



National
College *of*
Ireland

**The Importance of Diversity and
Inclusion and its Impact on Talent
Management Practices: Exploring the
Perspectives of the Employees Working
in Dublin's Tech Industry**

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Abstract

Globalisation and demographic shifts have transformed the way organisations and society in general, perceived diversity and inclusion. The interconnected concepts of Diversity and Inclusion (D&I), play key roles in organisations across every industry. Diversity is all about the representation of an entity, while Inclusion is focused on creating an environment where people of various backgrounds, feel valued and integrated into an environment. Diversity and Inclusion is not just about creating policies, integrating various systems, or complying with legal requirements, but focusing on respecting and understanding the various needs and perspectives of employees, as well as recognising their full potential regardless of who they are or their capabilities. Creating a diverse and inclusive workplace environment, where equality is recognised, while support is provided, is beneficial to organisations as this empowers the workforce to perform better, become more innovative, and engaged in their roles, which will drive greater results.

The overall aim of this research is to explore the views of employees working in Dublin's Technology Industry, towards the importance of Diversity and Inclusion and its impact on talent management in keeping employees engaged. A quantitative methodology approach was applied to this research study and a survey with 5-point Likert scale questions were distributed to the sample group. The data collected from the sample size of 59 respondents, who are full-time employees working in the tech industry in Dublin, was analysed in order to explore their views on the topic. The Kruskal-Wallis Test was used to analyse and test the hypotheses. The results of the hypotheses were retained and not rejected, which meant that there is a gap between employee perception of diversity and inclusion, versus, the organisation's view of the topic. Therefore, when the results of these hypotheses were compared with the literature reviewed, it showed that there are currently gaps between the employees' perception of diversity and inclusion, versus, the actual current organisational practices towards managing diversity and inclusion in the workplace.

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Chapter 1: Introduction

1.1. Introduction

The result of the major demographic shifts and globalisation has created a direct influence on the talent management system that organisations have, as there is an increasing competition on how talents are attracted, retained and developed (Derven, 2014). The current global economy has created a complex and dynamic environment, which puts organisations under immense pressure in understanding the importance of adapting, in order to effectively compete and achieve sustainable growth (Tarique and Schuler, 2009). As a result, organisations have been awakened to the realisation that it is vital to manage their workforce effectively, through the combination of the changing demographics, globalisation and talent shortages.

Competition between multinational companies (MNC's) is higher and fiercer than ever before, therefore, in order to stay competitive, it is imperative for organisations to implement or incorporate policies and practices that support and include their diverse workforce, as this impacts creativity, flexibility, profitability and growth (Downey *et al*, 2015). The topic of Diversity and Inclusion (D&I) is still a challenging factor for many organisations across all industries, as it is not just about diversifying the workforce within the organisation, but instead creating an environment that honours the differences in each employee, while understanding the different viewpoints and values of each person (Kirchenbauer, L. 2020).

1.2. Research aims and objectives

The overall aim of this research is to explore the views of employees working in Dublin's Technology Industry, towards the importance of Diversity and Inclusion and its impact on talent management in keeping employees engaged. The diverse workforce, open economy and the competitive corporate tax environment that Ireland offers, has been truly successful in attracting global technology companies, such as Google, Apple, Microsoft, Facebook, and many more, in establishing their presence in the country (Enterprise Ireland, 2020). For example, the internet and tech giant, Google, first established its European (EU) Headquarters (HQ) in Ireland back in the year 2003, with only 100 employees. However, 15 years later, it has vastly grown, becoming the largest HQ outside the United States of America (USA), with over 8,000 employees originating from over 70 countries, with more than 75 languages spoken (IDA Ireland, 2021). This proves the impact globalisation directly has on diversity and inclusion, through the growth of an organisation.

The growth of the major global tech companies entering Ireland all began after Google established itself in the country, and as a result there are almost one thousand tech companies in Ireland, both local and international, ranging from the major global tech giants to the local start-ups (Smart MBS, 2020).

While the presence of diversity is strong in Ireland, this research will aim to also focus on inclusion, and how both factors impact an organisation's talent management systems, in keeping employees engaged.

The researcher will aim to address the following research objectives:

1. To see how committed organisations are to creating a diverse and inclusive workplace environment
2. To identify if organisational culture influences talent management practices in keeping employees engaged in a diverse and inclusive environment.
3. To explore the impact of talent management on the psychological contract.

The research questions posed for this dissertation are:

1. *What is the level of commitment towards diversity and inclusion within the tech industry in Dublin?*
2. *How does organisational culture impact employee engagement in a diverse and inclusive working environment?*
3. *What are the effects of talent management on the psychological contract in the workplace?*

The hypotheses proposed for this research study are the following:

1. H₀₁: Employees do not agree that their organisations are committed to creating a diverse and inclusive work environment.
H_{A1}: Employees do agree that their organisations are committed to creating a diverse and inclusive work environment.
2. H₀₂: Employees do not agree that organisational culture influences talent management towards keeping employees engaged in a diverse and inclusive work environment.
H_{A2}: Employees do agree that organisational culture influences talent management towards keeping employees engaged in a diverse and inclusive working environment.

3. H₀₃: Employees do not agree that talent management influences the psychological contract in the workplace.

H_{A3}: Employees do agree that talent management influences the psychological contract in the workplace.

The research objectives, questions, and hypothesis will act as a guide for the researcher in exploring the views of employees working in Dublin's Tech Industry, towards the Diversity and Inclusion initiatives within the organisation and its impact on talent management in keeping employees engaged.

1.3 Research Methodology

This research study has solely adopted a quantitative research design. Quantitative research is known to be a type of research that results in an explanation of the phenomena through the collection of numerical data, which are then analysed through the use of statistics or mathematical methods (Sukamolson, 2007). For the purpose of this study, a survey research which explores the individual views and experiences will be used to test the hypotheses, by using statistics. The survey designed for this study consisted of open-ended questions, a multiple-choice question, and the 5-point Likert scale survey, in order to generate data to test the hypotheses.

Data collection is known to be the process of collecting information from all the sources that are relevant to the research study, in order to meet the research objectives, find an answer for the research questions and to test the hypotheses (Dudovsky, 2011). It is imperative to collect accurate data in order to avoid the possibility of an incorrect analysis, which will impact the outcome of the research study. The data collected for this research was obtained from the responses of the full-time employees of the tech industry in Dublin. The participants of the survey are employees of both local and international tech companies, namely, Google, Twitter, Facebook, LinkedIn, SAP, and Intel. Therefore, providing an insight into the managing of the diversity and inclusion within the organisations, and how this impacts the variables when tested.

1.4. Research Structure

This dissertation is divided into six chapters, with a link between each one, as they all focus on answering the research question and objectives.

Chapter 1 includes the introduction, explanation on the aims and objectives of the research, its context and rationale.

Chapter 2 is the literature review, which summarises current and existing literature available related to the main research topic of diversity and inclusion, and how it affects talent management and its impact on employee engagement and retention. The literature review will focus on the impact of globalisation, diversity and inclusion in the workplace, and the significance of diversity and inclusion, the integration of D&I with talent management, the impacts of D&I on employee engagement and the psychological contract that exists within the diverse and inclusive work environment.

Chapter 3 focuses on the research methodology, which shows how the primary research was conducted and the data analysis.

Chapter 4 is the data analysis, which shows an overview of the findings from the primary research, which in this case was a survey sent to employees working in the technology industry in Dublin. The outcome of the data analysis will be used to test the hypotheses to see if there are any gaps between the primary and secondary research.

Chapter 5 focuses on the discussion of the findings, where the tested hypotheses are explored and compared with what the current literature has said about the topic of diversity and inclusion, versus, the actual views of the employees on it based on the results of the analysed data.

Chapter 6 includes the conclusion of this dissertation, as well as the recommendations, implications of findings, and a personal learning statement.

The references and appendices can be found at the end of the dissertation.

Chapter 2: Literature Review

2.1. Introduction

The purpose of this section is to review and examine the relevant literature related to the research topic of Diversity and Inclusion (D&I). It is imperative to understand the whole concept of Diversity and Inclusion separately, in order to realise the impact each one of them has on the other. Diversity and inclusion play a huge role in the workplace, regardless of the industry. Therefore, this section will focus on the understanding of diversity and inclusion, to the importance of D&I in the workplace, how globalisation has impacted diversity, diversity and inclusion in the workplace, the significance of D&I, the integration of D&I with talent management, the impact of D&I on employee engagement, and the psychological contract in the workplace. The findings of this chapter will be concluded to close this section.

2.2. Understanding Diversity

There is a variety of definitions for diversity available, however, when it is simplified, it is just about the existence of the variations of different characteristics within a group of people, which makes each person unique, whether it be through personality traits, skills, or cultural background (Workable, 2021). Furthermore, the word ‘Diversity’ has always been a topical issue in various areas, whether it be in work or social life, which has become the reason behind different perceptions of it, to different people (Martinson, 2021). Diversity in simple terms is often described as the demographic differences in the composition of work groups in the workplace, which distinguishes one person from another, whether it be through demographic characteristics like gender, age, sexual orientation, ethnicity, and race, to educational and socio-economic status (Nair and Vohra, 2015).

Having a clear understanding of the definition of ‘Diversity’ is imperative, especially in the workplace, as this sets appropriate procedures in place for interventions, as well as monitoring the progress of the organisation (Point and Singh, 2003). The ever-changing demographics in the workplace has led organisations across the globe, to create changes in their organisational cultures, values, and norms, as a way to sustain their talents, as well as the long-term effect this would have on the company competing and staying within the international markets (Yadav and Lenka, 2020). The current workforce has definitely grown more varied in composition in

comparison to previous years, simply due to a variety of factors, such as changes in demographics and globalisation (Simons and Rowland, 2011).

Diversity is an integral part of any organisation across every industry however, its definition varies from one to another, due to the fact that the meaning of diversity has evolved over the years. It is simply no longer about the old models, which was focused on social justice issues, like age, gender, ethnicity, and race, but rather the deeper meaning of being able to focus more on creating an atmosphere in the workplace, where there is a balance and understanding, which aids in fostering connections within the employees in the organisation (Foma, 2014).

Understanding diversity alone is deemed inadequate in the workplace, due to the fact that valuing everyone within an organisation as an individual is simply not enough to keep employees engaged, but rather creating an inclusive environment, where no one is excluded and instead are welcomed and valued, despite any difference (CIPD, 2020). The following section will focus on the meaning of inclusion as well as its impact in an organisation.

2.3. Understanding Inclusion

Inclusion is said to be a distinct concept, whereby the uniqueness of every employee or individual is recognised. It is often determined through the interactions between colleagues in the workplace, as well as putting an emphasis on the significance of camaraderie in the organisation (HRMID, 2018). People's understanding of inclusion varies, however, in simple terms, it is used as an encouragement for individuals to participate and involve themselves within the organisation, while still integrating diversity into their daily work life (Nair and Vohra, 2015). Previous studies carried out on the topic of inclusion have stated that inclusion simply refers to an employee's feeling of acceptance and appreciation in the workplace, which has been found to have positive psychological impact on employees, such as job satisfaction and engagement (Chen and Tang, 2018). To conclude, people have different understanding and perceptions of the word 'Inclusion', however, despite the differences in perceptions and wording of the definition, in simple term it focuses on including everyone and providing equal access to everything, whether it be opportunities or resources, in the workplace, where the individuals feel a sense of belonging.

When organisations fully understand the meaning of inclusion and translate this into practice, it becomes extremely beneficial. Studies have shown that when organisations become inclusive, it cultivates the company culture and aids in maximising the success of the business, simply due to higher productivity rates, employee engagement, which then impacts staff morale and innovation, which eventually leads to employee retention (Schawbel, 2012). There are various benefits when inclusion is clearly understood and implemented well within the organisation.

Various studies carried out on the topic of diversity and inclusion has found that there is a direct connection between the two concepts, due to the fact that in order to effectively and efficiently manage diversity, there must be an inclusive management style, which creates an inclusive environment in the workplace (Roberson, 2015). This will be further evaluated and discussed in the following sections however, the next section will focus on globalisation which has a direct impact on diversity and inclusion.

2.4. Impact of Globalisation on Diversity & Inclusion

The term ‘Globalisation’ is commonly used across every industry, which has simply become the reality check for organisations, as this greatly impacts the overall organisational management, strategy and culture (Duncan, 2018). Embracing globalisation has become a way of conducting business across the global market, whereby it increases the competitiveness of an organisation. Globalisation has enabled greater access and regularity of conducting business internationally, which puts an emphasis on the importance of integrating diversity in the workplace, as a way to have a better understanding of the needs of their global consumers, through the differing culture and views of the employees (Doyle, 2015). In the era of globalisation, there has been a strong emphasis on the impact technology has brought on the way people interact with each other, as well as enabling organisations to conduct business on a global scale (Sundari, 2018). The current global marketplace has pressured organisations to adopt a global mindset, in order to compete successfully, which has resulted in companies recognising the importance of attracting and managing a diverse workforce, as a result of globalisation (Mollel et al, 2015). Through globalisation and technological advances, diversity has become a strength and asset for employees and businesses, simply due to the fact that when organisations promote a diverse and inclusive work environment, it fosters innovation and

creativity, as a result of an engaged workforce, which has a direct impact on organisational performance and profitability (Eswaran, 2019).

The one misconception that businesses often have when it comes to globalisation is by simply having a diverse workforce only, however, this is insufficient, as inclusion play a huge role in making diversity and globalisation work (Gillies, 2017). For example, multi-national corporations at present would be headquartered (HQ) in one country, whilst having subsidiaries in others, which means that there is a strong need for inclusion programs, as well as education or training for the employees, which will result in a stronger sense of awareness and sensitivity to differences, in order to have better control of potential issues, as well as focusing on the growth of the organisation (Gillies, 2017; Johnson, 2011).

