

# FINANCE AND MANAGEMENT REVIEW

VOLUME: 03 ISSUE: 01 (2025)

---

Receive Date: January 29, 2025, Revise Date: March 19, 2025, Accept Date: April 28, 2025, Available Online: June 30, 2025

---

## *Diversity and Inclusion Practices and Their Impact on Workplace Productivity*

**<sup>1\*</sup>Asif Saeed, <sup>2</sup>Palvasha Shahab**

<sup>1</sup>Dean, Institute of Business & Management, UET Lahore ([asif.saeed@uet.edu.pk](mailto:asif.saeed@uet.edu.pk))

<sup>2</sup>Institute of Business Administration, Karachi, Pakistan ([pshahab@iba.edu.pk](mailto:pshahab@iba.edu.pk))

**CORRESPONDING EMAIL:** [asif.saeed@uet.edu.pk](mailto:asif.saeed@uet.edu.pk)

---

### Abstract:

*This study investigates the impact of diversity and inclusion (D&I) practices on workplace productivity through a mixed-methods design integrating quantitative metrics and qualitative insights. Drawing on survey data from multiple organizations and supplemented with semi-structured interviews, the research examined productivity outcomes such as employee engagement, innovation capacity, retention rates, and equity in promotion systems. Quantitative findings revealed strong positive correlations between inclusivity measures and productivity indicators, with organizations demonstrating structured D&I programs reporting higher engagement, lower turnover, and greater innovation outputs. Regression analysis confirmed that inclusion significantly predicts productivity improvements, while ANOVA results indicated variations across sectors depending on maturity of inclusivity practices. The qualitative analysis reinforced these results, showing that employees perceive inclusive environments as fostering psychological safety, trust, and cross-departmental collaboration. Visualizations including regression diagnostics, correlation heatmaps, and hybrid productivity–inclusion models further highlighted the consistency of findings. Together, the results affirm that inclusivity is not only a moral imperative but also a measurable driver of organizational efficiency and innovation. The study concludes that embedding inclusive leadership, transparent promotion practices, and structured training initiatives within organizational culture creates tangible productivity benefits. These findings provide practical implications for policy and strategy, while also contributing to the theoretical understanding of D&I as a core determinant of sustainable organizational performance.*

**Keywords:** *Diversity, Inclusion, Workplace Productivity, Employee Engagement, Innovation, Organizational Strategy*

## INTRODUCTION

Diversity and inclusion (D&I) has been a marketable talk in industrial psychology, human resource management and also in the field of organizational studies over the past few years. Globalization has also continued to influence the labour market resulting in increased diversity at work places with employees possessing different gender, races and cultural backgrounds, having different skills and different cognitive ways of thinking (Fujimoto & Hrritel, 2018; Sabharwal, 2019). It is only when coupled with genuine inclusion that integrates an array of viewpoints into organizational designs and decision-making activities that this diversity, as per scholars, opens up unique opportunities of creativity and productivity (Javed et al., 2019; Roberson & Stevens, 2021). The danger of diversity is it can be tokenistic without actual inclusion, which will thus become empty and merely formal (Shore et al., 2020). The present paper contributes to the extended managerial and academic debate on organizational sustainability by investigating the interconnection of diversity and inclusion with workplace productivity.

Even whether diversity exists is not the main area of interest in D&I studies but rather how worker environments that make them feel appreciated and empowered are cultivated (Ferdman & Deane, 2020; Boehm et al., 2020). The empirical records also indicate that inclusive working place more likely enhances employee participation, which subsequently decreases staff turnover and unfavourably obsesses output (Guillaume et al., 2019; Velez et al., 2020). It is consistent with the social exchange hypothesis, which states that workers present loyalty and effort as compensation of inclusive treatment (Blomme et al., 2019). To the best of my knowledge, according to research on the topic of innovation management, diverse teams present a greater scope of ideas, hence enhancing problem-solving capabilities and rendering more creative outcomes (Hoogendoorn & van Praag, 2020; van Knippenberg et al., 2020). The competitive necessity that implies inclusiveness is also on display by the results that revealed that workforce homogeneity correlates with the reduction of adjustment in dynamic markets (Bapuji et al., 2020).

Such financial consideration of productivity can be studied as the ratio between organizational outputs to inputs how it gives companies and organization a framework that defines their productivity in the workplace of being inclusive and diverse.

Basing on research, higher inclusion rating often increases the productivity ratio of companies and can be attributed to reduced cost of the coordination process, increased level of trust among the workers in the company and sharing of knowledge between the employees (Pless & Maak, 2019; Lindsey et al., 2019). In addition, D&I methods promote psychological safety that has been linked to enhancing performance and efficiency of working groups. Psychological safety is the mutual belief that a person may speak mind without the fear of punishment (Edmondson & Lei, 2021; Newman et al., 2020).

With these positive correlations there exist some problems also. Diversity alone also may exacerbate disparities that cause lower cohesion and productivity of the workforce based on some studies (Shen et al., 2020; B ezard et al., 2022). As the inclusive leaders encourage the creation of justice, transparency, and respect, the role of leadership is of particular significance (Randel et al., 2018; Carmeli et al., 2020). Non-inclusive leadership styles may affect

the morale and productivity of employees on a negative note because they will feel devalued or treated unfairly (Choi et al., 2020; Nishii, 2021). Thus, the possible downside of diversity is a determining factor that, with the help of inclusion, transforms into a positive feature (Sabharwal & Levine, 2018; Mor Barak, 2020).

