Diversity, Equity and Inclusion; A catalyst for Economic Transformation and Sustainability

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Abstract: *This paper examined the relationship between diversity, equal opportunity, inclusion (DEI) management: a catalyst for economic transformation and sustainability. The objectives are to ascertain the relationship between the dimensions of diversity, equal opportunity, inclusion strategies (diversity practices, equal opportunity practices and inclusion practices) and the dependent variable, economic transformation and sustainability. The paper adopted the secondary source of data collection to review extant literatures on the study variables. The extant empirical literature reviewed on the study variables revealed that DEI strategies dimensions have relationship with economic transformation. Extensive research consistently demonstrates the significant impact of DEI initiatives on economic transformation and sustainability. The paper noted that Organizations that fail to cultivate a culture of belonging and inclusivity may experience higher rates of under development and sustainability, particularly among minority groups who might feel undervalued or marginalized. As businesses adapt to the demands of global markets and an increasingly diverse workforce, the paper concluded that Organisations must consciously practice effective DEI strategies such as diverse recruitment, diversity and inclusion training programs, non-discriminatory & inclusive policies, and equity in leadership opportunities in order to cultivate work environments where every employee feels included and valued. These does not only improve economic transformation but also positions companies as leaders in today's increasingly diverse and competitive business landscape for sustainable development.*

Keywords: Diversity, Equal opportunity, inclusion, DEI strategies, economic transformation, sustainability.

Introduction

Sustainable economic development are concepts that are relevant in the context of global change of environment and achievement of the goals and visions of the organizations in the profit and non-profit sectors. The basis for achieving a sustainable economic development of these organizations ability to management itself and respond proactively to the external/internal threats and opportunities that may likely affects the functionality of its managerial tools (McMillan, Page, Booth and Velde, 2017). Effective implementation of the resilient skills by organization towards withstanding challenges gives them the edge to transform its economic activities and remain successful in the global space (Uhuru,2020). Economic transformation involves extensive changes in the economic, political, and social system of a society over a given period of time and space. The transformation process takes place in each area of our lives, e.g. economic, demographic, social, political, systemic, organizational, etc. It is a continuous process of moving labour and other resources from lower to higher-productivity sectors (structural change) and raising within-sector productivity growth, is necessary to enhance the quality of economic growth, create jobs, and reduce poverty long-term in a sustainable and inclusive way (McMillan, Page, Booth and Velde, 2017).

In today's competitive business landscape, organizations are increasingly recognizing that fostering a diverse, equitable, and inclusive (DEI) workplace culture is not just an ethical imperative, but also a strategic driver of business success, transformation and sustainability. Kate (2024) opined that as companies evolve, there's a noticeable shift from perceiving DEI efforts as mere compliance exercises to understanding their vital role in enhancing employee loyalty, driving innovation, and gaining a competitive edge in the market. Various scholars have attested to DEI as a key factor that influences Employee retention, transformation and sustainability of the organization. Aguinis (2009) argues that good management of workplace diversity serves as an instrument in achieving sustainability and satisfaction in the Organizations. DEI refers to three values that many organizations endeavor to adhere to in order to help meet the needs of the organizational workforce from all walks of life (McKinsey & Co., 2022). DEI combines three related concepts that have helped many organizations support diverse groups of individuals of different ethnicities, races, genders, religions, and sexual orientations. While diversity is concerned with the presence of variety within the company's workforce (e.g., ethnicity, religion, gender, disability, national origin, age, sexual orientation, and culture), equity is concerned with the concepts of fairness and justice within the same company (e.g. fair and impartial HR programs and practices and equal possible outcomes for every worker). In addition, inclusion concerns creating a company culture that creates an experience in which all workers feel represented and experience a sense of belonging. DEI is a policy or practice planned to make workers of different backgrounds feel welcome and ensure that they receive the required support to complete their work to the fullest of their abilities (Soda, 2023; Urwin, 2023). A DEI strategy refers to a comprehensive plan employed by companies to create and foster a workplace that embraces it.