In the recent years, Ireland has become such a globalised country, where, even in the middle of the global crisis, it has managed to attract and gain direct foreign investors, which is evidently seen in the “Silicon Docks”, which has become the heart of the country’s Technology (tech) Industry and home to the major global tech giants such as Google, Facebook, IBM and many more (Haugh, 2020). As a result of globalisation, organisational leaders, especially in the tech industry, which is highly male dominated, have been adapting to organisational changes in order to divert from the status quo and instead focus on creating a diverse workforce in an inclusive environment (Mercer, 2019).

Diversity is a critical ingredient for the success of an organisation, on a global scale, however, in order to attract and retain top talents, it is imperative to have a diverse and inclusive work environment, as well as having the correct or suitable strategies in place (Forbes Insights, 2021). The following chapter will discuss and evaluate diversity and inclusion in the workplace.

2.5. Diversity & Inclusion in the Workplace

Diversity and Inclusion has become and is currently becoming the main focal point for organisations at present. This is due to the following reasons such as, an increasing level of participation from female workers and the growth of employees coming from various ethnic backgrounds, as a result of globalisation (Garg and Sangwan, 2021). Furthermore, there has been much greater diversity in the workplace at present, in comparison to previous years, whereby, employees experienced various challenges simply because of their age, gender identity, race, ethnicity, religious belief and ability (Business Ethics, 2021). According to various studies carried out on the topic of Diversity and Inclusion, it is simply not just about being socially and politically compliant but rather a responsibility that should be embraced and practiced by organisations across all industries (Pepple, 2017). The topic of diversity and inclusion is a work-in-progress for many, whether it be for scholarly or business purposes, as it plays a critical role in the whole area of Human Resource Development (HRD), and this gives focus on adapting to different approaches and understanding different perspectives in the workplace (Pleasant, 2017).

The shift from managing diversity to leveraging it, creates an emphasis on the fact that adopting certain practices in order to manage diversity is no longer sufficient, but rather taking further actions towards adopting initiatives that will aid organisations in capitalising diversity to achieve and sustain employee engagement, which has a direct impact on innovation and performance (Garg and Sangwan, 2021). Organisations are currently hiring individuals from all backgrounds, regardless of age, gender, sexual orientation, race/ethnicity, education and social status, as a way to diversify their workforce, which reflects the demographics of the country (Sabharwal, 2014). By having diversity management processes in place, which also influences valuing the differences in the workforce, are functional and structural changes that assist in the recruitment and retainment of individuals, which affects the creation of an inclusive environment in the workplace (Sabharwal, 2014).

The implementation of equality legislations and the significance of diversity and inclusion has been recognised by majority of organisations, however, recognition does not always result to adaptation and implementation, which unfortunately, still result in inequality in the workplace, such as gender pay gaps and progression for many employees at present (CIPD, 2018). Various research has been carried out on the topic of diversity and inclusion in the workplace by many

organisations, which have shown how the prioritisation of D&I in companies have evolved from being strictly compliance-based, to becoming an ethical value, that it is simply ‘the right thing to do’ (Workable, 2021). Organisations often think of the ‘best practice’ for their D&I strategy, however, this is where issues occur, due to the fact that organisations fail to understand that no strategy or practice is a ‘one-size fit all’, but must be based on contextual factors, such as location, size, industry, and demographic groups (CIPD, 2019).

The commitment towards Diversity and Inclusion initiatives in the workplace should be prioritised by management, as through this, employees will feel that their organisation is truly committed towards representing and involving all the employees, regardless of their age, gender identity, sexual orientation, race, ethnicity, beliefs and other factors, which will have an impact on employee engagement, organisational performance and profitability, as well as the employee retention (Hayes *et al*, 2020).

Diversity and inclusion are ongoing topical issues in the workplace, across all industries due to the fact that it impacts organisational competitiveness, performance and profitability. Therefore, the following section will discuss the significance of diversity and inclusion in the workplace when properly managed.

2.6. Significance of Diversity and Inclusion

In the last number of years, the topic of diversity and inclusion has become an indivisible part of conversations due to its significant impact on the organisational culture, performance and success (Fazal, 2020). The concept of diversity and inclusion may be separate but yet are related simultaneously, due to the fact that it aids in shaping and defining an organisational culture, which places the company at a competitive advantage (Davis, 2018). Despite the connection between diversity and inclusion, it is imperative for the organisation to understand them individually in order to assess its level of importance and impact on one another, as having a diverse workforce does not necessarily mean it is inclusive, nor having an inclusive environment automatically indicate a sense of belonging, because that is not the case. In spite of the organisational efforts in fully embracing diversity and inclusion, it is still a debatable topic due to the inconsistencies, whereby in some cases, it is only implemented verbally but not physically put into practice (Phillips, 2008).

Previous research carried out on the topic of diversity and inclusion, placed an emphasis on the significance of diversity and inclusion in the workplace, as this is critical to business performance. Despite the clear benefits of diversity and inclusion on the organisational performance and profitability, many still suffer from the difficulty in implementing it correctly, due to the lack of connection between senior management and employees, and their perceptions of diversity and inclusion (Bourke and Dillon, 2018). As mentioned in previous sections, leveraging diversity and inclusion is a necessity for organisations as this is beneficial in promoting employee engagement. Valuing the differing contributions of input from employees not only encourages engagement but also fosters innovation, as a result of the combination of diverse inputs, which places the organisation at a competitive advantage (Derven et al, 2014).

Managing diversity is inevitable in an organisation due to the fact that it reflects the demographic changes, which is also impacted by globalisation and the constant innovation in technology, where a clear understanding of the importance of diversity and inclusion in the workplace will have a positive impact on the business (Personio, 2021). When diversity and inclusion are understood and implemented correctly, in a way that words are turned into action, it creates a domino effect from its impact on job satisfaction, which increases the level of engagement, which then affects performance positively (Ohunakin *et al*, 2019). The ability to recognise and promote the uniqueness of the various groups within a diverse workforce is simply not just an instrument used to improve organisational performance, but its inevitability, meaning that it can no longer be ignored or set aside, as this is crucial for attracting talent to meet and exceed the demands of the industry (Vohra *et al*, 2015). The effective implementation and maintenance of diversity and inclusion practices builds a positive attitude and behaviour of employees towards their roles and the organisation (Itam and Bagali, 2018). Furthermore, when organisations commit to fostering an inclusive environment based on trust, where the presence of connection and support is felt between employees and management, this directly impact employee engagement and organisational performance, which greatly contributes to innovation, as this is a critical attribute in the current global business markets (Korn Ferry, 2015).

The following section will discuss the integration of diversity and inclusion with talent management practices.

2.7. Integration of D&I with Talent management

In the current changing economy, there has been a heightened focus on diversity and inclusion strategies, as this greatly impacts talent management, which is an essential ingredient for the success of organisations globally (Jenkins, 2021). As a result of globalisation, organisations have been adapting to the trend of creating a diverse and inclusive environment in the workplace, however, it is still work-in-progress for majority of companies (Polonskaia and Royal, 2019). The integration of diversity and inclusion with talent management is imperative, due to the importance of leveraging diversity in skills and perspectives, whilst valuing every employee equally, which creates an equitable opportunity for growth and development in the organisation, as well as respecting them regardless of any difference (Derven, 2015). Diversity and Inclusion is simply no longer just about compliance or meeting the expectations of the public, but rather an organisational culture where the uniqueness of every employee needs, perspectives and potential are equally provided, understood, and seen, which results in higher performance, commitment, innovation and trust (Great Place to Work, 2021).

As a result of demographic changes and the increasing competition in business and for talents, the integration of diversity and inclusion with talent management is of greater importance. A workplace that creates an adaptive culture through organisational identity, stimulates individual judgements on how to steer through some of the conflicts in the company, which results in flexibility, innovation and openness to the various working styles employees of various backgrounds may have (Hutt and Gopalakrishnan, 2020). Downey *et al* (2015) found that integrating D&I with the organisational talent management practices portrays the commitment the company has in supporting the employees from various backgrounds, the level of skills and the knowledge they have.

Managing diversity and inclusion in the workplace is so much more than just hiring talents from various backgrounds with various skills, but the importance of creating transparency, where the policies published on the company handbook is visible in practice, whereby the employee perspectives and contributions are truly valued by the organisation (Glassdoor, 2021). The presence of a transparent and secured feedback system in an organisation is imperative due to the fact that this allows management to gain perspectives on the current state of their employees, which enables honesty and fairness in the workplace, impacting inclusion successfully (Questback, 2016). Embedding diversity and inclusion with the talent

management practices in the organisation aids in tackling the various gaps in the D&I initiatives created by companies. Furthermore, it is important that organisations are aware of the fact that there is a difference between the implementation of the practices by management regarding diversity and inclusion, versus, the employees' perception and experience of this, which will truly prove if whether or not the importance of a diverse and inclusive environment and the impact this has on the business, is truly understood (Downey *et al*, 2015).

2.8. Impacts of D&I on Employee Engagement

The result of globalisation has created an emphasis on the importance of having a diverse workforce, as this is beneficial for the growth and competitiveness of an organisation. However, diversity alone is deemed to be insufficient, as this has been recognised to have a direct correlation with inclusion, which means that organisations must focus on creating an inclusive environment within, through which policies and practices are promoted in order to show support to the employees of various backgrounds and skills (Downey *et al*, 2015). Studies have found that diversity and inclusion are interlinked, by which the connection is visible in the perceptions of the employees towards the actions and policies of the organisation, which are highly influenced by their belonging to the various social identity groups (Goswami and Goswami, 2018). The social identity of an individual indicates who they are with regards to the various groups they belong to and is usually defined by physical, social and mental characteristics, such as their gender, race/ethnicity, sexual orientation, socio-economic status, and (dis)abilities (Northwestern, 2021). Employees all come with various social and personal identities, as a result of diversity, therefore highlighting the significance of an inclusive work environment, in consideration of the fact that this influences employee engagement (Du *et al*, 2020).

The term 'Employee Engagement' has been defined in various ways but the one that stood out during this research was that it is simply the degree where employees are conscientious and engrossed in their performance, as well as the affirmative feelings and motivation they have towards their jobs in the roles they are in, in their organisation (Saks, 2019). The efforts that organisations make in understanding the personal interests of their employees, in addition to the differences in social and personal identities, creates a connection between the organisation and the employees, which impacts employee engagement (Pleasant, 2017). Furthermore, hiring employees from various backgrounds is simply inadequate, as in order to drive results in

organisational performance, innovation, competitiveness and profitability, it is inevitable to focus on creating an inclusive work environment which gains employee trust and involvement, as a result of an engaged workforce (Riffkin and Harter, 2016).

Fostering an organisational culture where authenticity is valued, while there is a strong presence of belonging, the openness to creating connections, and the option of not having to compromise the employee identity, is becoming more critical in organisations, as the current workforce demands for employers to go beyond addressing how inclusion looks to how it feels (Deloitte, 2017). However, there is a significant need for the existence of effective leadership as in order to achieve an inclusive and highly engaged workforce, there must be a strong presence of clear communication between the organisation and the employees, to fully achieve the organisational objectives towards diversity, inclusivity and engagement (Leonard, 2012). As diversity thrive in organisations, this emphasises the value of fully committing to build a sense of belonging among the employees, which results in higher productivity and retention, due to an engaged workplace environment (Huang, 2020).

In the current climate where leaders are viewed as the enablers of change, creating an inclusive environment where there is a presence of belonging and cohesion, where employees are valued and recognised for their uniqueness, greatly results in an increased engagement, performance and collaboration (Dillon and Bourke, 2016). Organisational inclusion not only results in an engaged workforce but greatly attracts diverse talents that possess the knowledge, skills and experience that will foster creativity and innovation, which places the company at a competitive advantage (Tapia, 2021).

2.9. Psychological Contract

Workplace diversity reflects the various demographic composition of employees, whilst inclusion relates to the psychological feelings and perceptions of acceptance, respect and equality in the workplace (Mousa, 2019). Understanding the employment relationship is based on the concept of psychological contract, whereby, it provides an insight of psychology and the organisational behaviour (CIPD, 2021). A psychological contract in employment refers to the belief systems of the individual employees and employers with regards to their mutual obligations (Rousseau and Schalk, 2000). The success of an organisation is reliant on management's commitment towards employee development, engagement and retention, as this places them at a competitive advantage, however it is imperative to understand the importance of mutual understanding regarding the expectations and responsibilities of both the employer and employee as part of their obligations (Naidoo *et al*, 2019).

The quality of a psychological contract is greatly influenced by employee behaviour, as the mentioned contract is based on the employee's view of fairness and trust, therefore, when their contributions to the organisation is recognised and rewarded, it results in positive outcomes, such as higher level of engagement and commitment (CIPD, 2021). The recognition of individual differences is beneficial for developing a psychological contract, as this highlights the employee's value and role in the organisation, therefore avoiding unrealistic expectations, which puts an emphasis on the importance of transparency and communication (Tucker, 2017).

Psychological contract is reflective of the employees' feelings and cognition of the organisation, therefore puts an emphasis in the exchange theories, mainly being equity and social exchange theories (Du and Liu, 2020). Adam's equity theory focuses on striking a balance between the employee's input and output within the workplace, as finding that balance leads to employee satisfaction, which will impact motivation, engagement and productivity (The Economic Times, 2021). Whilst social exchange theory is the relationship formed based on a cost-benefit analysis, which means that when employees are rewarded or recognised for their work, it becomes beneficial for the organisations as this will increase employee engagement, which will impact productivity (Chernyak-Hai, and Rabenu, 2018). However, when an employee perceive that the employer has failed to attain its obligations, results in a breach in the psychological contract, which can cause disengagement and a decreased level of performance (Jones, 2017). Avoiding a breach in the psychological contract is dependent on

the social exchange theory, as this portrays the importance of a psychological contract in the workplace, in order to achieve and sustain a high level of engagement (Soares and Mosquera, 2019).

