Leveraging Diversity and Inclusion Initiatives on the Work Behavior of Employees in the Polymer Industry

Priyanka Agarwal[1]

Abstract

Initiatives promoting diversity and inclusion have gained importance in the workplace during the past few years. Employing a more diverse and inclusive workforce has several advantages for businesses, including higher employee satisfaction, enhanced creativity and innovation, and better financial results. The objective of the current study was to investigate the link between actions for diversity and inclusion and productive workplace behaviour. 125 employees representing diverse organizations took part in the survey. Participants responded to a survey that evaluated their opinions for diversity and inclusion and constructive workplace behaviour. The findings showed a strong correlation between initiatives for diversity and inclusion and productive workplace conduct. Employees reported greater levels of good work behaviour, such as communication, organizational commitment, engagement, and teamwork when their organizations promoted diversity. These results imply diversity and inclusion may influence employee attitudes and actions at work favorably. Overall, the study supports the significance of diversity and inclusion measures in fostering healthy workplace behaviour with real-world information. For the purpose of fostering a more welcoming and happy work atmosphere for their workers, organizations should think about putting such initiatives into place and keeping them up. The processes behind this association and the long-term benefits of diversity and inclusion programmes on employee outcomes require more study.

Introduction

Diversity and inclusion are important for the corporate workforce for several reasons. First, it can improve employee morale, job satisfaction, and productivity by creating a sense of belonging and purpose among all employees. It can also help companies to attract and retain top talent, particularly from underrepresented groups who may be looking for a more diverse and inclusive workplace. An inclusive workplace recognizes the diversity of its employees and creates policies and practices that ensure that all employees can contribute and feel comfortable being themselves

[1] Associate Professor, Amity Business School, Amity University, Noida, pagarwal5@amity.edu.in, https://orcid.org/0000-0002-2943-2507

at work. This includes providing training on diversity and inclusion, ensuring that policies and practices are fair and equitable, and creating opportunities for all employees to participate and succeed. Together, diversity and inclusion create a workplace culture where all employees can thrive. When employees feel appreciated & supported for who they are, they are more engaged and motivated at work. They are also more likely to be satisfied with their job, have positive relationships with their colleagues, and experience less stress and burnout.

Additionally, a diverse multicultural workforce might result in improved judgment and problem-solving skills. Better results and more creative ideas may result from this. In contrast when individuals with similar backgrounds or experiences work together, they could be more prone to ignore particular viewpoints or concepts.

Diversity and inclusion are also important for social responsibility. Organizations that embrace diversity and inclusion are doing the right thing as they are also making a positive impact on society. By promoting fairness, equality, and social justice, companies can help to create a more equitable and just society, and contribute to a more peaceful and prosperous world.

Need for Diversity and Inclusion:

In order to have successful talent, organizations must embrace and cultivate engagement (Kuknor, S., & Bhattacharya, S. 2021).In addition to employee engagement, organizations must ensure they are diverse and have an inclusive culture. Employees should experience a sense of belonging within the organization. Participation, diversity, inclusion, and a sense of belonging coexist (Wikina, S. B. (2011).

The majority of business leaders believe that having an inclusive workplace is crucial. However, what being inclusive entails and how it manifests itself differs greatly from business to business. For some, it entails bringing on and keeping a diverse group of staff.
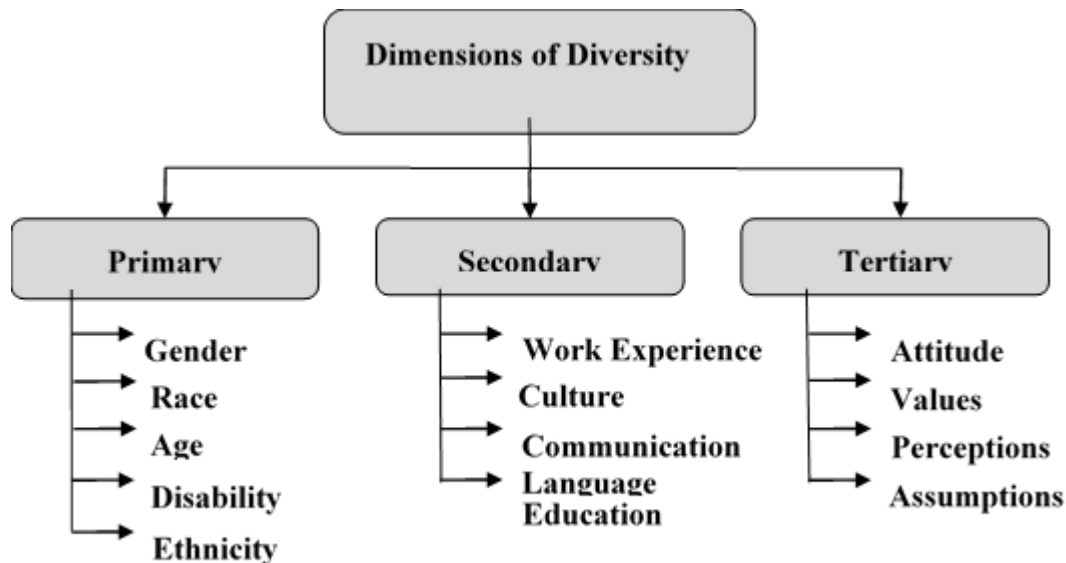
Parameters of Organizational work Behavior

