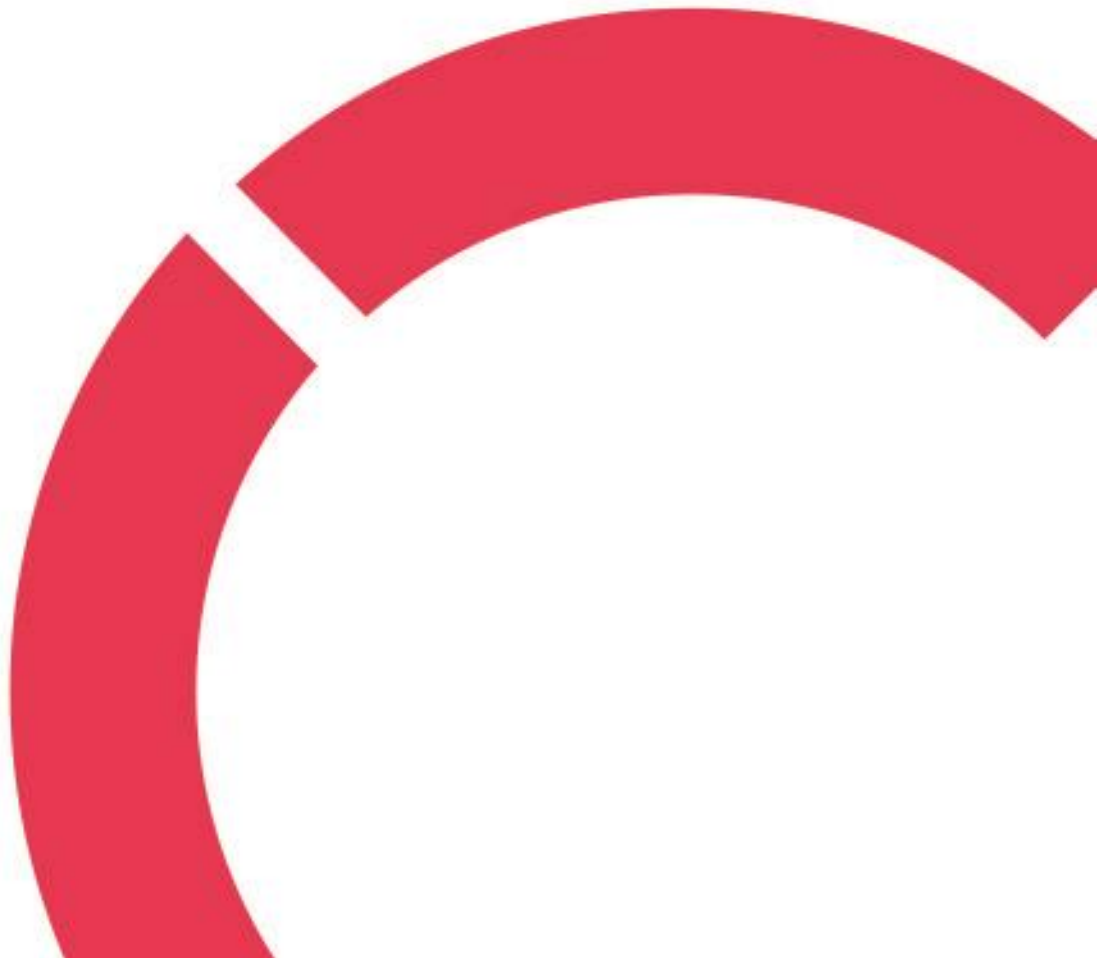


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THE IMPACT OF WORKPLACE DIVERSITY IN COMPANY X

Thesis
CENTRIA UNIVERSITY OF APPLIED SCIENCES
Business Management
November 2023



ABSTRACT

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Degree programme Bachelor's degree in business management		
Name of thesis THE IMPACT OF WORKPLACE DIVERSITY IN COMPANY X		
Centria supervisor Leena Jungner	Pages 42 + 2	
<p>This study looks at Company X, a top Quick Service Restaurant (QSR) firm, to examine the effect of workplace diversity on organisational success. The research question of this thesis was: What are the ways in which workplace diversity affects organisational performance, including employee engagement, creativity, and problem-solving? This thesis specifically focused on two main goals while examining the effects of workplace diversity on organisations.</p> <p>The first goal was to investigate the impacts of workplace diversity on the performance of the organisation including aspects like employee engagement, creativity and problem-solving, and innovation. The second goal was to investigate the part that leadership plays in establishing and maintaining an inclusive workplace. This objective sought to comprehend the role of leadership in promoting inclusivity and diversity within organisations, as well as the tactics used by leaders to promote an atmosphere that values and accepts difference.</p> <p>A mixed-methods approach was used, drawing from a broad theoretical framework that addresses diversity management, inclusiveness, organisational performance, and leadership. While interviews provided qualitative in-sights, questionnaires were used to gather quantitative data. The research demonstrated the beneficial effects of workplace diversity on innovation, problem-solving, and employee engagement. An inclusive and high-performing organisational culture has emerged as being significantly influenced by inclusive leadership. Thesis report made suggestions for open debate forums, a diversity task force, and ongoing diversity training to improve inclusivity at Company X. In conclusion, the study emphasised the significance of workplace diversity and strong leadership in realising organisational success.</p>		

<p>Key words Diversity, Equity, Inclusion, Workplace diversity</p>

CONCEPT DEFINITIONS

Diversity

Diversity refers to the representation of different races, gender, age, sexual orientation, and other differences in the workplace.

Equity

Equity refers to creating a level playing field and ensuring that everyone has an equal opportunity to succeed.

Inclusion

Inclusion is about creating a workplace culture where everyone feels valued and their unique experiences and perspectives are leveraged to drive success.

Workplace diversity

Workplace diversity refers to the presence of individuals from different backgrounds and with unique experiences, perspectives, and characteristics within a workplace environment.

ABSTRACT
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1 INTRODUCTION

Diversity in the workplace has become a crucial topic in recent years, as organizations aim to foster a more inclusive and equitable work environment. The presence of a diverse workforce, encompassing differences in race, ethnicity, gender, age, religion, and more, can bring numerous benefits to an organization, including improved problem solving and increased innovation. However, despite these potential benefits, many organizations continue to struggle with achieving a truly diverse and inclusive work culture. The thesis will examine the impact of workplace diversity on organization, exploring both the challenges and benefits that come with fostering a diverse and inclusive workplace.

The difficulty that organisations experience in creating a truly diverse and inclusive work environment is the research subject that will be covered in this thesis. Although the advantages of workplace diversity, such as enhanced problem-solving and higher innovation, are becoming more widely acknowledged, many organisations still find it difficult to successfully cultivate a varied and inclusive atmosphere. The issue is the discrepancy between how much emphasis organisations give to diversity and inclusion and their capacity to transform that emphasis into effective actions and results. Even while organisations may have policies and programmes in place to support diversity, it is possible that these efforts have not been properly incorporated into the culture and practises of the organisation. Lack of representation and inclusion of people from different backgrounds might come from this, which can prevent the organisation from utilising the full potential of its staff. Another facet of the issue is how leadership contributes to creating and preserving an inclusive workplace.

Leadership is essential in determining organisational culture and establishing the tone for initiatives to promote diversity and inclusion. Leaders, however, might not have the appropriate expertise, abilities, or dedication to successfully encourage tolerance and accept diversity. Organisations may find it difficult to develop a culture where all workers feel appreciated, respected, and empowered to contribute their own perspectives and ideas without strong leadership support and a dedication to diversity and inclusion. Understanding the methods and procedures through which workplace diversity influences organisational performance is another aspect of the study challenge. While diversity's potential advantages are widely accepted, more research is needed to determine how it specifically improves employee engagement, creativity, and problem-solving skills. Understanding these fundamental processes may provide organisations important insights into how to use diversity as a competitive advantage and promote overall organisational success.

In order to solve this research problem, a suitable research question has been framed by the researchers. This research question entails the understanding of concepts like workplace diversity, diversity management practices, employee engagement, organisational performance, as well as implementation of creativity and problem-solving skills by employees. Hence, the research question is: What are the ways in which workplace diversity affects organisational performance, including employee engagement, creativity, and problem-solving?

This thesis specifically focuses on two main goals while examining the effects of workplace diversity on organisations. The first goal is to investigate the impacts of workplace diversity on the performance of the organisation including aspects like employee engagement, creativity and problem-solving, and innovation. The second goal is to investigate the part that leadership plays in establishing and maintaining an inclusive workplace. This objective seeks to comprehend the role of leadership in promoting inclusivity and diversity within organisations, as well as the tactics used by leaders to promote an atmosphere that values and accepts difference.

Briefly, the theoretical framework for this research centres on the idea of workplace diversity and how it affects organisational effectiveness. Workplace diversity refers to the variety of employees' gender, age, race, ethnicity, sexual orientation, religion, and level of impairment. It has become more crucial than ever for businesses to find and keep a diverse workforce, adapt to shifting markets and demographics, and boost competitiveness. A workplace that celebrates diversity and encourages inclusion, equality, and justice is the goal of effective diversity management practises. All workers should feel appreciated, respected, and included in inclusive environments, which will encourage their contributions to achieving organisational objectives. Workplace diversity enhances organisational performance through processes including improved decision-making, improved problem-solving, and higher creativity. By setting the tone, exhibiting inclusive behaviours, and supporting the development of diversity management practises, leadership is essential in establishing and maintaining a diverse and inclusive workplace.

The structure of this thesis is organised into major chapters. It provides a description of the research aims in the introduction. The effects of workplace diversity, inclusivity, and leadership are discussed in chapter 2. Leadership theories and its role are covered in chapter 3. Research Methods are presented in chapter 4. In chapter 5, the results of questionnaires and interviews are presented. Whereas, in chapter 6, the quantitative and qualitative data are carefully analysed and contrasted with previous research.

chapter 6 concludes by making overall analysis of qualitative and quantitative research. Lastly, chapter 7 presents the conclusion.

2 WORKPLACE DIVERSITY

Diversity in the workplace has become a major subject in the modern corporate landscape. The theoretical foundations of workplace diversity are examined in depth in this theoretical part, along with its varied implications. This investigation explores the crucial features of diversity management, inclusiveness, organisational success, and the crucial role of leadership. It is grounded in fundamental works by scholars including Cox and Blake (1991), Shore, Randel, Chung, Dean, Holcombe Ehrhart, and Singh (2011). Several scholars have drawn on these and other literature sources to present a thorough comprehension of the theoretical underpinnings of the discourse on workplace diversity and its wide-ranging implications on organisational success. This chapter explores the definitions and conceptual framework for the concepts of diversity, equity, and inclusion, on which the research is based for this thesis.

Workplace diversity, which considers disparities in gender, age, ethnicity, and other factors, has evolved as a crucial component of modern organisations. Its capacity to encourage creativity, increase problem-solving, and boost organisational performance is what gives it relevance (Turi, Khastoori, So-rooshian, Campbell and Valls Martínez 2022,13.) In order to better understand the theoretical underpinnings of workplace diversity, this chapter explores its advantages, difficulties, and management approaches. Additionally, it explores how diversity affects organisational effectiveness, offering insight on the complex processes that determine how modern workplaces are structured.

2.1 Theoretical framework of workplace diversity

The concept of workplace diversity refers to the differences among employees in an organization in terms of their gender, age, race, ethnicity, sexual orientation, religion, and disability status (Cox and Blake 1991, 45-46). Workplace diversity has become increasingly important in the contemporary business environment, as organizations seek to attract and retain a diverse workforce, respond to changing demographics and global markets, and enhance their competitiveness (Shore, Randel, Chung, Dean, Holcombe Ehrhart and Singh 2011, 62-64). Moreover, the research on workplace diversity that is cited in the preceding sentence emphasises the expanding significance of this idea in the modern corporate environment.

Workplace diversity is the term used to describe the variations between employees based on traits including gender, age, colour, ethnicity, sexual orientation, religion, and level of impairment. As they struggle to recruit and keep a diverse staff, organisations have come to understand the importance of managing diversity successfully. This acceptance is the result of the realisation that different viewpoints and experiences may enhance organisational success and performance. (Hussain, Farooque and Taqa 2021, 1-7.) Organisations must also adapt to shifting demographics and international marketplaces. Organisations must adjust to the various demands and tastes of a worldwide consumer base in order to remain competitive in today's linked world. In this setting, workplace diversity management becomes a strategic priority. Organisations that value diversity may take use of the distinctive viewpoints and skills of their workforce, which encourages innovation, creativity, and better decision-making. Hussain et al. (2021, 1-7) also emphasise the connection between increased competitiveness and workplace diversity. Organisations may foster a supportive and empowering work environment by fostering a culture that values and respects diversity. As a result, they are better able to retain workers, recruit top talent, and capitalise on the varied talents and experiences of their team. Organisations get a competitive edge by being able to adapt to and prosper in a variety of marketplaces.

2.2 Diversity management

Effective diversity management involves creating a work environment that recognizes and values differences, and that promotes inclusiveness, equality, and fairness (Cox and Blake 1991, 45-46). Diversity management practices can include affirmative action programs, mentoring and coaching programs, diversity training, and diversity councils or committees (Herring 2009, 208-213). The aim of diversity management is to create a work environment that leverages the strengths of a diverse workforce, fosters creativity and innovation, and enhances organizational performance (Kossek and Lobel 1996, 7-15). Other researchers like Inegbedion, Sunday, Asaleye, Lawal and Adebani (2020, 2-5) have indicated that managing workplace diversity has a substantial effect on organisational effectiveness. The study's goal was to investigate how diversity management affects organisational effectiveness by looking at how conflict is handled, cultural diversity, how marginalisation is seen by employees, collaboration, and employee work attitudes.

Moreover, Inegbedion et al. (2020, 2-5) used a survey methodology to gather information from 178 respondents who were employed by nine multinational corporations in southern Nigeria. The research data were analysed using structural equation modelling, and organisational effectiveness and diversity

management were employed as latent variables. However, the current thesis does not need such high levels of data analysis. Nevertheless, it has been found that there is suggestion for managing cultural diversity, in the way how disadvantaged people feel, and create conflict all have a big impact on diversity management. It follows that good management of these elements is essential for putting diversity management strategies in place in organisations (Inegbedion et al. 2020, 2-5). In fact, some researchers have even considered it to be a new paradigm in the governance of organisations. For example, Gilbert, Stead and Ivancevich (1999, 61-70) described diversity management as a new organisational paradigm.