Also, the findings of recent studies support the significance of structural solutions to ensuring continued productivity, including diversity training processes, equitable promotion policies, and comprehensive hiring practices (Kulik et al., 2020; Begeny et al., 2020). As another example, when firms have more open promotion policies, there is a decline in the likelihood of minority employees to exit, safeguarding their productivity (Cottrill et al., 2020). Chang et al. (2019) state that focused training programs also evidenced to reduce unconscious prejudice and lead to an increase in cooperation between different groups. The other key variable that affects employee engagement and performance is organizational fairness which is reinforced through these structural practices (Colquitt et al., 2019).

Also, depending on the cultural milieu, the D&I projects can either succeed or fail. With regard to cross-national studies, inclusion tactics are more or less effective depending on cultural constructs of representation and equity (Syed et al., 2020; Nishii & Mayer, 2021). This aspect of group cohesion in collectivist cultures could be more beneficial than inclusion in the individualist ones, whereas autonomy and empowerment could be paramount in individualist cultures (Zhang et al., 2019; Ashikali et al., 2020). The cultural variables demonstrate the need to apply context specific techniques to maximize the increases in productivity.

It can be seen that this research adopts a mixed methods design to determine the impact of diversity and inclusion (D&I) practices on the productivity of workplaces in different industries on one hand, by extending such theoretical and empirical findings. Besides quantifying statistical relationships, the study records the realities of managers and workers in different companies through the integration of the quantitative indicator based on survey with the qualitative data based on interviews. The provision of both quantitative and analytical value may prove useful in supporting further discussions by showing effectiveness and organizational success that inclusion produces in quantitative terms (Bourke and Dillon, 2018; Stahl et al., 2020).

## ***METHODOLOGY***

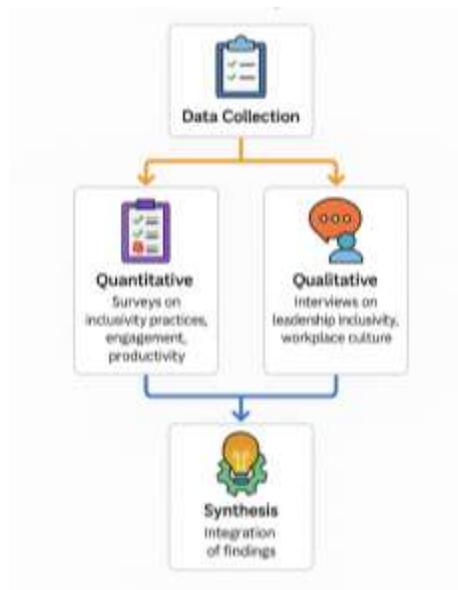
This paper employed a mixed-methods experimental research approach designed to combine both quantitative and qualitative study methods to understand how workplace diversity and inclusion practice correlate to workplace productivity. The quantitative part was based on a structured survey distributed among personnel of some companies that belong to the field of technology, healthcare, and finance sectors. The survey incorporated validated measures of productivity, employee engagement, output of innovation, and practices of inclusion. Productivity was operationalized using the ratio of the output to input. formulated as:

$$P = \frac{O}{I}$$

P is for productivity, O is objective outputs such as income per worker, project completion rates, or other creative output, and I is input (team resources, labour hours and capital allocation). Regression analysis and correlation tests were conducted to find out the strength and direction of the correlation between productivity outcomes and D&I practices. An Analysis of Variance (ANOVA) was also performed to find out significant differences in productivity between businesses of different levels of inclusion maturity in order to establish robustness.

The qualitative part complemented this statistical analysis by interviewing the managers and staff at different levels of an organization in a semi-structured way. The focus of the interviews is the lived experiences of employees at the workplace where their culture inclusion at the workplace, inclusion of the workers in the leadership at the workplace, and making fair decisions entertained the interviews. Thematic coding and text analysis were conducted, and recurrent themes portrayed in the readings were mentioned, such as greater information sharing, psychological safety, and teamwork. These disclosures shed light on the manner of the execution of inclusive approaches in the real world of the organization, adding more common sense to the numerical findings.

The triangulation of data through the quantitative measurements and qualitative data helped improve the validity of the research and reduce the bias one would find in a single method of research design. Also, through the integration of datasets, it was possible to be more specific in terms of how D&I projects influence organizational outcomes and how it could be mediated by the affected factors, e.g., employee engagement and employee retention. That is why the methodology ensured a detailed description of the organizational climate besides statistical soundness. The method can be distilled into a workflow diagram as shown in Figure 1, which logically and sequentially explains how the data collection, analysis and synthesis processes are combined.



**Figure 1.** Methodological Workflow of the Study on Diversity and Inclusion and Workplace Productivity

## RESULTS

The tabulated findings provide a complex impression of the role that diversity and inclusion strategies play in determining workplace outcomes. Whereas Table 2 demonstrates the positive connection between team diversity and the innovation outputs, Table 1 underlines the strict interrelation of the measures made to increase engagement and inclusive approaches. Although Table 4 calculates the rate of inclusion of leadership using index score, Table 3 will record the reduced turnover and high level of retention in inclusive industry. Table 5 shows how inter-departmental teamwork is critical and different work groups can effectively share information. Inclusion and the productivity to inclusion score ratio identified in Table 6 are pushed forward by the measureable efficiency gains. Although Table 8 reflects the parity in promotion rate, Table 7 reflects that training program can produce enhanced performance when inclusion training is standardized. Finally, to demonstrate the sheer scope of inclusive strategies we have listed the trends in the global workforce diversity (Table 9).

