



PRIMARY RESEARCH

# Cultivating inclusivity: A comprehensive study of diversity, inclusion initiatives and employee satisfaction

Rosa Fitriana\*

Faculty of Economics and Business, Universitas Widyatama, Bandung, Indonesia

## Keywords

Diversity and inclusion  
employee perceptions  
Organizational commitment  
Employee satisfaction  
Workplace dynamics

**Received:** 18 March 2023**Accepted:** 29 June 2023**Published:** 21 August 2023

## Abstract

In response to the evolving landscape of contemporary workplaces and the increasing emphasis on diversity and inclusion, this research addresses existing gaps in understanding the intricate relationships shaping employee satisfaction with diversity initiatives. Recognizing the nuanced experiences within organizational contexts, the study adopts a qualitative approach, conducting semi-structured interviews to capture rich narratives and perspectives. The primary purpose of this research is to comprehensively investigate how various organizational factors collectively influence employee satisfaction with diversity and inclusion initiatives. By examining the impact of organizational commitment, employee perceptions, training programs, team dynamics, and leadership support, the study aims to contribute a holistic understanding of the dynamics at play. The research aims to fill gaps in the literature, considering both theoretical and practical implications for fostering inclusive workplace cultures. Conducted as a qualitative study, the research engaged 14 semi-structured interviews, employing a three-step thematic analysis approach. The selection of this method allowed for an in-depth exploration of employee experiences, offering a nuanced perspective on the interconnected variables influencing satisfaction with diversity initiatives. The study reached data saturation, ensuring a comprehensive understanding of the studied phenomena. The findings of the study illuminate the intricate relationships among organizational commitment, employee perceptions, training programs, collaborative team dynamics, leadership support, and employee satisfaction. Noteworthy insights include the pivotal role of leadership support, the significance of inclusive team interactions, and the impact of well-designed training programs. The study's contribution lies in uncovering the synergies between these variables, providing actionable insights for organizations seeking to enhance diversity and inclusion initiatives. This research stands out for its holistic exploration of the interconnected variables influencing employee satisfaction with diversity initiatives. By adopting a qualitative approach, the study captures the nuanced experiences of employees within specific organizational contexts. The originality lies in addressing gaps in the existing literature and offering a deeper understanding of how organizational commitment, employee perceptions, training programs, team dynamics, and leadership support collectively shape employee satisfaction. The significance of the study extends to both academic and practical realms, contributing theoretical insights for scholars and offering actionable recommendations for organizational leaders striving to create inclusive workplace cultures.

© 2023 The Author(s). Published by TAF Publishing.

## INTRODUCTION

Diversity and inclusion in modern organizations are valued for their many advantages to individuals and the company. Businesses must foster diversity and inclusiveness as globalization and cultural linkages grow (Torres, Ripa, Jain, Herrero, & Leka, 2023). This study examines diversity and inclusion programs in businesses to determine key

elements that affect employee happiness. In light of the ever-changing workforce and social expectations, leadership support, organizational commitment, employee perceptions, training programs, and collaborative team dynamics must be understood to promote employee happiness. Because companies encounter diversity and inclusion difficulties, our study aims to provide a complete un-

\*corresponding author: Rosa Fitriana

†email: [rosa.fitriana@widyatama.ac.id](mailto:rosa.fitriana@widyatama.ac.id)

understanding of how to build inclusive work environments (Belda-Medina, 2022). For a company to succeed, diversity and inclusion are crucial. Research shows that diverse teams improve organizational performance through innovation, problem-solving, and creativity (Yee, Miquel-Romero, & Cruz-Ros, 2020). In addition, empirical research has examined employee views on workplace inclusion. Su, Houghton, Chen, and Zou (2022) found that job satisfaction and company loyalty are highly influenced by workers' perceptions of fairness and opportunity. This shows how inclusion affects employee happiness and organizational operations. Additionally, the research evaluates how training programs promote inclusion and diversity. Well-designed training programs can increase employees' diversity awareness, research by Buetti, Bourgeois, and Jafary (2023) emphasizes the role of training and working culture in reducing bias.

This study will evaluate the links between numerous variables that affect employee satisfaction with diversity and inclusion programs. Leadership endorsement, staff training and awareness, cooperative team dynamics, corporate devotion, and employee inclusion views are detailed above. These attributes are crucial to diversity and inclusion program success, according to academic research and organizational practices. Soares and Mosquera (2021) defined organizational commitment as how much people identify with and engage in their organizations. A company's commitment to diversity affects employees' job satisfaction and workplace contentment. Employee attitudes greatly affect inclusion. The research generally agrees that an inclusive workplace where employees feel valued and appreciated improves their well-being and engagement (Makridis & Han, 2021). Fairness, participation in decision-making, and cultural sensitivity affect employees' opinion of organizational inclusion. Proactive diversity training and awareness initiatives increase staff understanding and encourage inclusive attitudes.

Since collaborative teams symbolize diversity and inclusion efforts, the research focuses on their dynamics. de Zulueta (2021) discovered that good teamwork created an inclusive culture. Effective collaboration and team dynamics foster an environment that values diverse perspectives, which boosts team satisfaction and unity. Understanding the link between collaborative team dynamics and employee satisfaction with diversity programs helps explain how group dynamics affect employees. Leadership endorsement is crucial to how the above components interact. Leadership is crucial to inclusive workplaces. Leadership endorsement boosts workers' perceptions of an organization's diversity

commitment, according to (Morris-Wiseman, Dent, Nfon-sam, & Arora, 2022). Current literature defines leadership as supporting, actively participating in, and dedicating to diversity programs. Support from leadership improves employee satisfaction with diversity and inclusion efforts.

Henry et al. (2022) found that diverse workforces boost team innovation by influencing employee attitudes and also employees' opinions of equal opportunities affected their job satisfaction. The above data show that inclusive policies and fair opportunities affect employee satisfaction with their businesses. Stamps (2023) found that training programs promote diversity and inclusion. These studies show that staff training improves diversity awareness. This fosters positive attitudes and activities that boost diversity program satisfaction. In their collaborative team dynamics study, Farooq, Fu, Shumilina, and Liu (2023) found that positive team interactions promote a more holistic corporate culture. Cooperation fosters an environment that encourages diverse opinions, increasing team happiness, according to their research. These findings underscore the importance of cooperative team environments in diversity and inclusion strategies. Diversity and inclusion program study frequently finds leadership support. Zhang, Jiang, Zhou, and Pan (2023) showed that leadership support improved workers' perceptions of their organization's diversity efforts. Effective leadership is essential for inclusive workplaces. Leadership affects employee satisfaction with diversity and inclusion programs, according to these findings.

This study investigates the complex relationships between employee satisfaction with diversity and inclusion initiatives, leadership support, organizational commitment, employee perceptions of inclusivity, collaborative team dynamics, and employee training and awareness programs. This study takes a comprehensive strategy that examines factor interaction to fill gaps in the literature and improve our understanding of their individual and collective impacts. The study examines how company commitment affects employee satisfaction with diversity and inclusion programs. Recognize that organizational commitment shapes the employee experience. Examine how workplace inclusion affects diversity program satisfaction. This study will explore how inclusion's cultural sensitivity, equal opportunity, and representation affect satisfaction. Assess how staff awareness and training affect diversity initiative attitudes and satisfaction. Assess how well-executed training programs affect staff diversity awareness. This research examines whether diversity initiatives improve teamwork and employee satisfaction. Recognize that positive team

relationships promote an inclusive culture and employee happiness. Examine how leadership support affects diversity program satisfaction, corporate commitment, and employee perceptions. Examine how good leadership affects employee satisfaction and experiences. The research aims to improve knowledge by examining the factors that affect employee satisfaction with diversity and inclusion efforts. This research provides organizations with practical advice on creating inclusive work environments that boost employee satisfaction and corporate performance.

## LITERATURE REVIEW

The effects of workplace diversity and inclusion initiatives on employee satisfaction and organizational success have garnered attention in organizational research. Researchers have stressed an organization's diversity and inclusion efforts (King, Roberts-Turner, & Floyd, 2023). Beyond policy implementation, this devotion covers company culture, leadership style, and real multi-perspective integration. Egitim (2022) found that a strong commitment to diversity in business promotes organizational performance, innovation, and adaptability while demonstrating social responsibility. Diversity and inclusion discussions must include employee views on workplace inclusivity. Cultural awareness, representation, and equal opportunity are important subjects in academic writing on inclusion. According to Taris (2023), employees' positive views of inclusiveness improve job satisfaction, engagement, and well-being. Their sense of inclusion and perceived value and respect in the organization considerably affect their job satisfaction and devotion to the company. Organizations must recognize and manage certain perceptual traits to improve diversity and inclusion initiatives and workplace culture.