On the other hand, according to Turi et al. (2022, 813), because it acknowledges the effects of varied factors including gender, age, educational background, and ethnicity on organisational performance, diversity management is crucial. This study shows how leadership ability, diversity views, and age diversity all have a big impact on organisational success. Organisations may increase performance and creativity by managing diversity well by utilising the distinctive views and abilities of their diverse workforce. Researchers found that leadership expertise also emphasises the significance of inclusive leadership in converting diversity into advantageous results. A more inclusive and fairer workplace is fostered by diversity management, which also improves worker happiness and overall organisational performance (Turi et al. 2022, 813.)

2.3 Inclusiveness

Inclusiveness refers to the extent to which all employees feel valued, respected, and included in the organization, regardless of their differences (Nishii 2013, 54-60). An inclusive workplace is one in which all employees feel that they can contribute to the organization's goals and objectives, and that their contributions are recognized and appreciated (Harrison and Klein 2007, 99-101). Inclusive work environments can be created through practices such as effective communication, fairness and equity, and respect for diversity (Cox and Blake 1991, 45-46). But to do this, it is important to review the current research on the context of inclusion of diverse employees. The challenges involved in attaining inclusiveness within organisations are highlighted by the context of the inclusion of different personnel as it is discussed by researchers (Saqib and Khan 2022, 838).

The research concentrated on a multinational subsidiary in Pakistan that was a part of the parent firm with its European headquarters. The results imply that inclusion is a relative and context-dependent

term. The efficacy of inclusive organisations may vary depending on the cultural and societal environment in which they operate, therefore they cannot be only identified by standardised policies, practises, and behaviours. Therefore, to achieve inclusiveness, Saqib and Khan (2022, 838) emphasise the importance of taking local operational environment into account. In certain cultural contexts, what could be regarded as inclusive might not necessarily be appropriate or successful in another. This suggests that businesses must customise their inclusion strategies to account for the unique cultural quirks, standards, and values of the area in which they conduct business.

Hence, a truly inclusive workplace must recognise and handle the issues and viewpoints of various workers in a non-Western setting. By shining light on the behavioural and procedural components that help create an inclusive workplace in a non-western setting, the study adds to the body of knowledge on diversity and inclusion. This allows for a more nuanced understanding of inclusion across various sociocultural contexts. (Saqib and Khan 2022, 838.)

2.4 Benefits and drawbacks of workplace diversity

Employee diversity is a crucial element in raising productivity inside organisations. The necessity of efficiently managing a varied workforce is emphasised as the thesis conducts a critical analysis of how workforce diversity affects organisational productivity. The workforce diversity benefits organisations because it brings together people from a variety of backgrounds, viewpoints, and skill sets. This diversity encourages innovation, creativity, and a wider variety of ideas, which can result in better problem-solving and decision-making techniques. Collaboration between people with different backgrounds and the sharing of their distinctive experiences and expertise improves the organization's overall efficiency (Saxena 2014, 83-83.)

Moreover, managing workforce diversity may be difficult because of deeply held preconceptions and opinions about things like caste, religion, and culture. Through appropriate management practises and strategies, organisations must handle and conquer these issues. Organisations may maximise the productivity of their diverse workforce by fostering an inclusive and supportive work environment, promoting diversity awareness and training, and encouraging open communication and cooperation among workers (Saxena 2014, 76-85.) The interpersonal conflict is the most obvious adverse effect that workforce diversity may have. A varied workforce increases the possibility that different ideas,

backgrounds, and traits may coexist in an organisation, which may lead to tensions and disputes between workers. These disagreements may result from misinterpretations, prejudices, biases, or variations in communication methods and styles. (Liu, Zhu and Wang 2023, 1-5.) The influence of emotional moods is another explanation for the detrimental effects of workforce diversity. The study finds that employees' negative emotions may be exacerbated by perceived workplace diversity. When people see changes in the workplace that threaten their feeling of familiarity or comfort, negative affect, which includes unpleasant emotions like irritation, rage, or resentment, might develop (Li et al. 2022, 76-85.) These unfavourable effects of diversity in the workforce, notably interpersonal conflict and bad affect, underscore the difficulties that businesses must overcome in order to fully reap the rewards of diversity. To promote a peaceful and inclusive workplace, it is critical for organisations to be aware of and control these negative effects. Organisations may lessen the negative effects of workforce diversity and realise its potential for enhanced team relationships, creativity, and overall organisational success by employing inclusive human resources management practises and supporting employee learning-oriented behaviours. (Liu et al. 2023, 76-85.)

Despite these negative outcomes of increasing workforce diversity in organisations, there are also positive effects on employee performance. The effect of workplace diversity on worker performance at Allama Iqbal Open University is highlighted by Ahmad and Rahman (2019, 85-90.) Analysis was done on the effects of diversity on employee performance by looking at age, gender, ethnicity, and experience diversity, among other aspects of diversity. According to the study's conclusions, employee performance is negatively impacted by staff diversity in terms of age, gender, and ethnicity. This suggests that having more age, gender, and ethnic diversity among employees may potentially have a negative impact on their productivity. It is significant to highlight that the publication does not offer precise explanations for these unfavourable correlations, and more study would be required to examine the underlying causes of these results. On the other side, the research shows that experience variety enhances worker performance. This shows that having staff with a wide variety of experiences may improve performance. Employees with a range of experiences can offer new views, skills, and expertise to the company, which can boost performance outcomes. (Ahmad and Rahman 2019,85-90.)

Organisational variety, whether it be inherent (such as demographic features) or acquired (such as skills and experiences), has a good effect on fostering creativity within the organisational climate (Chaudhry, Paquibut, and Tunio 2021, 1-14). The possibility of encouraging creativity increases when a company welcomes worker diversity and fosters an inclusive atmosphere through practises including justice, belongingness, distinctiveness, and a varied working climate. Diversity in the workforce's

viewpoints, expertise, and abilities can encourage innovation and problem-solving inside the organisation. Different experiences and perspectives may help people come up with fresh concepts, unconventional methods, and creative solutions to problems. Therefore, organisations that successfully utilise diversity through fostering inclusion practises are more likely to foster a creative environment. The results from the United Arab Emirates (UAE) also show that organisational inclusion strategies are more effective at encouraging creativity than diversity-only strategies. This shows that fostering an inclusive workplace that recognises and respects the contributions of people from all backgrounds and promotes participation and collaboration is essential for fostering creativity. The study also shows that, as compared to smaller businesses, larger organisations often participate in more creative activities. This can be because larger organisations have access to a wider range of diversified personnel, resources, and competencies, creating more opportunity for innovation. (Chaudhry et al. 2021, 1-14.)

Furthermore, according to Ilmakunnas and Ilmakunnas' (2011, 223-230) study, age diversity in the workforce might increase productivity for businesses. According to the study, the workforce's age mix has a favourable impact on total factor production at the plant level. This suggests that businesses with a mix of workers from various age groups and who encourage age diversity likely to have greater production levels. The research results do, however, show a negative link between total factor production and educational diversity. This shows that lower production levels at the plant level are linked to a larger degree of educational variety among the workforces. The effect of variety on individual wages in terms of personal gains. The findings imply that individual salaries are not significantly affected by plant-level variety, including age and educational variation have also been investigated by the authors. However, the study emphasises that relational demography, or being older or younger than others, is associated with higher income. This suggests that those who are in a unique age position in relation to their co-workers inside the plant could earn more money. Therefore, variety in the workforce, especially in terms of age, can increase productivity for businesses. Diversity in schooling does not, however, increase productivity. Being at a certain age position in relation to others inside the plant might have positive effects for personal benefits (Ilmakunnas and Ilmakunnas 2011, 223-230.) These findings are similar to those of other scholars like Cox and Blake (1991, 45-46) and several others that agree that diversity in organisations has several positive impacts like increased organisational performance as well as individual employee performance. However, it also has a few drawbacks.

2.5 Organizational performance

Organizational performance refers to the achievement of an organization's goals and objectives, as measured by various metrics such as financial performance, customer satisfaction, employee engagement, and innovation (Pfeffer and Sutton 2006, 62-74). Workplace diversity can impact organizational performance through various mechanisms, such as increased creativity and innovation, enhanced problem-solving, and better decision-making (Cox and Blake 1991, 45-46). Moreover, diverse workforces can help organizations to understand and respond to the needs of diverse customer segments and global markets, thereby enhancing their competitiveness (Shore et al. 2011, 1262-1270).

When it comes to organisational performance itself, there have been several trends and opportunities that have been highlighted by researchers over the years. For instance, the trends in organisational performance that are emphasised in this thesis centre on the necessity for businesses to keep an eye on their actions and outcomes to maintain competitiveness in the present market environment. Key performance indicators (KPIs) must be used as instruments for monitoring and assessing organisational performance due to the fiercer competition. (Silva and Borsato 2017, 28–30) contend that organisations frequently analyse KPIs separately, creating a fragmented perspective of performance. Silva and Borsato (2017, 1925–1930) also stress the significance of taking a harmonisation approach in both the development and monitoring of KPIs in order to overcome this difficulty and take advantage of possibilities. The goal of this strategy is to enable a comprehensive perspective of performance by aligning and integrating KPIs across various organisational roles and activities. Organisations may find linkages, find synergies, and better understand their overall performance by adopting a systemic view and doing thorough indicator analysis. The development of a more unified and connected approach to measuring organisational performance is highlighted by this trend.

As such, in evaluating organisational performance and locating opportunity for innovation and development, this thesis explores research opportunities. Scholars have often sought to identify research gaps and pathways that might improve the comprehension and use of KPIs through systemic evaluations of the available literature. This creates opportunities for more research into best practises, benchmarking, technical improvements, and the creation of approaches and frameworks to improve organisational performance assessment. Organisations may enhance their decision-making procedures, maximise performance, and gain a competitive advantage in the fast-paced business world by taking advantage of these research opportunities. (Silva and Borsato 2017, 29–30.)

3 LEADERSHIP

Organisational success is based on strong leadership, which influences many aspects of workplace dynamics. Therefore, it is necessary to investigate the complex interaction between leadership styles and how they affect employee motivation, satisfaction, and performance. The critical significance of good leadership in forming organisational cultures, raising productivity, and tackling problems like the COVID-19 pandemic and toxic leadership is highlighted in this section. Transformational, transactional, autocratic, and democratic leadership styles, among others, are investigated in a variety of organisational situations to highlight how they differ in their effects and ramifications for organisational performance.

3.1 Leadership theories

Cakir and Adiguzel (2020, 1-14) emphasise on leadership effectiveness suggests that leaders play a crucial role in the workplace. Effective leaders encourage a culture of information sharing in addition to motivating and directing their people. Cakir and Adiguzel (2020, 1-14) also emphasise how crucial it is for leaders to encourage the behaviour of information sharing, which in turn has a good impact on company performance and corporate strategy. Additionally, leaders play a critical role in motivating employees and eventually improving the performance of the entire company. Their capacity to foster these connections emphasises the crucial part they play in determining an organization's performance, making good leadership a foundational element of flourishing workplaces (Cakir and Adiguzel 2020, 1-14.) However, there are different types of leadership styles like transformational leadership, ethical leadership and transactional leadership. Each of these leadership styles has a unique impact on the effectiveness of their organisations. Moreover, different styles of leadership also have a different response to diversity and inclusion at the workplace.

The transformational leadership has a significant influence on the workplace. It is crucial for achieving successful job results, especially when it comes to improving work performance (Khan, Rehmat, Butt, Farooqi and Asim 2020, 1-13.) Additionally, intrinsic motivation among employees is promoted by transformational leadership, enabling them to integrate their own aspirations with organisational aims. This facet of motivation is essential for sustaining employees' engagement and self-assurance in their

jobs. Khan's et al. (2020, 1-13) study highlights the crucial role of transformational leaders in motivating and equipping their teams to accomplish desired goals and make informed decisions, eventually leading to organisational success. While it has been showed an indirect association between working burnout and social loafing. (Khan et al. 2020, 1-13.)

In modern management research, the influence of leadership philosophies on the development of an excellent workplace culture inside organisations is a crucial factor. Notably, it emphasises the fact that various leadership philosophies have variable degrees of effect on creating a high-quality workplace culture. For instance, according to Ali, Jangga, Ismail, Kamal and Ali (2015, 161-169) in this setting, transactional leadership emerges as a key driver, suggesting that leaders who use a transactional approach, characterised by clear expectations, incentives, and penalties, make major contributions to creating a positive workplace culture. Transactional leadership's organised and goal-oriented style fits with financial institutions' requirement for accuracy and responsibility, fostering an excellent culture (Ali et al. 2015, 161-169.) Further highlighting the long-lasting effects of leadership styles is the relationship between an institution's longevity in the field and the robustness of its quality work culture. Long-standing organisations frequently have a deeply ingrained workplace culture, illustrating how effective leadership techniques may have a long-lasting impact on the culture of an organisation (Ali et al. 2015, 161-169.)

This thesis emphasises that leadership style is a complex factor in organisational culture rather than a one-size-fits-all idea. Financial institutions may improve their leadership development plans by recognising the importance of transactional leadership in this industry, which is a good example of how leadership development is helpful. By doing this, businesses can more effectively make sure that their leaders have the necessary abilities to create and maintain a high-caliber workplace culture, which will eventually improve service delivery and customer happiness.

Therefore, Ali et al. (2015, 161-169) emphasise that leadership styles, especially transactional leadership, play a crucial role in building a top-notch work culture inside business organisations such as financial institutions, with consequences for their long-term performance and competitive advantage. This can be extrapolated into organisations in other fields as well. But besides the impact on work culture, leadership can also have a significant effect on the efficiency and productivity of employees within an organisation. This is important to understand because the issue of workplace diversity is closely connected to the behaviour, perceptions, and output of employees in the workplace.