2.9. Conclusion

To conclude this section of the research, it is evident that diversity in the workplace is of great importance, however, without inclusion, the full potential of a diverse workforce simply cannot be embraced, as there is an increasing demand for the development of inclusion in the workplace, which results in an inclusive environment where employees feel a sense of belonging. The result of globalisation has put an emphasis on the importance of understanding diversity as a driver for success of the organisation in the global market. However, in order to reach success, a focus on creating an inclusive environment is critical simply due to the reason being, that in order to attract and retain talents, organisations must cultivate a culture, where people feel protected and accepted regardless of their background, which has a positive psychological impact on the employee, resulting in an increased level of employee engagement.

Furthermore, it is inevitable for organisations to understand that diversity work in conjunction with inclusion, in order to improve organisational culture, drive performance, innovation and profitability, with the presence of an engaged workforce. The integration of D&I towards managing talents is imperative as this looks into gaps between the organisational implementation of practice of the D&I initiatives, versus, the employee perception and actual experience of it. Organisations that demonstrate their commitment to diversity and inclusion, tends to result in highly engaged employees, which positively influences performance and profitability. Furthermore, in order to foster and sustain an engaged diverse workforce, it is imperative to understand the importance of a psychological contract, whereby, the mutual obligations between the employees and employers are met.

The fact that the presence of diversity and inclusion has been around for quite some time, there is evidently room in the literature to understand the reason why the importance and full impact of D&I is still a “work-in-progress” for many organisations, especially regarding the integration of it with the talent management practices, as well as various other factors that influence diversity and inclusion.

Chapter 3: Research Methodology

3.1. Introduction

This chapter is focused on describing the methodology used to gather data for this research. The research methodology is a set of systematic techniques used as a guide when conducting a research study, therefore, depending on the type of research, various methods are used (Igwenagu,2016). The reason for the varying use of methods for research is simply due to the fact that the methods used to conduct the research should reflect the aims and objectives of the study.

The overall aim of this research is to explore the views of employees working in Dublin's Tech Industry, towards the importance of Diversity and Inclusion and its impact on talent management in keeping employees engaged. Both primary and secondary research were conducted in this study, however, as part of the primary research, a quantitative method has been adopted for this purpose in order to generate results for the research objectives, questions, and hypotheses.

3.2. Research Objectives, Questions and Hypothesis

The researcher will aim to address the following research objectives:

1. To see how committed organisations are to creating a diverse and inclusion workplace environment
2. To identify if organisational culture influences talent management practices in keeping employees engaged in a diverse and inclusive environment.
3. To explore the impact of talent management on the psychological contract.

The research questions posed for this dissertation are:

1. *What is the level of commitment towards diversity and inclusion within the tech industry in Dublin?*
2. *How does organisational culture impact employee engagement in a diverse and inclusive working environment?*
3. *What are the effects of talent management on the psychological contract in the workplace?*

The hypotheses proposed for this research study are the following:

1. H₀₁: Employees do not agree that their organisations are committed to creating a diverse and inclusive work environment.
H_{A1}: Employees do agree that their organisations are committed to creating a diverse and inclusive work environment.

2. H₀₂: Employees do not agree that organisational culture influences talent management towards keeping employees engaged in a diverse and inclusive working environment.
H_{A2}: Employees do agree that organisational culture influences talent management towards keeping employees engaged in a diverse and inclusive working environment.

3. H₀₃: Employees do not agree that talent management influences the psychological contract in the workplace.
H_{A3}: Employees do agree that talent management influences the psychological contract in the workplace.

The research objectives, questions, and hypothesis will act as a guide for the researcher in exploring the views of employees working in Dublin's Tech Industry, towards the Diversity and Inclusion initiatives within the organisation and its impact on talent management in keeping employees engaged.

3.3. Research Philosophy and Approach

Research philosophy is referred to as the system of beliefs and assumptions when carrying out a research study or developing knowledge in a specific area (Saunders et al, 2019). Various research philosophies are chosen and utilised by researchers in order to undertake their research study in the most effective way. There are two aspects of research philosophies and they are as follow, ontology and epistemology. The questions that are related to the nature of reality and the study of being is known as ontology. Furthermore, the questions related to the study of knowledge, which is focused on the validity, scope and methods used to acquire knowledge, is known as epistemology (Moon and Blackman, 2017). There are various research paradigms, namely positivism, critical realism, interpretivism, post-modernism, and pragmatism, that are related to epistemology, which is what will be adapted for this research.

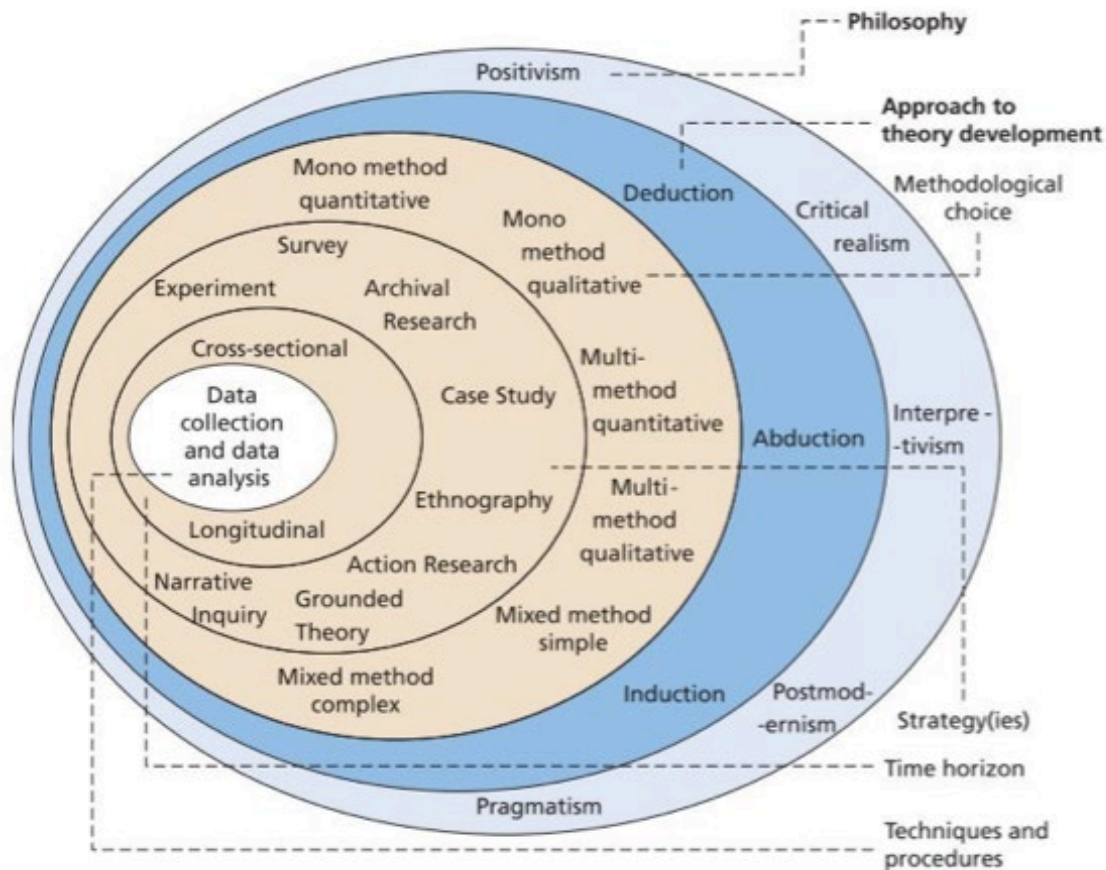


Figure 1 The Research Onion

Source: ©2018 Mark Saunders, Philip Lewis and Adrian Thornhill

The Research Onion by Saunders *et al* (2019) is the diagram used by researchers in depicting the issues for the choice of techniques for collecting data and the process for analysis. In order to carry out the research study effectively, it is imperative to understand the different layers of the onion. From the outer layer towards the inner layer of the research onion are as follows, research philosophy, approach to theory development, the choice of methodology, the research strategy, the time horizons, and finally, the techniques and procedures for data collection and analysis. This acts as a comprehensive framework to follow for the researcher.

For the purpose of this research study, epistemology will be adapted, as this provides a focus on what is known to be true. The research philosophy compatible with epistemology is positivism, where the interest lies on general information, through the use of a large scale of social data collection (Žukauskas *et al*, 2018). Furthermore, this approach is associated with the observations based on direct experiences and not speculations. In positivism, the issues are objectively dealt with by the researcher without impacting the actual study. Following the

positivist philosophy, a deductive approach will be taken, as a quantitative research method will be used, through the distribution of surveys, as a method of data collection, which will then be analysed, in order to achieve the objectives and whether or not the hypotheses are valid or invalid.

3.4 Research Design

A research design acts a framework when planning a research study and answering the research questions. It sets the parameters of the research and aids in deciding the type of data needed, the location and timeline, participants, the variables and hypothesis, as well as the methods for data collection and analysis (McCombes, 2019). It is a plan which guides the arrangement of conditions for the data collection and analysis, which aims to combine the relevance of the research purpose and procedures (Blanche *et al*, 2006).

This research study has solely adopted a quantitative research design. Quantitative research is known to be a type of research that results in an explanation of the phenomena through the collection of numerical data, which are then analysed through the use of statistics or mathematical methods (Sukamolson, 2007). There are various types of quantitative research such as, survey research, descriptive, experimental, correlational and causal-comparative research. However, for the purpose of this study, a survey research which explores the individual views and experiences will be used to test the hypotheses, by using statistics.

3.5. Data Collection Method

Data collection is known to be the process of collecting information from all the sources that are relevant to the research study, in order to meet the research objectives, find an answer for the research questions and to test the hypotheses (Dudovsky, 2011). It is imperative to collect accurate data in order to avoid the possibility of an incorrect analysis, which will impact the outcome of the research study.

There are two categories for data collection, namely primary data and secondary data, and these categories have been used to collect data for this research. Primary research is conducted by the researcher in order to obtain primary data from the specific research target groups and the most common method of data collection using a quantitative approach is through a survey (Market Research Methods, 2020). Furthermore, whilst primary research is of utmost

importance, conducting research for secondary data is inevitable as this is the existing data collected by previous researchers and organisations, and these are sourced from various publications, books, websites, and journal articles (Ajayi, 2017).

For the purpose of this research, the method used to collect primary data was a survey that was created through Google Forms, which comprised of a total of 25 questions, which consisted of demographic questions, multiple-choice questions, open-ended questions and the 5-point Likert scale questions. The survey used for this research was designed following the research study conducted by Ryan (2015), on the subject of managing diversity, where the study was focused on staff awareness of cultural workforce diversity within the organisation. Ryan's (2015) survey consisted of demographic questions and the 6-point Likert scale however, this has been remodelled where changes were made by using a 5-point Likert scale, and other questions were added such as a multiple-choice and an open-ended question, which were inevitable for the collection of relevant data for this research. The questions on the Likert-scale were altered in a way that was best suited in order to obtain relevant data on the chosen research topic of the importance of Diversity and Inclusion and its impact on talent management in keeping employees engaged by exploring the views of employees working within Dublin's Tech Industry.

3.6. Population and Sampling

The population for any research is referred to as the entire group of people that represents the specific segment that are the most suited to serve as a source of primary data collection for the purpose of research (Dudovsky, 2011). The target population selected for this research study are the employees working within the Tech Industry in Dublin. Ireland is considered to be one of the tech capitals across the globe and is home to an array of local and international major tech companies, whereby there are over 100,000 people employed within this industry (Department of Enterprise, Trade and Employment, 2021). The centre of the tech scene in the country is known as Dublin's Silicon Docks, which is home to major International tech companies, ranging from social media giants (Facebook, Twitter and LinkedIn), to e-commerce (Paypal, AirBnB and Amazon), to IT companies (Google, Microsoft, HP and Dell), to gaming (EA and Zynga), and to cloud services (SAP and Adobe) (Department of Enterprise, Trade and Employment, 2021). The mentioned tech companies are not the entirety of tech organisations based and headquartered in Dublin alone, but there are so much more and the fact that Dublin

is the centre location for the tech companies, which means that majority of the people employed in the Tech Industry of Ireland are located there.

The sample is referred to as the selected group from the total population relevant to the research study (Wani, 2021). The responses of the individuals to the survey research are what makes up the data to be analysed in order to meet the objectives, answer the research questions and test the hypotheses. Therefore, the sampling process utilised for the research is the probability sampling, which means that each member of the population has a known chance of taking part in the study (Dudovsky, 2011). Simple random sampling has been applied to this research as part of probability sampling, due to the fact that it is the most suitable method for this study and for choosing a sample among a population that will serve for a wide range of purposes. Furthermore, it aids in reducing bias during the selection procedure, as it ensures that each person in the population has an equal chance of inclusion in the sample, while the observations made can be used for inferential purpose, which is beneficial when testing the hypotheses (Wani, 2021).

The feasibility of conducting a survey research on the named companies mentioned above is highly unlikely due to the vast population of the tech industry in Dublin, therefore it would be very difficult, time consuming and costly, to collect and analyse data for it. The target population for this research are full-time employees working within the tech industry of Dublin, in order to explore their views on the importance of diversity and inclusion and its impact on talent management towards keeping employees engaged. Therefore, the sampling frame for this research was 100 employees, however, due to the several limitations such as the time constraints and the effects of the global pandemic, which led to the majority of the population to adapt a remote-working style, which meant working from home, resulted in the actual sample size of 59 respondents, all of whom are all full-time employees.

3.7. Data Analysis

A quantitative research design has been adopted for the purpose of this research therefore, the mode of analysis will be carried out in a quantitative form. Since the focus of this research is to explore the views of the full-time employees working in Dublin's Tech Industry, towards the Diversity and Inclusion initiatives and its impact on talent management in keeping employees engaged within their organisation, therefore a quantitative research design was applied. The reason for this is to gain an insight into how diverse the employees are within the organisation, whilst for inclusion it was to see the relationship between the variables, which can be used to test the hypotheses.