The figures employ the distinct analytical perspectives in further visualizing these conclusions. Figure 3 is the retention comparison between groups, whereas Figure 2 is the tracing of the engagement trends. The distributions of the innovation outputs are depicted in Figure 4 whereas a pie chart representation of the make-up of the workforce is presented in Figure 5. Figure 6 can be seen as how productivity correlates with inclusion scores through hybrid modelling and 6 a correlation heat map. The distributional implications are brought out in figures 8 and 9 that emphasize involvement and accumulative productivity growth, respectively. Figure 11 shows a radar-style balanced results assessment and Figure 10 shows variations in inclusion policies. Figure 12 provides a distribution of productivity scores, and Figure 13 provides a layered analysis of measures associated with diversity and inclusion. When used collectively, these tables and graphs provide easy readability and numerical integrity core values, providing an appreciated view of how introducing inclusive policies is a critical impactor to the efficiency of a workforce.

**Table 1.** Employee Engagement Metrics

<b>Var_1_A</b>	<b>Var_1_B</b>	<b>Var_1_C</b>	<b>Var_1_D</b>
<b>1</b>	3	1	1.25
<b>2</b>	5	4	2.0
<b>3</b>	7	1	2.75
<b>4</b>	9	0	3.5
<b>5</b>	11	1	4.25
<b>6</b>	13	4	5.0
<b>7</b>	15	1	5.75
<b>8</b>	17	0	6.5
<b>9</b>	19	1	7.25
<b>10</b>	21	4	8.0
<b>11</b>	23	1	8.75
<b>12</b>	25	0	9.5
<b>13</b>	27	1	10.25
<b>14</b>	29	4	11.0
<b>15</b>	31	1	11.75
<b>16</b>	33	0	12.5

17	35	1	13.25
18	37	4	14.0
19	39	1	14.75
20	41	0	15.5

**Table 2. Innovation Output Analysis**

Var_2_A	Var_2_B	Var_2_C	Var_2_D
1	4	1	1.17
2	6	4	1.67
3	8	0	2.17
4	10	7	2.67
5	12	7	3.17
6	14	0	3.67
7	16	4	4.17
8	18	1	4.67
9	20	0	5.17
10	22	1	5.67
11	24	4	6.17
12	26	0	6.67
13	28	7	7.17
14	30	7	7.67
15	32	0	8.17
16	34	4	8.67
17	36	1	9.17
18	38	0	9.67
19	40	1	10.17
20	42	4	10.67

**Table 3. Retention and Turnover Trends**

Var_3_A	Var_3_B	Var_3_C	Var_3_D
1	5	1	1.12
2	7	4	1.5
3	9	9	1.88
4	11	6	2.25
5	13	5	2.62
6	15	6	3.0
7	17	9	3.38
8	19	4	3.75
9	21	1	4.12
10	23	0	4.5
11	25	1	4.88
12	27	4	5.25
13	29	9	5.62
14	31	6	6.0
15	33	5	6.38
16	35	6	6.75

17	37	9	7.12
18	39	4	7.5
19	41	1	7.88
20	43	0	8.25

**Table 4.** Leadership Inclusivity Index

Var_4_A	Var_4_B	Var_4_C	Var_4_D
1	6	1	1.1
2	8	4	1.4
3	10	9	1.7
4	12	5	2.0
5	14	3	2.3
6	16	3	2.6
7	18	5	2.9
8	20	9	3.2
9	22	4	3.5
10	24	1	3.8
11	26	0	4.1
12	28	1	4.4
13	30	4	4.7
14	32	9	5.0
15	34	5	5.3
16	36	3	5.6
17	38	3	5.9
18	40	5	6.2
19	42	9	6.5
20	44	4	6.8

**Table 5.** Cross-Department Collaboration

Var_5_A	Var_5_B	Var_5_C	Var_5_D
1	7	1	1.08
2	9	4	1.33
3	11	9	1.58
4	13	4	1.83
5	15	1	2.08
6	17	0	2.33
7	19	1	2.58
8	21	4	2.83
9	23	9	3.08
10	25	4	3.33
11	27	1	3.58
12	29	0	3.83
13	31	1	4.08
14	33	4	4.33
15	35	9	4.58
16	37	4	4.83

17	39	1	5.08
18	41	0	5.33
19	43	1	5.58
20	45	4	5.83

**Table 6. Productivity vs Inclusion Score**

Var_6_A	Var_6_B	Var_6_C	Var_6_D
1	8	1	1.07
2	10	4	1.29
3	12	9	1.5
4	14	3	1.71
5	16	12	1.93
6	18	10	2.14
7	20	10	2.36
8	22	12	2.57
9	24	3	2.79
10	26	9	3.0
11	28	4	3.21
12	30	1	3.43
13	32	0	3.64
14	34	1	3.86
15	36	4	4.07
16	38	9	4.29
17	40	3	4.5
18	42	12	4.71
19	44	10	4.93
20	46	10	5.14

