



“A STUDY ON DIVERSITY, EQUITY & INCLUSION IN HRM PRACTICES IN THE IT SECTOR IN INDIA”

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ABSTRACT :

Diversity, Equity, and Inclusion (DEI) are three important ideas that help make schools, offices, and other places kind, fair, and fun for everyone. This paper explains what DEI means and why it is good for people. Diversity means people are different, like in their looks, language, or thinking. Equity means everyone gets fair help, even if they need different things. Inclusion means everyone feels happy, safe, and part of the group.

This study also talks about some problems. Sometimes people are not treated kindly, or they are left out. Sometimes rules are not fair for all. This paper gives ideas to fix these problems. It shows examples of how some people and places are trying to make things better. It also says leaders, like teachers or bosses, should learn and help more. DEI helps people feel good, work together, and do better in life.

Keywords: Diversity Management, Equitable Opportunities, Inclusive Environment, Unconscious Bias, Workplace Equality

INTRODUCTION

In today's world, things are changing quickly. That's why three big ideas—*Diversity, Equity, and Inclusion* are very important. These help make schools, offices, and all places fair, kind, and happy for everyone. *Diversity* means people are different. Some people have different skin colors, speak different languages, or come from different places. *Equity* means giving fair help to each person so they can do well, even if their needs are different. *Inclusion* means making sure everyone feels safe, happy, and part of the group.

RESEARCH OBJECTIVES

- To explain what diversity, equity, and inclusion mean using easy words.
- To show why DEI is good for schools, workplaces, and everywhere.
- To find out what problems stop people from using DEI properly.
- To learn from real examples where people try to include everyone.
- To give simple ideas to make places kinder and fairer for all.

REVIEW OF LITERATURE

- **Mor Barak (2000)** – This paper talks about workplaces that treat everyone fairly. It says good companies not only help workers but also care about the community. These companies are trusted more and do better.
- **Roberson (2006)** – This research shows the difference between having different people and making them feel happy and safe. It says just having different people is not enough—leaders must help everyone feel part of the group.
- **Shore et al. (2011)** – This study says people feel good at work when they are treated kindly and their special qualities are respected. When everyone feels like they belong, they are happier and work better. Managers should make sure everyone feels welcome.
- **Nishii (2013)** – This study found that when people feel included at work, they do a better job. They also stay longer and care more. Fairness and kindness every day are important. Leaders must help build this kind of place.
- **Dobbin & Kalev (2016)** – This study looked at many companies. It says that forcing people to learn about diversity doesn't work well. It's better when people join freely, like in fun group activities or with friendly mentors. Change happens when people care, not when they are forced.
- **Dobbin et al. (2016)** – This research also found that when training is forced, it doesn't help much. But when people join on their own and feel involved—like in fair hiring and team building—it works better.

- **Feldman et al. (2017)** – This study says that for inclusion to work, everyone—from leaders to team members—must be part of it. Simple things like kind rules and shared values help everyone feel safe and join in.
- **Thomas & Grace (2018)** –This research shows that when boys and girls work together and are treated equally, they come up with better ideas and have more fun learning and working.
- **Mehta & Rao (2019)** –This study says that having friends from different cultures teaches us new things. It also says schools and offices should celebrate all festivals so everyone feels proud and happy.
- **Patel & Singh (2020)** –They found that people from small towns or different backgrounds need extra help to feel included. Giving fair support helps everyone shine.
- **Leach & Mazur (2021)** –This study says when teachers and bosses use kind words and listen to everyone, people feel safe and happy. Feeling heard makes people do better in school or work.
- **Vedres & Vasarhelyi (2022)** – This study looked at video game teams. It found that just having boys and girls isn't enough. Girls must also feel included. Teams that include everyone well make the best and most creative games.
- **Verwijs & Russo (2023)** – This research found that when people of different ages work together, they bring new ideas. But they must feel safe to talk. If they do, they work better and don't fight.

