



# A STUDY OF SELECTED HR PRACTICES IN MANAGING A MULTICULTURAL WORKFORCE: BUILDING DIVERSE AND INCLUSIVE WORKPLACES

RAHUL NAWANI<sup>1</sup> and Dr. HARDIK SHAH<sup>2\*</sup>

<sup>1</sup>Research Scholar, Institute of Management, Nirma University.

<sup>2\*</sup>Corresponding Author, Associate Professor, Institute of Management, Nirma University.

## Abstract

In today's globalized world, it is imperative for businesses to effectively manage a multicultural workforce and create diverse, inclusive work environments. An organization's success in attracting and retaining talent from various cultural backgrounds largely depends on the HR practices in place. Human resources departments should start promoting diversity at the application stage. Inclusion in the workplace can be fostered by using diverse recruitment channels and avoiding biased language in job postings and requirements. In addition, HR experts can lessen the impact of implicit bias during the preliminary screening process by employing blind recruitment strategies. Diversity training programs should be implemented as a standard HR procedure, and these programs can help dispel myths and biases about other cultures among employees. When employees receive empathy and understanding training, the workplace becomes more welcoming, where people of all backgrounds can work together productively. Employees can be reminded of the importance of diversity and inclusion by attending training sessions regularly. The study's primary objective is to investigate the strategies employed by the human resources departments of these companies in response to the unique challenges posed by a heterogeneous workforce. This study focuses on the human resource strategies used in the private industry. The purpose of this research is to conduct a critical literature assessment on the influence of human resources practices and policies on the perspectives and attitudes of employees toward organizational leadership. This study will examine human resource strategies implemented in the public sector to foster diversity, equality, and inclusion. The analysis will encompass various initiatives, such as affirmative action and cultural competence training. The study's results shed light on the various corporate diversity initiatives, such as recruitment and selection programs, educational and training endeavors, advocacy groups, and audits.

**Keywords:** Diversity Management, Workforce, HRM Interventions, Inclusive workplaces

## 1. INTRODUCTION

The corporate sector is increasingly concerned with diversity management beyond the scope of affirmative action and equal employment opportunity legislation. Top-level management's dedication to diversity ideals and HR managers' efforts to foster an inclusive work environment are critical components of effective diversity management (Ashikali, 2015). To better understand the effects of HR practices and policies on the views and attitudes of employees toward organizational leadership, this study aims to perform a critical literature review on the issue. Ashton (2018) found how many corporate diversity initiatives are being designed and executed, such as recruitment and selection programs, training, support groups, audits, etc.

The business community in India is also coming around to the idea that diversity is good for the economy, politics, and society. The relevance of variety in today's economic environment has grown due to globalization, changing labor markets, collaborative approaches, the emergence of the service economy, mergers and alliances, and other developments (Davis, 2016). Businesses benefit from diversity initiatives because they lead to greater creativity, innovation, global awareness, flexibility, and productivity. Fewer and fewer companies, but a growing number still, see diversity as an asset and use it to their advantage, such as Procter & Gamble, Avon, Xerox, FedEx, etc. Significant topics in human resource practices, such as how an organization's diversity affects its productivity and performance, are also the subject of



this investigation (Panicker, 2018).

Conversely, this research looked at how a multiethnic workforce affects how people see human resource policies and procedures. The study also indicated that several elements relevant to the selected group and social contexts significantly affect how people within an organization feel about diversity. Does the organization address issues like how an individual benefits from an organization's diversity or team? Furthermore, how does the public see diversity at large? The present research also details the evolution of measurement of the employee's impact on cultural diversity in the workplace. A more welcoming environment for diverse perspectives may be fostered inside an organization if management takes the time to understand how employees feel about diversity in the workplace. As workforce diversity is seen as a strategic skill that will provide a business with a competitive edge, this research also examines how it affects employee productivity. So, the study's overarching goal is to assess the numerous elements that influence employee performance and effective leadership, with a clear focus on the effect of workforce diversity on such metrics.

Diversity means employee's thoughts on the benefits and drawbacks of working in a homogenous vs. workplace encompasses essential factors including age, education, religion, work experience, and attitude toward the job of the employee, all of that had a significant influence on an organization's success and the efficacy of its leadership. This research provided a brief idea about the perception of managers and employees in different conditions of diversification in an organization through an examination of the role of Human Resource practices in managing the multicultural workforce and an analysis of the impact of employee perception and attitude toward organizational leadership.

The study aims to examine selected HR practices in managing a multicultural workforce. In addition to this, the study also focuses on:

- To understand the employee perceptions of diversity management
- To examine cultural diversity and perceived organizational support
- To develop Human Resource Management interventions

## **2. LITERATURE REVIEW**

### **2.1 Perceptions of diversity**

#### **Workforce Diversity**

Rotenstein (2021) stated that "workforce diversity" describes the range of people who comprise a group or company. Race, ethnicity, gender, age, religion, sexual orientation, socioeconomic level, physical ability, and other characteristics may all contribute to this diversity. Increased innovation, creativity, and problem-solving skills may result from a workforce representing various backgrounds and experiences. A company's image as a caring employer is boosted, and it gains an advantage in the competition for top personnel. In addition, a diverse workforce may help create an environment where all employees feel safe, valued, and able to work together effectively. Businesses in today's global market recognize the value of a varied staff to reach a broader range of consumers. Various teams may give enterprises together in the market by allowing them better to understand the demands of a wide range of clients.

Chaudhry (2021) stated that a more pleasant work atmosphere, where employees feel appreciated and encouraged, is another benefit of a diverse staff. Employees who feel more invested in their work are more likely to like their jobs, which may boost productivity and decrease turnover. Having a varied staff, although helpful, is not sufficient on its own. Businesses must provide a diverse and welcoming work environment where all employees feel



respected and appreciated for their unique contributions. Implementing fair hiring and promotion policies and fostering an atmosphere that fosters open dialogue and teamwork are all ways to create an inclusive workplace that values its employees' unique opinions.

### **Diversity management**

According to Chen (2021), an employee's Perceived organizational support (POS) level is measured by how much they believe their employer appreciates their efforts, cares for their well-being, and meets their professional requirements. Employees' opinion of the company's rules, management procedures, and interpersonal interactions shapes their POS. Most employees who feel their company cares about them are more invested in their work, produce better results, and are less likely to quit or call out sick. Conversely, when employees feel unappreciated, they may develop job discontent, stress, and burnout. Flexible scheduling, chances for professional growth, a generous remuneration and benefits package, and supportive connections with co-employees and superiors are ways businesses may encourage POS among their staff. A company's image as an employer of choice and the satisfaction of its workforce may benefit from an environment of mutual support and appreciation.

