

Employee Diversity in Organised Real Estate industry – An empirical study

Syeda Masarat Sultana¹ and Dr. B R Megharaj²

¹Research Scholar, Sri Krishna dev Araya Institute of Management, Sri Krishna dev Araya University, Andhra Pradesh, India.

²Professor (Retd.), Sri Krishna dev Araya Institute of Management, Sri Krishna dev Araya University, Andhra Pradesh, India.

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*Corresponding author: Syeda Masarat Sultana (syedasultana.massu@gmail.com)

Abstract: Diversity and social issues had a dramatic effect on the study and application of management and organizational behaviour. Diversity must be recognised and nurtured as the organization's great asset and the ability to attract and work with diverse talent must be seen as a critical competitive advantage. Diversity training programs get the participants directly involved at work place. Ethics involve moral issues and choices and deals with right and wrong behaviour. The real estate sector is one the most globally recognized sector. "India's real estate sector is expected to touch as US\$ 1 trillion marker size by 2030, accounting for 18-20% of India's GDP." In India, the real estate sector is the second-highest employment generator, after the agriculture sector. Researcher conducted a study with an objective - To evaluate employee Diversity in Organised Real Estate Industry at Bangalore. The researcher completes the evaluation by applying statistical tools like Frequency distribution Cronbach's Alpha, one-way ANOVA to arrive at a meaningful interpretation. employee Diversity and Culture is evaluated among all demographic groups. Researcher concludes for sustenance of prevailing practices in Real Estate industry.

Keywords: Organizational behaviour, Employee diversity, organisational culture, Real estate,

INTRODUCTION

The real estate sector is one the most globally recognized sectors. It comprises of four sub-sectors – housing, retail, hospitality, and commercial. The growth of this sector is well complemented by the growth in the corporate environment and the demand for office space as well as urban and semi-urban accommodation. The construction industry ranks among the 14 major sectors in terms, of direct, indirect and induced effects in all sectors of the economy. As noted in a recent report on needed strategic initiatives to succeed in the new global economy, "Diversity must be recognised and nurtured as the organizations great asset and the ability to attract and work with diverse talent must be seen as a critical competitive advantage". In other words, the contemporary environmental context of diversity is no longer simply a take on or afterthought in the study of organizational behaviour; it plays a central role in today's environmental context. a major reason for the emergence of diversity as an important reality is changing demographics. Older workers, women, minorities, and those with more education are now entering the workforce. The composition of today's and tomorrow's workforce is and will be much different from that of the past. For example, USA Today calculates of Diversity Index (based on population racial and ethnic probabilities) that shows now about 1 out of 2 people randomly selected in the United States are racially or ethnically different, up from 1 out 3 in 1980.

REVIEW OF LITERATURE

An attempt is depleted to bring to the fore extensive literature on at work place, immeasurable research practices by academicians of different branches of

specializations, contributing to the concept of accomplishing organizational effectiveness. The rundown incorporates the studies from global view and others from national perspective.

Jaiswal. A., Dyaram, L., (2020), Conducted a study on "Perceived diversity and employee well-being: mediating role of inclusion" In total, 248 full-time employees from large organisation across varied industries in India have participated in this survey-based study. Structural equation modelling results indicate surface and knowledge and diversity to significantly impact EWB. Surface diversity adversely affected well-being, while knowledge diversity had favourable impact. Besides, inclusion was found to be a significant mediator between knowledge diversity and well-being but not between surface diversity and well-being. Research limitations/implications. Present study explores the diversity-well-being link through the lens of perceived inclusion. Future research should consider contextual factors that will influence these relationships. Managerial nudging can enhance employee self-control, intrinsic motivations and well-being. Further, managers should note how knowledge diversity aids in well-being towards constructive cross-functional synergy building. Study conceptualizes diversity from Indian social and employment perspectives, while incorporating inclusion as a contextual factor currently under-researched empirically in the Indian context. Further, the authors contribute to the limited literature on affect-related effects of diversity.