In order to analyse the data collected, which in this case is categorical, the levels of measurements will be nominal and ordinal, which for the case of nominal, it will analyse the demographic questions in the survey, whilst ordinal will be focused on the level of agreements on the Likert scale questions (Jansen, 2020). Therefore, a combination of descriptive and inferential statistics will be applied for this research. As mentioned in the previous paragraph, descriptive statistics will be used in order to gain an insight into the diversity within the organisation, through the use of the common statistical techniques such as the mean, median and variance gathered from the data sets (Jansen and Warren, 2020). The descriptive statistics will showcase the data collected based on gender/sexual orientation, age, ethnicity and languages spoken, in order to catch sight of the variables that impact diversity and inclusion within the Tech Industry in Dublin. Regarding the inferential statistics, this will be focused on the independent and dependent variables on the survey, which will then be used to test the hypotheses. The technique to be adopted for this analysis will be non-parametric tests as the data collected is ordinal, due to the design of the survey.

The data has been gathered through the use of Microsoft Excel. Whilst the analysis tool to be used for this research will be the IBM SPSS Statistics, in order to analyse the data collected, to understand it, and to solve the research questions, meet the objectives, and validate the hypotheses. The SPSS analysis tool is perceived to be the best suited for analysing the data collected, as this provides an insight into the Tech Industry's diversity, as well as measure the views of employees towards inclusion within the organisation, and how diversity and inclusion impacts the talent management towards keeping employees engaged within.

3.8. Ethical Considerations

When conducting research, it is imperative to ensure integrity through the use of good ethical procedures, there is simply no exception, as this is to ensure the welfare of the participant, which puts an emphasis in obtaining their consent (Adams *et al*, 2014).

The link to the survey was distributed on social media platforms and via email. Each participant was informed of the nature of the research, as well as the time frame for completion and the significance of their participation in the survey. As part of the introductory statement regarding the survey, it specified that it was purely anonymous and no personal information was required, as well as the fact that it is totally voluntary, therefore the respondents are at liberty to participate or withdraw from it at any stage. The data collected are to be used specifically for scholarly purposes in order to complete the dissertation.

3.9. Limitations

The limitations in research are known to be the restrictions and the constraints involved in the research methodology, as well as the whole research process, as every study will have its limitations which impacts the findings (Pro Thesis Writer, 2021).

The limitations to consider for this research were as follows:

1. Time constraints: There was a short timeframe for completing the research study due to the delay in obtaining results from the research proposals, which only left a time frame of less than three months to complete the dissertation, which was extremely challenging. Therefore, the researcher was under pressure with drafting the survey and finalising it, before sharing it on social media platforms, as well as sending it to colleagues and friends who knew people within the target groups. Furthermore, as the survey was voluntary, the outcome of the survey was totally reliant on the time the participants chose to complete it. This was considered as a limitation due to the fact that had there been a longer timeframe to complete the dissertation, it would have gained more participants, which would have made the sample size bigger, which would result in greater findings following the analysis of the data collected.
2. Global Pandemic: Covid-19 has completely impacted organisations globally, especially the working style, which resulted in majority of organisations adapting to remote

working, where employees have no choice but to work from home due to the circumstances. As a result of this, the researcher considered this as a major limitation to the study, for the reason being that people working from home prefers to disconnect immediately outside their working hours, therefore, are more reluctant in participating in surveys after work. Furthermore, as a result of the pandemic, many businesses have been negatively affected, which resulted in an increased unemployment rate due to the loss of jobs, therefore, as a result, those that are still employed are quite hesitant in participating in the survey for the fear of personal identification disclosure and the publishing of the research, which might impact their careers. Hence, the sample size is small in comparison to the employee population of Dublin's Tech Industry, due to the reason being that not everyone is willing to participate in the survey, which is understandable, as it is not compulsory.

Consequently, the data collected are affected due to the constraints, therefore impacting the findings of the data analysis to an extent as they are not completely reliable.

Conclusion

It is imperative to understand the significance of research methodology as this plays an integral role with regards to explaining the various parts involved in data collection and analysis, as well as establishing the sample frame from the population and the sampling methods. Furthermore, as part of conducting research, understanding the importance of following proper ethical procedures as it is to ensure the welfare of the participant. In spite of the limitations in the research, the chosen research methods have been adopted carefully in order to meet the research objectives, answer the research questions, and test the hypotheses.

Chapter 4: Findings and Analysis

4.1. Introduction

This chapter will present the findings of the primary research that was conducted through a survey sent to individuals working within the tech industry in Dublin. It outlines the demographics of the participants, such as their gender/sexual orientation, age, ethnicity, number of languages spoken, and educational background, which is imperative in determining the diversity in the workforce, through the use of descriptive statistics. Meanwhile, inferential statistics will be used to test the hypotheses and use the data from the descriptive of the sample, in order to make inferences about the population. To test the hypotheses, the non-parametric test will be used to test two or more independent variables, via the Kruskal-Wallis test.

The initial target sample for this research was 100 respondents, however, due to the limitations mentioned in the previous chapter, the actual sample was 59 respondents.

4.2. Demographic profile of the participants

In order to achieve the objectives of this research, it is vital to provide some context and background to the participants involved in this study. The backgrounds of the participants will provide a descriptive view, which is useful in determining diversity within the tech industry in Dublin. Therefore, the first six questions of the survey consist of the variables gender/sexual orientation, age, ethnicity, number of languages spoken, and educational background.

| Gender | | Frequency | Percent |
|---------------|--------------------------|------------------|----------------|
| Valid | Male | 11 | 18.6 |
| | Female | 45 | 76.3 |
| | Prefer not to say | 3 | 5.1 |
| | Total | 59 | 100.0 |

Table 1.1 Gender

| Age | | Frequency | Percent |
|--------------|--------------|------------------|----------------|
| Valid | 18-25 | 7 | 11.9 |
| | 26-35 | 27 | 45.8 |
| | 36-50 | 22 | 37.3 |
| | 51-60 | 3 | 5.1 |
| | Total | 59 | 100.0 |

Table 1.2 Age

| Ethnicity | | Frequency | Percent |
|------------------|---|------------------|----------------|
| Valid | White/Caucasian | 40 | 67.8 |
| | Black | -4 | 6.8 |
| | African/American | | |
| | Asian - Central, North, East, South East, West | 8 | 13.6 |
| | Spanish | 4 | 6.8 |
| | Mixed | 2 | 3.4 |
| | Prefer not to say | 1 | 1.7 |
| | Total | 59 | 100.0 |

Table 1.3. Ethnicity

| Education | | Frequency | Percent |
|------------------|--------------------------|------------------|----------------|
| Valid | High School | 3 | 5.1 |
| | Bachelor's Degree | 36 | 61.0 |
| | Postgraduate | 4 | 6.8 |
| | Master's Degree | 14 | 23.7 |
| | PhD | 2 | 3.4 |
| | Total | 59 | 100.0 |

Table 1.4. Educational Background

| No. of languages spoken | | Frequency | Percent |
|--------------------------------|------------------------|------------------|----------------|
| Valid | One language | 21 | 35.6 |
| | Two languages | 25 | 42.4 |
| | Three languages | 10 | 16.9 |
| | Four languages | 2 | 3.4 |
| | Five languages | 1 | 1.7 |
| | Total | 59 | 100.0 |

Table 1.5. No. of languages spoken

| Employment Status | | Frequency | Percent |
|--------------------------|------------------|------------------|----------------|
| Valid | Full-time | 57 | 96.6 |
| Missing | System | 2 | 3.4 |
| Total | | 59 | 100.0 |

Table 1.6. Employment Status

The tables above present the following data collected of the variables based on the 59 participants in the study:

- 1. Gender:** For this variable, the question was left open for the participants, whereby the researcher thought it was a better way of asking the gender or sexual identity of the participant, to be more inclusive, as gender or sexual identity is no longer just categorised as ‘Male’ or ‘Female’. Therefore, as the topic of this research is diversity and inclusion, it is imperative to be ensure that survey is designed in an inclusive way, where some questions are left as open-ended, in order for the participants to answer it according to their personality, which will demonstrate diversity. However, the findings on Table 1.1 above, showed that majority of the sample participants were 44 females (76.3%), 11 males (18.6%), and 3 preferred not to say (5.1%). The bar chart below indicates the uneven representation of each gender, who participated in the survey, concluding to females being the dominant gender for this research.

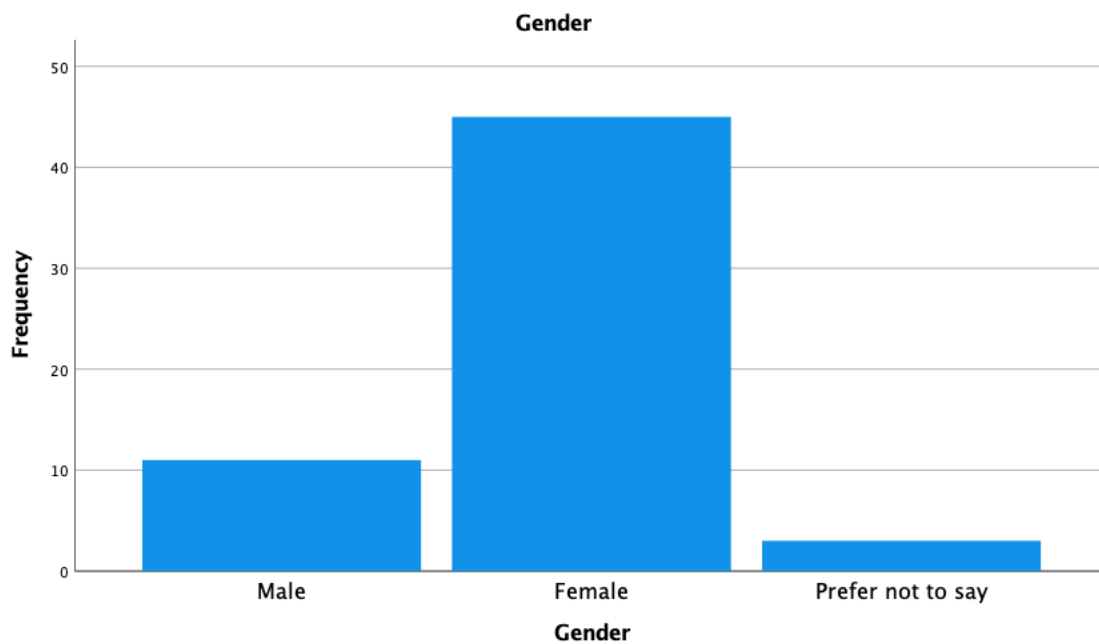


Figure 2.1. Gender Bar Chart

2. **Age:** This variable was designed as a multiple-choice question on the survey, which was categorised following the age range of 18-25, 26-45, 36-50, 51-60. As shown on Table 1.2 above, for the 18 to 25 years old, there was a total of 7 participants within this age range (11.9%). The 26 to 35 years old totalled to 27 participants (45.8%). For the 36 to 50 years old, there was a total of 22 participants (37.3). Lastly, the 51 to 60 years old totalled to 3 participants (5.1%). As an overall result for this variable, majority of the participants were within the age range of 26 to 25 years old. The pie chart below shows the statistical graphics of result for the age variable.

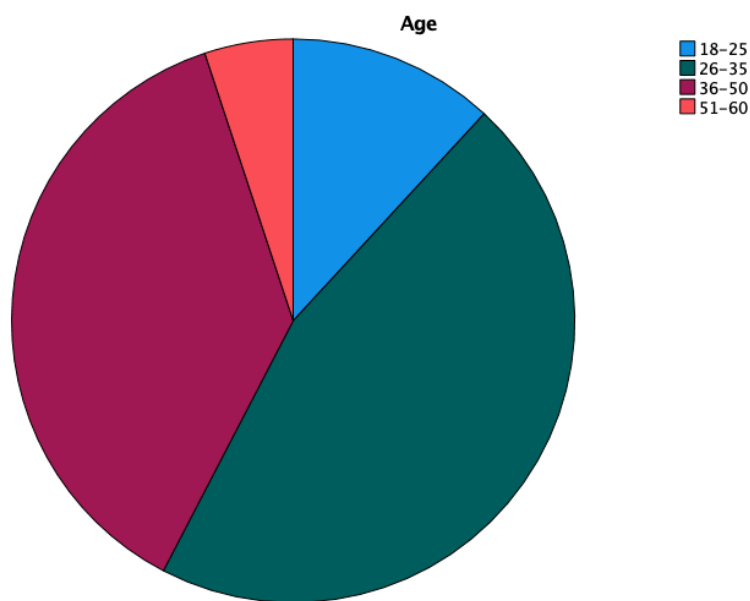


Figure 2.2 Age Pie Chart

3. **Ethnicity:** This question was also designed to be open-ended on the survey so that the participants could answer the question more openly. As shown on Table 1.3 above, the ethnic backgrounds of the participants are quite diverse and are as follows: 67.8% are White/Caucasian, 6.8% are Black – African/American, 13.6% are Asians from across the continent, 6.8% were Spanish, while 3.4% were mixed, and finally 1.7% preferred not to state their ethnic background. The pie chart below shows the graphics indicating that the majority of the participants are white, however the results does indicate that there is at least a representative from almost all ethnic backgrounds.