### Organizational Commitment to Diversity and Inclusion

Current organizational study focuses on diversity and inclusion commitment. Organizational commitment is a complicated interaction between cultural beliefs, policies, and behaviors, according to (Petts, Mize, & Kaufman, 2022). This commitment extends beyond diversity standards to the firm's values, leadership philosophy, and operations. Organizations that value diversity and inclusion promote diversity policies and provide resources to them. Companies may use mentoring, affirmative action, and diversity training to create an inclusive workplace (Shubeck, Newman, Vitous, Antunez, & Dossett, 2020). However, dedication goes beyond frameworks and is firmly ingrained in the company's values and ideals. Executives who encourage diversity, enforce fair and impartial decision-making, and see the

benefits of a varied workforce are examples of this. Studies show that an organization's diversity and inclusion efforts directly affect internal and external business outcomes (Pfafjar, Shoham, Małecka, & Zalaznik, 2022). Research indicates that strong employee commitment increases engagement, satisfaction, and retention. Companies that promote diversity and inclusion have more productive workplaces. This is because they make diverse workers feel included (van den Oever & Beerens, 2021). Diversity commitment boosts organizational creativity, innovation, and problem-solving. Organizations' external reputation, brand image, and market competitiveness are increasingly linked to diversity and inclusion. Clients now want companies to demonstrate social responsibility and diversity (Cooke, Schuler, & Varma, 2020). Thus, a strong commitment to diversity and inclusion may give a company an edge by building goodwill with stakeholders and attracting diverse customers. Embracing diversity and inclusion in a company is challenging. Deep-rooted prejudices, reluctance to adapt, and weak organizational support networks hinder diversity initiatives (Samet, Chikha, & Jarboui, 2022). Diversity programs must be fully integrated with the business's aims and values to be effective.

### Employee Training and Awareness

Employee training and awareness initiatives shape attitudes and promote an inclusive workplace. The above approaches aim to increase employee knowledge, understanding, and inclusivity (Zhang & Adegbola, 2022). Program design and organizational environment affect the efficiency of such programs. Effective staff training and awareness activities go beyond compliance with diversity requirements by offering interactive learning opportunities. Simulations, lectures, and open discussions are common in these programs. These features enable employees connect with other perspectives and challenge their beliefs (Sas, Reniers, Ponnet, & Hardyns, 2021). These activities promote open communication and various viewpoints, creating an inclusive workplace. Continuous and rigorous training programs demonstrate a commitment to culturally competent personnel (Bertão, Jung, Chung, & Joo, 2023). Training sessions are crucial to a business-wide diversity and inclusion plan. These initiatives must analyze structural barriers to inclusion, microaggressions, and latent bias rather than surface issues. Effective training programs have been shown to increase employee perceptions of workplace inclusivity (Ahmed, Zehou, Raza, Qureshi, & Yousufi, 2020). These programs promote cultural competency, empathy, and teamwork preparedness in employees (Li, Xu, & He,

2022). Training programs may also dispel myths and promote a favorable view of diversity. These programs depend on leader support, organizational support, and the implementation of diversity and inclusion into talent management (Buetti et al., 2023). Diversity efforts may fail due to unwillingness to adapt, skepticism about their efficacy, and insufficient resources for training.

### Employee Perception of Inclusivity

Modern corporations prioritize employee inclusion because it affects job satisfaction, organizational success, and workplace experiences. Understanding workers' views on workplace inclusion requires fairness, cultural sensitivity, and belonging (Song & Park, 2023). Business rules, executives' behavior, and regular interactions shape employees' perceptions of inclusiveness. Workplace representation greatly affects employee inclusion views. Research shows that seeing people from diverse backgrounds in different positions in the company makes employees feel more connected and recognized. Beyond physical differences, organizational representation requires valuing diverse perspectives, experiences, and achievements (Wilkinson, 2020). Positive perceptions of diversity are promoted in workplaces that recognize employees' opinions and contributions. Equal opportunity is also important for employee inclusion. Fair resource distribution, recruiting, and promotion practices are more likely to produce a workplace where all employees feel equal prospects for success (Galatti & Baroque-Ramos, 2022). To build an inclusive workplace where all workers have equal success opportunities, systemic barriers and biases must be removed from decision-making. Business cultural sensitivity greatly affects employee inclusion. Appreciating culture requires knowing its norms, behaviors, and communication methods (Murphy & Reeves, 2019). Culturally sensitive organizations foster employee inclusion by fostering respect and understanding. Not everyone understands cultural sensitivity. It involves acknowledging and honoring individual experiences and creating an inclusive environment that welcomes diverse opinions. Employees' sense of inclusion is tied to their business affiliation. Employee belonging boosts engagement, work happiness, and organizational loyalty (Alanazi et al., 2023). To foster a sense of inclusiveness, a professional environment must encourage, embrace, and empower people from various backgrounds to perform at their best. Beyond policy compliance, inclusion builds trust, collaboration, and strong relationships amongst coworkers (Heaney, Hunter, Clulow, Bowles, & Vardoulakis, 2021). Positive employee

attitudes of inclusion are linked to increased engagement, work satisfaction, and well-being. An engaged and varied workforce benefits organization that actively create and sustain an inclusive workplace culture (Previtali & Spedale, 2021). However, a lack of perceived inclusion can lower employee morale, increase turnover, and make it harder to recruit and retain top talent.

### Collaboration and Team Dynamics

Collaboration and teamwork are crucial to business success and inclusivity. An organization's efficiency, creativity, and job happiness depend on how easily people can collaborate in teams. Team dynamics are the complex relationships, communication strategies, and shared goals that define an organization's collaborative environment (Lavelle et al., 2020). Open communication, respect, and a shared commitment to achievable goals describe good collaboration and teamwork. Companies that value these traits foster a culture that values diverse perspectives and contributions. Team members use their distinct talents and views to innovate and solve challenges. An inclusive workplace requires collaboration. Zhang, Chen, Liu, Zhang, and Li (2023) emphasize the importance of inclusive cooperation, which utilizes varied abilities and qualities to achieve common goals. Inclusive teams encourage varied viewpoints without criticism. Integration and teamwork result from cooperation. Team dynamics involve conflict resolution. Successful teams may resolve conflicts by combining perspectives (Aloisio, Coughlin, & Squires, 2021). Shen, Zhang, Teng, and Du (2022) stress the need of open dispute resolution and fairness for inclusive team dynamics. Team members feel secure in these circumstances because they may debate different perspectives and evaluate standards. However, exclusionary conduct, power imbalances, and poor communication can impair teamwork and efficiency (Ralph & Hefler, 2023). Thus, ignoring multiple perspectives can lower job satisfaction, participation, and belonging. Leadership interventions, team-building, and an inclusive and respectful environment are needed to address these issues (Schroeder, Durrani, Opollo, Latham-Sadler, & Scoggin, 2023). Leadership is vital for teamwork and cooperation. Competent leaders embrace diversity and actively create an inclusive environment that empowers and values team members. Leaders that prioritize diversity improve team growth, employee happiness, and performance (Clark, D'ambrosio, & Zhu, 2021). In contrast, leadership that minimizes inclusiveness may cause team dysfunction, hindering cooperation and innovation.