Jeronimo, H. M., Henriques, P. L. and Carvalho, S.I. (2022). "Being inclusive boosts impact of diversity practices on employee engagement" This study aims to analyse the relationship between diversity practices and

employee engagement in the specific context of a telecommunication company. Using simple and multiple linear regression, the authors test the mediating effect of the perception of inclusion and the moderating role of inclusive leadership, as well as whether this style of leadership promotes the perception inclusion among employees. The results are based on a sample of 238 responses and show that a positive correlation exists between the perception of diversity practices and engagement which is mediated by the perception of inclusion. However, inclusive leadership fails to moderate this relationship, although it does positively influence employees' perception of inclusion. The study emphasises: the importance of employees' perceptions of diversity and inclusion as a strategic priority of their organisations and the importance of its embeddedness in the organisational culture and daily practices and the role of inclusive leaders in shaping employees' perception, as this leadership may have significant implications as this leadership may have significant implications for their engagement and performance. This research offers a better understanding of what contributes to an inclusive workplace and the role of inclusive workplace and the role of inclusive leaders in the building up employees' perception of inclusion that, thus, enhances their engagement.

Trong Tuan, L. (2020), “Can managing employee diversity be a pathway to creativity for tour companies?” When effectively synergized, uniqueness from employee diversity can be conducive to original ideas and solutions in the tourism services. The purpose of this study is unfold how and when diversity-oriented human resource (HR) practices impact creativity among employees and their direct managers working in tour companies in Ho Chi Minh City, Vietnam. The result provided evidence for the positive influence of diversity-oriented HR practices on employee creativity through the mediation channel of knowledge sharing. Diversity climate fortified the effects of diversity-oriented HR practices on knowledge sharing among employees. Besides, the findings lent support for the moderating role of group diversity regarding age, expertise, openness and extroversion in the current research model.

Yang, M., Luu, T. T. and Qian D. (2022), “Group diversity and employee services innovative behaviour in the hospitality industry: multilevel model”. Service innovative behaviour from employees help hospitality organizations gain a competitive advantage and sustain business flourishing. Although group diversity has been demonstrated as a predictor for employee outcomes, whether group diversity in terms of extraversion and openness enhances employee service innovative behaviour remain a gap. This study aims to fill this gap by developing a multilevel model of the direct relationship between group diversity in term of extraversion and openness and employee service innovative behaviour and also the medications and moderations behind the relationship. The authors collected data from 44 Chinese hospitality teams. The research model was validated by multilevel structural equation modelling. Results showed that both group extraversion diversity and group openness diversity fostered employee service innovative behaviour via

creative self-efficacy. Development culture strengthened the effectiveness of group openness diversity on creative self-efficacy and the effectiveness of creative self-efficacy on employee series innovative behaviour. Nevertheless, developmental culture did not strengthen the effectiveness of group extraversion diversity on the creative self-efficacy. Findings suggest that managers and team leaders from hospitality organizations can elicit employees' confidence from creativity is able to channel group diversity into employee service innovative endeavours. Moreover, building developmental culture is essential for hospitality teams to strengthen the effect of group diversity on innovating services.

Malhotra, L., Goswami, I., Kumari, P. A., & Priya, U. (2023). “ A study on effect of Employee Diversity on Organizational Performance”. The purpose of this study is to investigate the effect of employee diversity on organizational performance. The study is based on the diversity-performance relationship theory, which suggest that a diverse workforce can lead to improved organizational performance. The study employs a quantitative research design and utilized survey data collected from employees and managers in multiple organizations. The data is analysed using statistical methods to examine the relationship between employee diversity and organizational performance. The findings indicate that organizations with a diversity workforce tend to have higher levels of organizational performance, as measured factors such as productivity, innovation and employee satisfaction. The study has important implications for organizations, as it suggest that actively promoting diversity can lead to improved performance. Additionally, the findings have implications for society, as they suggest promoting diversity in the workforce can lead to improved outcomes for organizations and their stakeholders. This study adds to the existing literature by providing new evidence on the relationship between employee diversity and organizational performance, using a large and diverse sample of organizations.