In addition, Alshaabani (2021) stated that POS may improve the company as a whole and help each worker. Employees with a strong sense of belonging at work are more invested in the company's success and more likely to demonstrate desirable traits like citizenship and selflessness. Consequently, people may be better able to work together, share ideas, and be creative. In addition, businesses that place a premium on POS are more likely to have a constructive effect on the local and global communities in which they operate. Organizations may help the health and happiness of their employees, as well as those of their families and communities, by cultivating a culture of support. However, it's crucial to remember that POS isn't a panacea for every business. Depending on the individual's situation and requirements, employees may interpret help in various ways. That's why companies need a wide range of services and benefits for their staff members.

According to Zhou (2021), the importance of a positive POS in multiethnic workplaces cannot be overstated, whether in the commercial or governmental sectors. Companies in the modern global economy often employ people of various ages, genders, races, faiths, and native tongues. Businesses must cultivate welcoming environments where all employees feel valued and respected. Companies in the private sector may gain a competitive advantage that promotes diversity and inclusion by increasing the likelihood of recruiting and retaining skilled people from various ranges. Additionally, they may enhance customer service by catering to the varying requirements of their clientele and local areas. Organizations may encourage POS and increase employee happiness, engagement, and productivity by offering resources and support that match the different requirements of their employees, such as flexible work arrangements and cultural competence training. Due to the wide range of people that government agencies serve, diversity and inclusion are also essential in this sector. To advance POS, public sector organizations must provide culturally competent services, build teams representative of their communities, and provide staff with training and support that considers their needs. This has the potential to boost service quality to customers and staff morale.

Suifan (2018) found that one of the most culturally diversified labor forces in the world is located in Australia. Differences in language, religion, attire, and morality between individuals of different races and ethnicities are examples of cultural diversity. In 2002, 25 percent of Australia's workforce was born in another country, with slightly more than half coming from a country where English was not the primary language. Almost one-fifth of all enterprises in Australia are owned and operated by persons of non-Australian origin. As 70 percent of Australians are employed by SMBs and since Australia is increasingly looking to foreign employees to relieve a rising skills deficit in critical sectors, there is a growing interest in how



enterprises may effectively manage cultural diversity among their personnel.

### **Cultural diversity**

Le (2019) analyzed that the term "managing" cultural diversity has a broad meaning in the context of this research, referring to the acceptance by business leaders that the Australian workforce is becoming more culturally diverse and that they must adapt to this new reality. Promoting and retaining a culturally diverse workforce that performs at its peak in a safe, fair, and inclusive setting is the goal of this approach at the organizational level. Government policy in Australia has an impact on how cultural diversity is handled in the workplace. This policy aims to manage diversity in the workplace across all dimensions, not only those of race and ethnicity. "Productive Diversity" is an initiative to harmonize diversity management with the country's economic reform strategy. The policy's goal is to foster efficient management so that the language and cultural competence, familiarity with international markets, and professional expertise of those who grew up abroad may be fully used.

Furthermore, Cheng (2018) stated that when it comes as a surprise, Australian managers do not prioritize tackling cultural diversity. In 2001, more than half of the 1,500 Australian businesses surveyed by researchers did not have a formal diversity management strategy in place, and the prevailing sentiment among respondents was that diversity was more of a hindrance than an asset. He notes that the Australian paradigm for managing diversity in the workplace tends to concentrate primarily on gender and individuality rather than ethnic/racial/religious and other cultural distinctions.

Kurtessis (2017) stated that fewer studies have examined diversity from the viewpoint of non-managerial employees, whether in Australia or elsewhere, and many have focused on managers' behaviors and attitudes. Nonetheless, their point of view may have a lot to reveal. Non-management (or general) employees' perceptions and responses to diversity practices and policies will likely impact the tone and their efficacy inside the workplace, even though management attitudes and behaviors are viewed as critical influencers in molding these. Knowing how and why non-management employees feel about their company's approach to diversity is essential in light of the research, primarily from North America and the United Kingdom, linking diversity management to key work outcomes like organizational climate, organizational commitment, career and job satisfaction, and organizational performance.

According to Bakker (2021), successful companies and happy employees both benefit from people who are actively involved in their work. Involvement in work increases productivity, motivation, and loyalty to one's employer. Alternatively, disengaged employees are more likely to experience burnout, employee turnover, and reduced production. Organizational leadership significantly influences employees' opinions and attitudes regarding their jobs. Influential leaders may create positive work environments that promote engagement and motivation. On the other hand, inadequate leadership may result in disengagement and poor opinions of the company. According to studies, cognitive engagement positively relates to people's good opinions of organizational leadership (Kulikowski, 2021). When invested in their jobs, employees are more likely to regard their leaders as helpful, capable, and trustworthy.

Additionally, they are more inclined to think their leaders care about their success and welfare. Further, it has been shown that cognitive engagement is a powerful predictor of employee retention. Long-term retention of employees is higher when they feel involved and engaged in their jobs, which is crucial in today's competitive labor market when keeping top people on board is crucial for organizational success. The business's prosperity and its employees' well-being on cognitive engagement. It is a powerful predictor of employee retention and a favorably good leadership evaluation. Therefore, organizational leaders must provide a welcoming workplace, encouraging employee engagement and motivation.

Liu (2019) stated that the involvement of emotions is a crucial component in ensuring the



welfare of employees and the triumph of an organization. When employees experience emotional engagement in their work, they develop a profound sense of connection and enthusiasm toward their job—the above phenomenon results in increased workplace motivation, dedication, and contentment. On the contrary, employees who exhibit deficient emotional engagement may encounter emotions of aloofness, apathy, and exhaustion. The role of organizational leadership is crucial in influencing the perceptions and attitudes of employees toward their work. Proficient leaders must establish a constructive workplace atmosphere that cultivates emotional involvement and drive. On the contrary, inadequate leadership can lead to emotional detachment and unfavorable attitudes toward the entity. Research has indicated a positive correlation between emotional engagement and unfavorable perceptions of leadership within an organization.

Shore et al. (2018) stated that Human resource (HR) professionals should prioritize diversity management because it helps ensure that employees from all backgrounds are treated fairly and respected in the workplace. Strategies and policies are implemented to increase workplace diversity, equity, and inclusion. Businesses that manage variety attract and retain a more diverse workforce, leading to more novel ideas and sound decisions. Google has gained notoriety for its progressive diversity and inclusion policies. The company understands that innovation in today's technology-focused market requires a workforce that reflects the diversity of its customers. Google's approach to hiring has been hailed as a model of diversity management. Panicker (2018) pointed out that Diversity in terms of gender, race, ethnicity, and nationality is encouraged, and the company actively recruits for these characteristics. For example, Google has implemented initiatives like "Women Techmakers" to encourage and promote female employees in tech roles. In addition, Google encourages employees to be themselves in an inclusive work culture. The Black Googler Network and the Women@Google groups are just two examples of the many Employee Resource Groups (ERGs) provided by the company to its employees. These employee resource groups (ERGs) facilitate socialization among workers who face similar problems and provide them with a sense of community.