### Leadership Support

Leadership support for diversity and inclusion is crucial because it affects organizational culture, employee perception, and performance. Leadership provides strategic leadership, promotes diversity and inclusion efforts, models inclusive behavior, and fosters a diverse workplace (Kamau et al., 2023). Diversity and inclusion-focused leaders create an organizational culture that values diversity, fairness, and employee belonging. This assistance involves allocating resources, creating inclusive policies, and encouraging diverse leadership. Leadership support is essential for a company to demonstrate its diversity efforts at all levels. Research shows that external and internal leadership support for diversity and inclusion improves corporate performance (Abraham et al., 2023). Employee satisfaction, engagement, and retention rise in organizations with good leadership. Leaders that promote diversity help create an inclusive workplace that fosters value, respect, and drive in all workers (King et al., 2023). Management support also fosters employee solidarity and teamwork. Inclusive leaders encourage open communication and use many perspectives to achieve goals, creating positive team dynamics. Inclusive leadership increases innovation and creativity by enabling diverse viewpoints. This promotes team psychological safety (Yuen, Bai, & Wang, 2020). Leaders promoting diversity and inclusion enhance a company's reputation, brand image, and market competitiveness. Leaders that encourage inclusion demonstrate diversity and social responsibility to customers, consumers, and partners. Thus, organizations with strong leadership may attract a large clientele, build favorable stakeholder relationships, and achieve a competitive edge. Leaders who resist change, lack knowledge, or have unconscious biases may hinder diversity and inclusion endorsement (Nelson et al., 2023). Leadership development programs may need to be tailored to business reasons for diversity, the benefits of an inclusive workplace, and ways to increase leadership diversity. Establishing accountability procedures and rewarding diversity and inclusion leaders can also promote leadership support.

### Employee Satisfaction

Business health and performance depend on employee satisfaction. It shows the effects of several workplace regulations, activities, and relationships. Employee satisfaction is how happy, engaged, and delighted employees are at work. The calculation combines individual experiences, organizational culture, and leadership performance (Tappura, Jääskeläinen, & Pirhonen, 2022). Employee satisfaction is complicated and depends on organizational commitment,

working circumstances, leadership support, and diversity and inclusion activities. Organizations that actively encourage employee happiness recognize the link between happy employees and greater productivity, retention, and performance (Castaldo, Ciacci, & Penco, 2023). A work environment that promotes appreciation, support, and alignment with the company's vision and values shows a commitment to employee happiness. A strong corporate commitment gives workers a sense of belonging and purpose (Cheah & Lim, 2023). When employees believe their firm cares about them, job happiness rises. This positive feedback cycle boosts employee engagement and commitment. The company culture affects employee happiness and their overall experience. An inclusive work environment fosters empowerment, acceptance, and respect, motivating individuals to excel (Jensen & Bro, 2018). Minority-friendly workplaces boost employee happiness. Employee satisfaction is greatly affected by excellent leadership. Leaders that promote diversity and inclusion, employee wellbeing, and open communication create a great workplace. Effective diversity and inclusion programs also affect employee happiness. Well-implemented representation, equal opportunity, and cultural sensitivity activities create an excellent workplace (Atadil & Green, 2020). When employees see diversity and inclusion initiatives as part of the company's principles and as improving their experiences, they're happier and more loyal. The exceptional synergy and collaboration among team members also affect employee satisfaction. Cooperation, open communication, and inclusive collaboration foster employee appreciation, engagement, and inspiration (González-Morales, Galván-Sánchez, & Román-Cervantes, 2023). Positive team dynamics boost workplace satisfaction by generating a sense of belonging and promoting personal growth.

## METHODOLOGY

### Participants

Indonesian participants were crucial to this qualitative study because their various viewpoints were molded by the local cultural and organizational environment. The participant selection process was designed to be diverse and representative. Job duties, departments, diversity initiatives, duration of employment, and corporate culture interest were considered. Entry-level, middle-level, and senior management employees participated. Diversity was intentionally included to help all organizational levels understand diversity and inclusion programs. Participants came from several departments, suggesting that diversity initiatives may have different effects in different functional ar-

eas (See Table 1). Participants were required to participate in diversity-related activities to ensure personal awareness of the programs. This technique collected data from highly knowledgeable individuals about the operational complexity and outcomes of diversity programs within the institution. Diverse expertise in the company allows for shift-

ing perspectives and information. This criterion recognizes that diversity programs affect employees differently depending on their tenure. Participants were also selected for their interest in business culture, particularly diversity and inclusion. This criterion seeks candidates who can assess the organization's cultural dynamics.

**TABLE 1.** Demographic profile of respondents

Participant ID	Gender	Age	Job Role	Department	Tenure in Organization	Involvement in Diversity Initiatives	Duration of Interview
P001	Female	32	Manager	HR	5 years	Active involvement in diversity training	50 minutes
P002	Male	45	Director	Marketing	10 years	Leadership role in diversity initiatives	55 minutes
P003	Male	28	Analyst	Finance	3 years	Participated in diversity focus groups	45 minutes
P004	Female	38	Supervisor	IT	7 years	A regular participant in diversity workshops	60 minutes
P005	Male	50	Executive	Operations	15 years	Implemented diversity initiatives in team	50 minutes
P006	Female	40	Specialist	Sales	8 years	Actively engaged in employee resource groups	55 minutes
P007	Male	35	Coordinator	Research	4 years	Contributed to the development of diversity policies	45 minutes
P008	Female	29	Analyst	IT	3 years	Participant in cultural sensitivity training	50 minutes
P009	Male	42	Manager	Operations	12 years	Led diversity and inclusion committee	60 minutes
P010	Female	31	Supervisor	HR	6 years	Involved in mentorship program for diverse employees	55 minutes
P011	Female	36	Director	Marketing	9 years	Implemented flexible work policies for diversity	50 minutes
P012	Male	48	Executive	Sales	14 years	Regularly participated in diversity forums	55 minutes
P013	Female	33	Specialist	IT	4 years	Actively engaged in diversity awareness campaigns	45 minutes
P014	Male	39	Analyst	Finance	8 years	Facilitated diversity training sessions	50 minutes

### Data Collection

Semi-structured interviews were used to obtain data for this qualitative research on Indonesian participants (See Table 2). Face-to-face interviews allow for complete assessments of participants' ideas, opinions, and experiences on diversity and inclusion, corporate commitment, and em-

ployee happiness. The careful use of open-ended questions in each interview let participants elaborate and provide complete narratives. Questions were designed to elicit thorough responses regarding diversity initiatives, business dedication, and program performance. Each interview lasted 45–60 minutes. This time range was designed to bal-

ance thorough responses with participant time constraints. The semi-structured framework provided for greater flexibility in solving individual problems while considering employee happiness, leadership support, organizational commitment, training programs, and team relationships. The end of data collection signaled saturation, thus subsequent

interviews were unlikely to provide new information or themes. A continual iterative approach to data collection and analysis allowed the study team to modify interview questions to emerging trends. This technique included a wide range of opinions, and more interviews were unlikely to improve understanding or scope of the emerging trends.

**TABLE 2.** Interview guidelines

Variable	Interview Questions
Organizational Commitment	1. How would you describe the organization's commitment to fostering diversity and inclusion? 2. Can you provide examples of initiatives or policies that reflect this commitment?
Employee Perception of Inclusivity	1. How do you perceive inclusivity within the workplace? 2. Can you share experiences that made you feel included or excluded? 3. What factors contribute to a sense of belonging for you?
Employee Training and Awareness Programs	1. How effective do you find the training programs in enhancing awareness of diversity and inclusion? 2. Can you recall specific elements of the training that had a significant impact on you?
Collaboration and Team Dynamics	1. How would you describe collaboration and team dynamics within your department? 2. Can you share instances where collaboration positively impacted diversity and inclusion efforts?
Leadership Support	1. In your opinion, how does leadership champion diversity and inclusion initiatives? 2. Can you recall instances where leadership support positively influenced the workplace culture?
Employee Satisfaction with D	I Initiatives & 1. Overall, how satisfied are you with the diversity and inclusion initiatives in the organization? 2. Can you identify specific aspects that contribute to or hinder your satisfaction?

### Thematic Analysis

Semi-structured interview data was meticulously thematically analyzed in three steps, following the qualitative research approach (See Table 3). Early data familiarization involved multiple interview transcript reviews by the study team. This strategy helps to understand the data and identify repeating patterns and themes in the participants' stories. The next step in coding is giving initial codes to data segments. To ensure themes emerged spontaneously from the material, inductive coding was used to uncover patterns and concepts in the transcripts. This technique classified participants' responses to lay the groundwork for additional research. The research team painstakingly sorted the codes into suitable themes in the third step, subject cre-

ation, and refinement. This iterative strategy involved ongoing conversations to promote consensus on new subjects and improve theme structure. The inquiry team used reflection to identify and fix biases. Team meetings improved coding, interpretation, and pattern knowledge. Qualitative data analysis rapid analysis. Optimization of data administration, coding, and theme construction permitted methodical pattern and theme discovery. Technology improved theme analysis by organizing and categorizing data. Investigation success depended on data saturation. Saturation indicated all perspectives when more interviews yielded repeats without new insights. Deep knowledge of the research issues enabled the theme analysis to accurately represent significant experience.