Several studies have been conducted on different aspects of Workforce/Workplace diversity such as Workplace Diversity; Emerging issues in contemporary reviews by Tamunoimiebi & John-Eke, 2020; Diversity Management and Organisational Performance Of 3-Star Hotels in South-South, Nigeria by Tamunomiebi & Onyeche (2021). However, only a handful have discussed workforce

DEI like: Diversity and Inclusion: Deploying Technology in Driving Organizational Performance by Odazie, Takyi, Nwachukwu, Oyewole, Oladapo and Ajayi (2024); Diversity, Equity, and Inclusion: History, Climate, Benefits, Challenges, and Creative Strategies (2023) and a very insignificant few have discussed DEI and Employee retention in Organisations. For example: DEI and retention; How inclusive practices boost employee loyalty by Kate Stone (2024); Role of Workplace Diversity in Employee Retention and Organizational Culture by Shreya & Gujral (2024). However, none of these studies focused on how Diversity, equitable, inclusion (DEI) strategies influences employee retention hence the gap. consequently, this paper intends to fill this research gap by examining the conceptual relationship that exist between role of Diversity, equity and Inclusion as a catalyst for economic transformation and sustainability.

Literature Review

Diversity, Equity and Inclusion Management Practice

The phrase "diversity, equity, and inclusion" (DEI) refers to procedures used in organizations to establish justice (Arsel et al., 2021). Organizations can gain a competitive edge, improve economic development and sustainability, increase profitability, and foster organizational growth by improving the DEI of their workforces (Axelsson, 2022 quoted Fujimoto et al., 2014). Businesses throughout the world today understand the benefits of diversity, equity and inclusion, even though they may not agree on how to effectively attain, manage, and appreciate diversity. According to the quantitative study, 55% of participants believe their policies either "strongly" or "very strongly" support diversity and inclusion, while 31% say they do so "moderately." Per Onday (2016), just 3% of people do nothing to advance diversity and inclusion in their organization. Diversity, as defined by Axelsson (2022), is the real or perceived visible or invisible distinctions among individuals and the ways in which those differences are mirrored in companies to affect profitability. Age, religion, gender, sexual orientation, ethnicity, and handicap are some of the characteristics that vary among these groups (Arsel et al., 2021; Dillard-Wright & Gazaway 2021). Diversity is the variety among people, encompassing differences in age, physical ability, gender, ethnicity, and religious beliefs in addition to other facets of individual personality. People are not made equal; we are all different from one another in every manner (Okolie, 2019).

Diversity refers to the presence of different groups or individuals with unique characteristics, experiences, and backgrounds within an organization. Several definitions of diversity emerged because of the demographic shifts that were becoming more widely recognized. Shreya & Gujral (2024) observed that these days, a workplace is a miniature of the country. Like a nation, people from diverse backgrounds in terms of different places, gender, religion, and ethnicity cooperate to achieve a shared goal. In describing workplace diversity, Tamunomiebi & John-Eke (2020) succinctly puts it that people are different as they vary in gender, culture, race, social, physical and psychological characteristics. Further conceptualizing workplace diversity as the difference and similarity existing among employees in terms of age, gender, ethnicity, culture, religion, nationalities etc. It also encompasses the differences existing in the firm's departments, divisions and subsidiaries domiciled in different regions or nations. Workplace diversity in the submission of Cletus, Mahmood, Umar, & Ibrahim (2018) encompasses the diverse physical, sociological, and psychological attributes such as gender, ethnicity, sexual orientation, religion, and political beliefs that define individuals or groups within an organization.

Organization's workforce today has become increasingly diverse in terms of gender, race, religion, age, sexual orientation, and so on. Hence, the need to attract, develop, motivate, and retain a diverse workforce has increased. Diversity in the workplace can lead to several challenges, including communication issues, cultural misunderstanding, slower decision-making, inequitable inclusion, and discrimination capable of hindering organizational productivity posited Tongo, Awomailo, Ajose & Aderemi, 2023. Discrimination is another consequence of workplace diversity, as it can result in the victimization of others due to their differences, creating a toxic environment and hindering productivity. Therefore, effective workforce diversity management is very vital for organizations to avoid low production, attrition, dissatisfaction on one hand, and building a competent workforce. Without diversity management strategies, an organization would perpetually lose its most talented employees. Diversity practices or initiatives that have significant impact on employee retention and work satisfaction includes

Cultural Diversity: refers to the variation in customs, traditions, and social norms that exist among different ethnic or national groups. Cultural diversity is particularly significant in conflict resolution because cultural norms heavily influence how people perceive and respond to conflict. For example, some cultures may prioritize harmony and consensus, while others may encourage direct confrontation and assertiveness (Hofstede, 2022).