One of the main objectives of the study of organizational/work behavior is to comprehend why people behave in certain ways. Exactly what do we mean when we refer to "behaviors"? Work behavior is influenced by job effectiveness, corporate citizenship practices, absenteeism, and attrition.

The intention or method of communication a person uses to interact with others at work may also be referred to as work behavior. For instance, verbal communication in the workplace frequently mirrors the nonverbal behavior of confidence. It conveys how you feel about your teammates and coworkers. A person's positive and effective work behavior helps to boost morale, productivity, and team or individual success. From an organizational standpoint, this is the most important topic for human resource specialists to focus on.
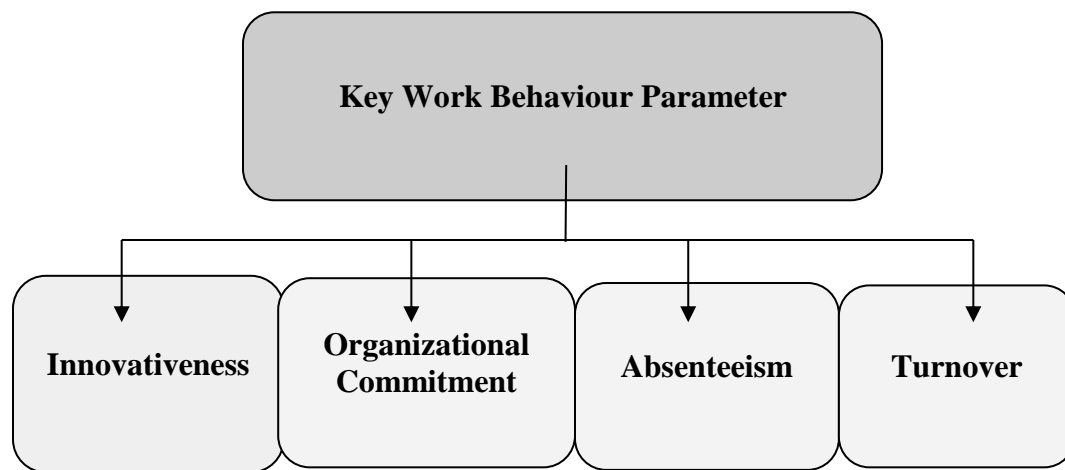
Literature Review

Ks, Krithi & Pai, Ramesh. (2021), in this study there are three components that make up workforce diversity: primary, secondary, and tertiary components. . Feelings of inclusion are assumed to be fostered through perceptions of value, belonging, and equality. To put it another way, if employees feel valued and included, they will assert that they are not just treated fairly and professionally but also that their unique worth is acknowledged & appreciated & that they are a member of a team. A technique and organizational approach known as inclusion identifies, values, and respects groups or individuals from varied cultural and social origins. Instances of such alterations which might be self-evident or more basic include education, nationality, age, ethnic origin, faith, sexuality, marital status, and socioeconomic position.

Udin, S.H. & Suharnomo, Suharnomo & Yuniawan, Ahyar & Wahyudi, S. & Wikaningrum (2017) in this research the aims was to examine how diversity in the workforce enhances employee performance & organizational effectiveness by reviewing existing research papers on workplace diversity.