RESEARCH GAP

Table 01: Research Gap

Sl. No	Author(s) & Year	Research Gap	Design of Research	Objectives of Research	Key Findings
1	Chen et al., 2019	Not enough research on DEI training effectiveness	Survey-based cross-sectional	To measure employee response to DEI training sessions	Trainings raise awareness but don't always change behavior
2	Smith et al., 2020	Lack of data on how DEI policies affect long-term employee retention	Qualitative interviews	To explore the impact of DEI policies on staff retention	DEI practices improve staff loyalty, but consistency is often missing
3	Kumar et al., 2021	Limited focus on inclusion of people with disabilities in corporate DEI efforts	Case study method	To examine inclusion strategies for disabled employees	Inclusion programs are poorly designed and lack long-term vision
4	Smith et al., 2020	Lack of data on how DEI policies affect long-term employee retention	Qualitative interviews	To explore the impact of DEI policies on staff retention	DEI practices improve staff loyalty, but consistency is often missing
4	Ahmed & Lee, 2022	Few studies on leadership role in driving DEI culture	Mixed-methods (survey interview)	To assess how leadership supports DEI in practice	Strong leadership commitment improves inclusion and trust
5	Rani et al., 2023	Gap in understanding DEI in small businesses vs large companies	Comparative analysis	To compare DEI approaches organization	Small firms lack resources

Problem Statement

Many people today know that Diversity, Equity, and Inclusion are important. But still, many offices and schools don't use these ideas properly. They may hire people from different places, but they don't always treat them fairly or make them feel included.

Some people are treated unfairly because of who they are, how they look, or what they need. They may not get the same chances or may not get to share their ideas. This makes people sad at work, and they may leave their job. In schools and neighborhoods too, when DEI is not followed, some kids feel left out, and don't get to grow or learn happily with others.

Research Methodology

Research Design

This study was done to understand real-life problems and good ways to use DEI. It looked at books, stories, and rules from offices, schools, and communities. People were asked questions and their answers were studied.

SAMPLING TECHNIQUES

- *Sampling Method:* The study picked places like offices, colleges, and NGOs that are trying to use DEI. Most were from big cities like Bangalore.
- *Sample Size:* About 100 to 120 people filled forms. Around 10 to 15 special people (like HR managers and teachers) were interviewed to know their thoughts better.

Data Collection Tools

- *Survey Questionnaire:* A set of easy forms was given to about 100 to 120 people. These forms had questions with options to choose from, like "Yes," "No," or "Sometimes." The questions asked if they know about DEI, how they feel at work or school, and if they think everyone is treated fairly.
- *Interview Guide:* The team also talked to 10 to 15 people like teachers, managers, or DEI helpers. They asked open-ended questions, which means people could speak freely and share their own stories. These questions helped the team understand what problems people face and how things can be improved.

DATA ANALYSIS

- *Quantitative Data:* The answers from the forms will be checked using numbers and charts. This means counting how many people said "Yes" or "No" to each question. The team will use computer tools like Excel to show the results with colorful graphs and to understand how many people know about DEI, take part in it, and what they think about it.
- *Qualitative Data:* The answers from the interviews will be studied by reading carefully and finding common ideas. If many people talked about the same problem or good experience, it will be grouped together. This helps the team learn about real-life stories, challenges, and good things people have done with DEI.

Study Area

The study was done in big cities, especially in *Bangalore*, where many people from different backgrounds work and study. The team chose places like *IT companies*, *colleges*, and *offices* that are already trying to use DEI. These places have people of different ages, languages, and cultures. That's why they were perfect for learning how DEI is being used in real life.

SAMPLING TECHNIQUES

Sampling Method

This study uses a method called *purposive sampling*. That means the team will choose people and places *on purpose*—only those who are already doing something related to *DEI*. These people know about DEI and have worked with it or experienced it.

- **Justification for Purposive Sampling**
 - The study talks to people who are already doing DEI work, like teachers, HR managers, or office workers.
 - Not everyone in a school or office knows about DEI, so only the ones with experience are chosen.
 - This helps collect useful and clear information from people who know about the topic.

- **Sample Population**

- *Target Group:* People from offices, colleges, and NGOs in big cities like *Bangalore* who work with or know about DEI.