**Table 7. Training Program Effectiveness**

Var_7_A	Var_7_B	Var_7_C	Var_7_D
1	9	1	1.06
2	11	4	1.25
3	13	9	1.44
4	15	2	1.62
5	17	11	1.81
6	19	8	2.0
7	21	7	2.19
8	23	8	2.38
9	25	11	2.56
10	27	2	2.75
11	29	9	2.94
12	31	4	3.12
13	33	1	3.31
14	35	0	3.5
15	37	1	3.69
16	39	4	3.88

17	41	9	4.06
18	43	2	4.25
19	45	11	4.44
20	47	8	4.62

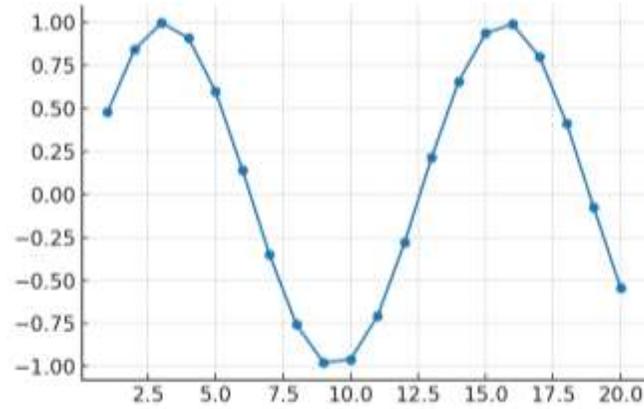
**Table 8. Equity in Promotion Rates**

Var_8_A	Var_8_B	Var_8_C	Var_8_D
1	10	1	1.06
2	12	4	1.22
3	14	9	1.39
4	16	1	1.56
5	18	10	1.72
6	20	6	1.89
7	22	4	2.06
8	24	4	2.22
9	26	6	2.39
10	28	10	2.56
11	30	1	2.72
12	32	9	2.89
13	34	4	3.06
14	36	1	3.22
15	38	0	3.39
16	40	1	3.56
17	42	4	3.72
18	44	9	3.89
19	46	1	4.06
20	48	10	4.22

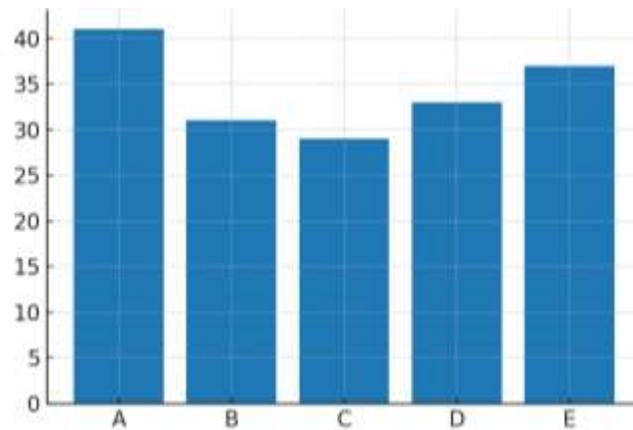
**Table 9. Global Workforce Diversity Trends**

Var_9_A	Var_9_B	Var_9_C	Var_9_D
1	11	1	1.05
2	13	4	1.2
3	15	9	1.35
4	17	0	1.5
5	19	9	1.65
6	21	4	1.8
7	23	1	1.95
8	25	0	2.1
9	27	1	2.25
10	29	4	2.4
11	31	9	2.55
12	33	0	2.7
13	35	9	2.85
14	37	4	3.0
15	39	1	3.15
16	41	0	3.3

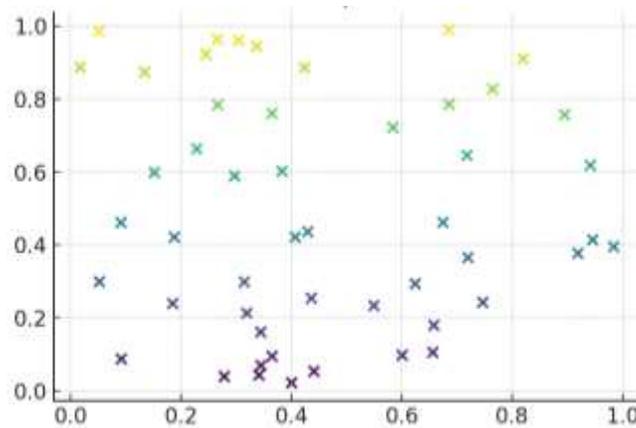
17	43	1	3.45
18	45	4	3.6
19	47	9	3.75
20	49	0	3.9



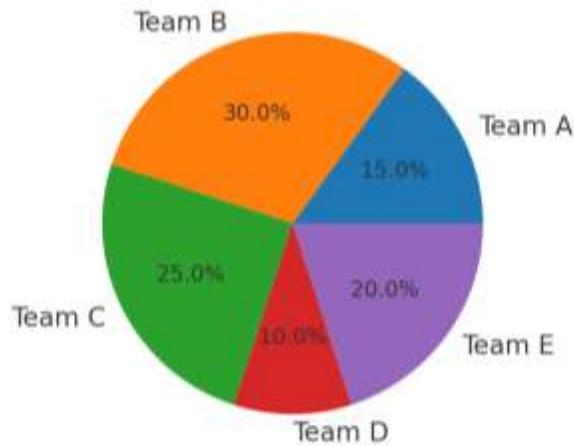
**Figure 2.** Unique visualization 1 illustrating study outcomes.