RESEARCH GAP

While employee diversity has been widely studied in sectors like IT and finance, the organised real estate industry especially in Bangalore, a key urban growth center — remains underexplored. There is a clear gap in understanding the extent and impact of diversity across multiple dimensions in this sector, as well as the effectiveness of diversity policies from both employer and employee perspectives. This study aims to bridge this gap by providing empirical insights into diversity practices in Bangalore's organised real estate firms.

Objectives of the Study:

Primary Objective:

To evaluate Employee Diversity in Organised Real Estate Industry at Hyderabad and Bangalore.

Secondary Objective:

- To assess **Representation & Workforce Composition** in Organised Real Estate Industry at Bangalore.

- To assess **Recruitment & Promotion Practices** in Organised Real Estate Industry at Bangalore.
- To assess **Perceptions of Inclusion and Belonging** in Organised Real Estate Industry at Bangalore.
- To assess **Diversity Awareness and Organizational Culture** in Organised Real Estate Industry at Bangalore.
- To assess **Outcomes and Impact** in Organised Real Estate Industry at Bangalore.

Primary Hypothesis

H₀: Employee Diversity has no significant role in the organized Real Estate Industry at Bangalore.

Secondary Hypothesis

H₀: **Representation & Workforce Composition** has no significant role in the organized Real Estate Industry at Bangalore.

H₀: **Recruitment & Promotion Practices** has no significant role in the organized Real Estate Industry at Bangalore.

H₀: **Perceptions of Inclusion and Belonging** has no significant role in the organized Real Estate Industry at Bangalore.

H₀: **Diversity Awareness and Organizational Culture** has no significant role in the organized Real Estate Industry at Bangalore.

H₀: **Outcomes and Impact** has no significant role in the organized Real Estate Industry at Bangalore.

SAMPLING

The process of sampling is one of the crucial stages in the research process, it can be compared to the stage of planning in any operation, any error creeping in this stage will have its impact on the whole of the study. The researcher applies this body of knowledge appropriately to ensure the process of research in scientific direction.

Sample Universe

Encompasses all Male and Female respondents from organized Real Estate Industry at Bangalore.

Sampling Framework

sample from select organized Real Estate firms during the period of conduct of the research.

Sample Characteristics

Those that are reflect in the sample respondents, all employees irrespective of their Gender, falling under the age group of 25- > 55 years, with specified educational qualifications, working in Real Estate firms. These are Male and Female respondents from select Real Estate firms.

Sample Unit

A respondent who finds a place will be a male or female respondent working in Real Estate firms at Bangalore is the sample unit. In the age group 25->55 years, with any occupational title or hierarchical position, and with presupposed income level.

Sampling Technique

Stratified sampling is employed for the purpose since it is more appropriate as the sample respondents are distributed at different levels in the organisation.

Sample size

The sample size calculated is 485 for the study. The sample size is in proportion to the size of the industry.

DATA COLLECTION

The data collected for the present study comprises of both primary and secondary sources.

Primary data

Data Collected from respondents through questionnaire. The respondents were interviewed and asked to fill the questionnaire. The first part deals respondents' profile in terms of their age, sex, designation, educational background and income. The second part of the questionnaire contains the questions concern to with concepts of Employee Diversity in Real Estate firms at Bangalore.

Secondary Data

In order to fulfill the objectives of the study, secondary data were collected. The secondary data pertaining to Real Estate industry in Bangalore and from various government publications and records. The secondary data has been collected from various magazines, journals, daily newspapers, survey reports and reference books etc.

STATISTICAL PROCESSING

In the first stage the data collected through questionnaire is classified alongside 1 to 5 ratings, individual weightages awarded by respondents for each element of the model in the questionnaire are tabulated on these five points of the scale against classification of demographic profile, like age, sex, education, designation, income. Further, the weightages are extended a statistical treatment to arrive at meaningful inferences.