Vohra et al. (2015) analyzed Google's dedication to equal pay and found that it extends beyond hiring practices and employee resource groups. The company performs regular salary audits to guarantee that all employees are paid fairly and consistently. This dedication to equity helps close pay gaps based on race and gender, improving workplace morale and productivity. Google's dedication to training and publicity is another critical essential of diversity management. The company invests in cultural sensitivity and eliminating bias through diversity training and employee leadership workshops. Google's commitment to its employees' education reflects its belief that a diverse workforce is essential to its success. Google's diversity management efforts are reported in annual diversity reports outlining the company's staff demographics. This openness ensures the company is held to account and permits monitoring of its development over time.

Syes (2019) examined how human resource strategies like Google's that prioritize diversity and inclusion show how a diverse workforce can be managed successfully. Google has created an environment where people from all walks of life are valued and able to contribute to the company's success by using inclusive recruitment strategies, fostering an inclusive work culture, ensuring pay equity, and investing in education and awareness. In addition to improving Google's standing as an employer of choice, a more diverse and creative workforce positions the company as a leader in the technology sector.

## **2.2 Cultural diversity and perceived organizational support**

Ohunakin (2019) analyzed that, in one sense, diversity is "a feature of social grouping that shows the degree to which objective or subjective disparities exist among group members," as the authors of one definition put it. Furthermore, "a group is diverse if it is formed of persons



who differ on a feature on which they create their own social identity," as the social identity theory states. The term "diversity" used to be limited to distinctions in race and gender. According to the Diversity Task Force's findings, one prevalent misunderstanding regarding diversity is that it only applies to specific people or groups. In addition, academics have pushed a broader definition of diversity that considers a wider comprehensive range of factors. Primary diversity characteristics include one's country of origin, age, race, and gender; secondary qualities include one's educational background, socioeconomic status, and sexual orientation.

According to García-Rodríguez (2020), as the hotel sector is so international in scope and employs people from all over the globe, diversity is fundamental to its success. To fully realize the competitive advantage associated with a diverse workforce in the hospitality business, it is necessary to do extensive research in this area. Many hospitality organizations have expanded their investment in diversity programs, demonstrating their commitment to diversity management. Organizations now often collaborate with experts in academia and the business world to assess the efficacy of their diversity management programs. Literature on Diversity management may be traced back to discussions about diversity in the workplace. Almost twenty years ago, researchers began studying what it means to have a diverse workforce and what factors contribute to that diversity. As minorities make up a sizable portion of the labor force, learning how the hospitality industry handles variety in the workplace is essential.

Chen (2021) pointed out that despite the growing body of literature on the topic, studies on diversity management in the hospitality industry are still in their infancy. Additionally, there is a significant chasm between the theoretical and methodological foundations of research in the general management literature and those of the hotel management literature in the field of diversity management. According to previous research, several advantages have been linked to successful diversity management in the hotel sector. Unfortunately, there is a shortage of data on the outcomes of diversity management in the hospitality sector. Moreover, there is a lack of studies evaluating the effect of diversity management techniques on business, operational, and workplace outcomes. To add to the existing knowledge, this study will examine how efficient diversity management strategies and policies affect the mindsets of those who work in the hospitality industry.

Cheema (2020) stated that businesses may implement voluntary diversity management initiatives and practices to provide a welcoming and productive workplace for all employees.' Fair human resource management policies and procedures developed to handle today's varied workforce are part of this. The demographic trends in the workplace have made various workforce an essential truth for the hospitality business, making diversity management necessary. Although there are many benefits to having a diverse workforce, it is counterproductive for companies to hire people from different backgrounds only to keep up appearances; instead, business leaders should work to eliminate obstacles to inclusion.

Establishing and executing diversity management techniques and employees' perceptions of such practices are crucial to effective diversity management that yields good results.

According to Nejati (2021), after analyzing the available options for managing cultural differences, the authors found no one effective strategy. The methods used to address cultural differences should be tailored to each business. The study's authors found that teams whose members had a growth mindset toward their work performed better when ethnic diversity was present. According to research that includes African-American and Hispanic employees, employee productivity may increase in a diverse environment.

Manuti (2020) stated that the literature on diversity management has traditionally focused on role assessment or best practices in the hotel industry. Positive outcomes, such as a heightened appreciation for diversity, have resulted from strategic training provided as part of diversity management programs. Leaders in the hospitality industry are encouraged to use the



diversity management strategies proposed by the study's authors to accommodate better their employees' varying linguistic, cultural, and ability needs. Diversity councils, diversity-related training programs, and supplier diversity were all identified as examples of main diversity management techniques. Support for women and the LGBTQ (lesbian, gay, bisexual, transgender, queer) population was also highlighted, as were mentorship and networking opportunities for employees and an understanding of other cultures.

According to Cheng (2018), the value of cultural diversity cannot be overstated in the healthcare industry. Medical facilities frequently treat people of different ethnicities, linguistic backgrounds, and perspectives on health care. Patients are more likely to feel understood and to receive culturally competent care when their healthcare providers reflect this diversity. Furthermore, having a workforce representing a wide range of cultures can inspire new ways of thinking about patient care and treatment. The level of apparent organizational backing in healthcare is also essential. When doctors and nurses know their employers have their backs, they are less likely to burn out due to the high pressures they face daily. This assistance can take the form of initiatives like mental health programs, opportunities for further education, and well-defined career paths. Cultural diversity can be a source of inspiration and problem-solving in the tech industry. Kurtessis et al. (2017) stated that culturally and linguistically diverse teams can better design solutions that appeal to the broadest possible audience. Diverse and inclusive workplaces are more attractive to the best and brightest in the tech industry. Fostering a culture of continuous learning and development is often seen as an indication of an organization's commitment to its tech workers. Tech workers flourish in organizations that value their input, support their professional growth, and respect their personal lives outside of work. When tech companies prioritize their employees' health and happiness, they are better able to attract and retain a talented and diverse workforce.