3.2 Leadership and productivity

Studies on the subject of humanitarian organisations have revealed the significant influence of leadership on worker productivity. Employee productivity levels are proven to be positively influenced by both transactional and transformational leadership styles. These leadership philosophies are essential for inspiring workers, encouraging a feeling of mission and dedication, and ultimately raising productivity levels. Al-Baidhani and Alsaqqaf (2022) emphasise the necessity for organisational decision-makers to prioritise leadership development and ensure that leadership styles are practised effectively in order to achieve increased employee productivity and, as a result, the achievement of organisational goals. They emphasise the critical role that effective leadership plays in generating positive outcomes within humanitarian organisations (Al-Baidhani and Alsaqqaf, 2022.) As a result, it is clear that good leadership is a key factor in determining an organization's performance, as Al-Baidhani and Alsaqqaf's study (2022) showed. However, the impact of four different leadership styles—transactional, democratic, transformational, and autocratic—on worker productivity was examined in the research by Setiawan, Cavaliere, Navarro, Wisetsri, Jirayus, Chauhan, Tabuena and Rajan (2021, 382-404). Notably, it was shown that autocratic leadership had negative outcomes, showing up as high absenteeism, low morale, lower work satisfaction, and higher turnover. Comparatively, egalitarian (i.e., equal), transformational, and transactional leadership styles had favourable results, such as raised spirits, greater effectiveness, higher engagement, and steadfast loyalty among workers. Therefore, this is evidence that there is sufficient emphasis on the role that leadership styles have in influencing employee performance and the importance of democratic, transactional, and transformative leadership for the success of organisations (Setiawan et al. 2021, 382-404).

On the other hand, the COVID-19 epidemic has also brought to light the importance of leadership style in affecting organisational performance. The study of Meiryani, Nelviana, Koh, Soepriyanto, Aljuaid and Hasan (2022) specifically looked at how transformational leadership affected employee performance during an extraordinary crisis. Interestingly, Meiryani et al.'s findings from 2022 showed that, although being unquestionably a beneficial leadership strategy, transformational leadership did not significantly affect employee performance in the setting of the pandemic. This highlights the complexity of leadership dynamics under unusual conditions and suggests that other characteristics or contextual components could exert a stronger influence on employee performance under these trying conditions. Additionally, it has been highlighted how organisations must modify and advance their leadership approaches to address the particular challenges provided by crises like the COVID-19 epidemic (Meiry-

ani et al. 2022). However, while transformational leadership style has been deemed to be a highly effective one in promoting employee productivity, the opposite can also be considered to be true. For instance, according to study by Wolor, Ardiansyah, Rofaida, Nurkhin and Rababah (2022), toxic leadership has a negative impact on a number of aspects of employee well-being and organisational dynamics. Notably, toxic leadership has a strong negative impact on staff performance but strangely has no effect on workplace satisfaction or motivation. This shows a complex link, where toxic leadership's damaging impacts are predominantly shown in terms of employee motivation and satisfaction, which in turn affect staff performance. The results of Wolor et al. (2022) highlight the critical importance of addressing toxic leadership within organisations, not only because of its negative effects on employee satisfaction and motivation but also because it has the potential to subtly affect overall employee performance, underscoring the need for proactive leadership development and stress management.

3.3 Role of leadership in fostering workplace diversity

Leadership plays a crucial role in creating and sustaining a diverse and inclusive workplace. Leaders can set the tone for the organization by communicating the importance of diversity and inclusiveness, modelling inclusive behaviours, and holding others accountable for creating an inclusive work environment (Nishii 2013, 54-60.) Moreover, leaders can facilitate the development of diversity management practices, such as mentoring programs and diversity training, that can help to create a diverse and inclusive workforce (Kossek and Lobel 1996, 7-15). The significance of competent leadership in organisational performance is examined in this thesis. It accepts that leadership has a key role in determining whether an organisation succeeds or fails. In the thesis, the issue of whether leadership matters and has a beneficial effect on organisational results is raised.

Considering the points made by Madanchian, Hussein, Noordin, and Taherdoost (2017, 43-48), it can be concluded that good leadership is important and has a big impact on organisational results. It explores the idea of leader effectiveness and explains how it may be assessed using the results that the organisation achieves. Madanchian et al. (2017, 1043-1048) emphasise that effective leaders have particular characteristics and exhibit particular behaviours or leadership styles. These executives have the power to affect and mould the results of their companies. The thesis highlights the importance of good leadership in fostering organisational success and contends that organisations looking to improve performance and produce favourable results may get important insights from comprehending and assessing leader effectiveness (Madanchian et al. 2017, 1043-1048). Additionally, leadership is essential

for putting social responsibility policies into practise within organisations. The motivational internalisation of CSR, concentrating on how organisational leadership influences corporate performance through CSR methods. It advises that to improve performance, leadership should incorporate CSR into their personal branding and business plans (Saeidi, Robles, Saeidi and Zamora 2021, 72.)

Moreover, by promoting a socially responsible culture across the whole organisation, leadership puts social responsibility plans into action. Effective leaders encourage their staff to participate in and commit to CSR efforts by promoting the value of CSR to them. By incorporating CSR into strategic planning and decision-making processes, they harmonise organisational goals and values with social responsibility aims. The organization's structures and capabilities must be in place for CSR practises to be implemented and monitored successfully, so leaders allocate funds and support CSR activities (Saeidi et al. 2021, 72.)

In summary, the theoretical background of this thesis highlights the importance of workplace diversity in organizations and the various mechanisms through which workplace diversity can impact organizational performance. The thesis also emphasizes the critical role of leadership in creating and sustaining a diverse and inclusive workplace. However, there is also the need to review the current literature on the impact of diversity, inclusion, and equity policies on organisations across several industries and geographical regions so as to gain an in-depth pre-requisite knowledge for analysing the research findings.

The thorough knowledge of workplace diversity and its ramifications has been the focus of the first researcher, Saba Kanwal's contribution to the theoretical foundation of the thesis. Kanwal explored the nature of workplace diversity by identifying its components—gender, age, race, ethnicity, sexual orientation, religion, and handicap status—through an analysis of several research studies. She was focused on the current importance of workplace diversity in the current business environment, attributing its significance to organisations' pursuit of a varied workforce, adaptation to international markets, and enhancement of competitiveness. Kanwal highlighted the potential advantages of variety, such as improved creativity, problem-solving skills, and engagement. She combined the findings of scholars like Hussain et al. (2021, 1–7), emphasising the beneficial connection between diversity management and organisational success. Kanwal discussed the importance of leadership in establishing a diverse and inclusive workplace, citing researchers like Turi et al. (2022, 813) to highlight the influence of leader-

ship on organisational performance. In order to prepare for a more in-depth review of research findings, her section was concluded by emphasising the necessity of analysing the impact of diversity, inclusion, and equality policies across diverse industries and geographical locations.

Sushmita Bista's investigation of the complex facets of diversity management, inclusion, and organisational success contributes to the theoretical foundation of the thesis. Building on Kanwal's thesis, Bista explored the complexities of diversity management as a key element in developing a setting that embraces diversity and encourages equality. She examined the several diversity management strategies such as affirmative action plans and diversity training, drawing on ideas from Herring (2009, 208–224). In addition to introducing the idea of inclusivity, Bista's section was emphasized its significance in fostering an environment where all workers feel appreciated and are able to contribute to the achievement of organisational goals. Bista emphasized the context-dependent character of inclusion by analysing Saqib and Khan's research (2022, 838), emphasising the necessity to take into account regional operating conditions. Furthermore, she highlighted the trends in employing Key Performance Indicators (KPIs) for comprehensive performance evaluation while analysing the effects of organisational performance by citing research like Silva and Borsato's (2017, 25–30). In her last statement, Bista emphasises the crucial role that leadership plays in determining workplace dynamics, as shown by Madanchian et al. (2017, 43–45) and Saeidi et al. (2021, 72). Her insight deepened our comprehension of how leadership affects worker productivity, social responsibility, and the development of an inclusive workplace.

4 RESEARCH METHODS

This thesis aims to explore the impact of workplace diversity on organizational performance, with a focus on the relationships between diversity management, inclusiveness, and business outcomes. The thesis applies a mixed-methods approach, including surveys and interviews, wherein the survey was conducted by using google form to gather data from Company X in the Quick Service Restaurant (QSR) industry.

Quantitative research involves gathering numerical data, which is then analysed statistically, while qualitative research involves collecting non-numerical data, such as text or images, which is then analysed for themes or patterns (Almeida 2017, 369-71). In the context of this research paper that explores workplace diversity at Company X, using mixed methods of quantitative analysis through surveys and qualitative content analysis through interviews provides a more comprehensive understanding of the phenomenon being studied. The benefits of using quantitative research methods include the objectivity, generalizability, precision, and replicability of the data collected. This method produces reliable and consistent results that can be generalized to larger populations, allowing for broader conclusions to be drawn. However, it can limit the understanding of complex social phenomena that require a more nuanced and contextualized approach, and its narrow scope may not capture the broader social and cultural context in which variables occur (Almeida 2017, 369-380.)

Qualitative research methods, on the other hand, allow for a more in-depth understanding of complex social phenomena that require a more nuanced and contextualized approach. This method produces rich and detailed data that can provide valuable insights into people's attitudes, experiences, and behaviours. It is also more flexible and adaptable to the unique needs of a research project and can provide a better understanding of the social and cultural context in which variables occur. However, the subjective nature of qualitative data collection can be influenced by the researcher's bias and interpretation of data, and the analysis of the data can be time-consuming, producing large amounts of data that can be difficult to analyse and interpret. Additionally, the data collected through qualitative research methods may not be as generalizable to larger populations, making it difficult to draw broader conclusions. (Almeida 2017, 369-380.)

Therefore, using mixed methods of quantitative and qualitative research in the study of workplace diversity at Company X provides a more comprehensive understanding of the phenomenon being studied, allowing for both statistical analysis and a more nuanced and contextualized approach to the data collected. Moreover, this thesis will contribute to the advancement of knowledge in the fields of diversity management, organizational behaviour, and human resource management, and offer practical guidance for organizations seeking to create and sustain diverse and inclusive workforces.

The quantitative method is one of the most appropriate designs for conducting this research. This method has been done using surveys to collect a minimum of 30 responses from employees of Company X. The use of a survey questionnaire enabled to gather the data from a diverse sample of participants from within the same population of Company X employees thereby, providing a broad and representative picture of the relationships between diversity management practices, inclusiveness, and organizational performance (Ponto 2015, 168-171). Surveys are an efficient data collection tool that can provide standardized, quantitative data from many participants. The use of surveys in the proposed thesis will allow the researcher to test the research objectives through quantitative analysis (Ponto 2015, 168-171.)

On the other hand, the qualitative method was performed by collecting data through interviews with a minimum of 6 participants who are employees at Company X. The interview has been performed either in-person or online via video conferencing methods. During this interview, only the researcher and the participant will be present in order to abide by the ethical considerations of participant confidentiality and anonymity in the research.

Moreover, to analyse the qualitative data collected from the interview, interview transcripts were used. Qualitative content analysis was used to analyse this data in order to identify pertinent themes concerning inclusivity, diversity, and organisational performance. The number of instances of occurrence of the respective codes that are associated with each theme will provide a conclusion regarding the correlation between inclusivity and diversity management practices at Company X and its overall organisational performance (Bengtsson 2016, 8-14).

4.1 Data collection

The survey included items that measure diversity management practices, inclusiveness, employee engagement, creativity, and problem-solving. Moreover, secondary data, such as organizational reports, industry publications, and existing research studies, have been used to gather additional information about diversity management practices, inclusiveness, and organizational performance and to provide a broader context for the study. The survey had been answered by 49 research participants.

To better understand the relationships between diversity management practises, inclusiveness, employee engagement, creativity, and innovation, as well as how these factors affect organisational performance, Company X employees were surveyed to collect quantitative data. To better understand the interactions between diversity management, inclusion, employee engagement, creativity, innovation, and organisational success at Company X, quantitative data was gathered using a well-structured survey questionnaire. The survey was conducted using a safe online platform after thorough validation. Through customised emails, employees from various departments and levels were invited, guaranteeing privacy and convenience. To guarantee accuracy, careful cleaning and validation procedures were carried out after data collection. Advanced statistical analysis was then applied to the clean dataset, revealing significant relationships. This rigorous technique ensures solid results, supporting the study's credibility and providing understanding of the linkages and implications it was designed to examine. This survey was conducted by Saba Kanwal.

Saba Kanwal took painstaking measures to guarantee the survey's success. She first painstakingly created the questionnaire, integrating proven measures and professional advice. In order to improve the phrasing and clarity, she also pre-tested with a pilot group. Thirdly, participants received personalised emails that assured anonymity and outlined the survey's objectives. Fourthly, to assure accuracy, Saba painstakingly cleansed and evaluated the replies gathered following the data gathering period. Finally, she used sophisticated statistical methods to examine the dataset and find significant associations. Saba's methodical technique ensures solid results, reaffirming the study's legitimacy in examining various linkages inside Company X.

In-depth insights into the attitudes, experiences, and behaviours of a smaller sample of participants are sought through the data collecting process of interviews to better understand their attitudes towards diversity management practises and inclusivity at Company X. Given below in the data analysis section, is a more thorough description of the interview data gathering procedure. A focused strategy involving

interviews was used to generate nuanced insights on attitudes, experiences, and behaviours. This approach attempts to gain a thorough understanding of participant opinions about Company X's diversity management and inclusiveness initiatives. A more limited but representative sample from various departments and levels was selected via purposive sampling. Semi-structured interviews were done, allowing for free-form discussion while preserving the major areas of attention. Interviews were performed either in-person or remotely, at the convenience of the participants. Data accuracy was guaranteed via audio recordings and thorough notes. The next step was content analysis, which revealed repeating themes and provided deep insights into people's perspectives and organisational dynamics, increasing the research's total depth and context. The interview data collection was conducted by Sushmita Bista.

Sushmita Bista meticulously followed a number of measures to carry out the interview process with accuracy. First, she used purposive sampling to identify volunteers from various departments and hierarchies, guaranteeing a balanced representation. Second, she created a semi-structured interview guide to promote candid and direct conversations. Thirdly, Sushmita planned in-person or remote interviews at the convenience of the participants. Fourthly, she used audio recordings and thorough note-taking to correctly document interview topics. Last but not least, Sushmita conducted in-depth content analysis, spotting reoccurring themes and gleaning interesting viewpoints on diversity management and inclusiveness at Company X. Her rigorous approach ensures important insights, enhancing the qualitative aspect of the study.

4.2 Data analysis

For the data analysis, the 6 interviews and 49 responses to questionnaire surveys were used as the primary data in this thesis. Hence, some graphical analysis methods that have been used to better understand the relationship between the different variables that emerge out of the responses in the questionnaire analysis.