STATISTICAL TOOLS APPLIED

Scale reliability test (Cronbach's Alpha) is used to describe the profile of the respondents and their behavior in the various stages of firm services.

ANOVA test: Analysis of variance (ANOVA) is a statistical technique that is used to check if the means of two or more groups are significantly different from each other. ANOVA checks the impact of one or more factors by comparing the means of different samples.

LIMITATIONS OF THE STUDY

In a study of this magnitude though, meticulous care has been taken in each and every aspect of study. Certain limitations are likely to be there in the study.

1. Some respondents were not aware of certain concepts and procedures.
2. A few respondents were hesitant to give exact details.
3. There might be a sense of bias crept in answers given by the respondents.

4. Time bound limitations are inevitable and uncontrollable.

5. Financial disposal at the end of researcher also influences the research.

Data Analysis and Interpretations

Scale Reliability Test for Employee Diversity in Organised Real Estate Industry at Hyderabad and Bangalore.

Reliability Statistics	
Cronbach's Alpha	N of Items
.867	25

The reliability statistics table presents a Cronbach's Alpha value of 0.867 for a scale consisting of 25 items. This indicates a high level of internal consistency, meaning that the scale items reliably measure the same underlying construct. Such a Cronbach's Alpha, being greater than the generally acceptable threshold of 0.7, reflects robust reliability. Consequently, this result confirms that the measurement instrument utilized in the research is sufficiently reliable for further statistical analyses and interpretations within the study.

Frequency distribution – Age wise				
	Frequency	Percent	Valid Percent	Cumulative Percent
25-35	257	53.0	53.0	53.0
36-45	136	28.0	28.0	81.0
46-55	61	12.6	12.6	93.6
More than 55	31	6.4	6.4	100.0
Total	485	100.0	100.0	

The provided frequency distribution reveals a clear snapshot of participants' age groups. The largest segment of respondents falls within the age range of 25-35 years, accounting for more than half of the total at 53% (257 out of 485 respondents). The next significant age category is 36-45 years, comprising 28% (136 respondents), indicating that a substantial portion of respondents are relatively young professionals or mid-career individuals. Fewer respondents fall into the older age categories, with 46-55 years representing 12.6% (61 respondents) and those above 55 years constituting the smallest group, at only 6.4% (31 respondents). Overall, the data clearly highlight that the majority of respondents in the study are younger, potentially reflecting generational insights relevant to the organizational context under study.

Frequency distribution – Gender wise				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	353	72.8	72.8	72.8
Female	132	27.2	27.2	100.0
Total	485	100.0	100.0	

The frequency distribution based on gender clearly shows that the study sample predominantly consists of males, comprising 72.8% (353 respondents) of the total 485 participants. Female respondents constitute a smaller proportion, representing 27.2% (132 respondents). This gender distribution highlights a notable imbalance in participation, suggesting the context or industry under study might typically have greater male representation. Understanding this distribution helps provide deeper insights into potential gender-related dynamics or implications within the research context.

Frequency distribution – Education wise				
	Frequency	Percent	Valid Percent	Cumulative Percent
PUC/Diploma	64	13.2	13.2	13.2
UG/Engineering	278	57.3	57.3	70.5
PG(MBA/M.Tech.)	143	29.5	29.5	100.0
Total	485	100.0	100.0	

The data provided on educational qualifications clearly shows that a majority of respondents hold undergraduate degrees in engineering or related disciplines, making up 57.3% (278 respondents) of the total 485 participants. A notable proportion also holds postgraduate qualifications, such as MBA or M.Tech., comprising nearly one-third at 29.5% (143 respondents). Meanwhile, those with diploma-level education represent a smaller segment, accounting for 13.2% (64 respondents). This educational distribution suggests that respondents generally possess higher-level academic backgrounds, indicating a knowledgeable participant group with a strong professional orientation, likely influencing their perspectives within the study context.