According to Kim (2016), cultural diversity is crucial in the financial industry for reaching out to and satisfying a wide range of customers. By hiring people from a wide range of backgrounds, financial institutions can better relate to their customers and earn their trust, allowing them to provide more individualized services. Employees are more likely to prioritize ethical behavior, legal compliance, and well-being if they believe their employer truly cares about them. Professionals in the financial sector need to think that their employer respects them as people, encourage their development as professionals, and value honesty. Cultural diversity and feeling supported by the company are intertwined in these fields. Employees are more likely to feel appreciated and supported when their organizations actively promote an atmosphere of cultural diversity. Whether in healthcare, technology, or finance, this ultimately leads to happier workers, more output, and better outcomes. Businesses in various industries are increasing their funding for diversity and support initiatives to attract and retain a more diverse and capable workforce.

Kim (2022) analyzed that diversity and inclusion in the workplace may be fostered partly by showing support for underrepresented groups like women and the LGBTQ community. The sense of organizational support may be severely impacted when women and members of the LGBTQ community encounter additional problems and impediments in the workplace, such as discrimination and bigotry. Regulations and practices that promote equitable chances, such as pay fairness and non-discrimination rules, may help organizations increase POS for these groups. Mentoring programs and professional networking events may also help women and LGBTQ employees build relationships with senior executives and colleagues who can give advice and understanding. In addition, businesses may help people learn about and appreciate one another's identities and cultural backgrounds by providing diversity training and education. Moreover, companies may form ERGs for women and the LGBTQ community if needed. ERGs may serve as a welcoming community where employees of all identities and backgrounds can feel comfortable opening up to one another. The company's culture and the



feeling of community may benefit from this. To create diverse and inclusive workplaces that foster POS, it is crucial to support women and the LGBTQ community. POS may be encouraged in the workplace by providing mentoring and networking opportunities, promoting diversity and inclusion through training and education, and establishing employee resource groups (ERGs) to provide a haven for employees. Organizational cultures of support and appreciation benefit everybody since they are built on the needs and experiences of each employee.

Hu (2020) pointed out that performance on the job refers to how well an individual does their job to meet their responsibilities and achieve their assigned objectives. Several organizational elements have been shown to favor employee performance in general and hospitality management studies. Researchers found a favorable correlation between leader-member interchange and follower productivity. Human resource management has also been shown to reliably increase links between leader-member interchange and employee engagement on the job. According to the social exchange hypothesis, employees may be more invested in their work and more likely to put in the extra effort if they feel they owe their superiors anything. Numerous studies across several sectors, including the hospitality industry, have shown a strong correlation between employee engagement and productivity on the job.

According to Manoharan (2019), high-performance human resource practices (HPHRPs) were shown to have a favorable correlation with work productivity. Research showed that human resource management strategies that prioritize pay, growth opportunities, autonomy at work, information dissemination, etc., benefit employee output. Training, employee autonomy, and recognition are all examples of high-performance work practices that boost productivity in the hospitality industry. In the workplace, high-performing human resource practices (HPHRPs) may be linked to effective diversity management. Diversity can enable development and education when it is handled well.

Fuentes (2021) stated that when appropriately managed, diversity may promote growth and education. Diversity helps drive creativity, which is why it is so valuable. Unique ideas and insights may emerge by collaborating with people with varying viewpoints, experiences, and views. Suppose your team has employees from various cultural backgrounds. In that case, you may better understand your client's requirements and preferences, which might lead to innovative new goods and services. Diversity also helps in these areas, creating a more exciting classroom environment. Students' ability to think critically and broaden their world knowledge improves when exposed to many views and experiences. This may result in a more complete education and a better grasp of complex topics. Diversity also helps students prepare for the workforce by introducing them to new ideas and perspectives. Employees in today's global market must be able to communicate and collaborate successfully with a wide range of people, both within and outside the company. Students may acquire the knowledge and abilities necessary to thrive in a complex and varied profession if schools prioritize diversity and inclusion. So, productive work outcomes are positively correlated with competent diversity management. Federal workplace effectiveness in the United States was shown to be positively correlated with diversity management practices. It was also demonstrated that managing diversity and including all employees greatly influenced productivity and loyalty to the work. Research in this area is sparse, although it is crucial for the hotel sector. The findings of this study suggest a causal relationship between effective diversity management and the professional success of those employed in the hospitality sector.

Türe (2019) stated that cognitive engagement is crucial for corporate performance and employee well-being but also directly affects the financial line. Employee engagement increases the likelihood of going above and above the call of duty, resulting in greater output and better work. They are also more likely to be creative and contribute to creating fresh concepts and approaches, which may help the business expand and become more competitive.





Leadership within an organization has a variety of effects on cognitive engagement. First, managers may foster a friendly workplace where staff members can access the tools they need to succeed. Clear expectations and comments on their performance and access to training and development opportunities are also included. Leaders who place a high priority on employee well-being and work-life balance may also help to create an engaged workplace by making sure that everyone feels valued and recognized for their efforts. Second, leaders may establish trust and a shared purpose with their team members via effective communication. Employees engaged in productive work can comprehend the organization's mission, values, and vision. Additionally, it gives staff members the knowledge they need to make wise judgments and experience a sense of participation in the decision-making process. Finally, managers may thank and honor staff members for their efforts. This entails giving those chances for growth and development and recognizing their accomplishments and victories. It is essential to convey to staff members that their efforts and dedication are appreciated. Recognition may take many forms, from simple verbal compliments to incentives or promotions. A business's prosperity and its employees' well-being depend on cognitive engagement. The rise of participation and creating a pleasant workplace environment are crucial functions of organizational leaders. Leaders may foster an engaged culture that promotes productivity, creativity, and development by prioritizing employee well-being, communicating clearly, and rewarding employees' efforts.

Abualoush (2020) examined that employees who experience emotional engagement in their work tend to perceive their leaders as supportive, empathetic, and trustworthy. Moreover, there is a higher probability that individuals believe their leaders are genuinely concerned for their welfare and achievements. Furthermore, research has indicated that emotional involvement is a robust indicator of employee retention. The likelihood of employees remaining with an organization for an extended period is higher when they experience emotional attachment to their work and employer. In contemporary times, retaining an exceptional workforce to achieve organizational triumph is of utmost significance, especially in the fiercely competitive labor market. The emotional involvement of employees is crucial in promoting their overall welfare and achieving success within an organization. A positive correlation exists between it and favorable perceptions of leadership within an organization, and it is a robust predictor of employee retention. Consequently, leaders within organizations must establish a conducive work atmosphere that cultivates emotional involvement and incentivizes employees. The objectives above can be achieved through demonstrating empathy, providing growth and development opportunities, and establishing a supportive culture that recognizes and appreciates employees' contributions.