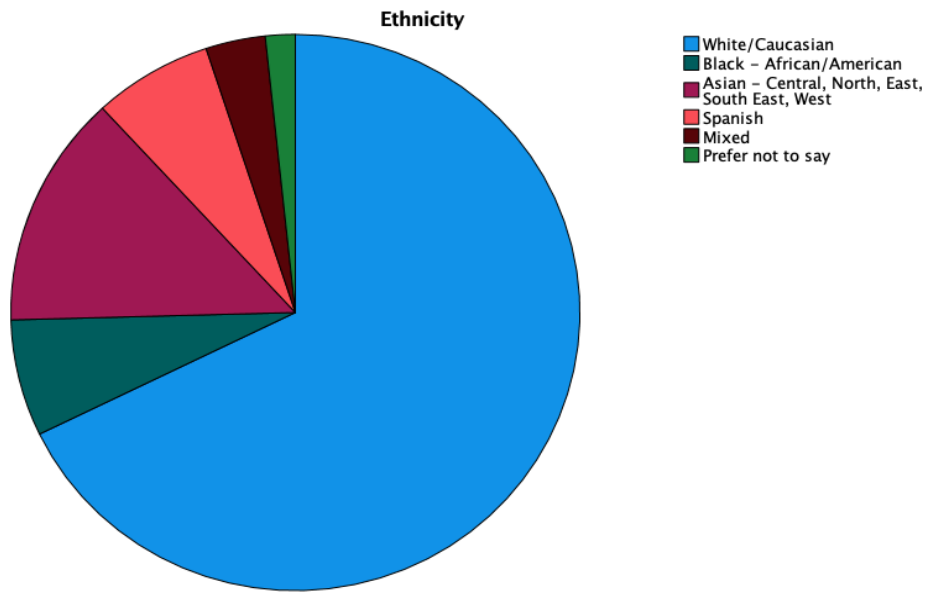


Figure 2.3. Ethnicity Pie Chart

- 4. Education:** A multiple-choice question style was applied to this question in order to get an insight into the educational backgrounds of the employees. The educational backgrounds are as follows: High School (3), Bachelor's Degree (35), Postgraduate (4), Master's Degree (15), PhD (2). The results showed that majority of the participants have are 'Bachelor's Degree' holders.

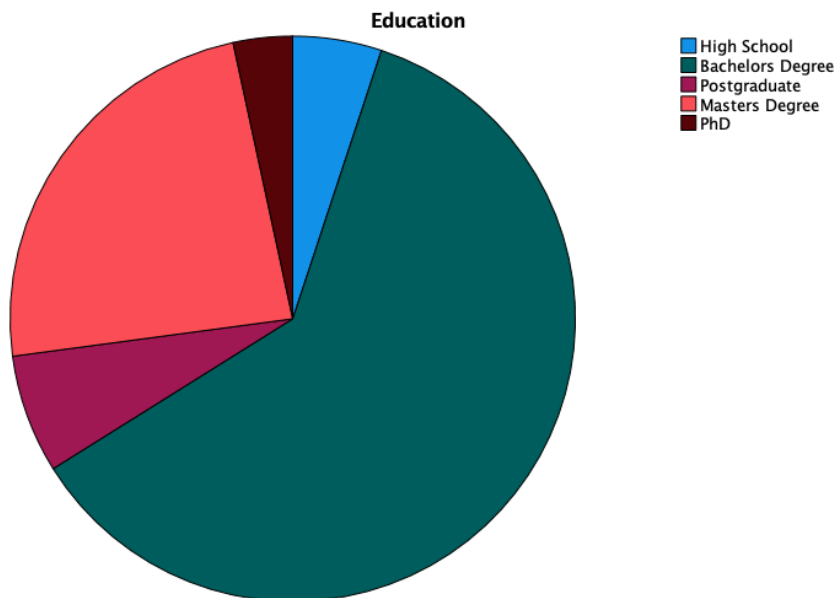


Figure 2.4. Education Pie Chart

5. Number of Languages Spoken: An open-ended question style was adopted for this question in order to see if the participants spoke more than one language, as this can be a factor for understanding diversity. The table shows that 22 participants spoke only one language, while the majority spoke two languages tallying up to 24 participants (which comprised of English and another language, namely, Spanish, Chinese, French, Hebrew, Irish, Italian, Yoruba, Filipino, Lithuanian, and Polish). Furthermore, 10 participants spoke three languages (namely English and a mix of the following: Italian, French, Spanish, Portuguese, Lithuanian, Russian, Tagalog, and Japanese), while two participants spoke four languages, and one participant spoke a total of five languages. The result of this question demonstrated that majority of the participants are multilinguals, where the majority spoke at least two languages.

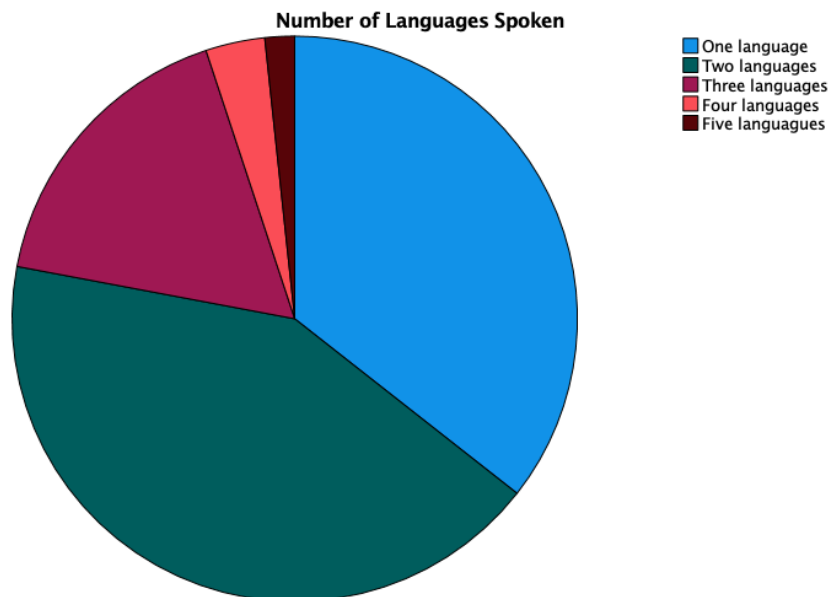


Figure 2.5. Number of languages spoken Pie Chart

6. Employment Status: In order to find out the employment status of the participant, the question was designed as a multiple-choice, whereby, the participant could choose the option that best described their employment status. The results indicated that the 57 participants are all full-time employees, while two participants did not answer the question.

Refer to Table 1.6

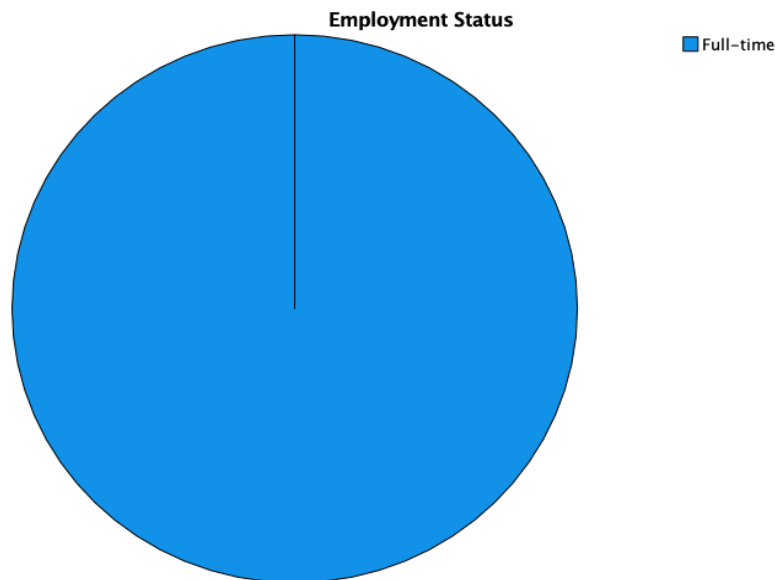


Figure 2.6 Employment Status

In conclusion, this section demonstrated the demographic backgrounds of the participants as this plays a crucial role in determining the presence of diversity in the workplace and their employment status, specifically in Dublin's Tech Industry, for the purpose of this research.

4.3. Reliability Tests of the Variables

This section of results will test the reliability of a composite score with regards to the following variables, namely, commitment, organisational culture, and talent management. The survey consisted of 18 5-point Likert-scale questions, ranging from 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. There were six 5-point Likert scale questions for each of the independent variables. This was carried out in order to gain an insight into the views of the employees towards the following:

- Organisational commitment towards diversity and inclusion
- The organisational culture in a diverse and inclusive environment

- The talent management practices impact the psychological contract within the workplace.

The acceptable values of Cronbach’s alpha ranges from .70 to .95. Anything below that range is questionable with regards to its level of reliability and this could be due to the low number of items and/or the sample size (Statistics Solutions, 2021).

1. Variable 1 – Commitment

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 59 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 59 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Table 2.1 Case Processing Summary - Commitment

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .714 | 6 |

Table 2.1.1 Reliability Statistics - Commitment

| | Mean | Std. Deviation | N |
|---|------|----------------|----|
| Committed to D&I | 4.15 | .761 | 59 |
| Training programs to promote D&I | 3.68 | .797 | 59 |
| Strong leadership support on D&I | 3.80 | .783 | 59 |
| Improved problem-solving from various roles, ranks, functions | 3.61 | .910 | 59 |
| Investing in employee development | 3.71 | .892 | 59 |
| Clear career development path for all employees | 3.37 | .908 | 59 |

Table 2.1.2 Item Statistics - Commitment

When the internal consistency or reliability for commitment was analysed, the Cronbach's value was .714, based on the six 5-point Likert scale questions. This shows that the reliability score of the scale used is acceptable.

2. Variable 2 – Organisational Culture

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 59 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 59 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Table 3.1 Case Processing Summary – Organisational Culture

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .790 | 6 |

Table 3.1.1 Reliability Statistics – Organisational Culture

Item Statistics

| | Mean | Std. Deviation | N |
|---|------|----------------|----|
| Firm takes appropriate action in response to discrimination | 3.90 | .759 | 59 |
| Respect and value for diverse cultural background | 4.08 | .749 | 59 |
| Access to equal employment opportunities | 3.64 | .866 | 59 |
| Organisational policies are inclusive | 3.83 | .723 | 59 |
| I feel like I belong at my company | 3.88 | .745 | 59 |
| Employees valued as people and not for their roles | 3.61 | .766 | 59 |

Table 3.1.2 Item Statistics – Organisational Culture

The Cronbach's alpha value for the reliability of organisational culture was .790, based on the six 5-point Likert scale questions. The score for this scale is higher than the previous one and it proves that the reliability of this scale is acceptable.

3. Variable 3 – Talent Management

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 53 | 89.8 |
| | Excluded ^a | 6 | 10.2 |
| | Total | 59 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Table 4.1 Case Processing Summary – Talent Management

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .572 | 6 |

Table 4.2.1 Reliability Statistics – Talent Management

Item Statistics

| | Mean | Std. Deviation | N |
|--|------|----------------|----|
| Primary objective D&I programme is to: | 3.36 | 1.002 | 53 |
| Employee promotion fair and performance based | 3.43 | .797 | 53 |
| Enabling work life balance | 3.68 | .996 | 53 |
| Treating mistakes as learning opportunity and not failure | 3.51 | .869 | 53 |
| Employees' insights are used to rethink or redefine work practices | 3.57 | .747 | 53 |
| D&I impacts employee engagement and retention | 4.23 | .776 | 53 |

Table 4.2.2 Item Statistics – Talent Management

Based on the six 5-point Likert scale questions on the reliability of talent management, the alpha value was .572. In comparison to the two previous variables used to test the reliability scale, this is the lowest, indicating that the reliability of this scale is quite poor, and this could be due to the small sample size. However, had the sample size been bigger, the reliability of this scale can be accepted.

4.4 Non-Parametric Tests

For the purpose of testing the hypotheses of this research, the non-parametric test has been used to analyse the differences between two or more independent variables, and this will be achieved by using the Kruskal-Wallis 1-way ANOVA. The dependent variables for this research are gender and ethnicity, while the independent variables are the commitment score, the organisational score, and the talent management score. The hypotheses of this research will be tested by separately testing the dependent variables under each independent variable. The main dependent variables for this research are gender and ethnicity, whilst the independent variables are based on organisational commitment, organisational culture and talent management.

The hypotheses to be tested are the following:

1. H₀₁: Employees do not agree that their organisations are committed to creating a diverse and inclusive work environment.
H_{A1}: Employees do agree that their organisations are committed to creating a diverse and inclusive work environment.
2. H₀₂: Employees do not agree that organisational culture influences talent management towards keeping employees engaged in a diverse and inclusive working environment.
H_{A2}: Employees do agree that organisational culture influences talent management towards keeping employees engaged in a diverse and inclusive working environment.
3. H₀₃: Employees do not agree that talent management influences the psychological contract in the workplace.
H_{A3}: Employees do agree that talent management influences the psychological contract in the workplace.

The hypotheses mentioned above will be tested by comparing the results of the two dependent variables, namely, gender and ethnicity, towards the independent variables which are,

organisational commitment, organisational culture, and talent management. These hypotheses were tested in order to answer the following questions:

1. *What is the level of commitment towards diversity and inclusion within the tech industry in Dublin?*
2. *How does organisational culture impact employee engagement in a diverse and inclusive working environment?*
3. *What are the effects of talent management on the psychological contract in the workplace?*

The next two sub-parts of this section will aim to test the hypotheses by using the non-parametric tests of independent samples and for this research the Kruskal-Wallis test was adopted, as this is a rank-based non-parametric test which is used to determine if there are statistically significant differences between the two or more groups of the independent variable (Laerd Statistics, 2021). The hypotheses will either be validated or rejected depending on the level of significance, which in this case is $p = > 0.05$.

4.4.1. Gender Variable

Since the topic of this research is diversity and inclusion, one of the dependent variables, which in this case was gender and was used to depict the views of the employees towards the organisational commitment, culture and talent management. The tables and figures below will be used to test the hypotheses.