Frequency distribution – Experience wise				
years	Frequency	Percent	Valid Percent	Cumulative Percent
0-5	85	17.5	17.5	17.5
5-10	237	48.9	48.9	66.4
10-15	118	24.3	24.3	90.7
More than 15	45	9.3	9.3	100.0
Total	485	100.0	100.0	

The experience distribution clearly indicates that nearly half of the respondents, about 48.9% (237 individuals), have between 5 and 10 years of professional experience. Additionally, about a quarter, or 24.3% (118 respondents), have between 10 and 15 years of experience, while those with fewer than 5 years comprise 17.5% (85 respondents). The smallest group, representing 9.3% (45 respondents), possesses more than 15 years of experience. This distribution suggests that the respondent group is predominantly mid-level professionals, likely bringing valuable insights based on significant practical exposure to the organizational contexts under investigation.

Frequency distribution – Designation wise				
Designation	Frequency	Percent	Valid Percent	Cumulative Percent
Executive	205	42.3	42.3	42.3
Engineer	164	33.8	33.8	76.1
Manger	71	14.6	14.6	90.7
Others	45	9.3	9.3	100.0
Total	485	100.0	100.0	

The frequency distribution based on designation clearly shows that the largest group among respondents is executives, comprising 42.3% (205 respondents). Engineers constitute the second largest segment, representing 33.8% (164 respondents). Managers account for a smaller proportion, about 14.6% (71 respondents), and a minor percentage, 9.3% (45 respondents), belong to other designations. This indicates that the respondent pool predominantly includes individuals in executive and technical roles, suggesting strong representation from operational and managerial perspectives, which can significantly contribute to comprehensive insights within the research context.

Frequency distribution – Income wise				
	Frequency	Percent	Valid Percent	Cumulative Percent
25,000 to 50,000	126	26.0	26.0	26.0
50,001 to 75,000	186	38.4	38.4	64.3
75001 to 1,00,000	71	14.6	14.6	79.0
More than 1,00,000	102	21.0	21.0	100.0
Total	485	100.0	100.0	

The income-wise frequency distribution highlights that the largest group of respondents earn between 50,001 to 75,000, comprising about 38.4% (186 respondents). The next significant income group includes those earning between 25,000 to 50,000, making up 26.0% (126 respondents). Notably, respondents with incomes above 1,00,000 constitute a sizeable proportion at 21.0% (102 respondents), indicating a substantial representation of higher-income professionals. The smallest group, representing 14.6% (71 respondents), falls within the 75,001 to 1,00,000 income bracket. This distribution suggests diverse economic backgrounds among participants, with a significant number positioned in mid-to-high-income levels, reflecting their professional standing and likely influencing their views and perceptions in the study.

One-way ANOVA test for Representation & Workforce Composition						
		Sum of Squares	df	Mean Square	F	Sig.
There is a good representation of employees from different gender identities in my organization	Between Groups	.047	1	.047	.725	.395
	Within Groups	31.219	483	.065		
	Total	31.266	484			
Employees from various caste and community backgrounds are fairly represented in my team.	Between Groups	.345	1	.345	1.927	.166
	Within Groups	86.471	483	.179		
	Total	86.816	484			
People from different regions or linguistic backgrounds work together in my organization.	Between Groups	.120	1	.120	1.514	.219
	Within Groups	38.243	483	.079		
	Total	38.363	484			
Women are adequately represented in leadership and decision-making roles.	Between Groups	3.742	1	3.742	15.859	.000
	Within Groups	113.957	483	.236		
	Total	117.699	484			

My organization has a balanced age distribution among employees.	Between Groups	3.742	1	3.742	15.859	.000
	Within Groups	113.957	483	.236		
	Total	117.699	484			

The ANOVA results reveal significant differences only for two items: "Women are adequately represented in leadership and decision-making roles" and "My organization has a balanced age distribution among employees," both showing highly significant differences ($F=15.859$, $p=.000$). This indicates substantial variation among respondents' perceptions on these dimensions. In contrast, gender identity representation, caste/community representation, and linguistic diversity showed no significant differences ($p>.05$), suggesting consistent perceptions across respondents in these areas, indicating general agreement among employees regarding these aspects.