The study uses a survey questionnaire (APPENDIX 1) focused on diversity management practises, inclusivity, employee engagement, creativity, and innovation in the workplace at Company X. The survey questionnaire was created to be in line with the research aims and the constructs being examined. The researcher utilises random sampling or stratified sampling procedures to guarantee a representative sample from different departments and hierarchical levels within the organisation. The survey was

attempted to collect the responses from a minimum of 30 workers. Prior to beginning the survey, participants were given a thorough description of the research's goals and their rights as subjects, including the guarantee of confidentiality and anonymity. Before beginning the survey, each participant gave their informed consent. To make it easier for participants to reply, the survey was disseminated as part of the data gathering process using online tools like Google Form. To collect both quantitative and qualitative data, the questionnaire was combined with closed ended (multiple-choice and Likert scale questions) and open-ended questions. The survey contained 12 questions; all were compulsory. The survey questions cover a wide range of topics, including inclusion, employee engagement, creativity, and innovation inside the organisation. Participants are urged to discuss their opinions, encounters, and attitudes about these crucial workplace elements. The company has an app where employees communicate with each other. In the same app, the link was sent to all employees for survey. After gathering the data, the researcher used the graphical analysis tools to analyse the replies quantitatively. This enables a visual analysis of the patterns, trends, and correlations between the relevant variables, offering insightful information on the connections between workplace diversity and organisational success (Trafimow, D. and MacDonald 2016, 204-219).

A total of six Company X's employees were interviewed by the researcher. To guarantee variety in their jobs, experiences, and opinions inside the organisation, the participants were carefully chosen. The chosen participants were given comprehensive information about the study goals and the interview methods prior to the interviews. Their privacy and confidentiality were guaranteed, and they were requested to provide their informed consent. The purpose of the interview questions was to probe participants' perspectives and experiences about inclusivity, diversity, and organisational effectiveness. The open-ended nature of the questions encouraged participants to express their ideas and personal narratives. According to the convenience and preferences of the participants, the interviews (APPENDIX 2) were done using carefully constructed questions. The interviews were audio-recorded with the participants' permission to confirm the accuracy of the replies. To aid in data analysis, the recorded interviews will later be verbatim transcribed. The interview transcripts have been examined using qualitative content analysis to analyse the data. This entails analysing participant replies to questions on inclusivity, diversity management strategies, and their perceived effects on organisational performance to find themes, patterns, and repeating ideas. In-depth knowledge of the complex dynamics of workplace diversity and how it affects organisational outcomes at Company X has been obtained through conclusive data analysis. Moreover, data richness was maximised by designing questions based on participants' roles and experiences. The unique insights from multiple viewpoints were captured by a vari-

ety of questions, allowing for a thorough knowledge of Company X's views and experiences with diversity management and inclusion. The study findings' relevance, breadth, and correctness are all guaranteed by this method.

5 RESEARCH RESULTS

This chapter consists of a detailed explanation of the results obtained from both the survey and the interview questionnaires. The first part of this section discusses the results of the quantitative data that was collected through the survey questionnaire, while the second part of this section elucidates the qualitative data collected via the interview questionnaire.

5.1 Results of the questionnaire

The survey questionnaire received a total of 49 responses and the answers provided insight into how Company X workers perceived and experienced workplace inclusion, diversity, and organisational performance. The opinions of the respondents provide insightful information about the company's present situation, showing both its advantages and weaknesses in building a diverse and inclusive workplace.

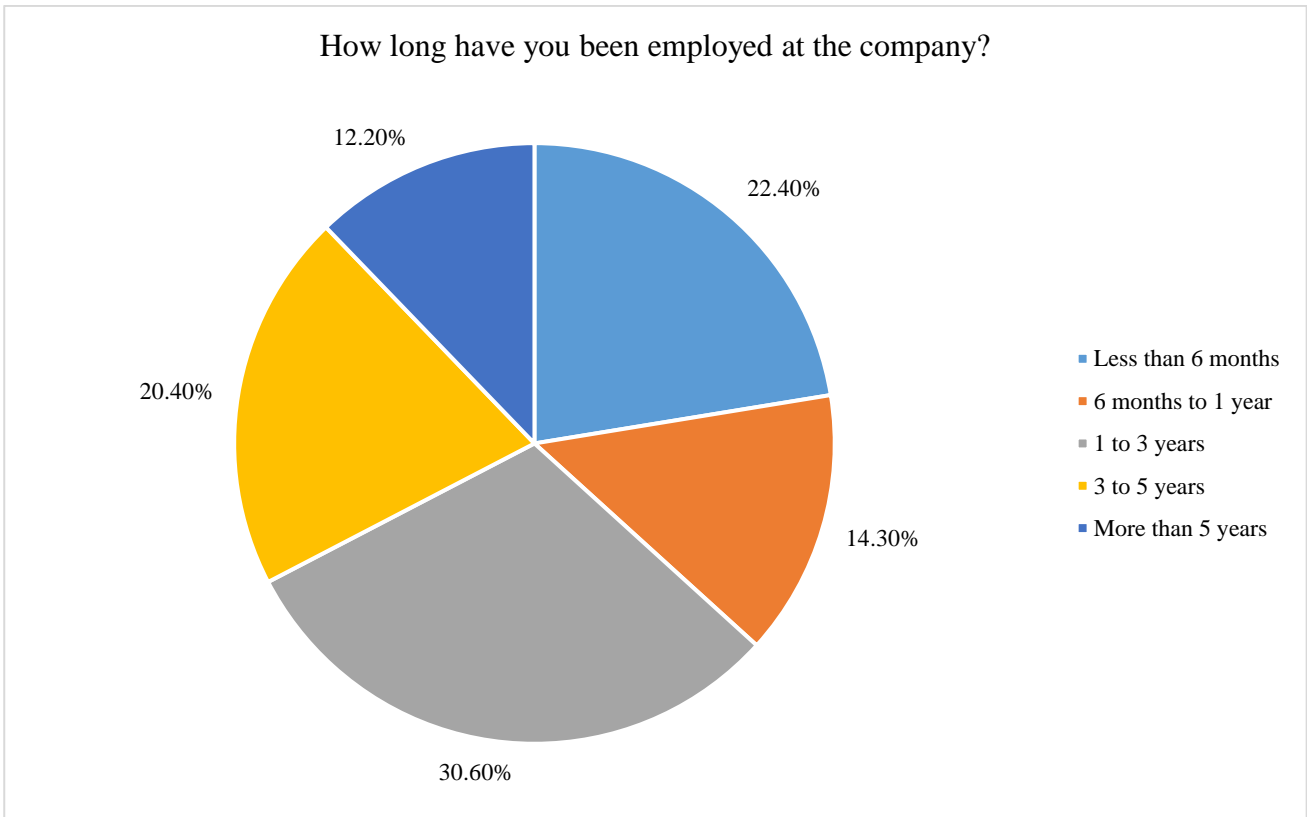


FIGURE 1. Responses to duration worked in the Company X

In figure 1, it is seen that the majority of respondents (30.6%) have worked for the organisation for one to three years, while 22.4% have only been there for less than six months. A variety of viewpoints and experiences were made possible by the combination of personnel who are both relatively new and moderately experienced.

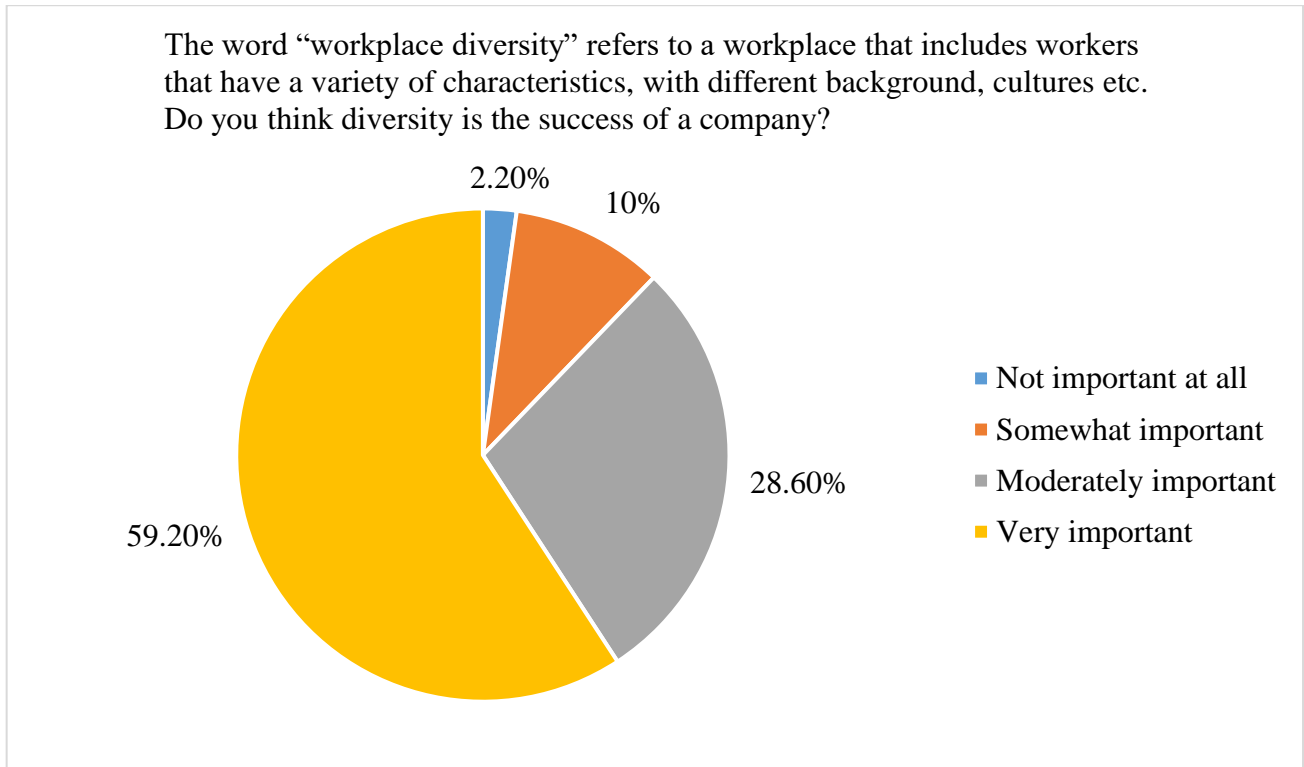


FIGURE 2. Responses to diversity and success of company

Additionally, according to Figure 2, 59.2% of respondents said that diversity is very essential for a company's performance, demonstrating a strong conviction in its relevance.

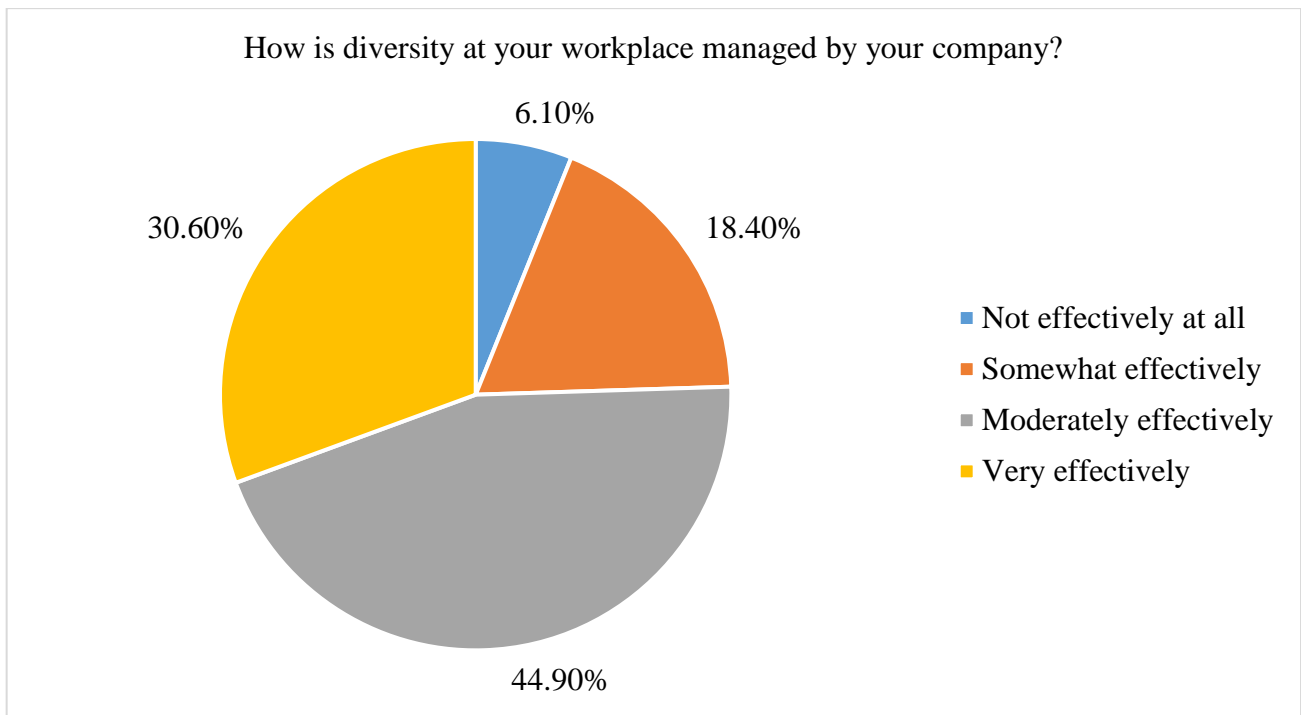


FIGURE 3. Responses to management of workplace diversity at Company X

Moreover, according to figure 3, 30.6% of survey participants responded that the firm has managed diversity extremely successfully. This finding suggested that the organisation has a favourable attitude towards accepting diversity.