Racial Diversity: encompasses the differences based on race and ethnicity, which often intersect with social, historical, and political contexts. Racial diversity in conflict resolution is particularly important given the long-standing histories of racial oppression and discrimination in many societies. These dynamics can deeply influence how individuals from different racial backgrounds perceive power structures, fairness, and justice within conflict situations (Jones & Khalid, 2021).

Gender Diversity: highlights the roles and experiences of different genders in conflict situations. Traditionally, gender has often been framed in binary terms (male and female), but more inclusive frameworks now recognize a spectrum of gender identities, including non-binary and transgender individuals.

Socioeconomic Diversity: refers to the differences in wealth, education, and access to resources that exist between individuals or groups. Socioeconomic status can greatly influence how conflicts unfold, as individuals from lower socioeconomic backgrounds often have less access to legal representation, mediation services, or even the platforms where conflicts are resolved (Anderson, 2022).

Religious Diversity: encompasses the variation in religious beliefs, practices, and affiliations. Religion often plays a significant role in shaping values, moral frameworks, and conflict resolution preferences (Kumar & Lee, 2022). In religiously diverse settings, mediators must be sensitive to the spiritual and ethical dimensions of the conflict while striving for resolutions that respect the religious convictions of all parties.

Ability Diversity: refers to the inclusion of individuals with varying physical, mental, or cognitive abilities. Conflicts involving people with disabilities often arise due to barriers to accessibility, discrimination, or a lack of understanding of their specific needs (Martinez, 2023)..

Equal Opportunity at the workplace refers to the offering of equal opportunities, and resources to all organizational members and respecting everyone regardless of their sexual orientation, religion, ethnicity or opinions (Biriowu, 2023). Equal Opportunity ensures fair treatment, access, and opportunities for all employees, regardless of background or characteristics. An organisation where equality is practiced, it is supported in all areas at the workplace because of the inclusion of social justice. Biriowu (2023), referred to a study conducted by the chartered institute of people development (CIPD) which found that social justice is the primary driver for an equal opportunity driven organisation, and that is built on the principles of fairness, transparency and equality of opportunity. Henry & Evans, 2007 claimed that the workforce has emerged largely because of the equal opportunity concept, which guarantees that diversity can be beneficial to increase the efficiency and effectiveness of organisations rather than losing bright people based on these distinctions. Equal opportunity practices that Organisations engage to foster a sense of belonging and encourage long-term commitment and loyalty from employees includes

Equity involves ensuring fair treatment, access, and opportunities for all individuals. It requires recognizing systemic inequalities and addressing them. The "State of DEI" report from Deloitte (2023) emphasizes the importance of equity in organizational policies and practices, showing that equitable environments improve employee engagement and retention. Equity refers to the principle of fairness and justice in the allocation of resources, opportunities, and treatment among individuals or groups, particularly in the context of their varying needs, circumstances, and identities. Unlike equality, which implies treating everyone the same regardless of their starting point, equity involves recognizing and addressing disparities to ensure that everyone has access to the same opportunities and benefits. This often means providing different levels of support based on individual or group needs to achieve fair outcomes (Johnson & Smith, 2023). In practical terms, equity involves adjusting policies, practices, and resource distributions to account for systemic barriers and historical injustices that have disadvantaged certain groups. For example, in an educational setting, equity might involve providing additional resources or support to students from underrepresented backgrounds to help them succeed on an equal footing with their peers (Khan, 2022). This approach aims to level the playing field by addressing specific needs and overcoming obstacles that might prevent equitable participation and achievement.

Workforce inclusion refers to the extent to which workers feel that they belong, are accepted, valued, and different. Inclusion fosters a culture where diverse employees feel valued, respected, and engaged. In the words of Biriowu (2023), inclusion is said to be in place when employees with all backgrounds feel they are psychologically safe. In other words, that they have a real say in things, that they can be their authentic self at work. Inclusion is therefore about how well the contributions; presence and perspectives of different groups of people are valued and integrated into an organizational decision-making process. The different groups referred to in this context may include minorities, the physically challenged and in some society women. There is also the concept of belongingness which denotes organizations that ensure that everyone feel safe and can bring their full, unique selves to work.

Inequitable inclusion can result from unequal involvement in office affairs, especially if managers are biased. Workplace inclusivity has become a critical factor in employee retention, as diverse employees seek environments where they feel valued and respected (Ely & Thomas, 2001; Cox,

2001). Inclusive practices foster a sense of belonging leading to increased job satisfaction, engagement, and retention (Harter et al., 2002). Inclusion practices that today Organisations adopts to secure employee retention according to Chrobot-Mason & Quinones, 2003; Myers & Sadaghiani**,** 2010**;** Hill, Miller & Weiner**,** 2010; Higgs, 2009, Kalev & Dobbin, 2019 should include inclusive leadership, inclusive policies and practices etc.