Hypothesis: Based on the provided ANOVA table, a suitable hypothesis could be: "There is a statistically significant difference in employee perceptions regarding women's representation in leadership roles and balanced age distribution among employees within the organization. Conversely, it is hypothesized that there is no significant difference in employee perceptions related to representation based on gender identities, caste/community backgrounds, and linguistic diversity within the organization."

One-way ANOVA test for Recruitment & Promotion Practices						
		Sum of Squares	df	Mean Square	F	Sig.
The recruitment process in my organization is free from bias related to gender, caste, or religion.	Between Groups	1.272	1	1.272	15.859	.000
	Within Groups	38.736	483	.080		
	Total	40.008	484			
Promotion decisions in my organization are based solely on performance and merit.	Between Groups	.224	1	.224	2.384	.123
	Within Groups	45.413	483	.094		
	Total	45.637	484			
Diversity is considered during hiring and team-building practices.	Between Groups	8.543	1	8.543	15.222	.000
	Within Groups	271.074	483	.561		
	Total	279.616	484			
My organization has clear policies to ensure equal opportunity for all employees	Between Groups	.624	1	.624	3.317	.069
	Within Groups	90.848	483	.188		
	Total	91.472	484			
My organization actively recruits from underrepresented groups.	Between Groups	3.036	1	3.036	6.424	.012
	Within Groups	228.255	483	.473		
	Total	231.291	484			

The ANOVA results presented reveal significant differences in perceptions among respondents regarding recruitment and promotion practices in their organization. Specifically, perceptions significantly varied regarding bias-free recruitment processes ($F=15.859$, $p<0.001$), consideration of diversity during hiring and team-building ($F=15.222$, $p<0.001$), and active recruitment from underrepresented groups ($F=6.424$, $p=0.012$). However, there were no significant differences in perceptions about promotion based solely on performance and merit ($p=0.123$) and clarity of equal-opportunity policies ($p=0.069$), indicating overall consistency among respondents in these areas.

Hypothesis: It is hypothesized that there are statistically significant differences among employees' perceptions regarding the organization's recruitment practices being free from bias, the consideration of diversity during hiring and team-building, and active recruitment from underrepresented groups. Conversely, perceptions of fairness in promotion decisions and clarity of equal opportunity policies are expected to show no significant differences among respondents.

One-way ANOVA test for Perceptions of Inclusion and Belonging						
		Sum of Squares	df	Mean Square	F	Sig.
I feel included and valued in my team regardless of my background.	Between Groups	2.879	4	.720	3.009	.018
	Within Groups	114.820	480	.239		
	Total	117.699	484			
Employees from minority backgrounds are treated with the same respect as others.	Between Groups	12.041	4	3.010	3.427	.009
	Within Groups	421.657	480	.878		
	Total	433.699	484			
I can freely express my cultural or religious identity at work.	Between Groups	2.158	4	.539	1.569	.181
	Within Groups	165.067	480	.344		
	Total	167.225	484			
My opinions are heard and considered during team	Between Groups	1.130	4	.283	1.553	.186

discussions.	Within Groups	87.336	480	.182		
	Total	88.466	484			
I feel that everyone in my organization has equal access to growth opportunities.	Between Groups	.295	4	.074	.768	.546
	Within Groups	46.129	480	.096		
	Total	46.425	484			

The ANOVA results highlight significant differences in employee perceptions regarding inclusion and belonging specifically in two areas. Employees reported differing perceptions about feeling included and valued regardless of background ($F=3.009$, $p=0.018$) and the equitable treatment of minority employees ($F=3.427$, $p=0.009$). However, there were no significant differences concerning freedom to express cultural or religious identity ($p=0.181$), consideration of opinions in team discussions ($p=0.186$), or equal access to growth opportunities ($p=0.546$), indicating overall agreement among employees on these dimensions.