1. Organisational Commitment Score across Gender

Descriptive Statistics

| Gender | | N | Minimum | Maximum | Mean | Std. Deviation |
|-------------------|--------------------|----|---------|---------|---------|----------------|
| Male | CommitmentScore | 11 | 19.00 | 30.00 | 23.2727 | 3.28910 |
| | Valid N (listwise) | 11 | | | | |
| Female | CommitmentScore | 45 | 15.00 | 27.00 | 22.1333 | 3.22349 |
| | Valid N (listwise) | 45 | | | | |
| Prefer not to say | CommitmentScore | 3 | 17.00 | 25.00 | 21.6667 | 4.16333 |
| | Valid N (listwise) | 3 | | | | |

Table 4.3 Descriptive Statistics of Gender based on Organisational Commitment

Independent-Samples Kruskal-Wallis Test Summary

| | |
|--------------------------------|---------------------|
| Total N | 59 |
| Test Statistic | .350 ^{a,b} |
| Degree Of Freedom | 2 |
| Asymptotic Sig. (2-sided test) | .840 |

Table 4.3.1 Kruskal-Wallis Test on Organisational Commitment

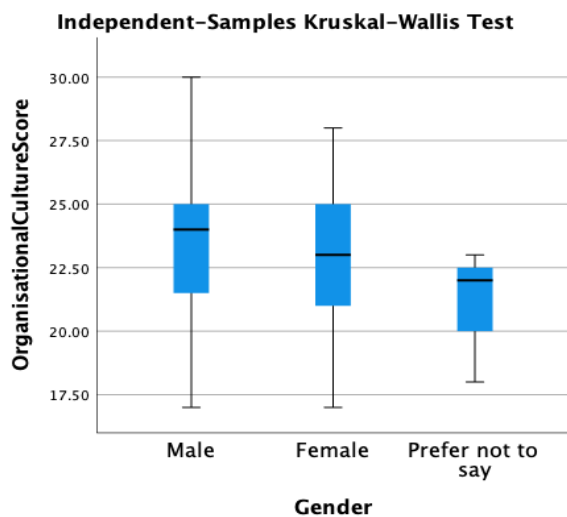


Figure. 2.7 Kruskal-Wallis – Commitment

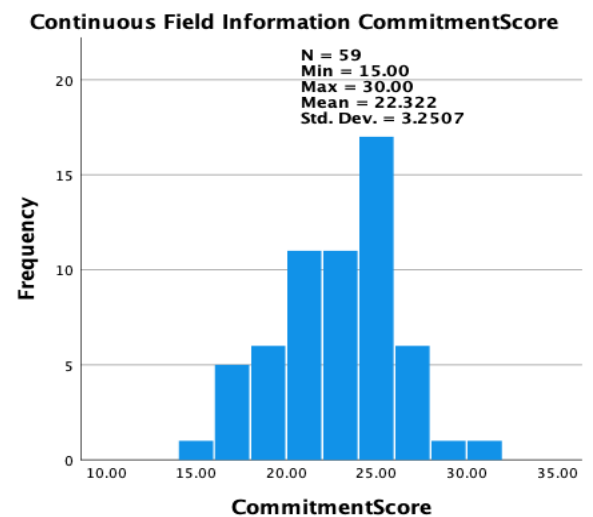


Figure. 2.7.1 Commitment - Frequency

This section shows the relationship between the dependent variable which in this case was gender, with the independent variable which is the organisational commitment score. As shown on Table 4.3.1 the independent samples Kruskal-Wallis test shows that the Asymptotic Sig. value is .840, which means that the null hypothesis should be retained, as the p value is > 0.05.

2. Organisational Culture Score across Gender

Descriptive Statistics

| Gender | | N | Minimum | Maximum | Mean | Std. Deviation |
|-------------------|----------------------------|----|---------|---------|---------|----------------|
| Male | OrganisationalCultureScore | 11 | 17.00 | 30.00 | 23.4545 | 3.41654 |
| | Valid N (listwise) | 11 | | | | |
| Female | OrganisationalCultureScore | 45 | 15.00 | 28.00 | 22.9556 | 3.22600 |
| | Valid N (listwise) | 45 | | | | |
| Prefer not to say | OrganisationalCultureScore | 3 | 18.00 | 23.00 | 21.0000 | 2.64575 |
| | Valid N (listwise) | 3 | | | | |

Table 4.4 Descriptive Statistics of Gender based on Organisational Culture

Independent-Samples Kruskal-Wallis Test Summary

| | |
|--------------------------------|----------------------|
| Total N | 59 |
| Test Statistic | 1.629 ^{a,b} |
| Degree Of Freedom | 2 |
| Asymptotic Sig. (2-sided test) | .443 |

Table 4.4.1 Kruskal-Wallis Test on Organisational Culture

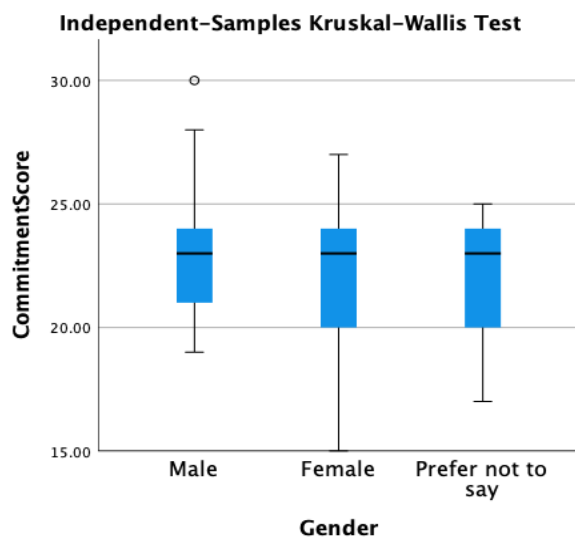


Figure. 2.8 Kruskal-Wallis – Culture

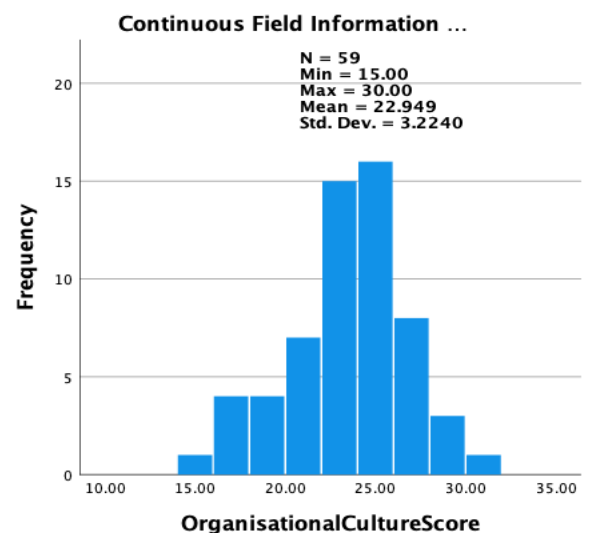


Figure. 2.8.1 Culture – Frequency

This section shows the relationship between the dependent variable which in this case was gender, with the independent variable which is the organisational culture score. As shown on Table 4.4.1 the independent samples Kruskal-Wallis test shows that the Asymptotic Sig. value is .443, which means that the null hypothesis should be retained, as the p value is > 0.05 .

3. Talent Management Score across Gender

| Descriptive Statistics | | | | | | |
|------------------------|-----------------------|----|---------|---------|---------|----------------|
| Gender | | N | Minimum | Maximum | Mean | Std. Deviation |
| Male | TalentManagementScore | 11 | 11.00 | 29.00 | 21.0000 | 4.42719 |
| | Valid N (listwise) | 11 | | | | |
| Female | TalentManagementScore | 45 | 17.00 | 27.00 | 21.8889 | 2.41418 |
| | Valid N (listwise) | 45 | | | | |
| Prefer not to say | TalentManagementScore | 3 | 12.00 | 18.00 | 15.6667 | 3.21455 |
| | Valid N (listwise) | 3 | | | | |

Table 4.5 Descriptive Statistics of Gender based on Talent Management

Independent-Samples Kruskal-Wallis Test Summary

| | |
|--------------------------------|--------------------|
| Total N | 59 |
| Test Statistic | 7.857 ^a |
| Degree Of Freedom | 2 |
| Asymptotic Sig. (2-sided test) | .020 |

Table 4.5.1 Kruskal-Wallis Test on Talent Management

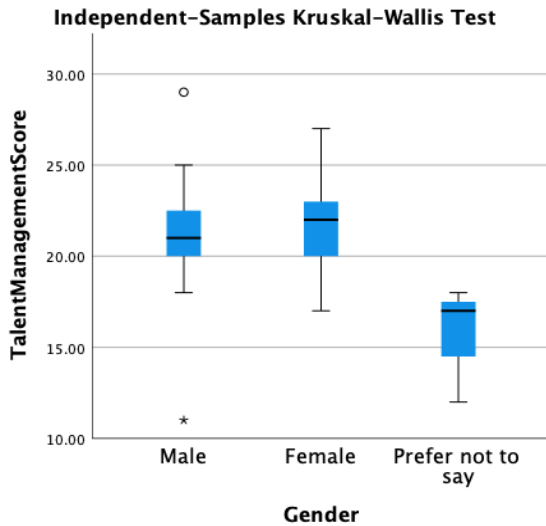


Figure 2.9 Kruskal-Wallis – Talent Mgmt.

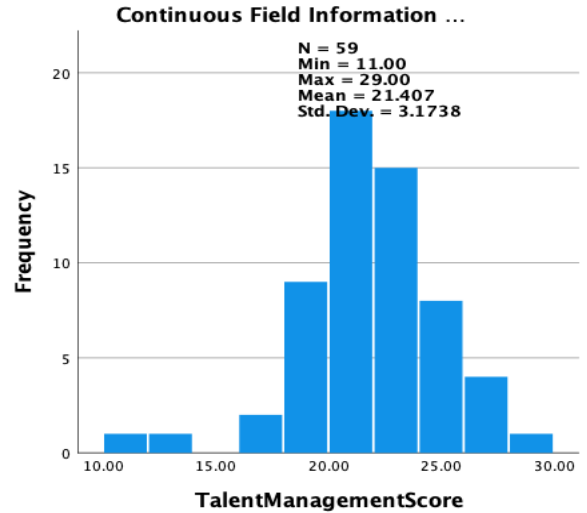


Figure 2.9.1 Talent Mgmt. Frequency

This section shows the relationship between the dependent variable which in this case was gender, with the independent variable which is the talent development score. As shown on Table 4.5.1 the independent samples Kruskal-Wallis test shows that the Asymptotic Sig. value is .020, which means that the null hypothesis should be rejected, as the p value is < 0.05 .

4.4.2 Impacts of Ethnicity

The dependent variable used for this section was ethnicity to depict the views of the employees towards the organisational commitment, culture and talent management. The tables and figures below will be used to valid the hypotheses.

1. Organisational Commitment Score across Ethnicity

Descriptive Statistics

| Ethnicity | | N | Minimum | Maximum | Mean | Std. Deviation |
|--|--------------------|----|---------|---------|---------|----------------|
| White/Caucasian | CommitmentScore | 40 | 15.00 | 30.00 | 22.1750 | 3.26510 |
| | Valid N (listwise) | 40 | | | | |
| Black – African/American | CommitmentScore | 4 | 17.00 | 23.00 | 20.5000 | 2.51661 |
| | Valid N (listwise) | 4 | | | | |
| Asian – Central, North, East, South East, West | CommitmentScore | 8 | 17.00 | 27.00 | 23.6250 | 3.50255 |
| | Valid N (listwise) | 8 | | | | |
| Spanish | CommitmentScore | 4 | 20.00 | 28.00 | 24.0000 | 3.65148 |
| | Valid N (listwise) | 4 | | | | |
| Mixed | CommitmentScore | 2 | 19.00 | 23.00 | 21.0000 | 2.82843 |
| | Valid N (listwise) | 2 | | | | |
| Prefer not to say | CommitmentScore | 1 | 21.00 | 21.00 | 21.0000 | . |
| | Valid N (listwise) | 1 | | | | |

Table 4.6 Descriptive Statistics of Ethnicity on Organisational Commitment

Independent-Samples Kruskal-Wallis Test Summary

| | |
|-------------------------------|----------------------|
| Total N | 59 |
| Test Statistic | 5.415 ^{a,b} |
| Degree Of Freedom | 5 |
| Asymptotic Sig.(2-sided test) | .367 |

Table 4.6.1 Kruskal-Wallis Test Commitment

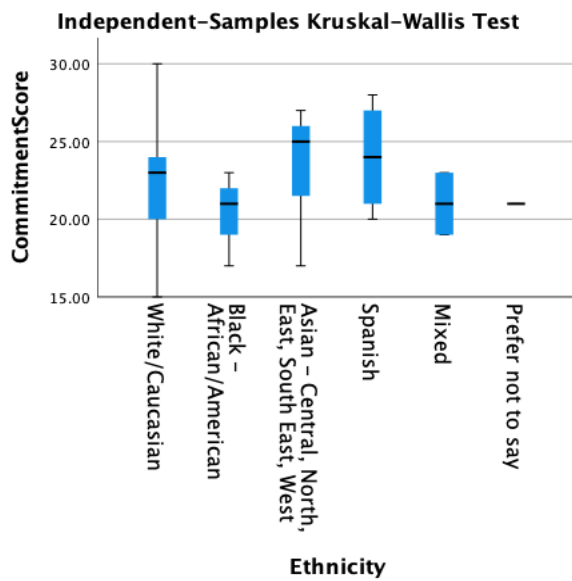


Figure 3. Commitment - Ethnicity

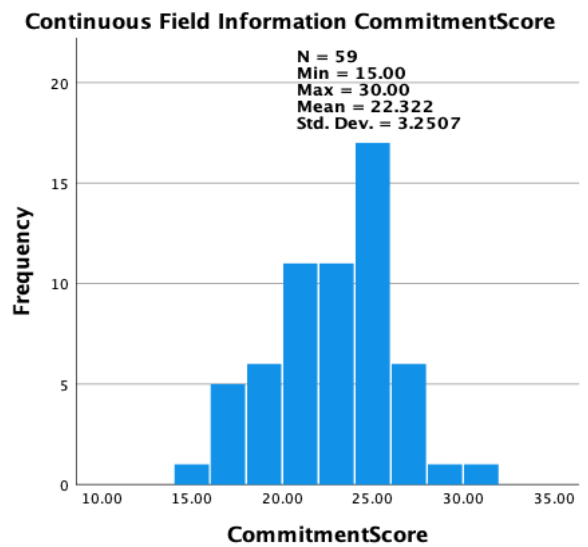


Figure 3.1 Commitment Frequency

This section shows the relationship between the dependent variable which in this case was ethnicity, with the independent variable which is the organisational commitment score. As shown on Table 4.6.1 the independent samples Kruskal-Wallis test shows that the Asymptotic Sig. value is .367, which means that the null hypothesis should be retained, as the p value is > 0.05.