- *Includes:*

- HR Managers
- DEI or CSR Officers
- Teachers or staff working in inclusive education
- Students or workers from groups that often feel left out

- *Sample Size*

- *Quantitative:* Around 100 to 120 people will fill out forms (questionnaires) from 10 to 15 places.
- *Qualitative:* Around 10 to 15 people will be interviewed to share their own stories and experiences.

- **Inclusion Criteria**

- Participants must have *at least one year of experience* in their current role.
- Organizations must have *formal or informal DEI-related practices or policies* in place.
- Participants must be aged *18 years and above* and willing to share their experiences.

- **Exclusion Criteria**

- People who are interns, volunteers, or working for a short time
- Places that don't follow or talk about DEI
- People who don't want to talk about DEI or inclusion at work

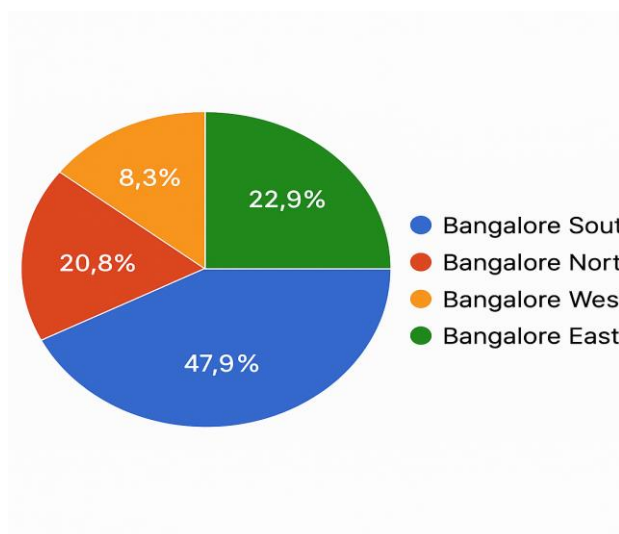
ANALYSIS & DISCUSSION

- **Overview of Data Collected**

- The team collected information by using forms (surveys) and by talking to people (interviews). They spoke to employees, HR staff, and DEI helpers from offices, colleges, and NGOs in Bangalore. The goal was to see how much people know about DEI, how they feel about it, and if it is used properly at work.
- The surveys helped count how many people knew about DEI, felt they were treated fairly, or took part in DEI programs. The interviews gave deeper stories about the problems people face, how leaders help, and what can be improved.

Table 1: Summary of Survey responses

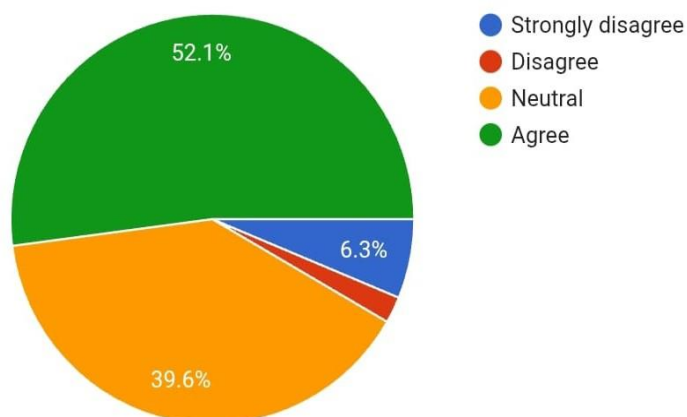
Variable	Percentage(%)
Have you heard about DEI	78%
Do you clearly understand DEI	46%
Does your workplace have DEI rules	52%
Have you received any DEI training	29%
Do you feel treated fairly	43%
Do you feel included and respected	61%

Table 01: Location of Respondents

Response Option	Percentage	Number of Respondents
Bangalore South	47.9%	47.9
Bangalore North	20.8%	20.8
Bangalore West	8.3%	8.3
Bangalore East	22.9%	22.9

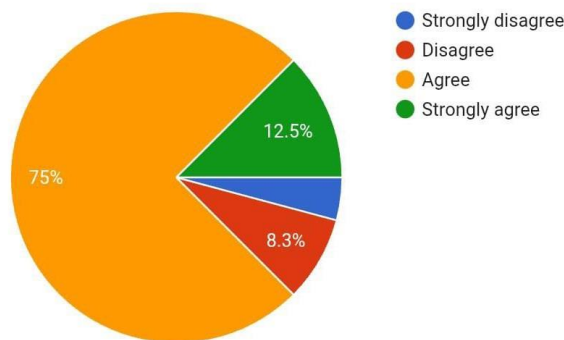
Insights:

- Bangalore South has the highest participation at 47.9%, showing strong involvement.
- Bangalore East (22.9%) and North (20.8%) show moderate engagement.
- Bangalore West has the lowest at 8.3%, indicating less representation.