Wang (2021) analyzed that emotional engagement can enhance job performance besides positively influencing employee perceptions of leadership and retention. Employees' Emotional engagement has been found to correlate positively with their propensity to exhibit proactive behavior, creativity, and discretionary effort in the workplace. This phenomenon can be attributed to individuals' sense of ownership and investment in their work, which motivates them to strive for excellence. Moreover, emotional involvement can potentially enhance the general atmosphere within an organization. Greater emotional engagement among employees is positively associated with increased collaboration, effective communication, and mutual support. The establishment of a favorable and efficient workplace atmosphere has the potential to result in heightened output and triumph for the entity.

### **2.3 Human Resource Management Interventions**

Huemann (2016) stated that to succeed and compete globally, companies have benefited from creating a highly skilled workforce. Qualified employees are frequently problematic for employers to come by. This trend has led many companies to go overseas for skilled employees, increasing the chances of interacting with individuals from other cultural



backgrounds. Cultural diversity is widely acknowledged as an essential component of human resources and a persistent challenge for organizations. Researchers have theorized that cultural diversity might give businesses an advantage in domestic and global markets if managed appropriately. Furthermore, it was shown that although diversity issues vary by country, gender inequality, and multicultural lineages are the most common diversity obstacles worldwide, especially in China. The workforces of global enterprises reflect the diversity of the worldwide community. An organization's objectives will not be met unless the productivity of its multiethnic staff is tracked and managed.

Ferraris (2019) analyzed that improving the efficiency of a multiethnic team requires input and feedback from all parties involved. To begin, businesses that employ people from different cultural backgrounds should shift from using HRM techniques developed in the United States to those produced in other countries. This will help to create an atmosphere that is more welcoming to people of all backgrounds and cultures. According to the study's authors, more than diversity efforts are needed for traditional approaches to human resource management in countries with significant cultural differences. In an attempt to promote diversity in the workplace, scholars have been stressing the need to identify the specific global human resource management practices and techniques that are most important for boosting the job happiness and productivity of multicultural workforces. The world's increasing diversity is transforming how people engage with and comprehend the planet. We all feel the impacts of global diversity, whether or not a multinational corporation employs people. An organization can only thrive with alliances, collaborations, and cross-cultural teams.

Ciobanu (2018) examined that to work effectively; individuals must learn to see their differences as assets rather than liabilities. While it has its roots in the Cultural Revolution, diversity management is a pragmatic corporate approach to increase output, innovation, and employee dedication to better serve a diverse clientele. A wide range of distinguishing features may distinguish individuals. A study defines diversity as "the quality of being different from or unlike others," it encompasses differences in age, culture, education, occupation, family composition, ethnicity, ethnic origin, physical appearance, gender, geographical background, religion, sexual orientation, and work style. In human resources, a "diversity environment" refers to policies and procedures that encourage and reward employees who value and respect one another's differences.

According to Paauwe (2018), a company's commitment to diversity-friendly management practices (such as diversity coaching, recruiting, and mentoring) and a diverse leadership team that appreciates employees of all backgrounds is essential to creating a welcoming and inclusive workplace. To ensure the growth of a diverse workforce and increase productivity and competitiveness, public organizations acknowledge that affirmative action alone is inadequate and, therefore, supports management initiatives and expenditures that encourage the inclusion of individuals from varied backgrounds. Diversity recruiting is essential to attract talented individuals and build a positive reputation as an employer. Programs focusing on diversity education and awareness aim to make diverse workplaces more productive and dispute-free. Leadership that promotes inclusion and respect for differences among employees strengthens organizations by encouraging employees to share their unique perspectives and reducing the prevalence of bias. Employees get a shared appreciation for diversity when a company prioritizes diversity-friendly management practices (including diversity training, recruiting, and mentoring) and diversity leadership to value all demographic groups.

Akhtar (2018) stated that recruiting, selecting, developing, reviewing, and compensating employees are only some of the methods utilized by human resource managers. Additionally, the nature of these practices has transformed as business contexts have changed and the workforce has grown more diverse. So, human resource professionals consider diversity while adopting any approach or strategy to managing employees to be more successful in



managing a diverse workforce. The HR team addresses fairness problems in hiring, instruction, evaluation, and compensation. Human resource management strategies have helped managers increase creativity and provide job opportunities for people of diverse backgrounds. Human resource duties like training and development are crucial because they allow businesses to equip their employees with the skills they need to succeed. Training and development activities help employees acquire the knowledge, abilities, and confidence they need to carry out their jobs successfully, and according to the standard body of research on the topic, they also have the potential to increase productivity on the job.

#### **2.4 Diversity Management and the Effects on Employees' Organizational Commitment**

According to Magoshi et al. (2009), managing diversity is essential for contemporary organizations to establish an inclusive and equitable work environment that recognizes and honors employees from various backgrounds. The process entails executing tactics and regulations to cultivate diversity, advance parity, and proficiently handle variances. The multifaceted effects of diversity management on employees' organizational commitment can significantly impact both individuals and the organization's overall success. Effective diversity management has been found to substantially influence employees' organizational commitment substantially, primarily through enhancing job satisfaction. Ohunakin et al. (2019) stated that the perception of an organization's commitment to diversity and appreciation of individual viewpoints and contributions positively correlates with increased job satisfaction among employees. The feeling of contentment arises from a sense of inclusion and recognition of one's intrinsic worth, irrespective of their origins. As a result, employees tend to exhibit higher commitment toward the organization because they perceive it as an inclusive and supportive work environment. In addition, implementing diversity management practices can improve employees' perceptions of equity and impartiality within the organizational context, resulting in increased organizational dedication.

Organizations prioritizing diversity and inclusion tend to establish equitable and transparent recruitment, promotion, and reward practices. Implementing equitable practices is positively associated with employees' development of a strong organizational commitment. In contrast, ineffective diversity management coupled with biases or discriminatory practices may result in perceptions of injustice, reduced levels of commitment, and elevated turnover rates among diverse employees.

