcome - attraction and retention of talents and creation of more quality products and services) Cross-sectional	Primary data - online survey sent to CEOs and Top Managers of 626 (population) life sciences and biotechnology organizations located in the Western US	<ul style="list-style-type: none"> • 79 CEOs and Top Managers (out of 626) life sciences and biotechnology organizations located in the Western US identified through (1) regional life sciences association membership and (2) a state Employment Development Department database • Surveys were completed by the CEO or top-level executive • 45% were Owners/Presidents/CEOs, 17% HR Managers/Directors, 21% senior managers and 16% other • 35% of respondents were founders of their organizations • The average organization size was 232 employees and average organization age was 8.7 yrs. 	Random sampling of CEOs and Top Execs of life sciences and biotechnology organizations <i>(9 organisations declined to participate, and 197 surveys were inactive organisations, from the 420 potential participants, there was only 20% response rate with only 79 organisations with complete data)</i>	<ul style="list-style-type: none"> • Variable descriptive analysis and correlations • Multiple regression analysis (regression analysis, product of coefficients approach, moderated regression via the PROCESS macro for SPSS)
12	Workplace Fun, Organizational Inclusion and Meaningful Work: an Empirical Study	Quantitative business research Causal (defining the impact of workplace fun to organisational inclusion and then to meaningful work) Cross-sectional	Primary data - survey questionnaire given to nurses in public hospitals as approved by top management	<ul style="list-style-type: none"> • 360 nurses from different public hospitals in Egypt • 160 male, 200 females, • 40 are below 25 years old, 280 belong to the 26-40 age range and 40 are more than 40 years old; • 355 are full-time nurses and 5 part-time 	Random sampling of nurses from different public hospitals In Egypt	<ul style="list-style-type: none"> • Descriptive analysis to understand the profile of survey participants • SmartPLS 3 and Cronbach alpha to test the measurement model • R2 calculation to assess the structural model's in-sample fit • PLSPredict to assess out-of-sample predictive power

5. Gap in the Literature

Most studies on DEI practices and their relationship to employee engagement focused on minority groups. Albeit mentioned in passing in one of the articles, no known in-depth studies looked at the impact of DEI practices on the dominant groups and the potential occurrence of reverse discrimination.

Also, most studies focused on heterogeneous workplaces looking at gender and ethnicity, but limited studies on the impact of DEI in addressing diversity beyond gender and race. For instance, there are no studies on the perceived importance of DEI practices for small workplaces that, due to the nature of the job and the business, may require a more homogeneous workforce (e.g., female divers in the Korean province of Jeju).

Lastly, the prevailing proliferation of hybrid work arrangements impacts the social behaviour of employees in the workplace. Consequently, this can influence the impact of DEI practices on employee engagement.

6. Conclusion

In conclusion, DEI practices should be considered a critical business management strategy to increase and sustain employee engagement. Given the changing workforce demographics, the way employees are drawn to organisations that act on their social responsibilities, and the need for businesses to thrive, it is imperative that companies embrace the design and implementation of DEI practices. Businesses need to continue reinventing themselves to remain competitive; thus, it is necessary to employ a diverse workforce and to ensure that their employees, who are the primary source of innovation and creativity needed to ensure business growth, are kept motivated, committed and engaged (Ganji et al., 2021).

Furthermore, as evidenced by the Social Exchange Theory, employees will reciprocate positively if they are treated positively. If they feel they are not given the proper treatment, they will take themselves out of the situation (Jones et al., 2009). Thus, as DEI practices help create an environment where innovative behaviour thrives, where all employees are recognised and

treated fairly, and where everyone finds meaning in their work, employees will reciprocate by being committed, loyal and engaged with the organisation.

However, organisations should practice caution in the design and implementation of DEI practices since these company policies can be a double-edged sword and can cause demotivation among employees when there is over-appreciation of the minority group, when it becomes a priority over competence, when it creates conflict leading to poorer performance and when reverse discrimination happens.

7. Limitations and Implications

Although the research topic has been studied many times in the past, the common limitations noted in most of the articles reviewed are that the sample sizes and the research participants used in the surveys were limited by geography and specific business industry, which could hinder the generalisability of the research results. Additional limitations include how minority groups are collectively treated as one classification when these groups are usually composed of different ethnic backgrounds, age or religions. These differences could influence the study results. Also, the 12 articles focused on gender or ethnic diversity but did not dig deep into other diversity factors (e.g., position, age, religion, etc.). Lastly, most of the surveys were cross-sectional and failed to look at how time influences the characteristics and behaviours of the survey participants.

Given the gaps in the literature reviewed and the limitations observed, future studies can explore a multi-industry and multi-country sampling to generalise results confidently. It will also be meaningful to conduct more profound research on the impact of different ethnicities comprising minority groups and also look at DEI from the perspective of the dominant employee groups. Furthermore, the longitudinal study can be explored to analyse whether changes in position, job level and tenure of an employee in the company (over time) also influence their perception of the factors for engagement and whether DEI practices can still address these. Lastly, a longitudinal study can be done to include hybrid work arrangements as an additional variable to DEI practices and employee engagement measures.

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