Contemporary Trends in Diversity, Equity and Inclusion Management

Due to the dynamic development of digital technologies and digital economy, many new concepts have emerged in the management of Diversity, Equity and Inclusion in the organization, such as digitization, digitalization, digital transition/digital transformation. They have evolved with technological progress and changes in the business environment. It is worth indicating the differences between these concepts. "digitalization is the conversion of analogue data and processes into a machine-readable format" (OECD, 2019, p. 18). digitization is the process of converting analog information into a digital format. In this format, information is organized into discrete units of data called bits that can be separately addressed, usually in multiple-bit groups called bytes while digital transition and digital transformation are terms that refer to the process of adopting digital technologies to improve a company's operations, products, and services. In recent years, there has been an intensification of digitisation in different socio-economic system areas, resulting in the transfer to the virtual world, not only of data and information but also of products, processes, and relationships between actors, actors and devices, and between devices. Digital forms enable an increase in search speed, replication, and sharing of virtual products or their use in real time streaming at much lower costs, which may even be close to zero (Goldfarb & Tucker, 2019). Digitisation is a significant and essential component of digitalisation, which is in turn the driving force of the digital economy (Nowicka, 2019). There is a consensus in the understanding of the term digitalisation, although it is sometimes equated with digitisation. Definitions of digitalisation indicate changes in business and organisation based on the application of digital technologies (Brennen & Kreiss, 2014). Which has enabled organizations to use data analytics to access their DEI efforts, identifying gaps and measure progress in the organization. DEI initiatives are increasingly incorporating mental health awareness, recognizing the impact of diversity and inclusion on employee well-being and growing recognition of the importance of intersectionality in DEI, acknowledging that individual experience multiple, overlapping identities.

The Role of Management of Human Resources in Diversity, Equity and Inclusion Management

A system called human resource management (HRM) is used to manage an organization's human resources in relation to its business plan. HRM systems cover procedures and tactics related to hiring and selection, employee development and training, performance reviews, remuneration, job design, and talent management (Farndale et al., 2015). According to Martín-Alcázar et al. (2016), increasing workforce diversity is a crucial problem for today's organizations. HRM may play a major role in influencing workforce diversity by fostering environments that optimize the contributions of diverse workforces. HRM practices should be linked to the strategic needs of organizations in order to attract and retain a diverse workforce. HRM systems linked to diversity management are essential and useful in managing employee diversity. These systems

include strategies to increase diversity, equity, and inclusion in staffing and planning, employee development, performance appraisal, and salaries (Martín-Alcázar et al., 2016).

Organizations can get a sustained competitive and equitable advantage by implementing efficient HRM diversity strategies for recruiting, remuneration, and motivation (Axelsson, 2022). According to Stephens et al. (2020), DEI management includes extending the use of channels for talent sourcing, modifying tools for applicant screening and assessment, and putting anti-discrimination rules into place at work. Employers can accomplish their social sustainability objectives related to diversity, equality, and employee well-being by implementing HRM practices that are linked to DEI (Podgorodnichenko et al., 2020). Therefore, by using HRM to handle DEI properly, DEI increases an organization's profitability, economic transformation and sustainability.

Economic Transformation and Sustainability

A contemporary challenge for humanity is to ensure decent living conditions for present and future generations, irrespective of where they live. Sustainable development is in turn response to dynamic changes in the global economy, with particular emphasis on the natural environment, thus requiring constant strengthening and simultaneous coordination of different measures in the

social, economic, environmental, and spatial areas. Action taken at national and international levels, based on respect for the existing resources, is intended to raise the awareness of society and lead to an increase in social and individual well-being and harmony between social beings and nature Economic Transformation involves shifting from traditional industries to more innovative and efficient sectors, often driven by technological advancements. This can include the transition to a digital economy, renewable energy, and sustainable agriculture. Sustainability focuses on meeting present needs without compromising future generations. It emphasizes environmental stewardship, social equity, and economic viability. The problem of the relationship between economy, society, and environment has been, is, and will always be an important subject of interdisciplinary research at a time of constant transformation of the economy. These three pillars have become the basis for creating the concept of sustainable development.