Patrick, Harold & Kumar, Vincent. (2012). explored the purpose of diversity management is to develop and sustain an inclusive work environment that celebrates both the unique and shared characteristics of individuals. In this study, a number of barriers to diversity are analysed, and suggestions are provided for enhancing workplace inclusion and diversity. The analysis was built from a survey of three hundred IT specialists. The findings of the study suggest that an organisation's profitability may increase and its employees may be more dedicated, joyful, and productive if diversity is managed effectively.

Kundu, Subhash & Mor, Archana. (2017). The objective of this study is to analyze the relationship between perceived organizational performance and employee perceptions of diversity It also seeks to ascertain the opinions of employees in the Indian IT sector from various diverse backgrounds. The primary data was collected from 402 respondents using statistical methods such as factor analysis, regression analysis, correlations, means, grand means & analysis of variance.

Cletus, Helen & Mahmood, Nor Asiah & Umar, Abubakar & Ibrahim, Ahmed. (2018).In this study The paper focused on and evaluated key issues influencing diversity in modern organisations throughout the globe. The researchers were able to recognize, evaluate, and emphasise the many advantages and challenges that workplace diversity presents. The findings of the study demonstrate that diversity stimulates fresh concepts and skills in the workplace, employee development and progress, the blending of various competencies, company attractiveness, and analytical and problem-solving skills. Sadly, a no. of problems, including but not limited to the following, are currently hindering the full realization of these advantages. Gender and lifestyle preferences, ethnic and cultural differences, physical or mental disability, workplace communication, and generational differences are among the primary causes of workplace problems.

Itam, Urmila & Bagali, M.M.. (2018) reveled that a survey suggests that many companies may not have the requisite diversity in their workforces. According to a separate study, some employees may experience feelings of exclusion because they believe that only a small portion of the components that comprise their social identities are appreciated and recognised. These actions could result in low morale, a high rate of absenteeism, and an absence of job satisfaction, poor reputations, and other issues that could ultimately cause the alienated employee to quit their job or organisation. The performance of people, groups, & organisations is examined in relation to inclusivity and diversity via the lens of employee engagement. The study's goal is to offer a framework with solid theoretical support for its ability to determine if a company has genuinely produced an egalitarian and stimulating work environment for its employees.

Seliverstova, Yana. (2021) studied that the main objective of the research is to analyze the concept of the theoretical contributions that have been made to the term "workforce diversity management" in order to systematize the body of existing knowledge, clarify the meaning of WDM in organizations, and pinpoint areas that require further investigation. In this theoretical investigation, samples were taken from the Scopus. 19 studies that have been published since 2015 were found, and the chosen papers were then examined in accordance with important research definitions. WDM frequently plays a vital role in HRM in businesses as it enables organizations to maintain a competitive advantage in the present globalization and innovation era. The study's findings indicate that a modest number of current publications view Diversity Management as a strategy that contributes to both an advantageous company culture and organizational success. The work contributes to the literature on management and business by evaluating recent studies on Diversity

Management & shows the potential because the field under consideration appears to be a desirable one for further study.

Urbancova, Hana & Hudakova, Monika & Fajčíková, Adéla. (2020) *studied the* Globalization is expanding variety to all areas of human performance, including the workplace and teams. This study examines diversity management as a predictor of competitive advantage in light of these changes. Primary analysis collected data from 549 Czech enterprises via questionnaire. Diversity management implementation correlates with corporate size and industry. Diversity management was most beneficial for retaining important personnel (43.9%), improving employee performance and motivation (39.3%), and adapting to the working environment (33.9%). Organizations should focus more on this issue as the talent shortage intensifies. This requires prioritising underrepresented groups of potential hires. Diversity management may help HR managers.

Jayewardene, H & Priyashantha, K.G.. (2019 studied that the Diversity in the workplace has been touted as a key competitive advantage. This research examines how workforce diversity affects garment workers in Sri Lanka. Employee performance in an organization served as the dependent variable. Data for this study was gathered by personally delivering 120 questionnaires to the production level employees of one of the garment companies in Sri Lanka using the basic random sample approach. The influence of the factors was discovered using the regression analysis approach. The findings showed that variety in workforce has a substantial and favourable impact on employee performance.

Objectives

➢ To identify the various diversity initiatives in Polymer Industry of India.
➢ To study how significantly diversity & inclusion initiatives impact employee innovativeness, absenteeism, organization commitment, and turnover at workplace.