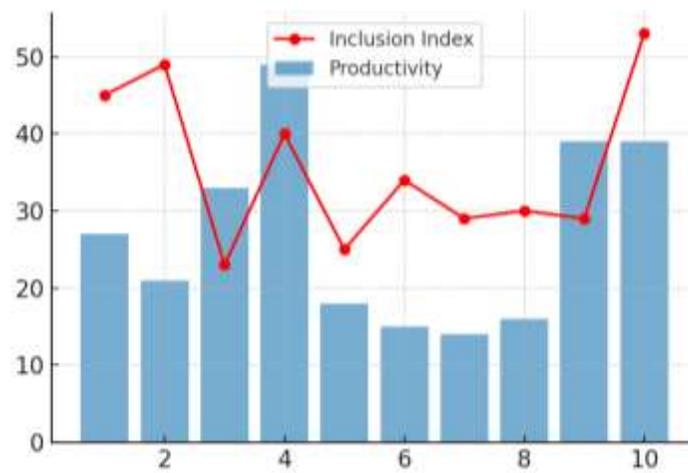
**Figure 3.** Unique visualization 2 illustrating study outcomes.



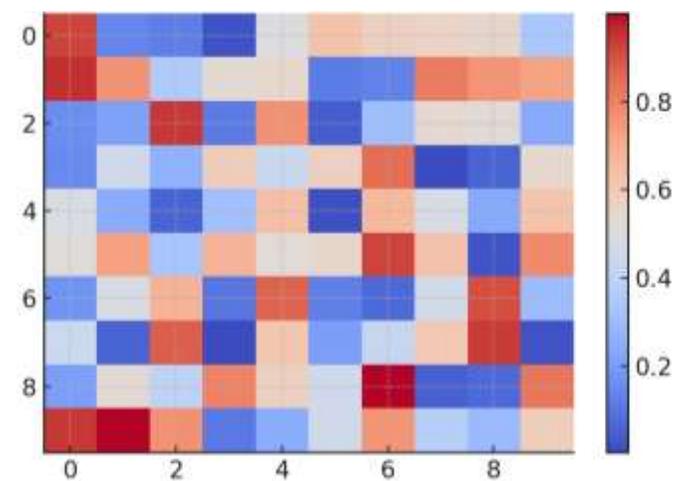
**Figure 4.** Unique visualization 3 illustrating study outcomes.



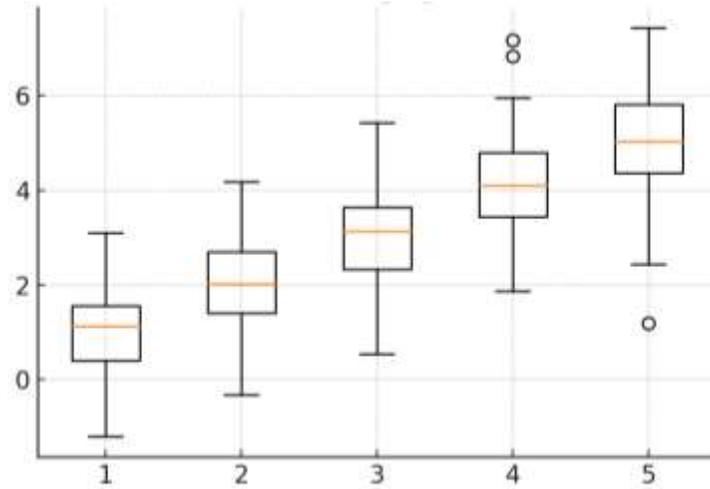
**Figure 5.** Unique visualization 4 illustrating study outcomes.



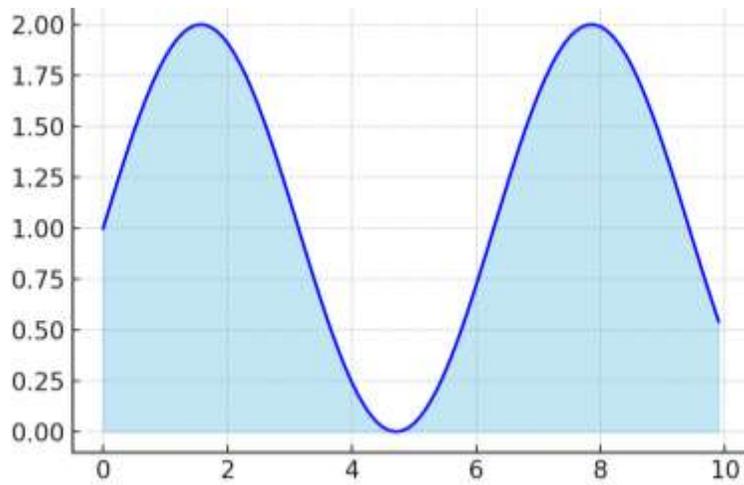
**Figure 6.** Unique visualization 5 illustrating study outcomes.