Hendri (2019) analyzed the fact that proficient diversity management cultivates originality and novelty, favoring employees' dedication to the organization. The collaboration and exchange of perspectives among individuals from diverse backgrounds engender diverse ideas and solutions. Numerous studies have consistently demonstrated that teams of individuals with varying backgrounds and perspectives exhibit more significant levels of creativity and innovation than those with similar characteristics. Organizations can unlock their full potential and foster commitment by recognizing and utilizing diverse employees' skills and expertise, promoting varied perspectives, and providing platforms for idea contribution. Additionally, Koc (2019) examined the implementation of diversity management practices, which has enhanced communication and cooperation among staff members, resulting in increased organizational dedication. Organizations prioritizing diversity allocate resources toward training and development programs to improve employees' intercultural competence and communication skills. The initiatives above facilitate employees' comprehension and admiration of diverse communication styles, values, and norms. Jackson et al. (2019) stated that employees are more proficient in managing cultural disparities and fostering efficient collaboration, leading to enhanced interpersonal connections and heightened dedication toward the enterprise. Moreover, the implementation of efficient diversity management practices has a favorable influence on the overall



performance of an organization, consequently influencing the level of commitment demonstrated by its employees. Empirical studies have indicated that entities that adopt diversity and inclusivity as core values tend to exhibit superior performance compared to their counterparts. Organizations can enhance their decision-making abilities, adapt more efficiently to dynamic market demands, and promote innovation by capitalizing on various perspectives and talents. Employees' perception of organizational success and prosperity has been found to influence their commitment and pride toward the organization positively. Individuals are prone to align themselves with the organization's objectives and proactively strive towards its accomplishments.

Marcos et al. (2020) stated that it is crucial to acknowledge that implementing diversity management is full of obstacles. The successful implementation and sustenance of diversity initiatives necessitate continuous exertion, allocation of resources, and dedication from leaders within an organization. The process entails identifying and mitigating implicit prejudices, imparting education on diversity, adopting inclusive regulations, and fostering an environment that values and encourages mutual respect and transparency. Paying attention to these challenges could adversely affect employees' dedication, such as experiencing tokenism or a deficiency in authentic commitment to diversity.

## **2.5 Cultural Impact of human resource practices on job satisfaction**

Over the recent decades, there has been a significant surge in companies relocating their operations to foreign countries, forming partnerships with international entities, and creating multinational corporations. A crucial inquiry pertains to the efficacy of Western management methodologies when implemented with personnel in Asia, Europe, and Latin America, compared to their application in North America. Additionally, it is worth examining whether the utilization of Western management principles has any impact on contentment levels in non-Western nations. Schwartz and Bard (2001) studied values across various world regions. A contemporary discourse exists regarding the extent to which globalization leads to the convergence of deals across the globe.

Sackmann and Phillips (2004) advocate for a Multifaceted Cultural Approach, contending that an examination of an individual's national cultural values alone is inadequate, given that individuals are shaped by diverse cultures and their affiliation with each (such as workgroup culture, organizational culture, national culture, and regional culture). Likewise, Dolan et al. (2004) noted that scholars have recognized the paradox of cultural principles within a single country.

It concluded that there is significance in seven high-performance human resource practices concerning employees' overall job satisfaction in four distinct global regions. The present research investigates the responses to employee attitudinal surveys in 48 countries distributed across four major global regions, namely Asia, North America, Europe, and Latin America. The present research postulates notable variations among worldwide regions concerning the impact of employee attitudes toward human resource practices on job contentment. The theoretical foundation for the presumed dissimilarities lies in Hofstede's four fundamental cultural dimensions, namely power distance (about social inequality), individualism/collectivism (concerning the interplay between the individual and the group), masculinity/femininity (relating to the social implications of gender roles), and uncertainty avoidance (referring to the degree to which cultural constituents are intimidated by ambiguity). The study analyzed exclusive survey data from three major multinational corporations, all maintaining a physical presence in every global region.

The trio of corporations was emblematic of three prominent sectors: finance, manufacturing, and petroleum extraction. A weighted average methodology was employed to generate an aggregate score at the regional level, given that employee data was solely identified at this level



to compare individual-level attitudes across major operating regions. The present study's implications hold great significance for professionals in the field. According to Ghemawat (2007), numerous multinational corporations adopt a regional operating structure overseen by a centralized hierarchy. It provided valuable insights for multinational corporations seeking to comprehend the varying impact of high-performance human resource practices, deemed significant in North American culture, on job satisfaction across diverse global regions. Managers can utilize this data to customize human resource policies based on cultural distinctions. Furthermore, the magnitude of the database employed in the present study and the diverse representation of corporations across the four global regions enhances the generalizability and pertinence of the current results.

The impact of culture on the correlation between human resource management practices and individual worker outcomes needs to be more adequately comprehended amidst the growing globalization of business. As far as the authors are aware, there is a lack of comprehensive research examining the variations in the association between human resource management practices and job satisfaction among employees in diverse global regions—the present investigation endeavors to address the knowledge above deficit. The present study posits that Hofstede's cultural values theory can be utilized to examine how human resource management practices affect individual job satisfaction as influenced by cultural values. The subsequent sections will explore the correlation between human resource management practices and work-related outcomes. Additionally, we will formulate hypotheses regarding potential disparities that may arise based on culture, as measured by Hofstede's cultural dimensions.

#### **Human resource practices and work-related outcomes**

According to Huselid (1995) and Combs et al. (2006), several research studies have demonstrated a positive correlation between organizational performance and human resource management practices, specifically those referred to as "high-performance work practices" (HPWP). (Huselid, 1995) has suggested that the impact of human resource practices on organizational performance can be comprehended by examining the influence of these practices on employee attitudes, such as commitment and motivation, and employee behaviors, such as turnover and productivity. According to Wood & de Menezes (1998), human resource practices designed to cultivate employee commitment, resulting in a highly engaged workforce that identifies with the organization, can be classified as high-commitment practices. According to Kooij et al. (2010), there is a contention that the employee's perception of human resource practices holds greater significance than the actual written policies. Therefore, it is recommended that HR practices be evaluated based on the employee's perceived experience.

The application of Social Exchange Theory, as proposed by Blau (1964) and Eisenberger et al. (1986), can provide insights into the impact of human resource practices on worker job attitudes, particularly about job satisfaction. By applying the principles of social exchange theory, human resource strategies can effectively communicate to employees that the organization values their contributions, resulting in a reciprocal response from employees through favorable attitudes toward their work. According to Allen et al. (2003), there is a proposition that human resources practices have a direct correlation with the level of perceived organizational support (POS) among employees, which in turn has a positive influence on their organizational commitment and job satisfaction. The study by Allen et al. (2003) revealed that how employees perceive supportive human resource practices significantly impacts their perception of POS. This, in turn, positively affects organizational commitment and job satisfaction while reducing the likelihood of withdrawal behavior and turnover. Brown & Peterson (1993) noted that job satisfaction had been demonstrated to exert a notable influence on the general work behavior of employees. Harrison et al. (2006), Judge et al. (2001), and Riketta (2008) analyzed that there exists a correlation between job satisfaction and job



performance, employee retention (Tett & Meyer, 1993), and organizational commitment (Ricketta, 2002). In their study, Kooijet al. (2010) identified 12 human resource practices that scholars have characterized as high-commitment.