Research Methodology

The study is conducted using primary data in the form of a structured questionnaire. It is a descriptive study. This type of research design involves systematically observing, documenting, and analysing existing phenomena or situations in order to describe and understand them. Snowball and Convenience sampling methods have been used to collect the data for analysis. Sample size taken for the study is 125.The geographic area of the study is Delhi NCR. Secondary data will be studied for better analysis and supplementing the findings.

Data Analysis and Interpretation
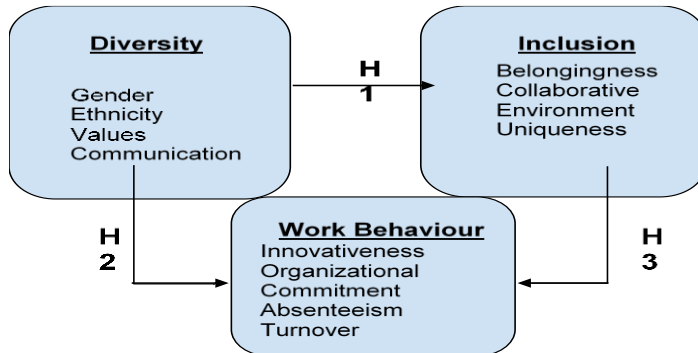
HO1: Diversity factors have no influence on inclusion practices

H11: Diversity factors positively influence inclusion practices

	WORK BEHAVIOUR	DIVERSITY
WORK BEHAVIOUR	1	
DIVERSITY	0.584278462	1

A correlation value of 0.584278462 between diversity and work behavior implies that as workplace diversity rises, work behavior is more likely to exhibit a somewhat good trend. This indicates that work behavior (such as innovativeness, organizational dedication, absenteeism, and turnover) is more likely to grow or demonstrate positive changes when the level of staff diversity (for example, variety in terms of ethnic background, gender, values, and communication language) increases.

	INCLUSION	*WORK BEHAVIOUR*
INCLUSION	1	
WORK BEHAVIOUR	0.850741652	1

Inclusion and work behavior have a substantial positive connection of 0.850741652. This suggests that workplace inclusivity improves work performance. For instance, individuals who feel included and valued at work are more likely to be innovative, absentee, loyal, and committed.

	DIVERSITY	*INCLUSION*
DIVERSITY	1	
INCLUSION	1	1

Diversity and inclusion have a perfect positive relationship, indicating that as diversity boosts inclusion increases and vice versa. This implies that an organization that encourages and supports diversity, such as having a workforce that is reflective of different genders, ethnicities, values, and

communication languages, is likely to have a strong culture of inclusion, where all individuals feel belonging, uniqueness, and collaborate with one another and get opportunities regardless of their differences. An inclusive workplace that values everyone's opinions and contributions will also recruit and retain a varied staff. A coefficient of correlation of 1 shows that inclusion and diversity are strongly and favorably related, and organizations that prioritize both are likely to benefit from a more diverse and inclusive workplace culture.

HO2: Workforce diversity has no impact on organizational innovativeness, organizational commitment, absenteeism & turnover

H12: Workforce diversity positively impacts organizational innovativeness, organizational commitment, absenteeism & turnover

Regression Analysis

DIVERSITY AND WORK BEHAVIOUR SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.634510525
R Square	0.402603607
Adjusted R Square	0.384222179
Standard Error	0.811027599
Observations	135

ANOVA

	df	SS	MS	F	Significance F
Regression	4	57.62748734	14.40687	21.90274	7.78298E-14
Residual	130	85.50954969	0.657766		
Total	134	143.137037			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.211060091	0.279461677	4.333546	2.91E-05	0.658178585	1.7639416	0.65817858	1.7639416
12. I think that diversity in my team contributes to the introduction of new and innovative ideas.	0.374406602	0.093910461	3.986847	0.000111	0.188615985	0.5601972	0.18861599	0.56019722
13. You feel that the company's diversity and inclusion initiatives have positively impacted your commitment to the organization.	0.218938496	0.098511687	2.222462	0.027981	0.024044905	0.4138321	0.02404491	0.41383209
14. I feel that the company's diversity and inclusion initiatives have positively impacted my attendance at work	0.011940322	0.091672492	0.13025	0.89657	-0.169422739	0.1933034	-0.16942274	0.19330338
15. I have considered leaving the organization due to a lack of inclusive workplace culture.	0.039953872	0.069176432	0.577565	0.564557	-0.096903426	0.1768112	-0.09690343	0.17681117

A p-value of 0.000111056, which is below the significance level of 0.05, indicates that the association between team diversity and innovativeness is statistically significant. This indicates that, based on the regression analysis, there is sufficient evidence to reject the null hypothesis and draw the conclusion that diversity in the team does, in fact, facilitate the introduction of innovative and creative ideas. We therefore accept the alternate hypothesis.