A "sustainable development" is any development that moves society from a less sustainable to a more sustainable state. Without the economy's trans- formation, there is no sustainability. A large number of sustainability dimensions have been described in this chapter, starting with the transition from the economy based on the production of tangible goods to the economy based on knowledge production, along with new models for distribution and consumption of this knowledge. This chapter aims to introduce the readers to the subject area of economic transformation in the context of sustainable development as well as to provide a common general framework for the industrial revolution from 1.0 to 5.0 as a consequence of the economic transformation. The next aim of the chapter is to discuss the sustainable transformation of the economy in the face of the challenges era 5.0. It also focuses on a general framework of societal transformation from Society 1.0 to Society 5.0. In achieving transformed economy and sustainability, the organization must strive to invest and operate in achieving the following

1**. Green Technologies:** Investing in renewable energy sources and sustainable practices to reduce carbon footprints.

2. **Circular Economy:** Promoting recycling, reuse, and sustainable resource management to minimize waste.

3. **Policy Frameworks**: Implementing regulations and incentives that encourage sustainable practices in businesses.

4. **Education and Workforce Development**: Preparing the workforce for new industries and sustainable practices.

The Importance of Economic Transformation and Sustainability

Due to the rapid development of industrialization and urbanization, most countries are facing serious environmental pollution problems. A large number of factories continue to discharge harmful substances, which leads to severe haze weather, which has a serious impact on people's health and quality of life. Environmental pollution also destroys the balance and stability of the ecosystem. Soil pollution leads to crop yield reduction and ecosystem degradation, thus greatly reducing agricultural output. Water pollution causes damage to water ecosystems, affects the survival of fish and other aquatic life, and reduces the production of fisheries A striking practical example is social inequality in the United States. While the United States boasts significant wealth, it also grapples with profound social disparities. Over the past few decades, the divide between the affluent and the underprivileged in the country has significantly deepened. The top 1% of the population owns most of the wealth, while the income of the middle class and the bottom has grown relatively slowly. This unequal distribution leads to social division and instability social inequality can also hinder sustainable economic growth. When those at the bottom do not have access to education and training opportunities, their creativity and potential cannot be fully realized. This will limit the innovation and competitiveness of the economy and hinder the sustainable development of the economy. Many parts of the world are facing water shortages. Climate change, over-pumping of groundwater, pollution and unsustainable business activities are all contributing to this problem. This poses huge challenges to people's lives, agriculture and ecosystems.

In 2015, all United Nations member states unanimously adopted the Sustainable Development Goals (SDGs), comprising 17 objectives. These goals serve as a collective effort to tackle pressing global issues, including poverty, inequality, climate change, environmental degradation, and peace
and justice. By outlining a comprehensive roadmap for action, the SDGs aim to create a more sustainable future by 2030. They encompass a wide range of ambitions, such as eradicating poverty, ensuring inclusive and equitable education, promoting gender equality, reducing inequalities, and combating climate change. Each goal is accompanied by specific targets and indicators, allowing for measurable. There is a close correlation between economic growth and sustainable development. Traditionally, economic growth is often seen as a key indicator of a country's prosperity and development, and it is usually measured as total growth in domestic production. Over time, however, there has been a growing awareness that the pursuit of

economic growth alone can have negative environmental and social impacts that threaten future sustainability.

Economic growth is usually accompanied by a large amount of resource consumption and environmental damage. Sustainable development requires sustainable practices in resource use and environmental protection in order to reduce dependence on natural resources and reduce environmental pollution. The concept of sustainable development emphasizes the balance between economic, social and environmental aspects. It seeks to meet the needs of the present without compromising the ability of Proceedings of the 2nd International Conference on Financial Technology and Business Analysis future generations to meet their needs. Therefore, economic growth must be combined with environmental protection, social justice and resource management to achieve sustainable development.

The Challenges of Economic Transformation and Sustainability in Nigeria Organization

The long-term economic development performance of a country or region depends not only on the
speed of economic growth in a certain period of time, but more importantly on the sustainability and quality of economic growth. The precedent in the history of world economic development shows that countries that rely solely on input of production factors to achieve economic expansion and have no substantial growth in productivity, may achieve rapid growth in a certain period of time, but in the end, it has proved to be unsustainable (CaiFang. 2005). There will be some difficulties in the transformation of economic growth mode. Some stakeholders may resist a shift in the economic growth model because they may have benefited from the current model of economic growth.