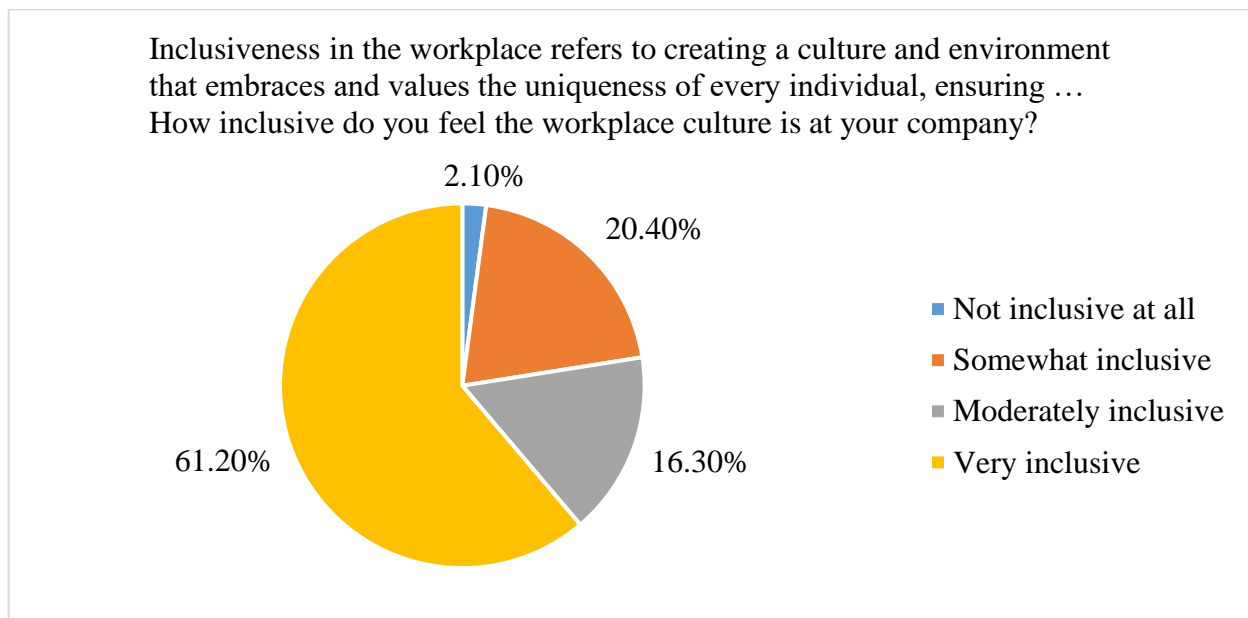


FIGURE 4. Responses to inclusivity at Company X

It can be seen in figure 4, that 61.2% of respondents said that the workplace culture was highly inclusive, demonstrating how positively inclusiveness is seen in the workplace. This shows that the business has been successful in developing a culture that recognises and celebrates the individuality of every person, adding to a happy working environment.

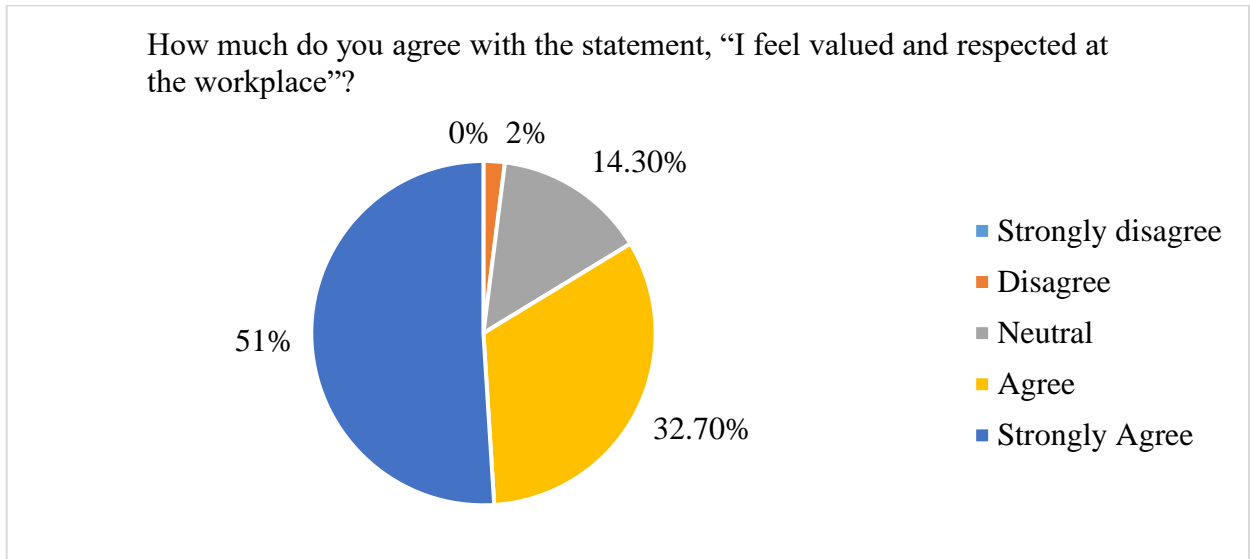


FIGURE 5. Responses to agreeableness with the statement "I feel valued and respected".

Moreover, in figure 5, with 83.7% of respondents either agreeing or strongly agreeing with the statement, the study also demonstrated favourable attitudes towards employees' perceptions of value and respect at work. This shows that the business has been effective in cultivating an appreciation and recognition culture among its staff.

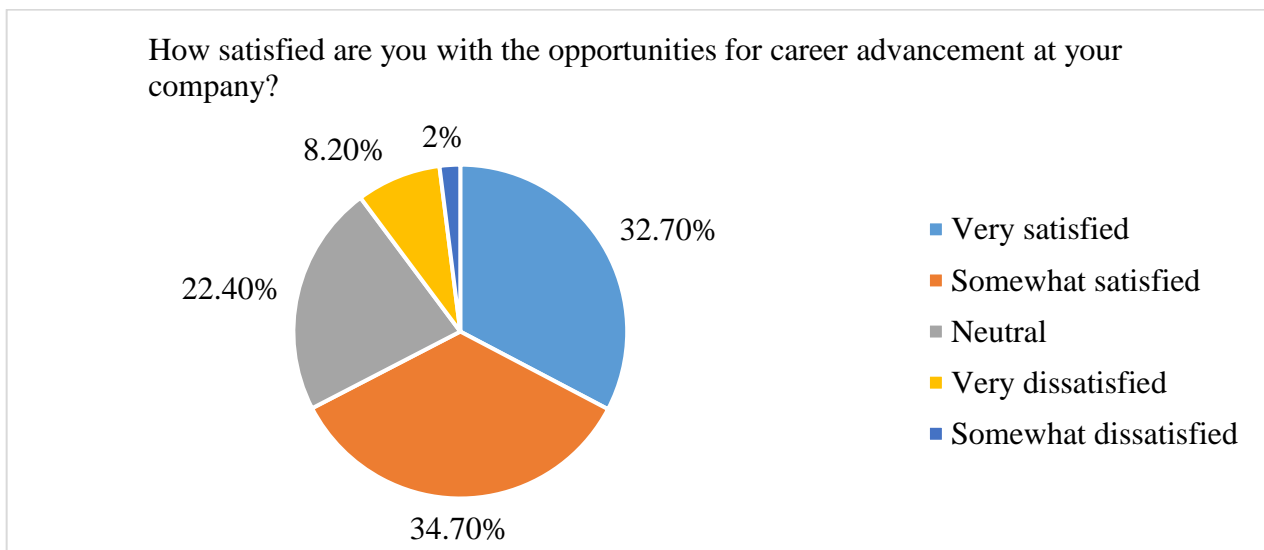


FIGURE 6. Responses to satisfaction with regards to career advancement at Company X

Additionally, in figure 6, 67.4% of respondents report being extremely pleased or fairly satisfied with their possibilities for job progression. This means that there are excellent opportunities for career advancement within the organisation.

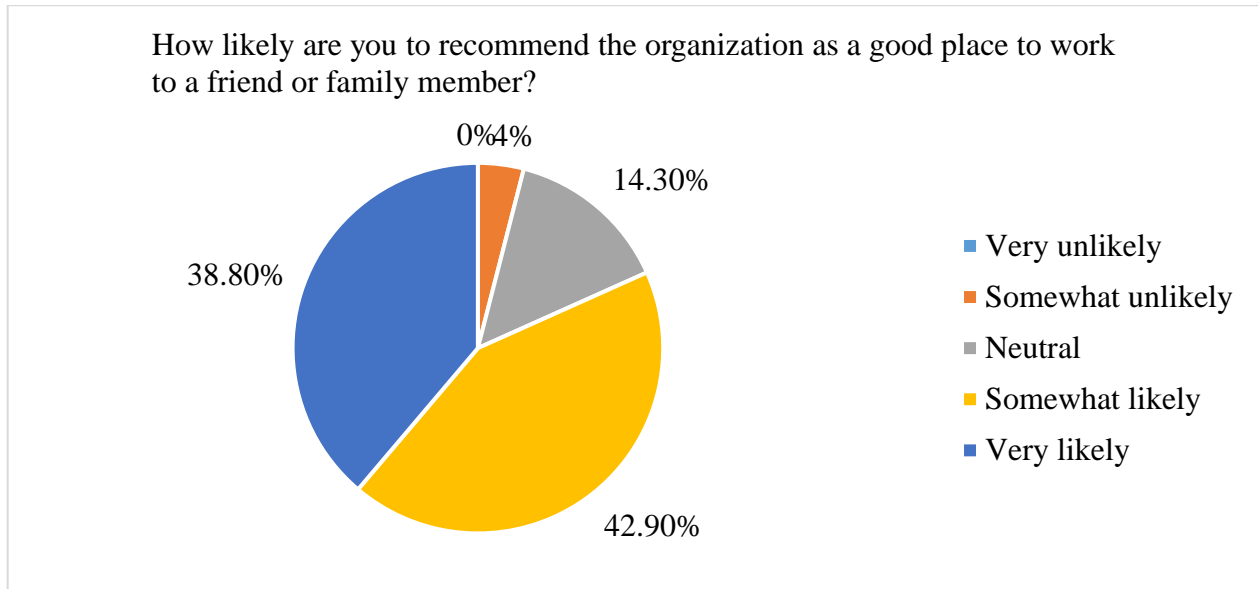


FIGURE 7. Responses to recommendation likelihood about working at Company X

Furthermore, in figure 7, it can be seen that 81.7% either fairly likely or very likely to suggest the company as an excellent place to work, the respondents' eagerness to do so is promising. This reflects on a satisfying overall experience with the business.

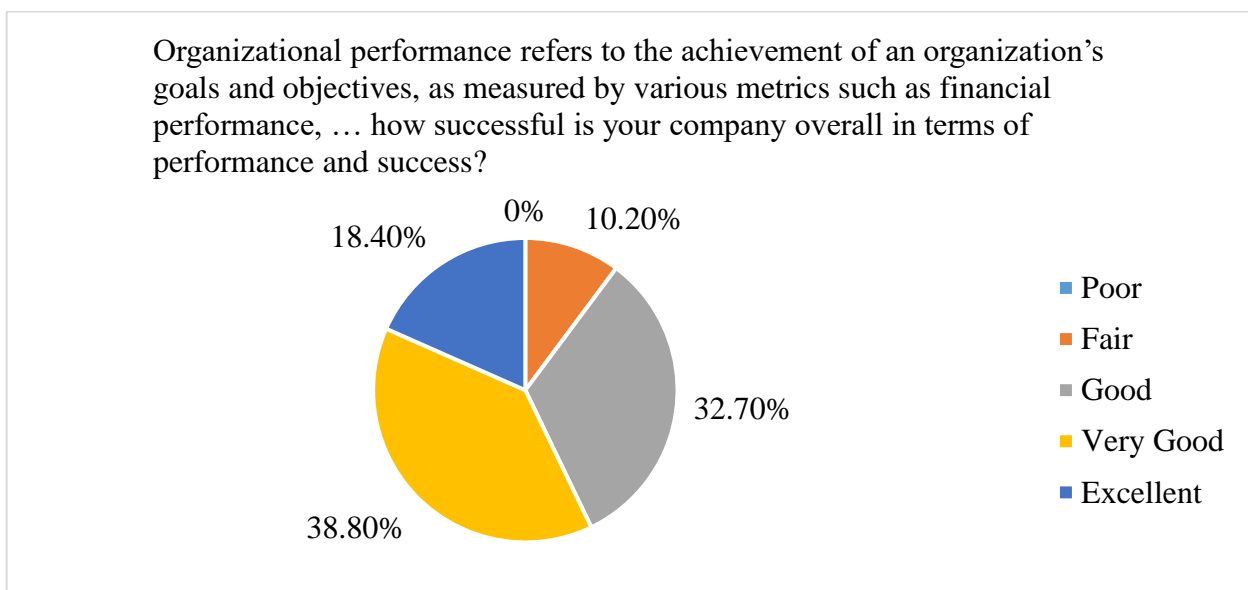


FIGURE 8. Responses to perceived success of Company X

Consequently, figure 8 shows that 57.2% of respondents gave the organisational performance a rating of either very good or outstanding. As a result, the business has gained a reputation as a high-performing organisation. This shows that the firm has been effective in reaching its aims and objectives.

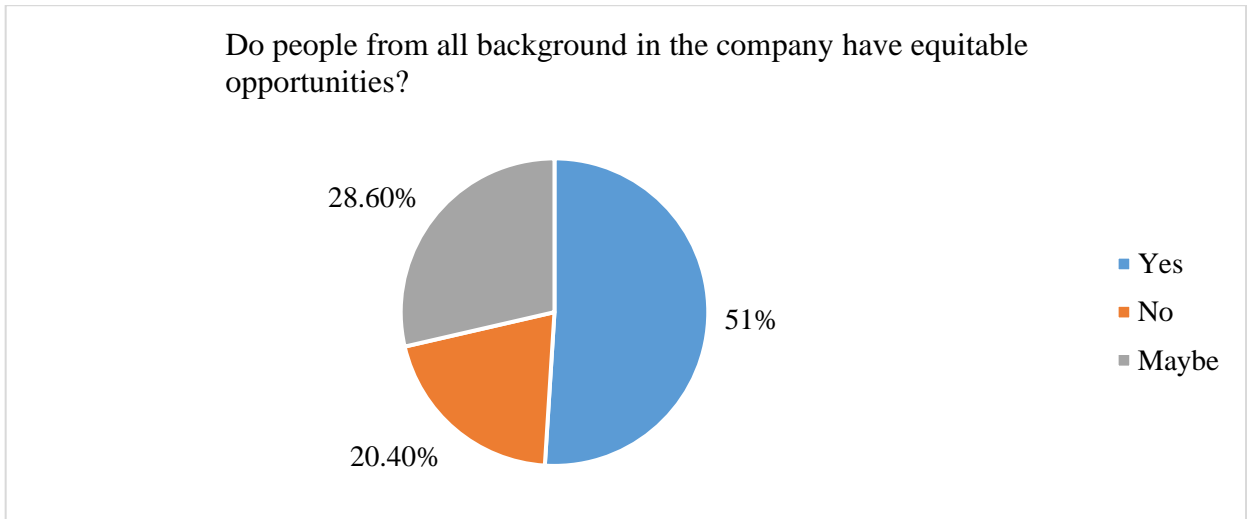


FIGURE 9. Responses to availability of equitable opportunities at Company X

On the other side, as per figure 9, it can be seen that 51% of respondents agreed that there are equal possibilities for workers in the organisation from all backgrounds. The necessity for ongoing efforts to provide equitable chances for all employees, regardless of their cultural backgrounds, is indicated by the fact that 20.4% are not persuaded.