The hypothesis that the company's diversity and inclusion activities have a positive impact on an employee's commitment to the organization is supported by data with a p-value of 0.027981, which is less than the significance level of 0.05. This indicates that the organization's personnel are probably becoming more committed as a result of the inclusion and diversity activities. We therefore accept the alternate hypothesis

A p-value of 0.896570137 above the 0.05 criterion of significance. The results are not statistically significant and might have happened by chance if the p-value is higher than 0.05. Accordingly, in this instance, the study and the provided p-value do not support the argument that diversity has a significant impact on workplace attendance. We shall therefore accept the null hypothesis.

The association between diversity and the likelihood of quitting the company owing to an unwelcoming workplace culture is not statistically significant at levels of significance of 0.05, according to a p-value of 0.564556965. Meaning that there is insufficient evidence to establish the existence of a significant association between diversity and the likelihood of quitting the company owing to a lack of an inclusive workplace culture, the p-value is larger than the utilized level of significance. As a result, we will accept the null hypothesis.

HO3: Inclusive work practices has no significant impact organizational innovativeness, organizational commitment, absenteeism & turnover
H13: Inclusive work practices positively impact organizational innovativeness, organizational commitment, absenteeism & turnover

Regression Analysis

INCLUSION AND WORK BEHAVIOUR SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.634510525
R Square	0.402603607
Adjusted R Square	0.384222179
Standard Error	0.811027599
Observations	135

ANOVA

	df	SS	MS	F	Significance F
Regression	4	57.62748734	14.40687	21.90274	7.78298E-14
Residual	130	85.50954969	0.657766		
Total	134	143.137037			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.211060091	0.279461677	4.333546	2.91E-05	0.658178585	1.7639416	0.65817858	1.763941597
12. I think that diversity in my team contributes to the introduction of new and innovative ideas.	0.374406602	0.093910461	3.986847	0.000111	0.188615985	0.5601972	0.18861599	0.560197218
13. You feel that the company's diversity and inclusion initiatives have positively impacted your commitment to the organization.	0.218938496	0.098511687	2.222462	0.027981	0.024044905	0.4138321	0.02404491	0.413832086
14. I feel that the company's diversity and inclusion initiatives have positively impacted my attendance at work	0.011940322	0.091672492	0.13025	0.89657	-0.169422739	0.1933034	-0.16942274	0.193303384
15. I have considered leaving the organization due to a lack of inclusive workplace culture.	0.039953872	0.069176432	0.577565	0.564557	-0.096903426	0.1768112	-0.09690343	0.176811171

The variable "Inclusion" and team innovation and the introduction of new ideas appear to be related statistically, as indicated by the P-value of 0.000111056 (which is less than the level of significance of 0.05).It follows that "Inclusion" is a significant predictor of team innovation and the introduction of fresh concepts. In particular, it implies that having more variety on the team, as symbolized by "Inclusion," is linked to a better propensity for coming up with original and cutting-edge ideas. As a result, we will adopt the alternative theory.

The regression analysis's p-value of 0.027980593, which is less than the level of significance (0.05), indicates that the link between the variables "Inclusion" and commitment to the organization is statistically significant. This indicates that the company's diversity and inclusion

programmes have a statistically significant beneficial impact on the loyalty of its workforce. We'll go with the alternative theory.

The association between the company's inclusion activities and attendance at work is not statistically significant, according to a p-value of 0.896570137. There is no evidence to support a substantial effect of the company's diversity and inclusion activities on attendance at work, according to the supplied p-value. The association between diversity and inclusion activities and attendance at work is probably caused more by chance than by a real relationship, as indicated by the p-value of 0.896570137, which is bigger than the significance level of 0.05 that was utilized in the analysis. So, null hypothesis is accepted.

With a p-value of 0.564556965, which is higher than the significance level of 0.05, it may be concluded that the null hypothesis is not sufficiently supported. This indicates that there may not be a statistically meaningful link between inclusion and the propensity to consider quitting the company as a result of an unwelcoming working culture. We shall therefore accept the null hypothesis.