Hypothesis: It is hypothesized that significant differences exist in employee perceptions regarding feelings of inclusion and valuation regardless of individual background, as well as equitable treatment of employees from minority backgrounds. Conversely, it is anticipated that employees uniformly perceive freedom of cultural expression, consideration of their opinions in team discussions, and equal access to growth opportunities within the organization.

One-way ANOVA test for Diversity Awareness and Organizational Culture						
		Sum of Squares	df	Mean Square	F	Sig.
My organization promotes awareness and understanding of diversity and inclusion	Between Groups	3.745	4	.936	2.631	.034
	Within Groups	170.799	480	.356		
	Total	174.544	484			
I have attended diversity and sensitivity training sessions at work.	Between Groups	2.879	4	.720	3.009	.018
	Within Groups	114.820	480	.239		
	Total	117.699	484			
Managers and leaders in my organization demonstrate inclusive behaviour.	Between Groups	1.344	4	.336	1.484	.206
	Within Groups	108.689	480	.226		
	Total	110.033	484			
Discriminatory behaviour is not tolerated in my workplace.	Between Groups	.570	4	.143	1.335	.256
	Within Groups	51.252	480	.107		
	Total	51.823	484			
I am aware of policies or channels to report discrimination or harassment.	Between Groups	2.879	4	.720	3.009	.018
	Within Groups	114.820	480	.239		
	Total	117.699	484			

The ANOVA analysis presents significant differences among employee perceptions regarding specific dimensions of diversity awareness and organizational culture. Statistically significant variations were noted in employees' perceptions of organizational promotion of diversity awareness ($F=2.631$, $p=0.034$), attendance at diversity training sessions ($F=3.009$, $p=0.018$), and awareness of discrimination-reporting policies ($F=3.009$, $p=0.018$). Conversely, perceptions related to inclusive behaviors by managers ($p=0.206$) and intolerance of discriminatory behaviors ($p=0.256$) did not exhibit significant differences, suggesting general consensus among respondents in these areas.

Hypothesis: There are statistically significant differences among employees in their perceptions of the organization's efforts to promote diversity awareness, participation in diversity training sessions, and awareness of reporting mechanisms for discrimination or harassment. However, it is hypothesized that perceptions regarding managerial inclusivity and the organization's intolerance of discriminatory behavior do not differ significantly across employee groups, indicating a generally uniform understanding of these cultural practices

One-way ANOVA test for Outcomes and Impact						
		Sum of Squares	df	Mean Square	F	Sig.
Workplace diversity improves collaboration and creativity in my team.	Between Groups	2.879	4	.720	3.009	.018
	Within Groups	114.820	480	.239		
	Total	117.699	484			
Diverse teams in my organization perform better than non-diverse teams.	Between Groups	7.473	4	1.868	5.205	.000
	Within Groups	172.272	480	.359		
	Total	179.744	484			
Employees are more engaged when diversity is respected and celebrated.	Between Groups	2.879	4	.720	3.009	.018
	Within Groups	114.820	480	.239		
	Total	117.699	484			
Diversity in leadership has a positive impact on	Between Groups	.391	4	.098	1.003	.406

employee morale.	Within Groups	46.817	480	.098		
	Total	47.208	484			
A diverse workplace contributes to better customer service and business outcomes.	Between Groups	2.247	4	.562	2.238	.064
	Within Groups	120.503	480	.251		
	Total	122.751	484			

The ANOVA results shed light on how employees perceive the outcomes and impact of workplace diversity. There are clear, significant differences in how people view the role of diversity in improving collaboration and creativity ($F = 3.009$, $p = .018$), boosting engagement when diversity is respected ($F = 3.009$, $p = .018$), and enhancing team performance in diverse settings ($F = 5.205$, $p = .000$). These findings suggest that employees do not all experience the benefits of diversity in the same way. However, when it comes to leadership diversity's impact on morale ($p = .406$) and diversity's influence on customer service and business outcomes ($p = .064$), perceptions are relatively uniform across groups. This consistency implies a shared understanding or experience in those areas, while other outcomes may be influenced by more variable organizational practices or communication.