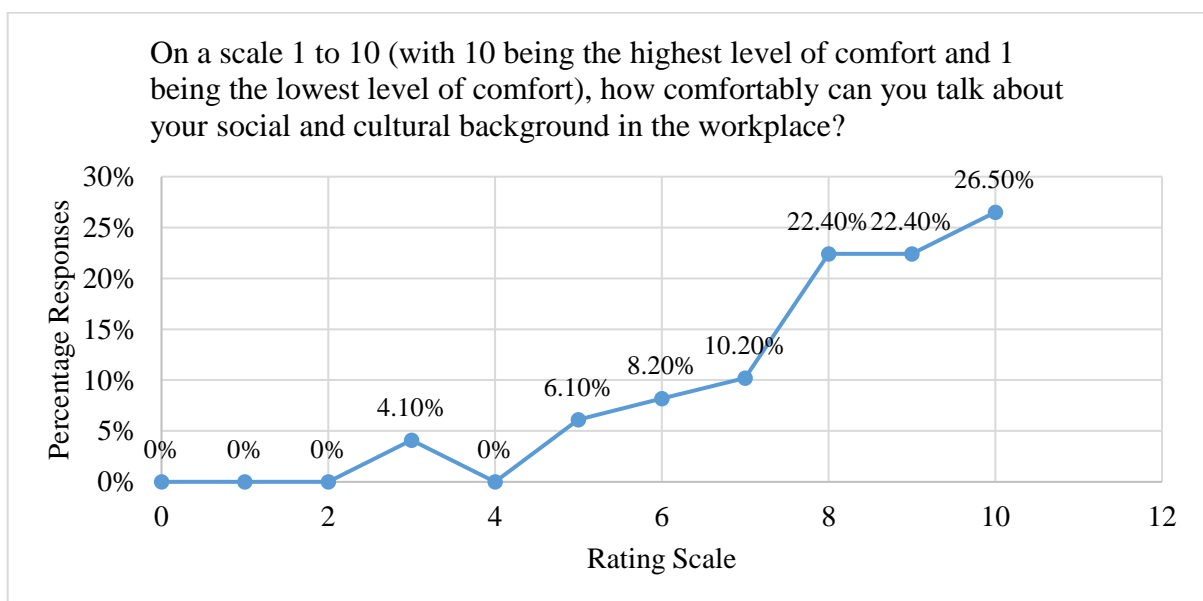


FIGURE 10. Responses to level of socio-cultural comfort at Company X

Moreover, as per figure 10, with 48.7% of respondents felt comfortable at level 7 or higher, the respondents' degree of comfort in expressing their social and cultural origins in the workplace suggests a generally good environment. However, 10.2% of respondents reported discomfort at level 3 or below, highlighting the need for continued initiatives to establish a welcoming environment for cross-cultural dialogue. On the other hand, the open-ended query seeking ideas for enhancing diversity and becoming more diversified received a variety of answers. The emphasis on equal chances and fair treatment for all employees is a recurring topic in the replies. While some respondents advocate for employing and promoting people from many cultural backgrounds, others support multicultural teams and cultural festivals to promote a fruitful and expanding conclusion.

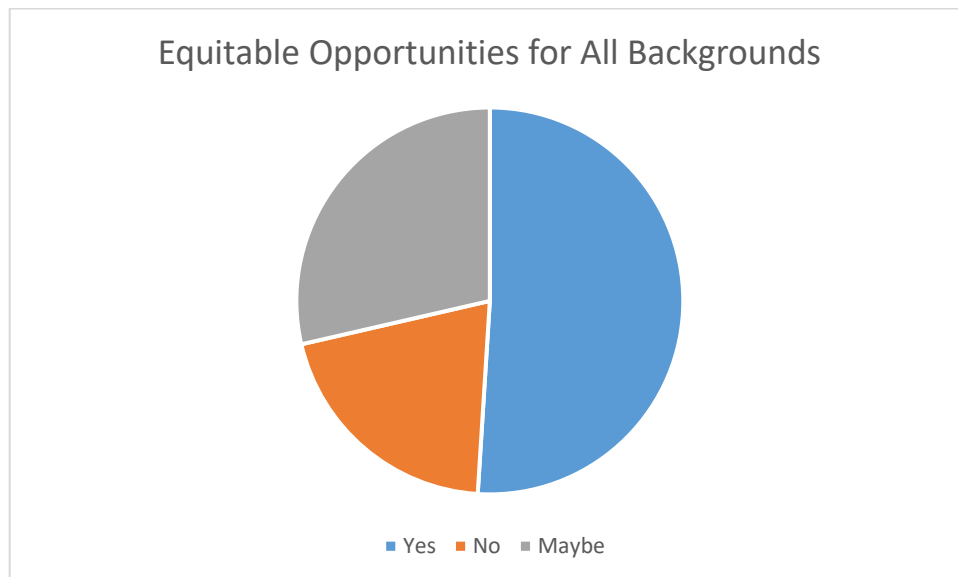


FIGURE 11: Equitable opportunities for employees of all backgrounds

The findings in figure 11 point to a conflicted impression of chances for employees from diverse backgrounds inside the organisation. A majority, or about 51%, think that there are fair opportunities, reflecting a favourable opinion of the organization's inclusiveness. A sizable majority, about 28.6%, however, indicated confusion (ranked "Maybe"), suggesting a need for clarification or even some area for change in policy or communication. Notably, 20.4% of respondents believed that there were not enough equal chances (ranked "No"), raising questions regarding real or imagined inequalities in the workplace. These findings highlight the significance of ongoing organisational efforts to guarantee and convey equitable opportunities for all employees, resolving any discrepancies or misunderstandings that may already exist.

On the other hand, the findings from Q.12 show a wide range of comfort levels when it comes to bringing up one's social and cultural background at work. About 26.5% of the sample showed the greatest level of comfort (scored 10), indicating that they were quite at ease discussing their background. A sizable fraction, at 22.4%, also reported feeling quite at ease (ranked 9 or 8), indicating a generally welcoming environment for bringing up ethnic and social backgrounds. On the other side, 14.3% reported a moderate level of comfort (ranked 6 or 7), while 10.2% reported a little lower level of comfort (rated 5). 6.1% said they were only fairly comfortable (ranked 2), while 4.1% said they were less comfortable (rated 3). Thankfully, no responders indicated the lowest degree of comfort (ranked 1).

In conclusion, the survey questionnaire findings showed that Company X employees have a generally favourable opinion of the workplace's diversity, inclusivity, and organisational performance. Most respondents agreed that workplace inclusion and diversity are important for the firm's performance. Many also agreed that the organisation does a good job of managing these issues. Employees acknowledge the organization's efforts to foster an inclusive workplace culture and express a sense of worth and respect for their jobs. Although the findings are encouraging, there are still certain things that may be done better. Maintaining an inclusive workplace requires providing equal opportunities and supporting fair treatment for all employees, regardless of their cultural heritage. The business may keep working to provide a more welcoming environment for cultural conversations and exchange, encouraging intercultural cooperation and

Therefore, Company X's can strengthen its diversity initiatives by utilising the positive feedback and addressing the survey's areas for improvement, creating a workplace that embraces diversity's richness and fosters collaboration, creativity, and overall organisational growth. The business may maintain its position as an employer of choice by being committed to diversity and inclusivity, attracting, and keeping a varied pool of talent, and establishing an inclusive working environment for the benefit of all workers.

5.2 Results of the interview

The answers to the interview questions of 6 interviewees offered insightful and thorough information about how Company X's workers perceive and interact with workplace diversity. A fuller knowledge of the effects of diversity inside the organisation may be gained from the viewpoints and experiences

offered by the respondents, who have worked for the company for anywhere between six months and two years.

The gratitude for working in a varied and inclusive atmosphere is one recurrent topic that emerges from the comments. The advantages of engaging with coworkers from various cultural backgrounds are frequently mentioned by all respondents. They like learning about different customs, cultures, and languages since it has extended their perspectives and increased their personal and professional development. It is believed that exposure to various viewpoints and ideas fosters creativity and innovation in the workplace. Additionally, all 6 respondents agreed that workplace diversity benefits the organisation. They think that having a diverse workforce improves the organization's capacity to manage problems and capture opportunities in a competitive market by bringing in a wide range of talents, skills, and experiences. Combining many points of view results in well-rounded decision- and problem-making, which in turn improves organisational performance. For example, the first respondent stated that "In my view, workplace diversity has a more positive impact on the organization than the negative one. The employees from different nations have different creativity, ideas, and skills. We can learn from others and share ours with them. Sometimes, it may be disputes among the workers when there is a lack of teamwork."

However, 3 out of the 6 respondents also point out specific difficulties connected to workplace diversity in addition to the benefits. Language limitations that prevent clear communication are listed as one of the biggest problems employees' encounters. Despite the fact that English is the most widely used language for communication, varying accents and degrees of linguistic skill can occasionally cause misunderstandings and misinterpretations. 2 out of 6 respondents have explained how they actively focus on enhancing their language abilities, conversing with coworkers, and looking for chances for language practise, to overcome this problem. The sporadic sense of uneven treatment or discrimination among employees is another issue that is brought to light. Moreover, 3 out 6 respondents point out that some prejudices or biases may persist in the workplace and affect how people from different backgrounds are viewed or treated. They state that despite the company's broad support for a diverse workforce, continual efforts are still required to promote an inclusive culture where all workers feel appreciated and treated equally. Most respondents agree that the firm has been effective in cultivating a diverse workforce when it comes to its diversity initiatives. They like the fact that all employees, regardless of their cultural background, are given equal opportunity, and they value the fact that devotion and hard work are rewarded. Additionally, the organization's initiatives to plan celebrations of diversity and activities that foster teamwork are well accepted.

Furthermore, all 6 responders do, however, believe that there is still potential for growth. They stress the value of regularly offering diversity training to staff members, emphasising not just the elimination of unconscious prejudices but also the improvement of intercultural awareness and communication. Additionally, recommended as successful tactics to promote a more inclusive work environment are encouraging open discussions on diversity-related subjects and proactively addressing any instances of prejudice. 4 out of 6 respondents show a sense of responsibility when discussing their particular efforts to improving diversity and inclusivity at work. They work hard to keep good connections with coworkers by being respectful and helpful to one another. They aggressively promote intercultural communication and teamwork, fostering a sense of cohesion and camaraderie among the heterogeneous staff. One respondent, a trainer, offers further perspectives on their special contribution to promoting inclusivity and diversity. They emphasise the value of giving all employees equal opportunity and assistance, as well as the benefits of the personal development and knowledge received from working with varied coworkers. They emphasise the need of keeping a positive outlook, treating every employee fairly, and disseminating encouraging information to foster an amicable and effective work environment. For example, the first respondent also said “I am confused with the answers to this question. I have less clue about it. But I think communication barriers are the key challenge. All employees have different language, and the common language is English, but the accent is different. So, sometimes it’s difficult to understand it.”

The findings of the interview provide an in-depth picture of workplace diversity at Company X, in conclusion. The employee feedback reveals both the positive and negative aspects of the organization's diversity initiatives. The advantages of having a varied staff in fostering organisational success are highlighted by the pleasant experiences and admiration for many cultures and viewpoints. Nevertheless, the difficulties and recommendations raised by the respondents show the continued efforts required to create a workplace that is even more welcoming and encouraging. The information gleaned from these interviews will help Company X improve its diversity programmes and establish a setting that celebrates diversity's richness while encouraging teamwork, innovation, and organisational development. Moreover, the 6th respondent said, “No, I feel happy to work with diverse workers. There is no negative effect of it. But, have a lot of positive ones. We share our cultures, languages, and other information with each other which helps us to get extra knowledge”.

6 RESEARCH ANALYSIS

Based on the discussion of both the quantitative and the qualitative data gathered from the two research tools used, it is evident that these responses of the 55 research participants (49 survey respondents and 6 interviewees) have deep connections to the concepts and theoretical framework studied. The current literature on this topic of diversity at the workplace helps analyse this data.

6.1 Analysis of quantitative data

Insights on how Company X's workers saw, and experienced workplace inclusion, diversity, and organisational success were offered by the survey questionnaire. The topics already present in this thesis can be used to assess the outcomes. Moreover, the majority of respondents strongly believed that diversity is important for the functioning of the firm. They also expressed a good opinion towards the organization's handling of diversity, suggesting that Company X has a successful strategy for tolerating and promoting diversity. On the other hand, the majority of respondents said the working atmosphere was very inclusive. This shows that the company has been effective in fostering an environment that values and celebrates uniqueness, adding to a positive work environment. Furthermore, the survey revealed positive sentiments regarding workers' opinions of their value and respect at work. This shows that the company has been successful in instilling a culture of gratitude and acknowledgment among its employees. Subsequently, it was found that a sizable portion of those surveyed expressed either extreme or moderate satisfaction with their chances of moving up the corporate ladder. This data suggests that there are great chances for professional growth, which may help to increase employee engagement and productivity. Finally, the majority of poll respondents said the organisation performed very well or excellent, and their overall impression of the company was positive. This shows that Company X has established a reputation for being a high-performing company.

6.1.1 Analysis of survey results

It is clear from analysing the quantitative survey data that the majority of Company X's employees have a favourable view of workplace diversity and inclusiveness. The majority of respondents agree

that the firm effectively handles diversity and that diversity is necessary for organisational effectiveness. This shows a firm belief in the value and advantages of diversity within the company (Chaudhry et al. 2021, 1-14).