For example, the traditional energy industry might resist switching to renewable because of the impact this could have on its business productions. This stakeholder resistance can lead to challenges in policy development and implementation. Transforming economic growth patterns also require new technologies and knowledge to achieve sustainable development goals. However, these new technologies and knowledge may not be mature or widespread enough, making the transition more difficult. And People's cultural and social attitudes need to change to accept and support the concept of sustainable development. This change in cultural and social attitudes may take time and education for people to realize the importance of sustainable development. And this kind of transform will likely require significant amounts of capital and investment to support new sustainable development projects and industries. However, insufficient funding and investment can be an obstacle to change, especially for developing countries. The transformation also requires appropriate policy and legal frameworks to support and promote sustainable development. Sometimes, however, policy and legal frameworks may be inadequate or lacking in enforcement, making the transition difficult to implement.

 Last but not least, A shift in economic growth patterns need a change in people's cultural and social attitudes to accept and support the idea of sustainable development. This change in cultural and social attitudes may take time and education for people to realize the importance of sustainable development. Overcoming these obstacles requires the cooperation and efforts of government, business, academia and all sectors of society. Governments can develop policies and

legal frameworks that support sustainable development and provide financial and investment support. Companies can adopt sustainable business models and innovation to drive the transformation of economic growth models. Academia can provide technical and knowledge support to drive innovation and research and development. All sectors of society can promote cultural and social change through education and publicity. Work together to pursue the transformation of economic growth patterns.

Empirical Review

Cho et al. (2021) undertake research on the "Application of ESG Measures for Gender Diversity and Equality at the Organizational Level in a Korean Context." Their study focuses on encouraging gender diversity and equality within Korean organizations by introducing customized global indices tailored to the Korean environment. They highlight the potential benefits of embracing ESG metrics for gender diversity and equality, drawing on institutional theory to demonstrate that businesses receiving investment from The Women Fund tend to exhibit higher returns on equity and assets. The researchers advocate for human resource development practitioners to act as change agents in promoting socially conscious behaviors and reshaping organizational culture, with the aim of fostering long-term survival and financial success. By leveraging ESG measures and prioritizing gender diversity and equality, organizations in Korea can enhance their competitiveness and contribute to broader societal progress.

Omotayo et al. (2020) examined Diversity Management and Organizational Performance in Deposit Money Banks in Nigeria." Through a survey of 192 workers across selected deposit money banks in Lagos, they uncover a robust correlation between organizational success and diversity management. Their investigation sheds light on the influence of various demographic factors such as age, gender, marital status, job experience, and education on key organizational variables including employee commitment, sales growth, service quality, and intention to leave. The findings of the research suggest that Nigerian deposit money institutions have the potential to enhance their organizational performance by implementing effective diversity and inclusion management strategies.

Nguyen et al. (2021) analyze the impact of Diversity Management on Organizational Performance in Hotel Organizations: A Conceptual Framework." Their study indicates how diversity management practices can introduce favorable opportunities in organizations. By conducting a systematic literature review and analyzing data from various online databases and organizations, they conclude that effective diversity management, when implemented with consideration of challenges and problems, can significantly boost organizational performance and benefit the organization as a whole.

Conclusion & Recommendations

The paper provides compelling empirical evidence of the role of Diversity, Equity, and Inclusion (DEI) concerning gender, age, experience, qualification, skill, and perception diversities, and organizational profitability. Metrics such as gross profit margin, net profit margin, operating profit margin, return on assets, and return on equity on how economic development and sustainability are achieved in the performance of the organization. It demonstrates this relationship, indicating

that employees react favorably to companies prioritizing social issues like DEI in their human resources strategies. However, this empirical evidence is moderated by financial constraints, underscoring the potential financial costs associated with investing in DEI initiatives.

Consequently, the paper underscores the importance for human resource managers to grasp the implications of diversity, equity, and inclusion in the workplace and their role in augmenting organizational profitability and sustainability. Moreover, the paper recommends that with increasing migration and diversity within organizations, challenges related to gender and age diversity are likely to emerge. Human resource managers must recognize these challenges as opportunities and leverage them as a competitive advantage in the business landscape. As such, HR managers are advised to acknowledge and address gender and age differences within the workplace. This involves shifting focus from group differences to individual distinctions and placing emphasis on eradicating bias in critical areas such as recruitment, selection, training and development, compensation, promotion, and performance evaluation. By embracing and actively managing diversity, organizations can harness its potential to drive innovation, enhance employee engagement, and ultimately bolster overall performance and sustainability.

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