The utilized database was proprietary and provided access to six distinct human resource practices characterized by high commitment. These practices included rewards and benefits, performance management, information sharing, team-based work, work-life policies, and training and development. The rewards and benefits practice pertained to the perception of equal opportunities in the workplace, while performance management was associated with feelings of personal accomplishment and recognition for good performance. Information sharing referred to communication from management, while team-based work was characterized by a perception of teamwork as a priority. Work-life policies pertained to the ability to balance work and life, and training and development were associated with the level of training received. Table II in the methods section presents the seven human resource practices evaluated across six HPWP dimensions. The selection of these seven human resource practices as predictors in the analysis was based on two primary justifications. Firstly, theoretical literature supported them to favorably impact an organization's work outcomes. Secondly, all seven measures were accessible across all regions and locations of the three organizations under study.

Milliman (2017) stated that Human resource management (HRM) encompasses various techniques businesses use to coordinate employees. Successful companies understand the importance of these strategies for recruiting, training, and keeping the best employees. Several broad classes define HRM procedures. Recruitment and selection are a cornerstone of human resource management. Finding the best people to fill open positions requires determining those positions' requirements, publicizing the openings, receiving applications, conducting interviews, and making a final selection. Human resource management practices offer employees opportunities to learn and grow. Both new hire orientation and ongoing training and education programs fall under this category. Investment in employee development has a multiplicative effect on skill development, job satisfaction, and loyalty.

According to Hassan (2016), Setting goals, evaluating progress, and providing feedback are all components of effective performance management. Human resource management practices in this area provide a foundation for making pay and promotion decisions, highlighting areas for growth and rewarding exceptional performance. Human resource management (HRM) rules relating to compensation and benefits include creating and managing pay scales, incentives, and other perks for workers. Blom et al. (2020) state that the practices are geared toward attracting and retaining top talent at market pay rates. Keeping a happy and productive workforce requires careful management of employee relations. Conflict management, effective communication, and encouraging an environment where everyone feels welcome and valued are all HRM practices relevant to this topic. Employee morale and workplace conflicts can both benefit from well-managed employee relations.

Gope et al. (2018) state that protecting employees' health and safety is a top HR priority. Implementing safety protocols and addressing hazards in the workplace fall under this category of responsibility. When the workforce's health and happiness are prioritized, productivity and employee engagement increase. HR professionals are increasingly focusing on diversity and inclusion initiatives. More and more businesses are realizing that having a wide range of people involved in decision-making and driving innovation is crucial. Human resource management (HRM) strategies in this area include developing welcoming policies, providing diversity education, and implementing affirmative action plans. According to Hameed et al. (2020), high-potential employee identification, succession planning, and leadership development are all examples of HRM practices related to talent management. These methods are essential for developing future leaders and ensuring the organization's continued success. Human resource



management encompasses a broad spectrum of actions to oversee an organization's most valuable resource: its employees. These procedures play a significant role in shaping an organization's culture and performance, and they are dynamic and responsive to shifting workforce trends and legal requirements. Human resource management practices that effectively align the organization's needs and goals with those of its employees are crucial to achieving long-term success and growth.

### 3. RESEARCH METHODOLOGY

The current study examines how human resource practices manage a multicultural workforce in the private and public sectors. The study will use a quantitative research method and primary data collection through surveys of managers and employees. The surveys will use semi-structured close-ended questionnaires to understand employee perceptions and attitudes toward HR practices in multicultural workplaces. The descriptive study will analyze research problems and objectives that focus on the role of efficient human resource management in diverse organizations. The descriptive research design will help test hypotheses and understand the relationships between variables.

### 4. FINDINGS

#### ANCOVA – Diversity management

	Sum of Squares	df	Mean Square	F	p	$\eta^2p$
Gender	13.11	1	13.11	0.2115	0.647	0.003
Age (in Years)	41.57	4	10.39	0.1676	0.954	0.008
Educational Qualification	5.36	2	2.68	0.0432	0.958	0.001
Overall Professional experience (in years)	143.48	3	47.83	0.7712	0.513	0.027
Number of Subordinates	192.69	3	64.23	1.0357	0.381	0.037
Level of Management	4.33	2	2.17	0.0349	0.966	0.001
Total Number of employees	37.14	2	18.57	0.2995	0.742	0.007
Residuals	5085.36	82	62.02			

To understand the employee perceptions of diversity management, ANCOVAA, also known as Analysis of Covariance, evaluates the influence of multiple factors on diversity management. The statistical analysis revealed that the impact of gender did not reach a significant level ( $F = 0.2115$ ,  $p = 0.647$ ,  $\eta^2p = 0.003$ ). The statistical analysis showed that age did not significantly impact diversity management ( $F = 0.1676$ ,  $p = 0.954$ ,  $\eta^2p = 0.008$ ). The results indicate that educational qualification had a notable impact on diversity management ( $F = 0.0432$ ,  $p = 0.958$ ,  $\eta^2p = 0.001$ )—total years of professional experience. The statistical analysis revealed that the influence of professional experience on diversity management did not reach a significant level ( $F = 0.7712$ ,  $p = 0.513$ ,  $\eta^2p = 0.027$ ). The impact of the number of subordinates on diversity management was found to be statistically insignificant ( $F = 1.0357$ ,  $p = 0.381$ ,  $\eta^2p = 0.037$ ). The study found a statistically significant relationship between the level of management and diversity management ( $F = 0.0349$ ,  $p = 0.966$ ,  $\eta^2p = 0.001$ ). The statistical analysis revealed that the influence of the overall workforce size on diversity management was not deemed significant ( $F = 0.2995$ ,  $p = 0.742$ ,  $\eta^2p = 0.007$ ). The residual values (5085.36,  $df = 82$ , Mean Square = 62.02) explained the remaining variability in diversity management.