Figure 1 illustrates how responses were distributed based on how long they had worked for Company X, showing a diversified workforce with a range of experience. This supports the literature's focus on the value of hiring individuals from a variety of backgrounds and experiences to encourage creativity and innovation (Cox and Blake, 1991). A varied talent pool is created by mixing personnel with varying levels of expertise, which can improve problem-solving and decision-making (Kossek and Lobel, 1996). Figure 2 shows that a sizeable majority of respondents (59.2%) firmly feel that diversity is important for a company's performance. This result was consistent with the claim made in the literature that diversity can improve organisational performance by encouraging innovation, creativity, and a larger variety of ideas (Saxena, 2014). It emphasises the notion that, in order to profit from diversity, it is essential to acknowledge and value differences among personnel (Cox and Blake, 1991).

On the other hand, the result in figure 3 that 30.6% of survey respondents think the organisation handles diversity exceptionally effectively speaks well of Company X's strategy for managing diversity. This is consistent with the literature's focus on developing an office culture that respects diversity and encourages inclusivity, equality, and justice (Cox and Blake, 1991). Leveraging the advantages of a diverse workforce requires effective diversity management (Kossek and Lobel, 1996). Furthermore, it is evident from figure 4 that Company X's efforts to foster an inclusive working environment are paying off, as seen by the high proportion of respondents (61.2%) who believe that the workplace culture is extremely inclusive. This is consistent with the literature's focus on behaviours that promote inclusion, such as good communication, justice, and equality (Cox and Blake, 1991). According to the literature, an inclusive workplace is one where all employees are treated with respect and worth (Nishii, 2013).

Figure 5's resoundingly affirmative response (83.7%) to the claim "I feel valued and respected" shows that Company X has been effective in fostering an environment of appreciation and acknowledgment among its employees. According to the research, an inclusive workplace is one in which all employees feel that they can contribute to the objectives of the organisation and that their efforts are valued and recognised (Harrison and Klein, 2007). This finding is consistent with that notion. Figure 6 demonstrates that Company X offers great options for career advancement, as seen by the high level of satis-

faction (67.4%) with career advancement opportunities at the company. This is consistent with the literature's emphasis on how variety in experiences and abilities may improve employee performance and help them develop in their careers (Ahmad and Rahman, 2019).

Additionally, figure 7's affirmative replies (81.7%) to the question of whether or not people would suggest Company X as a great place to work show that workers are generally satisfied. This is consistent with research showing that inclusive workplaces and good diversity management increase employee satisfaction and overall organisational success (Turi et al. 2022). However, a sizable percentage of respondents (57.2%) in figure 8 think Company X's organisational performance is excellent or very good. This supports the claim made in the research that diversity may improve team dynamics and overall organisational effectiveness when it is adequately handled (Chaudhry et al. 2021).

Finally, these statistics and figure 9 show that there were differing opinions on the accessibility of fair chances and sociocultural comfort. While most people believe in equal opportunity and feel comfortable talking about their histories, a sizeable percentage expresses doubt or unease. This emphasises the necessity of continual initiatives to guarantee and convey equal chances for all employees (Cox and Blake, 1991) to establish a friendly atmosphere for intercultural communication (Saqib and Khan, 2022).

6.1.2 Analysis of interview results

The survey results also showed that people see the workplace culture as being quite inclusive, with the majority of respondents saying that they feel respected and appreciated at work. This favourable view of diversity fosters a healthy work environment and increases employee engagement and satisfaction (Nishii 2013, 54-57). The survey results also indicate that Company X's offers strong potential for professional promotion, as many respondents indicated satisfaction with their chances for advancement within the company. This suggests that the company is successful in developing employee growth and talent, which can have a good influence on organisational performance (Ahmad and Rahman 2019, 85-90). In addition, the survey findings show that respondents are quite satisfied with their overall interactions with the business. Given that a sizable portion of respondents assessed the organisational performance as either very excellent or outstanding, the positive feedback from workers also speaks well of it.

The report does, however, also point out areas that need improvement. A sizable portion of respondents are not completely convinced that employees from all backgrounds have equal opportunity, despite the fact that the majority of respondents hold this belief. This suggests that ongoing work is required to guarantee that all employees receive fair treatment, regardless of their cultural backgrounds (Silva and Borsato 2017, 25-30). In fact, a better knowledge of how Company X's employees saw and engaged with workplace diversity was made possible by the interview questions. From the qualitative data, some important analyses are presented.

6.2 Analysis of qualitative data

When the qualitative interview responses have been analysed, it became clear that the Company X's employees value having a diverse and inclusive workplace. They recognised the advantages of connecting with coworkers from different cultural backgrounds. According to research, this has been found to promote creativity, innovation, and personal and professional growth in the workplace (Chaudhry et al. 2021, 1-14).

6.2.1 Analysis of each respondent

The favourable work environment experience of Respondent 1 is consistent with the claim made in the literature that diversity can improve organisational performance (Cox and Blake, 1991). The obstacles connected with workplace diversity are echoed by the mention of prejudices and communication hurdles, underscoring the significance of handling these problems (Cox and Blake, 1991). According to the literature, proactive diversity management should be practised, which is supported by the suggestion to assess workers' work habits (Cox and Blake, 1991).

The affirmation of equal chances for varied employees made by Respondent 2 and his good experience are consistent with the literature's focus on using a diverse workforce's advantages (Cox and Blake, 1991). The fact that communication issues are brought up right away highlights the early hurdles that heterogeneous teams frequently face (Cox and Blake, 1991). The admission of prejudice in a former job emphasises how persistent biases are and emphasises how crucial it is to remove discrimination (Rudman and Glick, 2001, 43-62). The positive experiences of Respondent 3 with varied coworkers

and the lack of negative outcomes are consistent with the literature's view of variety as a catalyst for creativity and innovation (Cox and Blake, 1991). Moreover, the mention of uneven assistance for non-EU staff highlights the difficulty in managing diversity and points to the need for more inclusive practises. The research calls for proactive diversity management, which is supported by the proposal for equitable chances and training (Cox and Blake, 1991.)

The positive assessment of the company's diversity by Respondent 4 is consistent with the literature's emphasis on how variety fosters creativity and innovation (Cox and Blake, 1991). The fact that communication problems were brought up right away highlights the early difficulties in working with a diverse staff (Cox and Blake, 1991). According to research, variety in abilities and experiences can enhance organisational performance (Ahmad and Rahman, 2019). The mention of experience diversity increasing performance is consistent with this conclusion. The fact that Respondent 5 enjoys working with varied coworkers is consistent with the good effects of diversity that have been shown in the literature, such as improved creativity and idea exchange (Cox and Blake, 1991). The necessity for proactive diversity programmes is in line with the urge for raising awareness of prejudice (Cox and Blake, 1991).

Finally, the good experience respondent 6 had with diversity and his focus on the value of inclusivity are in line with the literature's view of diversity as a catalyst for creativity and innovation (Cox and Blake, 1991). The mention of negative affect and emotional moods highlights how crucial it is to successfully manage diversity difficulties (Liu et al. 2023). The literature's demand for inclusive practises to maximise the benefits of diversity is in line with the emphasis on inclusive leadership (Turi et al. 2022).

6.2.2 Overall analysis

The interview replies revealed certain difficulties associated with workplace diversity in addition to the favourable features. Clear communication among employees can occasionally be hampered by linguistic difficulties, accent differences, and language hurdles. A few respondents also identify instances of perceived discrimination or unequal treatment, indicating the need for continual initiatives to build an inclusive culture where all workers feel appreciated and treated fairly, which is the same found by Nishii (2013, 54-60). The respondents respect the equal chances offered to all employees as well as the

organization's diversity initiatives. However, they advocate for the necessity of ongoing diversity training to improve intercultural understanding and communication and to promote open discourse on issues pertaining to diversity in order to foster a more welcoming work environment. The importance of each person's efforts in promoting inclusion and diversity via kind and supportive interactions with coworkers is also emphasised by the respondents just like in the study conducted by Silva and Borsato (2017, 25-30).

Hence, the qualitative data demonstrate both the successful outcomes and opportunities for development, giving a greater knowledge of workplace diversity at Company X. To deepen its diversity initiatives and develop a workplace that celebrates diversity and encourages cooperation, innovation, and organisational success, the firm may take advantage of the good comments and deal with the modifications identified (Chaudhry et al. 2021, 1-14). Company X can continue to recruit and maintain a broad talent pool and create an inclusive working environment for the benefit of all workers by prioritising diversity and inclusiveness, which has already been suggested by Ahmad and Rahman (2019, 85-90).

Moreover, employees expressed appreciation for the inclusive and diverse environment they worked in. They valued networking with employees from other ethnic backgrounds because it broadened their horizons and facilitated their career and personal growth. It was thought that exposure to varied points of view and concepts encouraged creativity and innovation at work. Furthermore, some respondents brought up challenges brought on by workplace diversity, such as communication barriers caused by language barriers. The infrequent perception of unfair treatment or discrimination among employees was also noted. Offering frequent diversity training to enhance cross-cultural knowledge and communication as well as promoting open discourse on diversity-related topics were among the recommendations made. Finally, respondents showed responsibility in fostering tolerance and diversity at work. They emphasised the need of providing all workers with an equal level of opportunity and support, encouraging cross-cultural cooperation and teamwork, and upholding a supportive and courteous work environment.

6.3 Comparison with current literature

Workplace diversity fosters tolerance and inclusion among workers. Respondents emphasised the need of giving all employees equal chances and assistance, regardless of their cultural backgrounds (Jaya-

wardana and Priyashantha 2019, 431-435.) This shows that, despite their disparities, diversity programmes have helped to create a work atmosphere where individuals feel appreciated and respected. Additionally, the focus on intercultural collaboration and teamwork illustrates how diversity has made it easier for people from all backgrounds to work together. Workplace diversity has aided workers in cooperating well and fostering a peaceful and cohesive workplace by fostering intercultural dialogue and understanding. The overall argument of Jayawardana and Priyashantha (2019, 431-435) is that workplace diversity has produced a caring and supporting culture that has enhanced worker engagement, contentment, and productivity. It demonstrates the beneficial effects of diversity in building strong interpersonal bonds and a sense of belonging and camaraderie among staff members. Both this thesis on Company X and the study findings on workplace diversity in Jayawardana and Priyashantha's (2019, 431-435) work have several things in common. The benefits of workplace diversity in promoting acceptance, inclusiveness, and cross-cultural cooperation among employees are highlighted by both studies. They stress the value of giving all workers equal chances and assistance, regardless of their cultural origins, in order to foster a courteous and encouraging workplace. Both studies also acknowledge the advantages of workplace diversity in raising employee satisfaction, productivity, and general organisational performance. The need of continual training and education to foster diversity awareness and inclusion in the workplace is also emphasised by both studies.

On the other hand, the significance and effects of workplace diversity are emphasised in both this thesis regarding Company X and the research by Farnsworth, Clark, Green, Lopez, Wysocki and Kepner (2020, 10-16) on managing diversity in the workplace. Both studies agreed that embracing diversity may result in a number of advantages for the organisation and that diversity in the workforce is a substantial organisational challenge. The research of Farnsworth et al. (2020, 10-16) acknowledges that workplace diversity spans different characteristics, such as age, gender, colour, ethnicity, educational background, and more. This thesis on Company X does the same. Both findings have highlighted the necessity for organisations to recognise and embrace these individual distinctions in order to provide a more welcoming and effective work environment. Additionally, both surveys emphasise the advantages of workplace diversity, including greater customer service, increased innovation, higher job productivity, and a competitive edge in the global market. In addition, both studies acknowledge that diversity may benefit both employees and businesses. Both studies also touch on the difficulties of leading a diverse staff. They emphasise that managing diversity entails more than merely recognising differences; it also entails preventing discrimination, fostering inclusivity, and dealing with unfavourable attitudes and conduct that might damage the workplace. Both studies emphasise the significance of

offering continual training and education for employees and management to raise awareness and understanding of diversity concerns when it comes to managing diversity. They emphasise the importance of establishing a welcoming environment for communication and promote the adoption of laws and initiatives that support diversity and equal opportunity for all workers.

Through the mediation of psychological safety at both the individual and team levels, Li and Tang's study from 2022 focuses on inclusive leadership and its effect on team and individual inventive performance. On the one hand, Li and Tang's (2022, 20-23) study emphasises the beneficial correlation between workplace innovation and views of inclusive leadership. The influence of workplace diversity on worker performance, engagement, innovation, problem-solving, and overall organisational growth, on the other side, is examined in this thesis on Company X. Both studies acknowledge the value of inclusion and diversity in the workplace, but their methodologies and specific foci are different. While the cited research of Li and Tang's (2022, 20-23) focuses on the importance of inclusive leadership in encouraging creativity via psychological safety in a larger framework, this thesis explores the specific characteristics of diversity and its influence on numerous performance metrics at Company X. However, there are several other current studies that can be used to draw similarity to this research, its aims, and objectives. Nevertheless, from the literature review, it has been confirmed that all such works have certain gaps that this thesis has fulfilled. When it comes to leadership promoting inclusion, diversity, and equity at the workplace, the study conducted by Fang, Chen, Wang and Chen (2019, 12-15) and the Company X thesis acknowledge the importance of leadership in fostering diversity in organisations.

On the other hand, the research of Fang et al. (2019, 12-15) focuses on inclusive leadership and especially explores its influence on innovative behaviour among employees, with an emphasis on next generation workers. It emphasises the value of adjusting leadership styles to fit the demands of the contemporary workforce by highlighting the favourable association between inclusive leadership and employee inventive behaviour. On the other hand, this thesis on Company X, in contrast, looks on how workplace diversity affects several facets of employee performance, including engagement, creativity, problem-solving, and overall organisational growth. It highlights the advantages of inclusion and diversity in fostering a positive work atmosphere where staff members feel valued and respected, which boosts output and overall success. Therefore, both studies emphasise the need of promoting an inclusive culture and appreciating the value of many viewpoints in promoting organisational performance and success.