**TABLE 3.** Thematic analysis

Stage	Description
Stage 1: Data Familiarization	- Immersion in the data through multiple readings of interview transcripts. - Gaining a comprehensive understanding of the data's breadth and depth. - Identifying recurring patterns and potential themes within the narratives
Stage 2: Coding	- Systematic assignment of initial codes to data segments. - Inductive coding approach to capture themes emerging directly from the data. - Granular examination of participants' responses to capture the richness of data
Stage 3: Theme Development and Refinement	- Organization of generated codes into potential themes. - Ongoing discussions to foster consensus on emerging themes. - Iterative process of theme refinement to ensure coherence and relevance

## FINDINGS

By sharing their substantial diversity and inclusion research, the experts studied the intricate network of interactions that affect employee satisfaction in the workplace. The study collected qualitative data from semi-structured interviews and examined it thematically. It examined the complicated interaction between leadership support, organizational commitment, employee perspectives, training, cooperation, and team dynamics. The following data show how these variables affect employee satisfaction with diversity and inclusion programs. In the next section, research participants describe substantial links between leadership support, employee perspectives of inclusiveness, training program efficacy, and collaborative team dynamics. This study combines participant feedback and existing research to better understand how diversity and inclusion actions in modern workplaces affect employee satisfaction.

### Organizational Commitment Influencing Employee Satisfaction with Diversity and Inclusion Initiatives

By sharing their extensive expertise on diversity and inclusion initiatives, the experts examined the complex linkages that affect employee happiness. The study used semi-structured interviews to collect qualitative data for theme analysis. The study examined the complex relationship between leadership support, team dynamics, organizational commitment, employee perspectives, training, and cooperation. The following data shows how these characteristics affect employees' satisfaction with diversity and inclusion programs. After that, the research participants' key findings highlight the links between leadership support, employee perceptions of inclusion, training program efficacy, and collaborative team dynamics.

This study uses participant feedback and previous research to better understand the main factors that affect employee

happiness in modern workplace diversity and inclusion efforts.

Corporate commitment strongly affects employee diversity and inclusion attitudes and experiences, as shown by earlier qualitative research. [Tongkachok et al. \(2022\)](#) claim that an inclusive, respectful culture and a commitment to diversity can boost employee happiness. [Leong \(2023\)](#) argue that authentically committed bosses make diversity programs more acceptable to workers. This research supports [Charania and Patel \(2022\)](#), which found that diverse and inclusive companies had happier, more engaged employees. This connection highlights leadership endorsement and company culture in diversity and inclusion success. Participants said the organization's diversity and inclusion helped their comprehension of its values and purpose. A participant said the organization's diversity efforts match their ideals. Being part of the organization boosts its reputation and makes me happy. One participant, 011. Another participant said diversity and inclusion help a company promote its values and social responsibilities. Business and personal values enhance my pleasure with diversity initiatives. Participant P005.

### Employee Training and Awareness Program Influencing Employee Satisfaction with Diversity and Inclusion Initiatives

Staff training and awareness programs were strongly linked to employee satisfaction with workplace diversity and inclusion activities. Interview data showed that good diversity and inclusion training programs improve employees' awareness. Employee satisfaction increases as a result. Participants stressed the importance of training in encouraging diversity and giving employees the skills to promote inclusion. A participant stressed the value of diversity training, saying it had extended their perspective and experiences.



Knowledge and skills to promote inclusion in my work connections with colleagues have enhanced my awareness and support for diversity programs. Personnel (P003). "The organization's allocation of resources towards training programs exemplifies its commitment to cultivating a diverse and inclusive work environment," said someone else. These initiatives raise awareness and allow personnel to support diversity efforts, improving the workplace and job satisfaction. Participant P009.

This study supports prior research on staff education and awareness programs' positive effects on diversity and inclusion activities. Training programs promote inclusive attitudes and improve employees' diversity knowledge, according to (Boldermo, 2020). Successful training programs can boost employee engagement and diversity satisfaction, according to (Walker & Hirsch, 2020). Participants also claimed the program strengthened colleague relationships and created a more inclusive workplace. A participant noted the training sessions had encouraged open and fruitful debate, establishing a friendly environment that honors and respects diverse viewpoints. Diversity collaboration boosts my pleasure and sense of belonging. Respondent ID is P007. Another participant said, "The training sessions have helped me identify hidden biases and integrate more inclusive behavior into my daily interactions." This mindset shift improves my satisfaction with diversity initiatives and fosters a more inclusive workplace. Participant P012.

### **Employee Perception of Inclusivity Affects the Relationship Between Organizational Commitment and Employee Satisfaction with Diversity and Inclusion Initiatives**

The study found that employee views of inclusivity affected company commitment and diversity and inclusion satisfaction. The thematic analysis of interview data showed that inclusion perceptions affected employee satisfaction. These views also mediated organizational commitment and diversity and inclusion effectiveness. The necessity of individuals feeling included, represented, and treated equally in relation to diversity programs was emphasized. Here, inclusiveness is crucial: "I feel more committed to the organization whenever I witness inclusivity in the workplace." The high correlation between inclusiveness and solid commitment affects my satisfaction with diversity programs (P004). Another participant said "being valued and integrated by the organization improves my overall commitment to its goals, which include promoting diversity and inclusion." The organization's everyday inclusion reaffirms its commitment and boosts my satisfaction with diversity ini-

tiatives (P010). These qualitative findings support earlier studies linking employee perception, corporate commitment, and diversity satisfaction. Clark et al. (2021) argue that inclusivity boosts workers' commitment to the firm and improves their well-being. Johnson, D'Abundo, Cahill, and DeLuca (2023) examine company devotion and employee satisfaction with diversity efforts through inclusion perceptions. The participants also highlighted how their beliefs of inclusion affected their interactions with colleagues and departments, creating a more positive work environment. A participant said inclusive team dynamics provide a friendly environment that improves communication and cooperation. Thus, diversification programs improve their happiness. My department's cooperation shows the company's diversity commitment (P006). Someone else stated that "proactive leadership that advocates for inclusivity and values diverse contributions establishes the benchmark for a workplace environment that is welcoming to everyone." An inclusive culture provides a sense of belonging and values my unique perspective, which improves my satisfaction with diversity initiatives (P013). This study shows that workers' impression of inclusiveness regulates the relationship between their pleasure with diversity and inclusion activities and the company's commitment. They stress the need to create an inclusive workplace through regular collaborations and team synergies, not just verbal communication.

### **Collaboration and Team Dynamics Affect the Relationship Between Employee Training and Awareness Programs and Employee Satisfaction with Diversity and Inclusion Initiatives**

The study showed that collaboration and team dynamics and staff education and awareness initiatives affect worker satisfaction with diversity and inclusion efforts. The theme analysis of interview data demonstrated that team structure and operation, which fostered cooperation, affected training program success and employee happiness. Participants emphasized the significance of teamwork and good dynamics in diversity training program efficacy. Analysts said, "A cooperative atmosphere among team members amplifies the efficacy of training strategies." By discussing and applying training ideas, we improve our comprehension and application of diversity concepts, which boosts our happiness with diversity programs "P005". Another participant said, "Acquiring knowledge from training programs transforms into a shared experience rather than individualized expertise within a collaborative team environment." Use and understanding diversity awareness improves team

relations, increasing our pleasure with diversity initiatives (participant, 011). These qualitative findings support previous research suggesting team dynamics and collaboration affect diversity training program effectiveness. [Kweon and Park \(2023\)](#) argue that team-based cooperative learning may foster empathy and support. [Godfrey, Coleman, and Eys \(2021\)](#) demonstrated that positive team dynamics can help employees use diversity training knowledge, which may boost happiness. Participants also said positive team dynamics produced a supportive environment where they felt comfortable applying course concepts. A participant noted that good team connections foster a common commitment to diversity in daily work. This increases our satisfaction with diversity programs and creates a more inclusive workplace. Participant P008 is recognized. Another attendee said, "Through teamwork, we can effectively share ideas and acquire insights from each other's experiences." Emphasizing the shared construction of a more inclusive workplace culture boosts diversity training's efficacy and our enjoyment with diversity initiatives. A reference to P014. This study shows that cooperation and positive team dynamics are crucial to the effectiveness of staff education and awareness initiatives that promote diversity and inclusion. They stress the importance of encouraging teams to use training knowledge to create an inclusive working culture.