Fig 02 Job Decision

Insights:

- Most people (52.1%) agree that their workplace supports diversity, equity, and inclusion.
- Many are neutral (39.6%), showing they are unsure or don't feel much impact yet.
- Very few disagree (around 8%), but their concerns still need attention for improvement.

Fig 03 Trust and Job Retention**Insights:**

- **75% of respondents agree** that DEI positively supports job retention, showing strong trust in the workplace.
- Only **8.3% disagree** and **4.2% strongly disagree**, suggesting very few feel unsupported.
- **12.5% strongly agree**, reinforcing the importance of inclusion in retaining employees.

Discussion

- The results show that many people have heard about DEI, but not everyone sees it happening at their school or office. Some places have DEI rules written down, but they don't do enough to make those rules work. If there is no training or kind leaders, DEI doesn't really help. The study also says that when leaders are caring and understanding, people feel more included and treated fairly.
- Also, many people mix up equity and equality. Equality means giving everyone the same, but equity means giving each person what they need. For example, parents may need flexible hours, or someone with a disability may need special tools. The places that understood this created fairer and kinder environments. This shows that real inclusion must be done with planning and care, not just with words.

Link to Research Objectives**This study successfully addresses the research objectives:**

- It showed how people understand and use DEI in real life.
- It found the difference between what is written in rules and what actually happens.
- It shared problems that people from different groups still face.
- It looked at how leaders help or don't help DEI work.
- It gave simple ideas to make DEI stronger and more useful.

CONCLUSIONS LIMITATIONS, IMPLICATIONS & FUTURE RECOMMENDATION:**A. CONCLUSION**

The study found that many people know DEI is important, but not all places follow it well. Some workplaces only talk about DEI but don't have strong leaders or training to make it real. The offices and schools that work hard on DEI—with proper training and caring leaders—have happier workers and fairer places. For DEI to truly work, it must become part of everyday life. Everyone, including leaders and workers, must take part. DEI should not be just a rule on paper, but something we see and feel every day.

B. LIMITATIONS OF STUDY

- **Only in Bangalore:** The study only looked at places in Bangalore, so it may not show what's happening in smaller towns or in other parts of India.
- **Not many people:** The number of people in the study was okay, but not very large.
- **People's own answers:** Some people may not have answered truthfully or were shy to say how they really feel.

- **Only formal places:** The study was done in proper offices and schools, not in small or informal workplaces.
- **Less time:** The study didn't have much time, so it couldn't track changes for a long period.

C. IMPLICATIONS

- **For HR Managers:** They need to be fair when hiring, help all workers feel respected, and give regular DEI training.
- **For Companies:** DEI should be something leaders also care about—not just the HR team.
- **For Rule-Makers & NGOs:** DEI rules should help all kinds of people, not just based on gender. And rules should be checked regularly.
- **For Schools & Colleges:** Students should be taught about DEI so they grow up to be fair and kind leaders.
- **For Employees:** Everyone should feel safe to speak up and help make the workplace better for all.

D. FUTURE RECOMMENDATIONS

- **Train Leaders:** Teach managers how to be fair, kind, and how to deal with different people properly.
- **Better DEI Rules:** Make DEI rules that also include people with different needs—like those with disabilities or mental health issues.
- **Keep Checking:** Keep asking people how they feel and if DEI is working well, and then improve it.
- **Involve Communities:** Don't just do DEI at work—take it to the community too and spread awareness.
- **Use Digital Tools:** Make apps or websites to help more people learn about DEI in a fun and easy way.

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