2. Organisational Culture Score across Ethnicity

Descriptive Statistics

| Ethnicity | | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----------------------------|----|---------|---------|---------|----------------|
| White/Caucasian | OrganisationalCultureScore | 40 | 17.00 | 30.00 | 22.8750 | 2.85718 |
| | Valid N (listwise) | 40 | | | | |
| Black – African/American | OrganisationalCultureScore | 4 | 18.00 | 26.00 | 22.7500 | 3.40343 |
| | Valid N (listwise) | 4 | | | | |
| Asian – Central, North, East, South East, West | OrganisationalCultureScore | 8 | 15.00 | 28.00 | 22.7500 | 4.89168 |
| | Valid N (listwise) | 8 | | | | |
| Spanish | OrganisationalCultureScore | 4 | 22.00 | 28.00 | 24.7500 | 2.75379 |
| | Valid N (listwise) | 4 | | | | |
| Mixed | OrganisationalCultureScore | 2 | 17.00 | 26.00 | 21.5000 | 6.36396 |
| | Valid N (listwise) | 2 | | | | |
| Prefer not to say | OrganisationalCultureScore | 1 | 24.00 | 24.00 | 24.0000 | . |
| | Valid N (listwise) | 1 | | | | |

Table 4.7 Descriptive Statistics of Ethnicity on Organisational Commitment

Independent-Samples Kruskal-Wallis Test Summary

| | |
|--------------------------------|----------------------|
| Total N | 59 |
| Test Statistic | 1.472 ^{a,b} |
| Degree Of Freedom | 5 |
| Asymptotic Sig. (2-sided test) | .916 |

Table 4.7.1 Kruskal-Wallis Test Culture

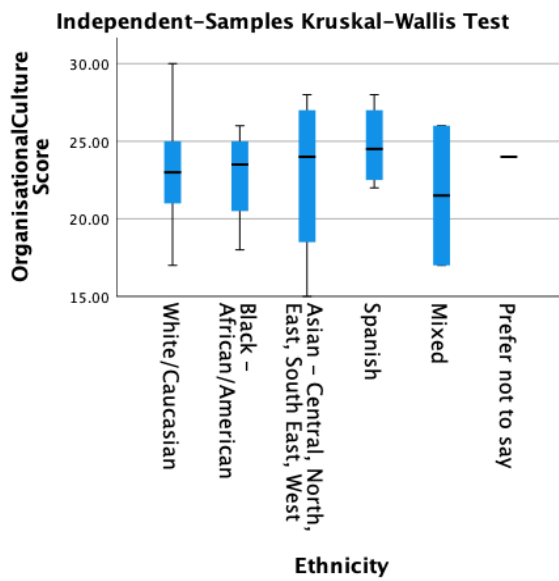


Figure 3.2 Ethnicity – Culture

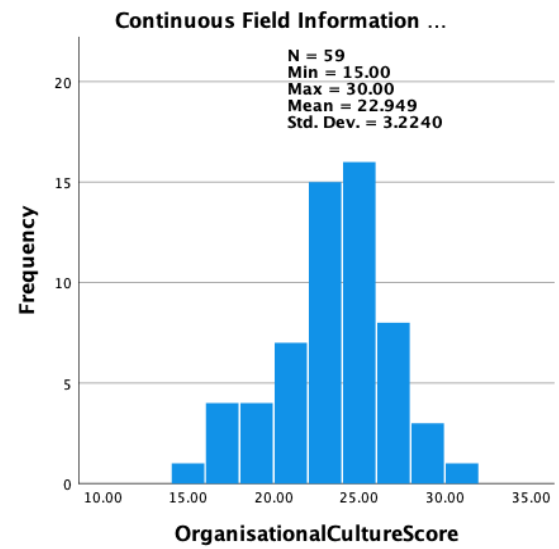


Figure 3.2.1 Culture Frequency

This section shows the relationship between ethnicity and the organisational commitment score. As shown on Table 4.7.1 the independent samples Kruskal-Wallis test shows that the Asymptotic Sig. value is .916, which means that the null hypothesis should be retained, as the p value is strongly > 0.05 .

3. Talent Management Score across Ethnicity

Descriptive Statistics

| Ethnicity | | N | Minimum | Maximum | Mean | Std. Deviation |
|--|-----------------------|----|---------|---------|---------|----------------|
| White/Caucasian | TalentManagementScore | 40 | 11.00 | 29.00 | 21.4750 | 3.21844 |
| | Valid N (listwise) | 40 | | | | |
| Black - African/American | TalentManagementScore | 4 | 12.00 | 23.00 | 18.5000 | 5.06623 |
| | Valid N (listwise) | 4 | | | | |
| Asian - Central, North, East, South East, West | TalentManagementScore | 8 | 18.00 | 26.00 | 22.2500 | 2.60494 |
| | Valid N (listwise) | 8 | | | | |
| Spanish | TalentManagementScore | 4 | 20.00 | 24.00 | 21.2500 | 1.89297 |
| | Valid N (listwise) | 4 | | | | |
| Mixed | TalentManagementScore | 2 | 23.00 | 23.00 | 23.0000 | .00000 |
| | Valid N (listwise) | 2 | | | | |
| Prefer not to say | TalentManagementScore | 1 | 21.00 | 21.00 | 21.0000 | . |
| | Valid N (listwise) | 1 | | | | |

Table 4.8 Descriptive Statistics of Ethnicity on Talent Management

Independent-Samples Kruskal-Wallis Test Summary

| | |
|-------------------------------|----------------------|
| Total N | 59 |
| Test Statistic | 3.040 ^{a,b} |
| Degree Of Freedom | 5 |
| Asymptotic Sig.(2-sided test) | .694 |

Table 4.8.1 Kruskal-Wallis Test Talent Management

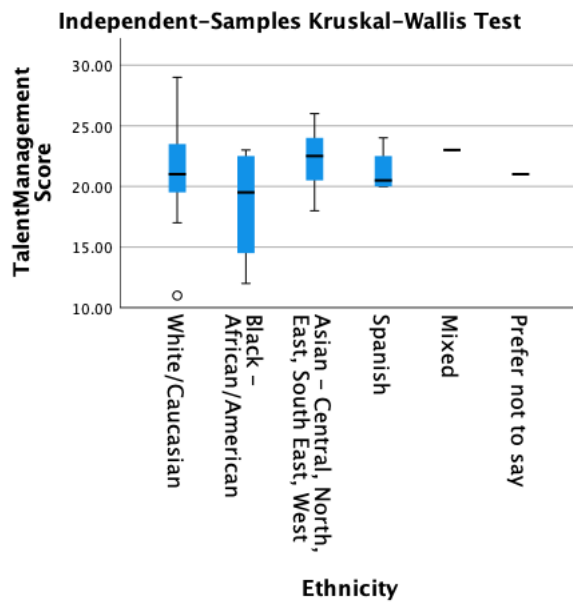


Figure 3.3 Ethnicity – Culture

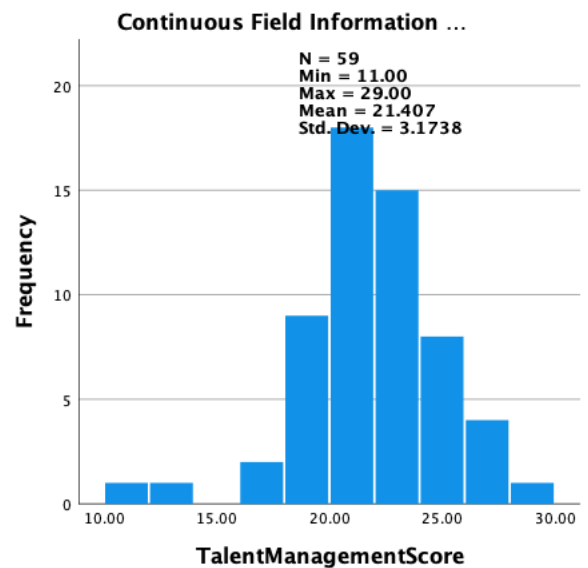


Figure 3.3.1 Talent Mgmt. – Frequency

This section shows the relationship between ethnicity and the talent management score. As shown on Table 4.8.1 the independent samples Kruskal-Wallis test shows that the Asymptotic Sig. value is .694, which means that the null hypothesis should be retained, as the p value is significantly > 0.05.

4.4. Summary of Analysis

In conclusion, this quantitative analysis was conducted in order to see the relevance of gender and ethnicity on the organisational commitment towards diversity and inclusion, as well as its impact on the organisational culture and talent management practices within a diverse and inclusive working environment. Gender and ethnicity variables were chosen as the main focus in order to test the hypotheses, as these play an integral role when it comes to diversity and inclusion. The hypotheses were tested by using the non-parametric analysis by applying the Kruskal-Wallis Test.

As a result of testing the hypotheses, with regards to gender, it was found that the null hypotheses for commitment and organisational culture were both retained. This means that employees within the tech industry of Dublin do not agree with the belief that their organisations are committed to diversity and inclusion, nor do they agree that the organisational culture has an influence on the talent management practices towards keeping employees engaged within a diverse and inclusive work environment. However, with regards to the last hypothesis tested, the null hypothesis was rejected as the employees, male or female, do agree that talent management has an effect or influences the psychological contract in the workplace.

When the ethnicity variable was applied to test the hypotheses, the results showed that the null hypotheses were all retained or accepted, as the values were all above or greater than the p value of 0.05. This means that the employees from various ethnic backgrounds do not agree that their organisations are committed to diversity inclusion, or that the organisational culture influences talent management practices towards employee engagement, as well as disagreeing with the belief that talent management has an influence of the psychological contract in the workplace.

Therefore, the answers to the research questions based on the hypotheses are as follows:

1. *Research Question 1:* Employees in the tech industry do not view their organisations as committed to diversity and inclusion in the workplace, but there might be a possibility that it is a work-in-progress for many organisations.
2. *Research Question 2:* The answer to this question is that the employees regardless of gender or ethnic background, do not see that organisational culture impacts employee engagement in a diverse and inclusive environment.

3. *Research Question 3:* The effects of talent management on the psychological contract in the workplace resulted differently through the hypothesis test. For the variable gender, the null hypothesis was rejected, which meant that talent management does affect the psychological contract for the various genders. Whilst, for ethnicity or people from various backgrounds, retained or accepted the null hypothesis, that they do not agree that the psychological contract is influenced by talent management.

Taking into consideration the limitations of this research, such as the time constraints and the impact of the pandemic on organisations, which resulted in a small sample size of 59 respondents. However, without the limitations, it can be argued that the results may be different had the sample size been bigger.

The next chapter will compare the findings of the data in order to see if whether or not the literature reviewed agrees or disagrees with the results of this research study.

Chapter 5: Discussion

5.1. Introduction

The findings of the research analysis will be discussed in this chapter. The results of the primary research will be compared to the secondary data collected. Therefore, the findings of the data will be compared to the literature reviewed in order to see if what the literature states about the related topic, is the same from the participants' point of observation, which in this case were employees working within the Technology Industry of Dublin.

The purpose of this research was to explore the views of employees working in Dublin's Tech Industry, towards the importance of Diversity and Inclusion and its impact on talent management in keeping employees engaged. The objectives of this research were to see the following:

1. To see how committed organisations are towards creating a diverse and inclusive workplace environment
2. To identify if organisational culture influences talent management practices in keeping employees engaged in a diverse and inclusive environment.
3. To explore the impact of talent management on the psychological contract.

The next section will discuss the findings of the data analysis and see if this correlates with what the literature review had depicted.

5.2. Discussion

5.2.1 Objective 1 – Commitment towards diversity and inclusion

The first objective of this research was to see how committed organisations are towards creating a diverse and inclusive workplace environment.

According to insights from Forbes (2021), the importance of creating a diverse and inclusive work environment and actually committing to it, plays a significant role towards attracting and retaining top talents. As a result of globalisation, there has been a growth in female employees, as well as people from various ethnic backgrounds entering the tech industry, as well as the general workforce (Garg and Sangwan, 2021). Embracing diversity and inclusion in the organisation is simply not just about complying with the law or the current trends in the

industry, but rather a responsibility that requires commitment from the management (Pepple, 2017). Managing diversity is simply no longer enough but should be leveraged as this creates an emphasis on the fact that adopting certain practices or initiatives for diversity management is no longer adequate and instead demands for an increased level of commitment towards the issue (Garg and Sangwan, 2021).

When the findings of the data were analysed, it did show that majority of the participants were female, which validates the fact that there is a growth in female employees entering the previously male-dominated industry of tech, The result of the hypotheses (1) tests on both the gender and ethnicity variables, with regards to the organisational commitment towards creating a diverse and inclusive environment, the null hypothesis was retained and not rejected. This indicated that from the participant's point of view, organisations are not committed to creating a diverse and inclusive environment. This result can assume that despite the fact that diversity and inclusion has been present for decades, it's relevance in the organisational performance is still a work-in-progress, therefore, resulting in a negative perception of commitment towards D&I. However, the literature does say that the recognition of diversity and inclusion does not always result to adaptation and implementation (CIPD, 2018), which means that it may take some time for organisations to fully address and commit to the importance of managing diversity and inclusion.