### **Leadership Support Moderates the Relationship Between Employee Perception of Inclusivity and Employee Satisfaction With Diversity and Inclusion Initiatives**

Leadership support, employee perception of inclusivity, and employee satisfaction with diversity and inclusion initiatives were strongly correlated. The thematic analysis of interview data showed that workers' awareness of leadership support affected their satisfaction with diversity initiatives and their perception of inclusion. Participants repeatedly underlined the significance of leadership in creating an inclusive environment and increasing their happiness. Leadership endorsement was stressed, "When leaders actively support and promote inclusivity, it has a widespread impact on the entire organization." Approval from higher-ups fosters inclusion and affects our satisfaction with diversity programs. Participant 002 said, "Management endorsement sets the benchmark for a work environment that embraces diversity and inclusivity." Leaders' true commitment to inclusion increases our viewpoint and satisfaction with diversity programs. Knowing our opinions and experiences are valued is like being told. Participant P009. These

qualitative findings corroborate current research on leadership support's role in changing employee perspectives and encouraging diversity and inclusion activities. [Geiger, Mastley, Thomas, and Rangel \(2023\)](#) discovered that leadership support from an inclusive culture improves diversity programs. [Folk \(2023\)](#) revealed that leadership's diversity commitment directly affects employee satisfaction. Participants also explained how leadership support affected their workplace inclusion. One attendee said "Leadership support for diversity refers to concrete actions that actively promote the mentioned values, going beyond mere statements or policies." Leaders that encourage inclusiveness improve employees' attitudes and diversity satisfaction. Participant P012. Another participant said, "Leadership establishes the atmosphere for the organization's culture." Leaders that promote diversity create an inclusive, welcoming workplace. This encourages inclusivity and leadership support, which boosts diversity initiative satisfaction. Participants include P007. Leadership support moderates the relationship between employee satisfaction with diversity and inclusion programs and inclusiveness beliefs, according to this study. They underline the need of leaders going beyond simply words to actively foster an inclusive culture that increases employee happiness and well-being.

### **Leadership Support as a Moderates**

The study indicated that leadership support, team dynamics, cooperation, and diversity and inclusion initiatives significantly affected employee happiness. The thematic analysis of interview data suggests that leadership support affects diversity initiative satisfaction and collaborative team dynamics. The participants stressed the significance of good leadership in creating a collaborative environment, which improved their happiness. Leaders that actively promote collaboration and strong team chemistry create a more inclusive and supportive workplace culture, according to a responder. Leadership support supports our efforts and boosts our diversity program satisfaction. Participant P004. Another participant felt that leadership support improves team spirit. Our leaders who foster teamwork and a congenial workplace boost our support for diversity efforts. This shows our collaborative efforts are valued. Participant P009. In keeping with prior studies, our qualitative findings show that leadership support improves teamwork and diversity and inclusion participation. [Pantouvakis and Vlachos \(2020\)](#) discovered that leaders who foster collaboration can boost performance and create an inclusive environment. [Ressang-Wildschut, Oldenhof, and Leistikow \(2023\)](#)

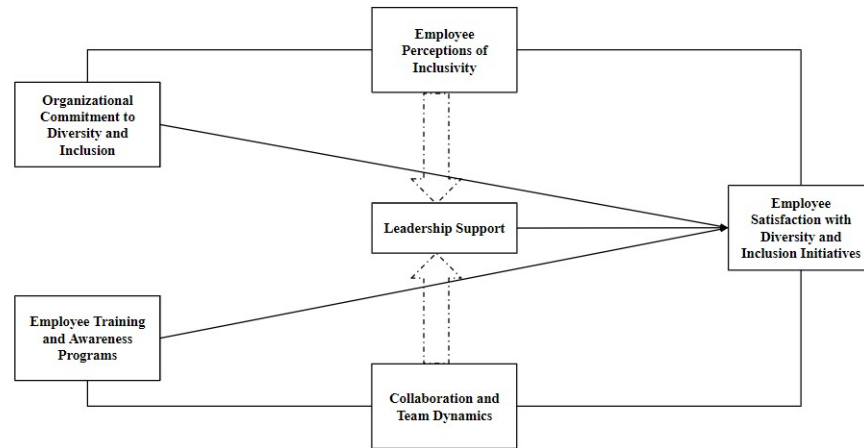
discovered that leadership's desire to cooperate increased employee contentment. Participants also noted how leadership support improved their collaborative team experiences, providing a better work environment. One participant said leadership support extends beyond collaboration. Promoting good team dynamics is also required. Leaders who encourage cooperation increase member satisfaction with diversity programs. Participant P006 is recognized. Leadership shapes our team culture, said another member. Diversity efforts make us happier when leaders encourage cooperation and recognize the significance of teamwork. This cheerful mentality spreads across the company. Our teamwork is acknowledged and motivated. Participants include P-011. This study shows that leadership support influences the relationship between diversity and inclusion satisfaction and team collaboration. Leadership is stressed for actively establishing a cooperative and supportive team environment that improves employee satisfaction and experiences.

## DISCUSSION

The discussion explains the complex relationship between the study's conclusions and the literature review, revealing the larger implications and insights from evaluating diversity and inclusion initiatives. The intricate combination of business commitment, employee perceptions, training programs, collaborative team dynamics, and leadership support shapes employee workplace satisfaction. Several studies have shown that organizational commitment is crucial to developing an inclusive workplace (Barron, 2023). Testimonies stressed the necessity of company recognition and assistance. This reinforces the premise that business commitment boosts employee satisfaction with diversity and inclusion programs. This supports earlier research that shows business culture and leadership are critical to diversity program success. Employee views of inclusion moderate company commitment and diversity program satisfaction, according to the study. The qualitative data showed a high correlation between employee happiness and belonging and inclusion. The workers' views on inclusive policies and corporate devotion matched (Vijayasingham, Jogulu, & Allotey, 2021). The paper recommends creating an inclusive corporate culture to boost employee satisfaction with diversity programs. This study's research of staff training and awareness programs revealed the necessity of education in diversity and inclusion initiatives for suc-

cess. The qualitative findings confirm Dove, Castaneda, and Spano (2022) argument that good training programs increase employee engagement and satisfaction. Participants in the survey stressed the value of training, which develops awareness and equips individuals to promote diversity. The greater variety of studies implies that continuing and extensive training is needed to build diversity-promoting personnel. The study found that teamwork greatly affected staff training and awareness actions. The study's qualitative findings support Verwoerd, Klaassen, Van Veen, De Wildt-Liesveld, and Regeer (2020)'s statements that positive team dynamics foster an inclusive workplace. Participant testimonials suggest that collaboration enhances training programs by promoting diversity. This emphasizes the need for training and collaboration in companies. The research found that leadership support moderated employee perspectives, collaborative team dynamics, and diversity program satisfaction. Studies suggest that inclusive workplaces require leadership (Abraham et al., 2023; Charania & Patel, 2022). Participants claimed leadership support influences their satisfaction and experiences beyond words. Leadership is needed for diversity implementation and organization-wide commitment. Thus, based of the above literature and discussion we purposed the following prepositions and conceptual framework:

- Organizational commitment positively influences employee satisfaction with diversity and inclusion initiatives by fostering a culture of inclusivity and support.
- Employee perceptions of inclusivity mediate the relationship between organizational commitment and satisfaction with diversity initiatives, with higher perceptions of inclusivity leading to greater satisfaction.
- Employee training and awareness programs positively impact employee satisfaction with diversity initiatives by equipping employees with the knowledge and skills to promote diversity and inclusion.
- Collaborative team dynamics enhance the effectiveness of employee training and awareness programs, fostering a culture where diversity awareness becomes a shared experience.
- Leadership support moderates the relationship between employee perceptions, collaborative team dynamics, and satisfaction with diversity initiatives, with higher leadership support amplifying positive outcomes in diversity efforts.