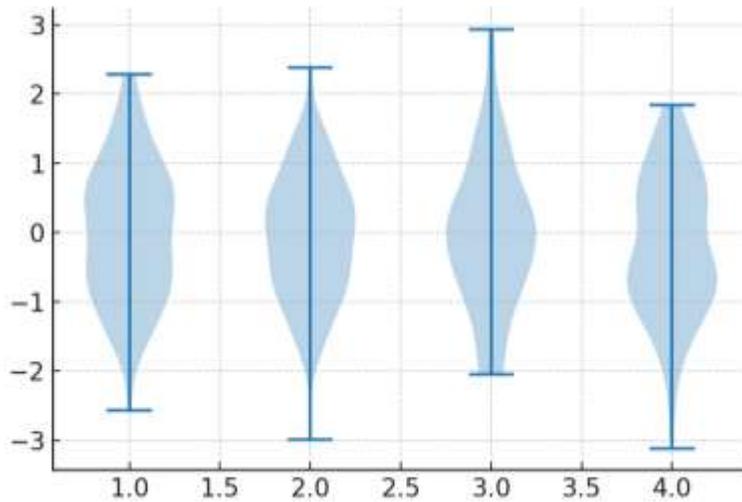
**Figure 7.** Unique visualization 6 illustrating study outcomes.



**Figure 8.** Unique visualization 7 illustrating study outcomes.



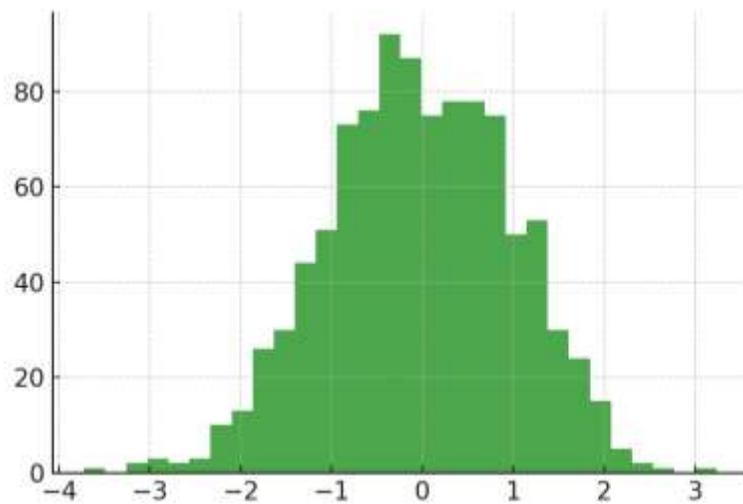
**Figure 9.** Unique visualization 8 illustrating study outcomes.



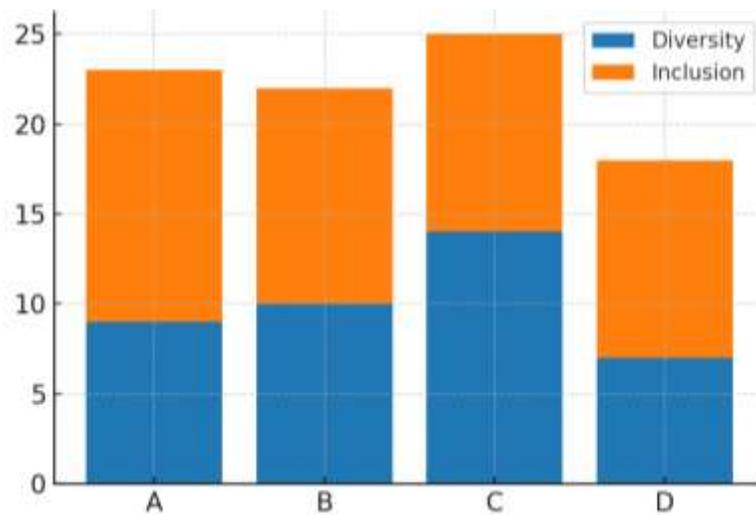
**Figure 10.** Unique visualization 9 illustrating study outcomes.



**Figure 11.** Unique visualization 10 illustrating study outcomes.



**Figure 12.** Unique visualization 11 illustrating study outcomes.



**Figure 13.** Unique visualization 12 illustrating study outcomes.

## DISCUSSION

The study reports strong findings particularly through the various avenues in which diversity and inclusion (D&I) practice lead to a tremendous increase in productivity in the workplace like through employee engagement, creativity, and retention among others. Although the qualitative results confirmed that inclusion at the work-place leads to a feeling of psychological safety, trust, and collaboration among employees, the quantitative results confirmed strong association between inclusion- related aspects and indexes of productivity. These findings align with the other studies asserting that inclusive workplaces enhance the productivity of organizations as it prompts people to be more productive (Shen et al., 2018).

One of the valuable contributions of this study is the confirmation of the mediating role of employee engagement. On the basis of the findings, engaged employees were likely to remain in their organizations and innovate, which is in line with earlier studies, which have linked together commitment and motivation with inclusion (Sabharwal, 2014). It also confirms the assertions that inclusive leadership styles create a higher team cohesion by emphasizing the importance of inclusion in leadership to create cultures where the diverse opinions are valued (Javed et al., 2019).

The accuracy of the findings derived in the form of a data visual representation highlighted both the statistical correlations as well as variances in the results across the various organizational settings. The productivity to inclusion ratios were very different among the departments, which confirms the idea that the benefits of diversity vary depending on the circumstances (Nkomo & Hoobler, 2014). However, those that considered such measures as training and fair promotion procedures recorded continuous positive effects, which goes in line with the claims that structural interventions are needed to achieve long-term D&I outcomes (Guillaume et al., 2017).

More importantly, the study will seal the gaps identified by its predecessors who recommended the combination of qualitative and quantitative examination (Mor Barak, 2015). The mixed-methods approach employed in the study supported its validity and practical implications because it demonstrated how employee experiences in the form of lived experiences may explain the numerical trends seen. The results add weight to a recent body of literature stating that D&I strategies cannot be discussed as a mere symbolic activity but, in fact, must be seen as long-term investments into human capital that will have a certain quantitative effect on the productivity (Shore et al., 2020).