This depicts that there is currently a gap between the employees' perception of organisational commitment towards diversity and inclusion, versus, the actual current organisational practices towards managing diversity and inclusion in the workplace.

This section answers the first research question with regards to the organisational level of commitment towards diversity and inclusion.

5.2.2 Objective 2 – The influence of organisational culture on talent management towards employee engagement

The second objective aimed to identify the influence of organisational culture on the talent management practices towards employee engagement in a diverse and inclusive environment.

Ohunakin *et al* (2019), found that when the significance of diversity and inclusion are fully understood and implemented correctly, where words turn into action, it influences talent management practices, which plays an inevitable role as this influence's employee engagement

as well as job satisfaction. Within an organisation, it is inevitable to create a culture where shared beliefs and values are openly communicated throughout, therefore placing an emphasis on the importance of recognising and promoting the uniqueness of each employee or groups, within a diverse workforce (Vohra *et al*, 2015). The organisational culture provides a sense of identity, which aids in determining the various beliefs, norms, values and language, in the way the organisation operates (O'Donnell and Boyle, 2008).

Open communication creates transparency, which is inevitable within an organisation as this will prove the fact that the employee perspectives and contributions are truly valued, therefore, enabling honesty and fairness in the workplace, which creates a domino effect from organisational inclusion to employee engagement (Glassdoor, 2021).

The data analysed for testing the second hypothesis on the organisational culture influencing talent management towards keeping employees engaged in a diverse and inclusive working environment, was rejected as the significance value was greater than 0.05, which meant that the null hypothesis was retained and not rejected. The analysis found that the employees do not agree with the view that organisational culture influences talent management towards keeping employees engaged within a diverse and inclusive organisational environment. The reason as to why the hypotheses was rejected was most likely due to the fact that focusing on adapting to various approaches and understanding different perspectives is ongoing and may possibly take some time before it is fully seen or experienced by the employees.

The result of this finding refutes that of the literature as the previous researchers found that when an organisation has an open, diverse and inclusive culture, it influences employee engagement, and this answers research question two, how organisational culture impact employee engagement within a diverse and inclusive environment.

5.2.3 Objective 3 – The impact of talent management on the psychological contract

The last objective was aimed at exploring the impact of talent management on the psychological contract.

Rousseau and Schalk (2000), said that a psychological contract in the workplace refers to the belief systems between the employee and employer with regards to their mutual obligations in the workplace, but mainly focused from the employee's perspective. According to Naidoo *et*

al (2019), the success of the organisation relies upon the organisational commitment for managing talent, as this focuses on the development of the employee, which influences engagement and impact retention, which is beneficial to the organisation, as this will increase their competitive advantage, due to the satisfaction of their employees in the job. One of the most important factors between talent management and the psychological contract is the presence of mutual understanding, for the simple reason being that the expectations and responsibilities should be transparent. Managing talent within a diverse organisation can be quite challenging as every individual is different, therefore would have varied behaviours that would need to be considered and understood by management (CIPD, 2021).

The last hypothesis tested was to see if the employees agree or disagree with the notion that talent management influences the psychological contract in the workplace. When this hypothesis was tested on the gender variable, the result was that the null hypothesis was rejected, therefore retaining the alternative hypothesis which said that the employees do agree with the fact that talent management influences the psychological contract. However, when the same hypotheses were tested on the ethnicity variable, the result was that the null hypothesis was to be retained, which meant that employees did not agree with the fact that talent management influences the psychological contract in the workplace.

This just proves how the psychological contract varies from one individual or group to another, as it is heavily based on the employee's perception of fairness and trust, therefore, when rewarded or recognised for their efforts and contributions, it results in a high level of employee engagement and commitment (CIPD,2021). This section answers the final research question with regards to what the effects of talent management are on the psychological contract.

Conclusion

In conclusion, the results of the hypotheses tests varied. The null hypothesis for all three hypotheses were mainly retained, which meant that the null hypotheses were not rejected. This means that the analysis and results of this research study found gaps between what the literature said, versus, the views or opinions of the sample or participants.

Chapter 6: Conclusion and Recommendations

6.1. Conclusion

The main purpose of this research was to gain an insight into the views of the employees in the tech industry in Dublin towards the impact of diversity and inclusion on talent management in keeping employees engaged. The fact that diversity and inclusion is such a topical issue at present, it is important to understand its significance and implications on the employees and the organisations within the industry. In spite of the fact that diversity and inclusion has been recognised by majority of the local and global organisations, it simply does not result in actual adaptation and implementation, which proves the fact that inequality still exists in the workplace or at least it is still a work in progress for many.

In order to gain an insight into how significant diversity and inclusion are in organisations, there were three objectives set out for this research, with three hypotheses to be tested. The objectives for this research were to see if organisations are actually committed to creating a diverse and inclusive workplace, to identify if the organisational culture influences talent management in keeping employees engaged, and to explore the impact talent management has on the psychological contract in the workplace. In order to meet these objectives, three hypotheses were applied and tested. As a result, the hypotheses tests for objectives one and two were retained, which meant that employees do not agree that their organisations are committed to creating a diverse and inclusive environment, as well as disagreeing with the assumption that organisational culture influences talent management towards keeping employees engaged. The results for these two hypotheses depict a gap in the research possibly due to the small sample size and the limitations encountered during the research process. As for the last objective, regarding talent management and the psychological contract, when the hypothesis was tested on the gender variable, the null hypothesis was rejected which meant that the employees do agree with the assumption that talent management influences the psychological contract in the workplace.

The results of the hypotheses tested varied but were mostly retained and not rejected, which means that there are still gaps and points to improve on with regards to the management of diversity in an inclusive environment, and it is simply inevitable to identify, adapt and implement these gaps, in order to reach the full impact, it will positively have on the employees and the organisation.

6.2. Recommendations

For any future research on the topic of Diversity and Inclusion and its impact on talent management towards employee engagement, whether it be on the Technology Industry or on another industry, it is vital to target a large sample size in order to obtain a much more reliable result when analysing the data. The gaps found in this research depicts a path that future researchers can take in order to make a stronger case. For example, the findings carried out on this research proved that there are still inequalities present within an organisation, therefore, in any further study with regards to this topic, can explore the different factors affecting the inequalities in the workplace, in order to identify such factors and see how it can be improved.

Furthermore, diversity and inclusion are two separate issues but are interconnected, therefore making it a wide research topic, where there are many factors that affect or influence diversity management in an inclusive working environment. As mentioned in this research, D&I is such a broad topic, therefore it is inevitable to determine the significance of the anticipated impacts based on the chosen points of focus when researching the topic of diversity and inclusion. Additionally, it is of great importance to determine what type of research is to be carried out, whether it be qualitative or quantitative, depending on the aims and objectives for the research.

Regarding the practical and actionable recommendations for change or improvement to the current practice base on the research findings are the following:

- Management must not only recognise the significance of diversity and inclusion in the workplace but to adopt and implement it across the whole organisation and really show invest time and commit to it, as this has an immense on employee engagement, which will affect employee performance and organisational profitability.
- Furthermore, it is important to focus on a variety of areas of diversity as opposed to simply gender/sexual orientation or ethnicity/race.
- Leaders must be more proactive with regards to showing their interest through engagement with diverse groups in order to form a more cohesive workforce that can influence change.
- Lastly, internal advertisement of diversity and inclusion does not mean anything if it is not implemented across the board, putting an emphasis on the importance of words leading to action, that can make a more diverse organisation in the future.

6.3. Implications of Findings

The recommendations for this topic are not exactly measurable in a way, as creating a diverse and inclusive working environment is simply a process. Implementing a specific timeframe is quite difficult since diversity and inclusion is mainly based on individual personality and behaviour, therefore, setting out a plan for implementation within a realistic timeframe is quite challenging, as some people adapt faster or slower than others. Therefore, the recommendations for changes or improvement to current organisational practice, will take some time and would be challenging to set a specific timeframe, as some people may oppose the ideas and cause delay. Taking gradual steps towards changing or enhancing current D&I initiatives in organisation is recommended, as some individuals may not be so open or accepting towards immediate change of ways.

However, as part of these changes, an external expertise can be brought in to actually dedicate time towards obtaining more knowledge on diversity and inclusion, and this could be an ongoing event possible once or twice a week for example. Furthermore, investing in diversity management trainings could be extremely beneficial for the HR department, as well as those in senior positions, as most D&I issues surround recruitment and promotion but are still tied to the individual's manager's discretion. Management trainings for building diversity and inclusion can be done through a one full day seminar, which costs €400 per person and can be done by those in senior or management and HR positions on rotation, so not to make it too costly for the organisation. This would be beneficial to those in senior or management and HR positions, as they are usually the ones involved with the strategic planning and implementation of any internal changes or improvements.

6.4. Personal Learning Statement

Taking on this research study has been the most challenging aspect of my entire academic experience. During the research process, unforeseen circumstances occurred which added to

the pressure and difficulty in completing it, but life goes on and we should focus on the present. Conducting this research was difficult as the topic was quite broad, making it hard to decide which factors to focus on. Furthermore, choosing the compatible research instruments and data analysis was hard due to the fact that I never used such tools before, specifically the SPSS Statistics analysis tool. The time constraints were also an issue for me, due to the fact that there was so much to do in so little time, therefore making the whole process extremely hard and stressful.

The research topic of diversity and inclusion was chosen due to the fact that it was something that I have always enjoyed discussing or learning about, since coming from a hospitality background, I have worked and encountered with people of all personalities and nationalities, which made me appreciate diversity and inclusion more than I already do. The whole process was indeed challenging but somewhat enjoyable due to the various knowledge obtained, which can be applied to my current role.

Out of the whole research, the most challenging aspect was the analysis and interpretations of the data collected, as I mentioned before, I was completely new to the SPSS tool and encountered so many difficulties with regards to choosing the correct tool for analysing the data. Had there been a longer timeframe, I believe that I could have obtained more respondents on my survey, which would have made a stronger and more reliable analysis of results. The part that I enjoyed was the literature review, as it was interesting to review various documents from various files completed by other researchers. However, if I was to carry out the same research, I would definitely choose qualitative research instead of quantitative, in order to gain a more reliable source of information, as the questions will be answered based on actual experience and not by analysis of numbers. Furthermore, if there is one thing to learn from this experience, is not to underestimate the whole process of conducting research and typing up the information and interpreting the data collected, as this is the most crucial part of the process and truly require time and attention.

The recommendations made in this research might be beneficial in future studies on diversity and inclusion impacting talent management towards employee engagement.

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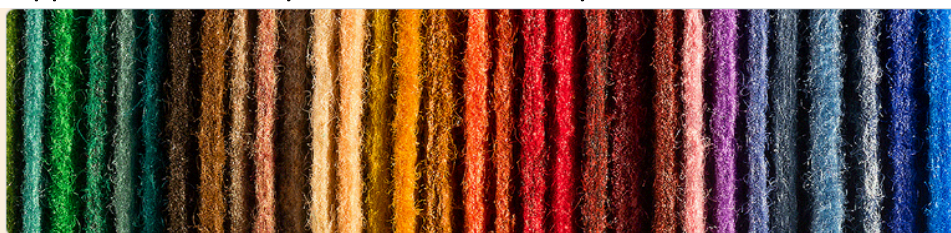
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Appendices

Appendix 1 Diversity and Inclusion Survey



Diversity & Inclusion Survey

Dear Participants,

First of all, I would like to sincerely "Thank You" for taking the time to complete this survey as part of my research on Diversity and Inclusion in the Technology Industry in Dublin, for the completion of my dissertation for my Master's Degree in Human Resource Management. The purpose of this survey is to see how D&I impacts the talent management practices organisations have in keeping employees engaged in the Industry.

The survey will take about 5-10 minutes of your time. It is totally voluntary, anonymous, and any information provided will remain strictly confidential, and will only be used for scholarly purposes. Answering each part is totally optional but it will be greatly appreciated if you could please fully complete it, for the accuracy of results.

Once again, I would like to express my sincere gratitude for taking part in my research study.

Stay safe!

Kind regards,
H.R.

What do you identify as? e.g. male/female/non-binary/transgender/intersex/other (please specify)/I prefer not to say.

Short-answer text

Age

- 18-25
- 26-35
- 36-50
- 51-60
- 60+
- Prefer not to say

What is your ethnic background? Please state.

Short-answer text

Education

- High School
- Bachelor's Degree
- Postgraduate
- Master's Degree
- PhD

How many languages do you speak? Please specify.

Long-answer text

Employment Status

- Full-time
- Part-time
- Fixed-term
- Agency Worker

Our firm is committed to diversity and inclusion.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

The firm has done a good job providing training programs that promote diversity and inclusion.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

I see strong leadership support of the firm's value of diversity and inclusion.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Top management exercises the belief that problem-solving is improved when input from different roles, ranks, and functions is considered.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

This organisation invests in the development of all of its employees.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

There is a career development path for all employees at this firm.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

I believe this firm will take appropriate action in response to incidents of discrimination and/or bias.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

People of all cultures and backgrounds are respected and valued here.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Everyone has access to equal employment opportunities regardless of their difference.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

The organisational policies are inclusive and I feel valued and respected.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

I feel like I belong at my company.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Employees of this organisation are valued for who they are as people and not just for the jobs they fill.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

The primary objective of my organisation's D&I programme is to:

- Enhance external reputation
- Comply with legal requirements
- Respond to the public's expectations
- Attract, engage and retain talent

Employees are promoted fairly and based on their performance.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

My company enables me to balance my work and personal life.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

At my company we treat mistakes like learning opportunities, rather than personal failures.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

In this organisation, employees' insights are used to rethink or redefine work practices.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Diversity and Inclusion greatly impacts employee engagement and retention.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

What improvements, if any, can be made to improve the diversity and inclusion practices/programmes in your organisation?

Long-answer text