**FIGURE 1.** Conceptual framework

## CONCLUSION

Empirical study shows that inclusive workplaces require corporate commitment, employee perspectives on inclusion, training, collaborative team dynamics, leadership support, and theoretical frameworks. The research reveals that organizational commitment is necessary for a diverse and inclusive workplace. Strong corporate commitment promotes employee inclusion and support, appreciating all backgrounds. This essential factor boosts employee happiness and diversity. Diversity program satisfaction and business commitment are mediated by employee inclusion perceptions.

True diversity commitment increases employee happiness, the study revealed. This study underlines the need to integrate organizational commitment into activities that promote varied viewpoints and active support. The study shows how staff awareness and training may enhance diversity and inclusion initiatives. These programs promote awareness and teach workers how to support diversity initiatives.

Companies should prioritize continual, rigorous employee training. This will empower them to actively promote workplace diversity and inclusion. Team power dynamics boost staff training and awareness activities. The study's qualitative findings show how a collaborative team environment promotes diversity awareness. A collaborative mindset fosters individual growth and a more inclusive and supportive team environment. Therefore, organizations must prioritize both individual growth and team dynamics that create cooperation and recognize differing perspectives. Leadership support mediates the link between employee opinions, teamwork, and diversity program satisfaction. The study stresses the significance of leadership support, which goes beyond approval and actively impacts employee experiences and happiness. This conclusion emphasizes the ne-

cessity of corporate leaders proactively promoting an inclusive culture by showing commitment and giving assistance.

## Implications

### *Theoretical Implications*

This study has significant theoretical implications for company diversity and inclusion efforts. The paper examines corporate commitment's complicated relationship with employee satisfaction in diversity programs to improve understanding. This finding supports the premise that a strong corporate commitment improves employee attitudes and well-being. It emphasizes the importance of organizational commitment in diversity program research. This study also helps us understand how workers regard inclusion as a mediator between diversity program satisfaction and corporate loyalty. The study carefully investigates business commitment, diversity and inclusion achievement, and employee happiness, emphasizing inclusivity. Inclusivity's psychological consequences on employees are well-studied. The research further expands on staff training and awareness programs' theoretical foundation, underlining its role in diversity awareness and support. This sophisticated information contradicts traditional views about training program efficacy, prompting academics to examine training characteristics that encourage employees to actively contribute to inclusive work settings. Analyzing collaborative team dynamics while creating staff training programs promotes collaboration and diversity. Organizations should prioritize specialized training and collaborative cooperation to exchange ideas, the research says. A thorough strategy must incorporate individual and group learning and team execution to handle this theoretical knowledge.

### *Practical Implications*

This study has major consequences for business executives, HR professionals, and diversity and inclusion advocates.

The paper emphasizes company-wide diversity and inclusion. Organizations should adopt diversity ideas and practices in their daily operations and policies. This practical training involves workplace diversity strategy and commitment. Recognizing employee inclusion ideas may also help firms create an inclusive atmosphere. Rules, procedures, and symbolic gestures are essential to foster employee belonging. Executive diversity training, diversity committees, and inclusive policies reduce prejudices. Research stresses continuous and thorough training. Companies should provide diversity training to help employees encourage diversity at work. This practical result requires a planned training strategy with feedback systems to assure program relevance and efficiency. Organizations must encourage collaboration and diversity to promote effective team dynamics. Inclusion, open communication, and praising shared efforts are effective team-building activities. This method emphasizes collaboration's influence on employee diversity satisfaction beyond individual education.

### Limitations

This study explains diversity and inclusion strategies; however its limitations may limit its application and comprehensiveness. The research is limited to one organization, making it challenging to apply to other industries or systems. Due to the selected businesses' characteristics, these results may be skewed in various contexts. Semi-structured interviews offer much of the study's self-reported data. Qualitative research provides deep insights, yet social desirability bias might occur when respondents make socially acceptable comments. This constraint may lower data accuracy. Future research should use mixed-method designs and longitudinal investigations to improve dependability. Cross-sectional research cannot prove causality. This study cannot track diversity and inclusion program trends. These initiatives may evolve and influence employee happiness over time, according to longitudinal study. Other diversity characteristics including age, gender, color, and gender were ignored. The lack of intersectional analysis has re-

stricted our understanding of how diverse employees perceive diversity and inclusion actions. Intersectional research is needed to understand the issues encountered by persons with several marginalized identities. Quantitative research is statistically rigorous, yet qualitative research provides unique insights. Lack of observable data restricts statistical analysis, which may show broad patterns or relationships. A more extended qualitative and quantitative investigation may assist understand the current study's links.

### Future Research Directions

This research may help us comprehend business diversity and inclusion. Before advancing, researchers must assess their results' sector and organizational significance. These activities' accomplishments and industry-specific obstacles might be revealed by analyzing them in different contexts. To overcome self-reported data constraints, future research could employ diversity indices, organizational performance measures, or staff departure rates. Quantitative research may strengthen qualitative results on diversity and inclusion's advantages to employee happiness and organizational success. To track diversity and inclusion efforts, future studies may be longitudinal. This strategy may uncover dynamic trends, evaluate these efforts, and highlight key improvement areas. Moreover, longitudinal research would better determine the causal links between diversity initiative satisfaction, employee attitudes, and business commitment. Future studies must explore diversity-related component interactions. Interviewing cross-identity persons on diversity and inclusion may reveal new issues and inspire inclusivity strategies. Diversity discussions emphasize recognizing and resolving complex personal and work identities. This strategy helps them. Finally, technology may impact diversity and inclusion activities in future research. Growing use of digital communication and virtual settings affects business involvement. Understanding how technology influences virtual diversity training, team relationships, and leadership support may help firms adapt to changing workplaces.

### REFERENCES

- Abraham, P., Hsieh, L. J., Buckner, E., Flores, E. J., Davis, M. A., Tamayo-Murillo, D., & Newton, I. G. (2023). Change management strategies towards dismantling race-based structural barriers in radiology. *Academic Radiology*, 30(4), 658-665. doi: <https://doi.org/10.1016/j.acra.2023.01.035>
- Ahmed, M., Zehou, S., Raza, S. A., Qureshi, M. A., & Yousufi, S. Q. (2020). Impact of CSR and environmental triggers on employee green behavior: The mediating effect of employee well-being. *Corporate Social Responsibility and Environmental Management*, 27(5), 2225-2239. doi:<https://doi.org/10.1002/csr.1960>
- Alanazi, S., Dekhela, S., Obaidy, S., Mutairi, F., Majid, K., Mufrij, H., ... Al Sufian, T. (2023). Assessment of employee engagement in pharmaceutical care service at King Abdulaziz Medical City-Central region (KAMC): A cross-sectional study. *Saudi*