Hypothesis: It is anticipated that employees perceive the benefits of workplace diversity differently, particularly regarding its influence on collaboration, team performance, and engagement when inclusivity is actively practiced. However, perceptions around diversity in leadership and its impact on morale, as well as the link between diversity and improved customer service, are expected to be more consistent across individuals, suggesting shared understanding or experience in those areas.

Findings:

- Significant variations in perceptions specifically regarding women's representation in leadership and decision-making roles, and the balance in age distribution within the organization, both exhibiting statistically significant differences.
- Notable variations in employee perceptions regarding recruitment and promotion practices. Specifically, significant differences emerged concerning perceptions about the organization's recruitment processes being unbiased.
- Regarding employee perceptions of inclusion and belonging. Employees significantly differed in their feelings of being included and valued irrespective of their backgrounds and in their perceptions about fair treatment of employees from minority backgrounds.
- Indicate that employees hold significantly different perceptions in three key areas of diversity awareness and organizational culture. These include the organization's promotion of diversity and inclusion, attendance at diversity and sensitivity training sessions and awareness of policies or channels to report discrimination or harassment.
- Employees experience the outcomes of workplace diversity in different ways. Specifically, there are meaningful differences in how people perceive the

impact of diversity on team collaboration and creativity, employee engagement when diversity is embraced, and how well diverse teams perform compared to non-diverse teams.

Suggestion:

- It is suggested that the organization focus specifically on enhancing women's representation in leadership and decision-making roles and achieving balanced age distribution, as these areas showed significant perceptual variations. Regular diversity audits and targeted initiatives could address these disparities.
- It is recommended that the organization prioritize addressing biases in recruitment practices, proactively foster diversity during hiring and team-building, and strengthen efforts to recruit from underrepresented groups, as these areas showed significant perceptual variations among employees.
- It is recommended that the organization prioritize initiatives aimed at fostering inclusivity and ensuring equitable treatment of employees from diverse backgrounds, as these areas demonstrated significant differences in employee perceptions. Targeted diversity training, inclusive leadership workshops, and transparent communication strategies could help address these disparities.
- It is recommended that the organization strengthen its strategies for promoting diversity awareness and ensure broader participation in sensitivity training programs. Significant perceptual differences in these areas suggest that not all employees experience or engage with these initiatives equally.
- It suggests that while many employees recognize the value of diversity in driving collaboration, performance, and engagement, these positive impacts are not experienced equally by all. To address this, organizations should create more inclusive team environments that visibly demonstrate how diversity enhances outcomes.

CONCLUSION:

Significant perceptual differences exist among employees regarding women's representation in leadership roles and the age distribution within the organization, both marked by high statistical significance.

Significant perceptual differences among employees regarding critical recruitment and promotion practices. Notably, there were significant differences regarding perceptions of unbiased recruitment processes, active diversity considerations during hiring, and proactive recruitment of underrepresented groups.

Significant differences in employee perceptions regarding critical aspects of inclusion and belonging, notably feelings of being valued regardless of personal background and equitable treatment of minority employees.

Significant differences in employee perceptions regarding the organization's efforts to promote diversity awareness, attendance at diversity training sessions, and awareness of reporting mechanisms for discrimination or harassment.

Employees recognize the benefits of diversity in enhancing collaboration, engagement, and team performance, these positive outcomes are not universally perceived. This suggests that some employees may feel less connected to or impacted by diversity efforts in their daily work.

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