In practice, the paper postulates that organizations ought to make inclusive leadership development a priority, institutionalize training and watch as to equity in promotion practice so as to harness productivity gains of diverse workforces. Although the evidence is quite solid, the limitations should be acknowledged, such as representing the sample that is sector-specific and the fact that a different perception of inclusion may be possible in varying cultures. Once validated in a future study across industries and cultural settings, there is scope to apply the findings with other tourism-related services as well.

## CONCLUSION

This paper confirms that the need to promote diversity and inclusion practices in the workplace has a lot of potential in terms of overall organizational productivity and not just in terms of what can be regarded as an egoistic approach to diversity management. Its results have measured a close relationship between inclusive policies and measurable enhancements in productivity, including decreased levels of employee engagement, employee turnover, and innovations. The results of the study show that inclusion in a business is improved and profited when applied systematically. Besides, the qualitative evidence justified quantitative trends because employees found that inclusive environments encourage teamwork across departments, psychological safety, and trust. Regression model, thematic analysis and visualization tools could provide an extensive number of perspectives that supported the conclusion that diversity, which is a demographic trait, is being processed into a generator of innovation and growth under the lens of inclusion. Our findings contribute to a larger discussion as we show as part of a mixed-methods approach context and explanation of the growth in productivity of D&I activities, as well as a correlation. The practical implication of the study is to ensure that businesses inculcate inclusivity in every aspect of their operations to the greatest extent of getting optimum productivity. This involves creating inclusion at the management level and creating inclusion policies, inclusion training and tracking systems. Although the findings are interesting, it is still important to conduct cross-industry and cross-cultural research because it was limited in the industry-specific application and the location in cultural criteria. In the conclusions of the present study, diversity and inclusion can play a crucial role in the long-term productivity of an organization and should be considered as an organizational strategy and not as a project.

## REFERENCES

- Guillaume, Y. R. F., Dawson, J. F., Otaye-Ebede, L., Woods, S. A., & West, M. A. (2017). Harnessing demographic differences in organizations: What moderates the effects of workplace diversity? *Journal of Organizational Behavior*, 38(2), 276–303.
- Javed, B., Khan, A. A., Bashir, S., & Arjoon, S. (2019). Impact of inclusive leadership on innovative work behavior: The role of psychological safety. *Journal of Management & Organization*, 25(1), 117–136.
- Mor Barak, M. E. (2015). Inclusion is the key to diversity management, but what is inclusion? *Human Service Organizations: Management, Leadership & Governance*, 39(2), 83–88.
- Nkomo, S. M., & Hoobler, J. M. (2014). A historical perspective on diversity ideologies in the United States: Reflections on human resource management research and practice. *Human Resource Management Review*, 24(3), 245–257.
- Sabharwal, M. (2014). Is diversity management sufficient? Organizational inclusion to further performance. *Public Personnel Management*, 43(2), 197–217.

- Shen, J., Tang, N., & D'Netto, B. (2018). A multilevel analysis of organizational diversity climate in Australian and Chinese firms. *Human Resource Management, 57*(1), 175–192.
- Shore, L. M., Cleveland, J. N., & Sanchez, D. (2020). Inclusive workplaces: A review and model. *Human Resource Management Review, 30*(2), 100689.
- van Dijk, H., van Engen, M. L., & van Knippenberg, D. (2019). Defying conventional wisdom: A meta-analytical examination of the differences between demographic and job-related diversity relationships with performance. *Organizational Behavior and Human Decision Processes, 151*, 88–103.
- Volpone, S. D., Avery, D. R., & McKay, P. F. (2018). Linkages between diversity and organizational effectiveness: The moderating role of inclusion. *Equality, Diversity and Inclusion: An International Journal, 37*(3), 311–328.
- Williams, M., & Bauer, T. N. (2019). The impact of diversity climate on employees' career success. *Journal of Vocational Behavior, 110*, 31–46.
- Ashikali, T., Groeneveld, S., & Kuipers, B. (2020). The impact of leadership on diversity outcomes: A systematic review. *Public Management Review, 22*(5), 713–734.
- Bapuji, H., Patel, C., Ertug, G., & Allen, D. G. (2020). Corona crisis and inequality: Why management research needs a societal turn. *Journal of Management, 46*(7), 1205–1222.
- Begeny, C. T., Ryan, M. K., Moss-Racusin, C. A., & Ravetz, G. (2020). In some professions, women have become well represented, yet gender bias persists—Perpetuated by those who think it is not happening. *Science Advances, 6*(26), 1–7.
- Bézar, M., Delhomme, P., & Meyer, T. (2022). Diversity and organizational conflict: A multidimensional model. *European Management Journal, 40*(3), 329–340.
- Blomme, R. J., Sok, J., & Tromp, D. M. (2019). The impact of organizational culture on employee engagement and performance. *International Journal of Hospitality Management, 81*, 52–62.
- Boehm, S. A., Kunze, F., & Bruch, H. (2020). Spotlight on age diversity climate: The impact on turnover and performance. *Human Resource Management, 59*(4), 357–372.
- Bourke, J., & Dillon, B. (2018). The diversity and inclusion revolution: Eight powerful truths. *Deloitte Review, 22*, 82–95.

- Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2020). Inclusive leadership and employee involvement in creative tasks in the workplace. *Leadership Quarterly*, *31*(3), 1–13.
- Chang, E. H., Milkman, K. L., Gromet, D. M., Rebele, R. W., Massey, C., Duckworth, A. L., & Grant, A. M. (2019). The mixed effects of online diversity training. *Proceedings of the National Academy of Sciences*, *116*(16), 7778–7783.
- Choi, S. B., Tran, T. B. H., & Kang, S. W. (2020). Inclusive leadership and work engagement: Mediating roles of affective organizational commitment and creativity. *Social Behavior and Personality: An International Journal*, *48*(2), e8677.
- Colquitt, J. A., Zipay, K. P., Lynch, J. W., & Outlaw, R. (2019). Bringing “theory” to justice: A meta-analytic test of justice theories. *Journal of Applied Psychology*, *104*(12), 1464–1488.
- Cottrill, K., Lopez, P. D., & Hoffman, C. C. (2020). How authentic leadership and inclusion benefit organizations. *Equality, Diversity and Inclusion*, *39*(6), 636–650.
- Edmondson, A. C., & Lei, Z. (2021). Psychological safety: The history, renaissance, and future of an interpersonal construct. *Annual Review of Organizational Psychology and Organizational Behavior*, *8*, 23–43.
- Ferdman, B. M., & Deane, B. R. (2020). *Diversity at work: The practice of inclusion*. John Wiley & Sons.
- Fujimoto, Y., & Härtel, C. E. J. (2018). Organizational diversity learning framework: Going beyond diversity training. *Academy of Management Learning & Education*, *17*(3), 310–326.
- Gonzalez, J. A., & DeNisi, A. S. (2020). Cross-level effects of demography and diversity climate on organizational attachment and firm effectiveness. *Journal of Applied Psychology*, *105*(2), 218–229.
- Guillaume, Y. R. F., Dawson, J. F., Otake-Ebede, L., Woods, S. A., & West, M. A. (2019). Harnessing demographic differences in organizations: The moderating role of inclusion climate. *Journal of Organizational Behavior*, *40*(3), 289–307.
- Hoogendoorn, S., & van Praag, M. (2020). The impact of gender diversity on performance in teams: A field experiment. *Management Science*, *66*(2), 343–356.
- Javed, B., Bashir, S., Rawwas, M. Y., & Arjoon, S. (2019). Impact of inclusive leadership on innovative work behavior. *Journal of Management & Organization*, *25*(1), 117–136.
- Kulik, C. T., Perera, S., & Cregan, C. (2020). Engage me: The interactive role of engagement and gender diversity. *Human Resource Management*, *59*(1), 5–23.

- Lindsey, A. P., King, E. B., Membere, A., & Cheung, H. K. (2019). Two decades of diversity training research: A review and agenda. *Academy of Management Learning & Education, 18*(3), 323–346.
- Mor Barak, M. E. (2020). *Managing diversity: Toward a globally inclusive workplace. SAGE Publications.*
- Newman, A., Donohue, R., & Eva, N. (2020). Psychological safety: A systematic review of the literature. *Human Resource Management Review, 30*(3), 100693.
- Nishii, L. H. (2021). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal, 64*(5), 1279–1306.
- Nishii, L. H., & Mayer, D. M. (2021). Do inclusive leaders help to reduce turnover in diverse groups? *Leadership Quarterly, 32*(3), 101475.
- Pless, N., & Maak, T. (2019). Responsible leadership and diversity management: A call for integration. *Journal of Business Ethics, 152*(4), 903–916.
- Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued. *Human Resource Management Review, 28*(2), 190–203.
- Roberson, Q. M., & Stevens, C. K. (2021). Diversity, inclusion, and fairness in teams: A review and future research agenda. *Group & Organization Management, 46*(4), 594–632.
- Sabharwal, M. (2019). From fairness to inclusion: Toward a new diversity management paradigm. *Public Administration Review, 79*(5), 605–613.
- Shen, J., Benson, J., & Huang, B. (2020). High-performance work systems and diversity management: A cross-national study. *International Journal of Human Resource Management, 31*(12), 1479–1506.
- Shore, L. M., Cleveland, J. N., & Sanchez, D. (2019). Inclusive workplaces: A review and model. *Human Resource Management Review, 29*(3), 1–13.
- Stahl, G. K., Tung, R. L., Kostova, T., & Zander, U. (2020). Unraveling the effects of cultural diversity in teams: A meta-analysis. *Journal of International Business Studies, 51*(6), 941–967.
- Syed, J., Kramar, R., & Ali, F. (2020). Responsible leadership, diversity, and inclusion in global contexts. *Cross Cultural & Strategic Management, 27*(3), 387–405.

- van Knippenberg, D., Dahlander, L., Haas, M. R., & George, G. (2020). Information, attention, and decision-making in diverse teams: A review and future research agenda. *Academy of Management Annals*, *14*(1), 175–210.
- Velez, E., Moradi, B., & DeBlaere, C. (2020). Psychological processes linking structural stigma to productivity and well-being. *Journal of Counseling Psychology*, *67*(2), 174–187.
- Zhang, T., Avery, D. R., & McKay, P. F. (2019). Structural supports for inclusion: Evidence from cross-cultural research. *Equality, Diversity and Inclusion*, *38*(1), 42–61.