- Pharmaceutical Journal*, 31(5), 765-772. doi:<https://doi.org/10.1016/j.jsps.2023.03.017>
- Aloisio, L. D., Coughlin, M., & Squires, J. E. (2021). Individual and organizational factors of nurses' job satisfaction in long-term care: A systematic review. *International Journal of Nursing Studies*, 123, 104073. doi:<https://doi.org/10.1016/j.ijnurstu.2021.104073>
- Atadil, H. A., & Green, A. J. (2020). An analysis of attitudes towards management during culture shifts. *International Journal of Hospitality Management*, 86, 102439. doi:<https://doi.org/10.1016/j.ijhm.2019.102439>
- Barron, A. (2023). Opening up corporate political strategizing-An institutional work approach. *Long Range Planning*, 56(3), 102329. doi:<https://doi.org/10.1016/j.lrp.2023.102329>
- Belda-Medina, J. (2022). Promoting inclusiveness, creativity and critical thinking through digital storytelling among EFL teacher candidates. *International Journal of Inclusive Education*, 26(2), 109-123. doi:<https://doi.org/10.1080/13603116.2021.2011440>
- Bertão, R. A., Jung, C. H., Chung, J., & Joo, J. (2023). Design thinking: A customized blueprint to train R & D personnel in creative problem-solving. *Thinking Skills and Creativity*, 48, 101253. doi:<https://doi.org/10.1016/j.tsc.2023.101253>
- Boldermo, S. (2020). Fleeting moments: Young children's negotiations of belonging and togetherness. *International Journal of Early Years Education*, 28(2), 136-150. doi:<https://doi.org/10.1080/09669760.2020.1765089>
- Buetti, D., Bourgeois, I., & Jafary, M. (2023). Examining the competencies required by evaluation capacity builders in community-based organizations. *Evaluation and Program Planning*, 97, 102242. doi:<https://doi.org/10.1016/j.evalprogplan.2023.102242>
- Castaldo, S., Ciacci, A., & Penco, L. (2023). Perceived corporate social responsibility and job satisfaction in grocery retail: A comparison between low-and high-productivity stores. *Journal of Retailing and Consumer Services*, 74, 103444. doi:<https://doi.org/10.1016/j.jretconser.2023.103444>
- Charania, N. A. M. A., & Patel, R. (2022). Diversity, equity, and inclusion in nursing education: Strategies and processes to support inclusive teaching. *Journal of Professional Nursing*, 42, 67-72. doi:<https://doi.org/10.1016/j.profnurs.2022.05.013>
- Cheah, J. S., & Lim, K.-H. (2023). Effects of internal and external corporate social responsibility on employee job satisfaction during a pandemic: A medical device industry perspective. *European Management Journal (ahead of print)*. doi:<https://doi.org/10.1016/j.emj.2023.04.003>
- Clark, A. E., D'ambrosio, C., & Zhu, R. (2021). Job quality and workplace gender diversity in Europe. *Journal of Economic Behavior & Organization*, 183, 420-432. doi:<https://doi.org/10.1016/j.jebo.2021.01.012>
- Cooke, F. L., Schuler, R., & Varma, A. (2020). Human resource management research and practice in Asia: Past, present and future. *Human Resource Management Review*, 30(4), 100778. doi:<https://doi.org/10.1016/j.hrmr.2020.100778>
- de Zulueta, P. (2021). How do we sustain compassionate healthcare? Compassionate leadership in the time of the COVID-19 pandemic. *Clinics in Integrated Care*, 8, 100071. doi:<https://doi.org/10.1016/j.intcar.2021.100071>
- Dove, A. J., Castaneda, R., & Spano, S. J. (2022). Professional outcomes and satisfaction among graduate medical education wilderness medicine fellowship alumni in the United States. *Wilderness & Environmental Medicine*, 33(2), 154-161. doi:<https://doi.org/10.1016/j.wem.2022.02.002>
- Egitim, S. (2022). Challenges of adapting to organizational culture: Internationalization through inclusive leadership and mutuality. *Social Sciences & Humanities Open*, 5(1), 100242. doi:<https://doi.org/10.1016/j.ssaho.2021.100242>
- Farooq, Q., Fu, P., Shumilina, K., & Liu, X. (2023). Behaviorally harmonized ethical discussions for socially responsible decision making: A counter-argumentative team approach. *Current Psychology*, 42(2), 923-931. doi:<https://doi.org/10.1007/s12144-020-00729-w>
- Folk, A. L. (2023). Exploring the experiences of academic library employees with long COVID in the United States and Canada. *The Journal of Academic Librarianship*, 49(6), 102790. doi:<https://doi.org/10.1016/j.acalib.2023.102790>
- Galatti, L. G., & Baruque-Ramos, J. (2022). Circular economy indicators for measuring social innovation in the Brazilian textile and fashion industry. *Journal of Cleaner Production*, 363, 132485. doi:<https://doi.org/10.1016/j.jclepro.2022.132485>
- Geiger, L., Mastley, C. P., Thomas, M., & Rangel, E. (2023). Academic libraries and DEI initiatives: A quantitative study of employee satisfaction. *The Journal of Academic Librarianship*, 49(1), 102627. doi:<https://doi.org/10.1016/j.acalib.2022.102627>

- Godfrey, M., Coleman, T., & Eys, M. (2021). Ethnic diversity and cohesion in interdependent youth sport contexts. *Psychology of Sport and Exercise*, 53, 101881. doi:<https://doi.org/10.1016/j.psychsport.2020.101881>
- González-Morales, O., Galván-Sánchez, I., & Román-Cervantes, C. (2023). Social responsibility as a source of satisfaction for worker-members in a social economy transport company. *Research in Transportation Business & Management*, 51, 101070. doi:<https://doi.org/10.1016/j.rtbm.2023.101070>
- Heaney, E., Hunter, L., Clulow, A., Bowles, D., & Vardoulakis, S. (2021). Efficacy of communication techniques and health outcomes of bushfire smoke exposure: A scoping review. *International Journal of Environmental Research and Public Health*, 18(20), 10889. doi:<https://doi.org/10.3390/ijerph182010889>
- Henry, E., Walker, M. R., Noble, C. C., Fernandez, C. S., Corbie-Smith, G., & Dave, G. (2022). Using a most significant change approach to evaluate learner-centric outcomes of clinical scholars leadership training program. *Evaluation and Program Planning*, 94, 102141. doi:<https://doi.org/10.1016/j.evalprogplan.2022.102141>
- Jensen, U. T., & Bro, L. L. (2018). How transformational leadership supports intrinsic motivation and public service motivation: The mediating role of basic need satisfaction. *The American Review of Public Administration*, 48(6), 535-549. doi:<https://doi.org/10.1177/0275074017699470>
- Johnson, R. R., D'Abundo, M. L., Cahill, T. F., & DeLuca, D. A. (2023). Understanding organizational perspectives from clinical research stakeholders involved in recruitment for biopharmaceutical-sponsored clinical trials in the United States: Recommendations for organizational initiatives to improve access and inclusivity in clinical research. *Contemporary Clinical Trials Communications*, 33, 101148. doi:<https://doi.org/10.1016/j.conctc.2023.101148>
- Kamau, S., Oikarainen, A., Kiviniitty, N., Koskenranta, M., Kuivila, H., Tomietto, M., ... Mikkonen, K. (2023). Nurse leaders' experiences of how culturally and linguistically diverse registered nurses integrate into healthcare settings: An interview study. *International Journal of Nursing Studies*, 146, 104559. doi:<https://doi.org/10.1016/j.ijnurstu.2023.104559>
- King, S., Roberts-Turner, R., & Floyd, T. T. (2023). Inclusive leadership: A framework to advance diversity, equity, inclusion, and cultivate belonging. *Nurse Leader (In press)*. doi:<https://doi.org/10.1016/j.mnl.2023.11.006>
- Kweon, Y., & Park, J. (2023). Using the design-thinking method to develop and validate a peer evaluation scale for team-based learning (PES-TBL) for nursing students. *Nurse Education Today*, 127, 105849. doi:<https://doi.org/10.1016/j.nedt.2023.105849>
- Lavelle, M., Reedy, G. B., Cross, S., Jaye, P., Simpson, T., & Anderson, J. E. (2020). An evidence based framework for the temporal observational analysis of teamwork in healthcare settings. *Applied Ergonomics*, 82, 102915. doi:<https://doi.org/10.1016/j.apergo.2019.102915>
- Leong, J. H. (2023). Patterns and trends of equity, diversity and inclusion programs in academic libraries. *The Journal of Academic Librarianship*, 49(4), 102738. doi:<https://doi.org/10.1016/j.acalib.2023.102738>
- Li, L., Xu, L., & He, W. (2022). The effects of antecedents and mediating factors on cybersecurity protection behavior. *Computers in Human Behavior Reports*, 5, 100165.
- Makridakis, C. A., & Han, J. H. (2021). Future of work and employee empowerment and satisfaction: Evidence from a decade of technological change. *Technological Forecasting and Social Change*, 173, 121162. doi:<https://doi.org/10.1016/j.techfore.2021.121162>
- Morris-Wiseman, L. F., Dent, D., Nfonsam, V. N., & Arora, T. K. (2022). Leadership diversity in the association of program directors in surgery: A report of progress. *Journal of surgical education*, 79(6), e109-e115. doi:<https://doi.org/10.1016/j.jsurg.2022.08.004>
- Murphy, M. C., & Reeves, S. L. (2019). Personal and organizational mindsets at work. *Research in Organizational Behavior*, 39, 100121. doi:<https://doi.org/10.1016/j.riob.2020.100121>
- Nelson, Y. M., Bundy, J., Harmon, E., Hammond, L., Robinson, K., Lyons, N., ... Thomas-Payne, D. (2023). Factors affecting the advancement of Black nurses into leadership roles: A scoping review. *Nursing Outlook*, 71(4), 102000. doi:<https://doi.org/10.1016/j.outlook.2023.102000>
- Pantouvakis, A., & Vlachos, I. (2020). Talent and leadership effects on sustainable performance in the maritime industry. *Transportation Research Part D: Transport and Environment*, 86, 102440. doi:<https://doi.org/10.1016/j.trd.2020.102440>
- Petts, R. J., Mize, T. D., & Kaufman, G. (2022). Organizational policies, workplace culture, and perceived job commitment of mothers and fathers who take parental leave. *Social Science Research*, 103, 102651. doi:<https://doi.org/10.1016/j.ssres.2022.102651>