6.4 Conclusions of qualitative and quantitative research data

In conclusion, this research's examination of qualitative and quantitative data has revealed important information about the effects of workplace diversity at Company X and the role that leadership plays in fostering inclusion inside the company. The results showed that most Company X workers enjoy an inclusive workplace culture that generates a sense of worth and respect among the workforce and have good attitudes towards diversity and inclusion. The findings also implied that the business provides considerable prospects for career advancement, which boosts worker happiness and organisational effectiveness.

The qualitative data provided more insight into the advantages of workplace diversity, showing that employees valued the chance to network with coworkers from different backgrounds, which boosted creativity and innovation. The need for ongoing efforts to increase inclusion is evident from the obstacles that were also noted, such as communication gaps and sporadic feelings of unfairness or prejudice. The results of this study are consistent with the current literature on workplace diversity, inclusive leadership, and the effects on employee behaviour and performance, which emphasises the value of establishing an inclusive and fair work environment. The importance of variety in fostering a happy work environment, more productivity, and better organisational outcomes is highlighted by both the research and the Company X thesis.

Company X may give efforts promoting diversity and inclusiveness even more priority in order to build on the successes noted thus far and address the areas that still need work. The company may maintain an inclusive workplace where all workers feel valued and respected by offering regular diversity training, encouraging open discussions on diversity-related issues, and establishing a culture of mutual respect and support. The final analysis of this thesis, summarising the major discoveries and implications of the study, is presented in the next chapter. It also analyses the research's larger implications, makes ideas for more research, and offers concrete solutions for Company X and other organisations seeking to improve workplace inclusion and diversity.

7 CONCLUSION

The thorough research analysis, in conclusion, explored the complex dynamics of workplace diversity and how they affected Company X. The study was able to accomplish both of its goals, illuminating the close relationship between diversity, inclusion, and organisational performance while also examining the crucial part that leadership plays in building an inclusive workplace culture.

The first goal, which was to look into how workplace diversity affected organisational performance, has been successfully completed. The study showed that Company X has established a welcoming workplace where diversity is appreciated, leading to increased employee engagement, innovation, and problem-solving using a combination of quantitative and qualitative data. According to the study, diversity has a critical role in fostering a creative, cohesive, and high-performing organisational culture. Moreover, the second goal, which examined how leadership influences inclusivity, has also been successfully accomplished. The study emphasises the value of leadership in fostering a welcoming environment and advancing diversity initiatives. The results show how inclusive leadership strategies, such as an encouraging cross-cultural cooperation and guaranteeing equal chances, have a beneficial impact on employee attitudes and help foster a happy work environment.

Future research might need to investigate the long-term sustainability of diversity programmes, delve deeper into specific issues faced by diverse teams, and analyse the interaction between leadership styles and different dimensions of diversity to overcome potential constraints and develop this topic. Organisations may foster settings that harness the potential of diversity for ongoing growth and success by looking into and improving workplace inclusion.

The research's primary findings are summarised in the conclusion, which also sheds light on the complex interactions between leadership, organisational success, workplace diversity, and inclusion at Company X. Nevertheless, despite the study's encouraging findings, several significant obstacles and gaps come to light. The research allows opportunity for more investigation into how long-lasting these effects will be. The conclusion also skips over any potential difficulties that diverse teams within Company X could encounter and skims over any potential obstacles or conflicts that might develop between various leadership philosophies and various diversity dimensions. To ensure the efficacy and long-term impact of diversity programmes, these gaps emphasise the need for more research on the dynamics of diversity in the workplace. The findings therefore open the door for focused suggestions

meant to address this rarely addressed territory of diversity management and improve the general inclusiveness of Company X's organisational culture. Hence, a set of 3 action-oriented recommendations can be developed for Company X.

The first recommendation is about continuous diversity training. In this, the leadership and staff of Company X should be subjected to an extensive and continuing diversity training programme. This programme will enhance communication, promote cross-cultural understanding, and lessen potential biases. Regular training sessions will give staff the tools they need to successfully navigate different workplaces, fostering an environment that is more inclusive and respectful.

The second recommendation is about developing a diversity task force. In this, the establishment of an organization-wide diversity task team can act as a catalyst for inclusivity. This task force, which includes members from all levels and experiences, can lead projects, evaluate diversity-related practises on a regular basis, and recommend tactics for ongoing progress. Their knowledge will make it easier to address problems in a subtler way and to foster a diverse and harmonious workforce.

The third recommendation is about having open dialogue platforms. In this, the Company X should provide forums that promote candid conversations on inclusion, equity, and diversity. Regular forums, workshops, and feedback systems can give staff members a secure place to share their stories, express their concerns, and offer fresh ideas. By encouraging transparency, these platforms will help the company better understand and meet the needs and goals of its diverse staff.

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APPENDIX 1

Questionnaire

1. What is your gender?

- a) Male
- b) Female
- c) Prefer not to disclose

2. How old are you?

- a) Under 18
- b) 18-24
- c) 25-34
- d) 35-44
- e) 45-54
- f) 55 or older

3. How long have you been employed at the company?

- a) Less than 6 months
- b) 6 months to 1 year
- c) 1-3 years
- d) 3-5 years
- e) More than 5 years

4. The word "workplace diversity" refers to a workplace that includes workers that have a variety of characteristics, with different background, cultures, experiences, fostering an inclusive environment that values and respects differences, leading to a richer and more innovative organizational culture. How important do you think diversity is in the success of company?

- a) Not important at all
- b) Somewhat important
- c) Moderately important
- d) Very important
- e) Extremely important

5. How is the diversity at your workplace managed by your company?

- a) Not effectively at all
- b) Somewhat effectively

- c) Moderately effectively
- d) Very effectively
- e) Extremely effectively

6. Inclusiveness in the workplace refers to creating a culture and environment that embraces and values the uniqueness of every individual, ensuring that all employees feel welcomed, respected, empowered, and able to fully contribute their skills, perspectives, and talents without fear of discrimination or exclusion. How inclusive do you feel the workplace culture is at company?

- a) Not inclusive at all
- b) Somewhat inclusive
- c) Moderately inclusive
- d) Very inclusive
- e) Extremely inclusive

7. How much do you agree with the statement, “I feel valued and respected at workplace”?

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree

8. How satisfied are you with the opportunities for career advancement at company?

- a) Very dissatisfied
- b) Somewhat dissatisfied
- c) Neutral
- d) Somewhat satisfied
- e) Very satisfied

9. How likely are you to recommend the organization as a good place to work to a friend or family member?

- a) Very unlikely
- b) Somewhat unlikely
- c) Neutral
- d) Somewhat likely
- e) Very likely

10. Organizational performance refers to the achievement of an organization's goals and objectives, as measured by various metrics such as financial performance, customer satisfaction, employee engagement, and innovation. How would you rate the company overall in terms of performance and success?

- a) Poor
- b) Fair
- c) Good
- d) Very good
- e) Excellent

11. Do people from all backgrounds in the company have equitable opportunities?

- a) yes
- b) No

12. On a scale of 1 to 10 (with 10 being the highest level of comfort and 1 being the lowest level of comfort), how comfortably can you talk about your social and cultural background in the workplace?

APPENDIX 2

Interview Questions

Respondent 1

1. How long have you been employed at Company X?
All the respondents are working since 6 months-2 years
2. Can you describe your experience of working with people from diverse cultural backgrounds at Company X?
Yes, I am really enjoying working in a diverse culture. At first, when I came here, I was nervous as it was my first job. Literally, I was nervous how I would deal with different people, but the working environment was very good. Though we are from different backgrounds, all the workers are friendly and helpful.
3. How do you believe that workplace diversity impacts the organization?
In my view, workplace diversity has a more positive impact in organization than the negative one. The employees from different nations have different creativity, ideas and skills. We can learn from others and share ours with them. Sometimes, it may be disputes among the workers when there is a lack of teamwork.
4. In your opinion, what are the key challenges that the organization faces in promoting diversity in Company X?
I am confused with the answers to this question. I have less clue about it. But I think communication barriers are the key challenge. All employees have different language, and the common language is English, but the accent is different. So, sometimes it's difficult to understand it. Also, the stereotype.
5. What would you like to advise/recommend the organizations looking to improve their diversity and inclusiveness initiatives?
I think the organization should evaluate closely each employee about their working habits. This will increase the interest in the work of those who are not fully dedicated to their duties and responsibilities. Because of that, conflicts may arise among the employees so the company should look closely into it.

6. Based on your experience, what strategies or practices have been most effective in promoting a diverse and inclusive workplace culture?

The company should provide equal opportunities to employees. The employees should also feel comfortable working. He can explore his skills. Training must be provided in the presence of leader who knows the value of workplace diversity.

Respondent 2

1. Can you share a time when you worked with a coworker from a different cultural background than yours?
Along with this, I am working in three different companies with coworkers from different cultural backgrounds. Every day is enjoyable for me. I am learning new things from my colleagues. My first work started in 2021 and now it has been almost two years working with diverse people and I like it.
2. Does your company have a diverse workforce and promote its implementation?
Yes, we have diverse workforce. All employees are getting equal opportunities and hard workers are always appreciated, which motivates us to be more responsible.
3. In your opinion, what are the advantages of working in a team which consists of diverse culture?
When I first started, I had communication problems. My English speaking was not good. My co-workers were unable to understand me. But now my language have improved because I communicate with them on a daily basis.
4. What do you see as the most challenging aspect of a diverse workforce?
At first, communication was the challenging part for me. Now, I don't feel any.
5. What steps have you taken to meet these challenges?
To improve my language skill, I used to talk in English with my family so I can improve and have good communication with co-workers, and this was helpful.
6. Have you ever experienced that a colleague is not accepting of others diversity?
Yes, I have experience in it in another company but not here. In other company, I have seen a groupism of same nationality and I felt alone. There was no one to talk with me.

Respondent 3

1. Are you enjoying working with employees from diverse cultures? In your view, what are the advantages and disadvantages of it?

Yes, I am really enjoying working here with my diverse friends. I have learned many new things from them and some languages basic one. My view is there is no any disadvantage part.
2. How does the company manage the diverse workforce? Are they supportive towards the entire employee equally?

Average. The company is not equally supportive in some contexts. Like, the non-eu people needs to work harder than EU people. Ya, they are supportive but somehow, we may feel discriminated against.
3. What would the company look like if it were more diverse and inclusive?

The company would progress more if they hired diverse employees. Sometimes, even the customers are from diverse backgrounds and need special attention from similar employees.
4. In your opinion, why does the company care about diversity and inclusion?

The main thing is to increase the productivity. Employees from different nations have different working habits and conditions. Example: Finnish people are less likely to work in weekends, but other nationalities also like to work in those days. So, it increases the productivity of the company.
5. What would you like to advise/recommend the organizations looking to improve their diversity and inclusiveness initiatives?

The main point is equal opportunity must be given to employees. There should be training for employees to treat and be supportive towards their colleagues.
6. How would you handle the situation if you saw or heard discrimination among the workers in company X?

I have gone through this situation, when I heard at first, I consoled them that we all are equal and came to this company with the same motive. We came here for career growth, so we need to support each other. I told them, if I hear it again, I will directly complain to the senior manager. After that, I never heard.

Respondent 4

1. In your opinion, what is a mistake that a company makes when thinking about diversity?
Company are always supportive to all employees equally and they are well known for the diversity. We have mixed worker and everyone is appreciated.
2. Have you ever felt communication problems due to the differences in cultural background?
Yes, many times. Whenever the new workers come, its always difficult to communicate. We are used to old ones. When the time goes, we are familiar with their accents as well.
3. How do your other colleagues from different backgrounds treat you? Do the company motivate the employees to maintain smooth relationship among the employees?
My friends are very helpful. I always enjoy working in the company. Yes, our companies always select the employees of the week and month, the good ones are appreciated. We get gifts for that. For mind refreshment, summer parties and games are also conducted.
4. Do you think the company accepts and celebrates the diverse ideas and workers?
Yes, they do. They are ready to accept the ideas of all the people.
5. In your company, how diverse is the executive team?
Hm. Not really. In executive team, senior workers are from Finland. But people from non-EU countries are working as customer managers, shift managers and so on. The most important thing is, to be at executive level, we should have higher skills, qualities, and language.
6. How must a company improve its diversity efforts in future?
Everyone's voice should be heard and treated equally but now it is also implemented.

Respondent 5

1. How long have you been employed at Company X?
Its almost 6 months
2. What do you like the most while working with diverse colleagues?
I enjoy working with diverse colleagues. We can share our ideas and creativity with each other.
3. Do you feel confident enough to present your ideas to the company? How does the management take it?

Yes, I always present my ideas directly. Thankfully, our managers are very friendly. So, no one is afraid of them. Even when we make mistakes, we confront them then they help to solve the problem.

4. In your view, is it necessary to have a diverse workforce in the company? And why?
Yes, it's necessary and we have a diverse workforce. Every person has their own ideas and creativity so we can share them with each other.
5. Do you think the company needs to improve the diversity initiatives? If yes, how, and where?
In my view, whenever a small problem occurs among workers, company should consider it. They should create awareness to workers to avoid discrimination, bullying and mistreating each other.
6. Do you think diverse workforce has positive impact towards the company?
Of course. People have different skills which help the company to grow.

Respondent 6

1. How long have you been employed at Company X?
I have been working for 1.5 year as a Trainer. First, I worked as Restaurant worker for one year and after that promoted as Trainer.
2. In your view, how diverse workforce impacts you on a personal level?
No, I feel happy to work with diverse workers. There is no negative effect of it. But, have a lot of positive ones. We share our cultures, languages, and other information with each other which helps us to get extra knowledge.
3. What are the long-term consequences if the company ignores or fails to recognize diversity in the workplace?
It's a quite hard question to answer. I will try to answer it whether it is related to the question or not. The only thing is the company's productivity will be hampered in the long term.
4. How do you build your own understandings towards colleagues from different backgrounds?
I believe that after all, we all are human. Though, we have differences in terms of language, cultures, and skills. But we are working in the company with the same goals and motives. So, I see them as myself. I help them to grow.

5. How do you promote diversity, equity, and inclusion in your interactions with those who report to you if they face any problem?

First, I will get information about the problem in detail. I will console them and try to solve the problem and maintain a good relationship among them. If still, they are not ready then I will forward that to senior level people.

6. How could you contribute to your workplace to elevate these values?

I will always spread positive information among the workers like I am doing now. I will tell them that we all are equal and came for our career growth, so it is always fruitful to work in a diverse workplace.