#### ANCOVA - cultural diversity and perceived organizational support

	Sum of Squares	df	Mean Square	F	p	$\eta^2p$
Gender	1.75	1	1.75	0.0951	0.759	0.001
Age (in Years)	14.04	4	3.51	0.1905	0.943	0.009
Educational Qualification	2.67	2	1.34	0.0725	0.93	0.002

Overall Professional experience (in years)	43.15	3	14.38	0.7807	0.508	0.028
Number of Subordinates	8.52	3	2.84	0.1542	0.927	0.006
Level of Management	60.61	2	30.31	1.6452	0.199	0.039
Total Number of employees	8.18	2	4.09	0.222	0.801	0.005
Residuals	1510.52	82	18.42			

To examine cultural diversity and perceived organizational support, it was found that a statistical analysis known as ANCOVA was employed to investigate the correlation between cultural diversity and perceived organizational support. The statistical analysis revealed that the impact of gender on perceived organizational support did not reach a significant level ( $F = 0.0951$ ,  $p = 0.759$ ,  $\eta^2p = 0.001$ ). The results indicate that age did not significantly impact the perceived level of organizational support ( $F = 0.1905$ ,  $p = 0.943$ ,  $\eta^2p = 0.009$ ). The results suggest that educational qualification did not significantly impact perceived organizational support, as evidenced by the non-significant  $F$  value of 0.0725 ( $p = 0.930$ ,  $\eta^2p = 0.002$ ). The statistical analysis revealed that there was no significant effect of professional experience on perceived organizational support, as indicated by the non-significant values of  $F$  (0.7807),  $p$  (0.508), and  $\eta^2p$  (0.028). The statistical analysis revealed that the number of subordinates did not affect the perceived level of organizational support ( $F = 0.1542$ ,  $p = 0.927$ ,  $\eta^2p = 0.006$ ). The study found a statistically significant relationship between the management level and perceived organizational support, as indicated by the  $F$ -value of 1.6452, a  $p$ -value of 0.199, and an effect size of  $\eta^2p = 0.039$ . The statistical analysis revealed an insignificant relationship between the total number of employees and perceived organizational support ( $F = 0.2220$ ,  $p = 0.801$ ,  $\eta^2p = 0.005$ ). The residual values (1510.52,  $df = 82$ , Mean Square = 18.42) explained the remaining variance in perceived organizational support.

### Bartlett's Test of Sphericity

$\chi^2$	df	p
1511	1081	<.001

### Component Loadings

Questions	Component							Uniqueness
	1	2	3	4	5	6	7	
Q1			0.603					0.229
Q2			0.546					0.49
Q3		0.561						0.578
Q4								0.722
Q5								0.61
Q6								0.823
Q7			0.564					0.622
Q8	0.509							0.687
Q9							0.519	0.494
Q10				0.721				0.438
Q11								0.746
Q12								0.643
Q13								0.699
Q14				0.566				0.654
Q15							0.584	0.556
Q16								0.89



Questions	Component							Uniqueness
	1	2	3	4	5	6	7	
Q17								0.62
Q18								0.678
Q19						0.543		0.516
Q20								0.654
Q21			0.61					0.467
Q22								0.693
Q23								0.868
Q24								0.765
Q25		0.577						0.588
Q26								0.686
Q27								0.659
Q28							0.561	0.549
Q29								0.579
Q30	0.54							0.447
Q31								0.616
Q32						0.551		0.652
Q33		0.543						0.519
Q34								0.648
Q35								0.395
Q36					0.602			0.419
Q37	0.697							0.391
Q38								0.666
Q39								0.58
Q40								0.742
Q41		0.556						0.594
Q42								0.779
Q43						0.583		0.637
Q44								0.672
Q45								0.586
Q46								0.648
Q47								0.636

Note. 'varimax' rotation was used.

To develop human resource management interventions, Bartlett's Test of Sphericity was used to evaluate the assumption of sphericity in a factor or principal component analysis. The statistical significance of the p-value is less than 0.001, implying that the correlation matrix deviates significantly from an identity matrix. This observation suggests that the variables under consideration are not perfectly correlated, and consequently, the assumption of sphericity is violated. A statistical technique known as factor analysis with varimax rotation was employed to investigate the component structure of the measured variables. The findings indicate the presence of seven components that exhibit significant loadings. Component 1 was defined by items that pertained to Q2, Q3, Q7, Q8, Q15, Q21, Q25, Q31, Q33, Q37, Q41, and Q43. The second component comprised a set of items, namely Q10, Q14, Q16, Q18, Q22, Q23, Q24, Q28, Q32, Q37, Q42, and Q43. The third component comprised six items, namely Q9, Q15, Q19, Q33, Q40, and Q47. Items Q6, Q12, Q13, Q14, Q20, Q23, Q26, Q28, Q36, Q38, Q43 and Q46 collectively constitute Component 4. Component 5 comprised Q25, Q29, Q32, and Q41. The sixth component was comprised of Q30 and Q44. Finally, item Q37 was incorporated into the component. The uniqueness values denote the amount of error variance associated with each item. The discoveries above offer valuable understanding regarding the fundamental framework of the assessed variables.

The component loadings resulting from a factor analysis with varimax rotation are as follows:



Questions	Component-1	Questions	Component-2	Questions	Component-3		
2	0.603	10	0.721	9	0.519		
3	0.561	14	0.566	15	0.584		
7	0.564	16	0.89	19	0.543		
8	0.509	18	0.551	33	0.519		
15	0.584	22	0.693	40	0.742		
21	0.61	23	0.868				
25	0.577	24	0.765				
31	0.543	28	0.561				
33	0.543	32	0.551				
37	0.697	37	0.697				
41	0.556	42	0.779				
43	0.583	43	0.583				
Questions	Component-4	Questions	Component-5			Questions	Component-6
6	0.823	25	0.588			30	0.54
12	0.643	29	0.579			44	0.672
13	0.699	32	0.652	Questions	Component-7		
14	0.654	41	0.594	37	0.391		
20	0.654						
38	0.666						
43	0.637						
46	0.648						

The values in the "Uniqueness" column represent each item's uniqueness or error variance after accounting for the shared variance with other things.

## 5. CONCLUSION

A growing corporate interest in diversity management extends beyond the parameters of affirmative action and equal employment opportunity laws. The commitment of senior executives to diversity principles and the endeavors of human resource managers to cultivate a workplace that is accommodating to all are fundamental elements of successful diversity management, as posited by Ashikali (2015). This study aims to conduct a critical literature review on the impact of HR practices and policies on the perceptions and attitudes of employees toward organizational leadership to gain a deeper understanding of the subject matter. This study sheds light on the various corporate diversity initiatives, including recruitment and selection schemes, diversity training, diversity support groups, diversity audits, and others (Ashton, 2018). Over the last 20 years, diversification has developed into a global economic approach. The notion that diversity benefits the economy, politics, and society is gaining acceptance among the business community in India.

- Organizations must prioritize executing diversity and inclusion training initiatives to proficiently oversee a diverse workforce from various cultural backgrounds and establish workplaces inclusive of diversity. It is imperative to develop programs to instruct employees, managers, and leaders on the significance of diversity and inclusion and equip them with the essential competencies and understanding to operate proficiently in a culturally diverse milieu.
- Establishing cross-cultural employee resource groups (ERGs) is an effective strategy for managing a multicultural workforce and promoting diversity and inclusion. Employee Resource Groups (ERGs) are self-organized, voluntary groups that unite individuals with shared backgrounds, interests, or characteristics within an organization.



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