Discussion and Findings

1. The bulk of respondents (53.3%) identified as male, followed by females (31.9%), with lesser percentages identifying as non-binary (remaining population) and prefer not to say (8.9%).
2. With a predominately male population and a comparatively small percentage of respondents who identified as non-binary or prefer not to say, the results point to a lack of variety in terms of gender representation.

3. The lack of generational diversity in the IT business is evidenced by the fact that the majority of respondents were in the 25–34 age range, followed by the 18–24 age range.
4. The bulk of respondents were from the Hindu group, while similar numbers of respondents came from other communities, showing that the data reflects religious diversity.
5. In the area where the study was done, English and Hindi were the two most often used workplace languages for communication, suggesting the predominance of these languages there.
6. Employee Resource Groups (ERGs) that focused on particular origins or experiences were less popular than taking part in cultural celebrations or events as a part of inclusion practises in organizations.
7. There is space for improvement in developing a workplace culture that supports open expression, despite the fact that the majority of respondents feel comfortable expressing their views and opinions at their place of employment.
8. The majority of IT-related businesses appear to offer such help, as seen by the generally positive attitude towards resources and assistance for workers who speak languages other than English.
9. With very few responses falling under the lower range of the scale, which indicates a strong sense of connection and community, employees generally have a positive sense of affinity at

their place of employment. Some employees, nevertheless, might not experience the same sense of kinship.

10. The majority of respondents have access to formal training or resources on how to work with colleagues from various backgrounds, while a small minority do not, indicating the need for additional research and assistance.
11. However, there are also indifferent and unfavorable replies, indicating that there is still room for improvement in the implementation of diversity and inclusion commitments. The majority of respondents believe that their organization offers appropriate resources and support for bringing new perspectives and experiences to work.
12. The majority of respondents have access to formal training or resources on how to work with colleagues from various backgrounds, while a small minority do not, indicating the need for additional research and assistance.
13. However, there are also indifferent and unfavorable replies, indicating that there is still room for improvement in the implementation of diversity and inclusion commitments. The majority of respondents believe that their organization offers appropriate resources and support for bringing new perspectives and experiences to work.

14. The majority of respondents agree that the company offers diverse employees the resources and assistance to develop in their professions, but there are also neutral and dissident opinions that should be taken into account when looking for areas for improvement.
15. The statistics indicate that while the majority of respondents think that diversity on their team fosters new and inventive ideas, there are some who disagree, highlighting the need for more knowledge of and education about the beneficial effects of diversity on innovation.
16. However, there are also neutral and disagreeing comments, underscoring the need for ongoing review and improvement of these activities. Overall, the majority of respondents think that the company's diversity and inclusion initiatives have a good influence on their organizational commitment

Conclusion

In the current global economy, organizations that can capitalize on the strengths of a diverse workforce are better suited to compete and innovate. Organizations may access a larger talent pool and range of viewpoints by embracing diversity and inclusion, which may result in the development of fresh concepts, goods, and services.The results of this primary research study clearly imply that initiatives for diversity and inclusion has a favorable effect on workplace behavior. In particular, the study discovered that these activities strengthen organizational commitment, boost innovation & reduce turnover. These findings have important relevance for businesses who are dedicated to creating an inclusive and diverse working culture. Organizations may foster a culture where employees feel appreciated, supported, and empowered by investing in diversity and inclusion efforts. This may lead to a more motivated and engaged staff, which may enhance organizational results.

The findings of the study are crucial for company executives and policymakers who want to advance diversity and inclusion in the workplace. This research can aid in making the case for funding diversity and inclusion initiatives by proving the beneficial effects of these activities on

workplace behavior. However, it's crucial to remember that while initiatives for diversity and inclusion might improve workplace behavior, they are not a cure-all. For organizations to truly reap the rewards of a diverse and inclusive workplace culture, they must also address issues like bias, discrimination, and harassment.

Overall this study shows how diversity and inclusion programmes may foster a sense of respect and belonging among workers from all backgrounds, which can increase job satisfaction and retention rates. Employees are more likely to be inspired to do their best job and to stay dedicated to their organization in the long run if they feel appreciated and supported by their employer. The research study highlights the significance of workplace diversity and inclusion activities. Businesses that are dedicated to fostering a diverse and inclusive culture stand to gain a lot, from improved employee behavior to increased productivity.

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