[j.ssresearch.2021.102651](https://doi.org/10.1016/j.jbusres.2022.01.051)

- Pfajfar, G., Shoham, A., Matecka, A., & Zalaznik, M. (2022). Value of corporate social responsibility for multiple stakeholders and social impact-Relationship marketing perspective. *Journal of Business Research*, 143, 46-61. doi:<https://doi.org/10.1016/j.jbusres.2022.01.051>
- Previtali, F., & Spedale, S. (2021). Doing age in the workplace: Exploring age categorisation in performance appraisal. *Journal of Aging Studies*, 59, 100981. doi:<https://doi.org/10.1016/j.jaging.2021.100981>
- Ralph, A., & Hefler, M. (2023). O. 8.1 Aboriginal interpreters improve hospitalised patient experience in northern Australia: Presenter (s): Vicki Kerrigan, Charles Darwin University, Australia; Stuart Yiwarr McGrath, Charles Darwin University, Australia. *Patient Education and Counseling*, 109, 32. doi:<https://doi.org/10.1016/j.pec.2022.10.083>
- Ressang-Wildschut, J., Oldenhof, L., & Leistikow, I. (2023). Can leadership make the difference? A scoping review of leadership and its effects in child and youth care. *Children and Youth Services Review*, 150, 107017. doi:<https://doi.org/10.1016/j.childyouth.2023.107017>
- Samet, M., Chikha, S. B., & Jarboui, A. (2022). Nexus between corporate social responsibility performance and stakeholder value. *Journal of Cleaner Production*, 370, 133312. doi:<https://doi.org/10.1016/j.jclepro.2022.133312>
- Sas, M., Reniers, G., Ponnet, K., & Hardyns, W. (2021). The impact of training sessions on physical security awareness: Measuring employees' knowledge, attitude and self-reported behaviour. *Safety Science*, 144, 105447. doi:<https://doi.org/10.1016/j.ssci.2021.105447>
- Schroeder, J. A., Durrani, R. J., Opollo, J., Latham-Sadler, B. A., & Scoggin, S. N. (2023). A review of the psychology that underpins the creation of a diversity, equity, and inclusion committee. *Journal of the American College of Radiology (In press)*. doi:<https://doi.org/10.1016/j.jacr.2023.02.038>
- Shen, L., Zhang, C., Teng, W., & Du, N. (2022). How do business and political networking shape overseas dispute resolution for state-owned enterprise from emerging economies. *International Business Review*, 31(1), 101888. doi:<https://doi.org/10.1016/j.ibusrev.2021.101888>
- Shubeck, S. P., Newman, E. A., Vitous, C. A., Antunez, A. G., & Dossett, L. A. (2020). Hiring practices of US academic surgery departments—challenges and opportunities for more inclusive hiring. *Journal of Surgical Research*, 254, 23-30. doi:<https://doi.org/10.1016/j.jss.2020.03.054>
- Soares, M. E., & Mosquera, P. (2021). Linking career management practices with individual outcomes: The mediating role of perceived employability. *Journal of Business Research*, 124, 547-559. doi:<https://doi.org/10.1016/j.jbusres.2020.10.049>
- Song, S., & Park, K. (2023). Observing disability inclusion in service provision. *Annals of Tourism Research*, 100, 103551. doi:<https://doi.org/10.1016/j.annals.2023.103551>
- Stamps, D. C. (2023). Diversity, equity, inclusion, and belonging is not a one-time fix: An enduring program requires ongoing efforts by nurse leaders in the workplace. *Nurse Leader (In Press)*.
- Su, L., Houghton, J. D., Chen, S., & Zou, W. (2022). Does organizational empowerment promote self-leadership in hotel management? An analysis based on employees' cultural value orientation. *Journal of Hospitality and Tourism Management*, 53, 165-175. doi:<https://doi.org/10.1016/j.jhtm.2022.10.003>
- Tappura, S., Jääskeläinen, A., & Pirhonen, J. (2022). Creation of satisfactory safety culture by developing its key dimensions. *Safety science*, 154, 105849. doi:<https://doi.org/10.1016/j.ssci.2022.105849>
- Taris, T. W. (2023). Workplace engagement and motivation. In *Advances in motivation science*. Amsterdam, Netherlands: Elsevier.
- Tongkachok, K., Garg, S., Vemuri, V. P., Chaudhary, V., Koli, P. V., & Kumar, K. S. (2022). The role of artificial intelligence on organisational support programmes to enhance work outcome and employees behaviour. *Materials Today: Proceedings*, 56, 2383-2387. doi:<https://doi.org/10.1016/j.matpr.2021.12.205>
- Torres, L., Ripa, D., Jain, A., Herrero, J., & Leka, S. (2023). The potential of responsible business to promote sustainable work-An analysis of CSR/ESG instruments. *Safety Science*, 164, 106151. doi:<https://doi.org/10.1016/j.ssci.2023.106151>
- van den Oever, K., & Beerens, B. (2021). Does task-related conflict mediate the board gender diversity-organizational performance relationship? *European Management Journal*, 39(4), 445-455. doi:<https://doi.org/10.1016/j.emj.2020.09.008>



- Verwoerd, L., Klaassen, P., Van Veen, S., De Wildt-Liesveld, R., & Regeer, B. (2020). Combining the roles of evaluator and facilitator: Assessing societal impacts of transdisciplinary research while building capacities to improve its quality. *Environmental Science & Policy*, 103, 32-40. doi:<https://doi.org/10.1016/j.envsci.2019.10.011>
- Vijayasingham, L., Jogulu, U., & Allotey, P. (2021). Ethics of care and selective organisational caregiving by private employers for employees with chronic illness in a middle-income country. *Social Science & Medicine*, 269, 113608. doi:<https://doi.org/10.1016/j.socscimed.2020.113608>
- Walker, J., & Hirsch, B. (2020). Promoting interdisciplinary communication as a vital function of effective teamwork to positively impact patient outcomes, satisfaction, and employee engagement. *Journal of Medical Imaging and Radiation Sciences*, 51(4), S107-S111. doi:<https://doi.org/10.1016/j.jmir.2020.07.002>
- Wilkinson, J. E. (2020). Social justice in educational policy and practice with particular reference to early childhood. In *Handbook on promoting social justice in education*. New York, NY: Springer. doi:[https://doi.org/10.1007/978-3-030-14625-2\\_7](https://doi.org/10.1007/978-3-030-14625-2_7)
- Yee, R. W., Miquel-Romero, M., & Cruz-Ros, S. (2020). Work-life management for workforce maintenance: A qualitative comparative study. *Journal of Business Research*, 121, 329-337. doi:<https://doi.org/10.1016/j.jbusres.2020.09.029>
- Yuen, K. F., Bai, X., & Wang, X. (2020). Safety behaviour at sea: Policy implications for managing seafarers through positive psychology. *Marine Policy*, 121, 104163. doi:<https://doi.org/10.1016/j.marpol.2020.104163>
- Zhang, W., & Adegbola, O. (2022). Emotional intelligence and public relations: An empirical review. *Public Relations Review*, 48(3), 102199. doi:<https://doi.org/10.1016/j.pubrev.2022.102199>
- Zhang, W., Chen, F., Liu, E., Zhang, Y., & Li, F. (2023). How does digital inclusive finance promote the financial performance of Chinese cultural enterprises? *Pacific-Basin Finance Journal*, 82, 102146.
- Zhang, W., Jiang, Y., Zhou, W., & Pan, W. (2023). Antecedents of knowledge-seeking intentions and efforts within new product development teams: Empirical evidence from knowledge-based Chinese companies. *Journal of Knowledge Management*, 27(2), 356-382. doi:<https://doi.org/10.1108/jkm-08-2021-0617>