

**“Diversity and Inclusion: A comparative study of IBM (India)
and Intel (Ireland)”**

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NATIONAL COLLEGE OF IRELAND

Submitted to National College of Ireland , (MAY 2024)

Submission of Thesis and Dissertation

National College of Ireland
Research Students Declaration Form
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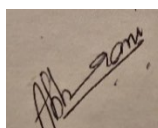
Degree for which thesis is submitted: Master of Arts in Human Resource Management

Title of Thesis: Diversity and Inclusion: A comparative study of IBM (India) and INTEL (Ireland)

Thesis supervisor: Rachel Doherty

Date: 6-5-2024

Signature of research student:



Date : 06/ 05/ 2024

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ABSTRACT

In current severely evolving business world, diversity and inclusion are essential components of an effective organisational structure. This dissertation delves into the execution of specific initiatives and programmes, their impact on employee engagement, and the challenge of attaining organisational performance. The qualitative research study offers methods like employee semi-structured interviews. The comparison of diversity and inclusivity initiatives, their differences, how they affect employee engagement, and whether or not they improve organisational performance were the main research questions that needed to be addressed.

Several themes emerged from the analysis of the interview data with the help of theme coding: the choice and execution of effective initiatives and programmes, the impact of these initiatives on the specified performance level and employee engagement, as well as some potential opportunities and challenges for the future. To address the needs of diversity and inclusion, IBM and Intel, for example, have each defined, developed, implemented, and evaluated a number of important initiatives, including employee resource groups, diversity training, and targeted recruitment. As evidenced by the higher levels of commitment, motivation, and belonging, it has a positive effect. They could accomplish the performance at the same time by being innovative, improving their problem-solving skills, and trying to comprehend the demands of a wide range of clients.

However, issues like implicit prejudices, the need to build strong bonds with people from different cultural backgrounds, and the increased resistance to change force organisations to assess the suggested approaches. More cross-cultural training, marketing, effective leadership, and the technological tools that businesses already employ for talent management are among the other suggestions. Planning potential diversity and inclusion policies and identifying the most effective initiatives and programmes could both benefit from such research studies.

ACKNOWLEDGEMENT

I would like to thank my lecturers and staff at the National College of Ireland for their valuable support throughout the course. I would like to thank my supervisor Rachel Doherty, whose unwavering guidance and support were invaluable throughout the research process. Her responsive feedback and encouragement helped me to complete my dissertation at the right time.

I would also like to thank my friends, who kept me motivated when I faced challenges during the process. Their suggestions and encouragement were instrumental in overcoming the challenges I encountered during the process

Lastly, I would like to thank my family members, especially my parents for believing in me till I complete my research. I could not have reached this point without the support of my family and friends. I am grateful to have each one of you.

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CHAPTER 1: INTRODUCTION

1.1. Overview

In the contemporary business environment, augmented by globalization and other macro-environmental forces, diversity and inclusion have become more than buzzwords. More and more companies regardless of their size, location, and industry orientation prioritize diversity across race, gender, culture, ethnicity, sexual orientation, and cognition. Diversity has demonstrated its capacity to boost an organization's innovation capacity, achieve a more sustainable decision-making process, and enrich the existing culture. Inclusion refers to the extent to which recruitments, promotions, feelings of respect, and ownership accompany diversity initiatives. True inclusion occurs when people from all backgrounds feel that they can openly contribute their opinions and talents. Therefore, the benefits of inclusion and diversity are moral and double-edged, as they reflect the multiple dimensions of the company's overall performance (Kirton & Greene, 2021).

Although diversity and inclusion have long been recognized as critical aspects of business success, their current importance cannot be achieved in total isolation. While it is true that people have long worked together, their centralized roles in the workplace have evolved with broader socio-cultural changes. Many years ago, businesses tended to recruit and promote virtually exclusively white men, given the diversity of these communities or the prejudiced perceptions of others. The Heith Coffey video discussed how verbal attacks on consumers of varied and distinctive circumstances are influencing fast food chains. However, both in the United States and the rest of the Western world, pivotal initiatives to legalize inclusivity and diversity have now been signed and approved (Morfaki & Morfaki, 2022).

At the same time, the processes of globalizational and technological advances have contributed to the economic transformation, creating more connectedness and free cultural exchange. With the demand for expansion and production localization, most businesses needed to cooperate with various markets, employees, and consumers. Therefore, the need to create an inclusive organizational culture has been identified as a key strategy to give an opportunity for people to create the most value possible. Furthermore, the actual reasons to explain the need for diversity and inclusivity started to exist primarily because research began providing evidence that diverse teams excel at innovative work, problem-solving, and optimizing financial outcomes (Özbilgin, 2009). The prominent corporations began their diversity and inclusion planning, development, and integration because a diverse team worked better than a homogenized crew. Therefore, the mentioned factors have contributed to why most businesses focused on

inclusion. On the other hand, the initiative development started to reveal some disbalance in this field as the pay, number of people able to join some positions, and many other aspects continued to differentiate for some groups of individuals. The lack of equal pay and job offers was the problem that the organization could not ignore. In the case of the contemporary technological field, diversity and inclusions became imperative among all other features involved. La Belle and Eckert stated that the digital world focused a lot of attention on this aspect (Özbilgin, 2009).

The global trends of movements for equity and social justice have further raised the stakes for diversity and inclusion in the workplace. Recent events, from the MeToo movement to Black Lives Matter protests to the increasing attention on LGBTQ+ rights, sparked critical conversations and compelled organizations to refocus their efforts on building inclusive cultures. Moreover, the COVID-19 pandemic, which intensified pre-existing inequalities, has brought home the importance of empathy, flexibility, and sense of belonging in a rapidly decentralizing work environment . Conclusion The transformation of diversity and inclusion from peripheral issues to central business concerns reflects a broader societal trend towards equity, justice, and inclusion. As companies navigate greater complexity and connection across the globe, embracing diversity is not only the right thing to do bi but also a strategic priority. In that context, it is the goal of this dissertation to examine the diversity and inclusion strategies of IBM India and Intel Ireland , two of the biggest players in the technology market who operate in different cultures and societies. By analyzing their strategies, barriers, and results, this study aims to make a contribution to the literature and business owner more awareness and ideas to make their companies more diverse, inclusive, and high-performing.

1.2. Research Aim and Objectives

The main purpose of this research is to provide a comprehensive comparative analysis of diversity and inclusion initiatives, practices, and their impacts on employee engagement and organizational performance levels in IBM and Intel . This research will allow one to compare two technology companies that operate in different cultural and geographic locations and to identify differences and patterns in the developments of inclusive workplaces. First and foremost, the objectives of the study involve identifying the implementation and effectiveness level of diversity and inclusion policies, programs, and initiatives that exist in both companies, up to the assessment of the impact on employee engagement and overall organizational

performance indicators. The goals of the study reflect the need of both IBM (India) and Intel (Ireland) to improve their practices and reflect the broader perspectives regarding diversity, inclusion, and excellence in organizational performance in modern business.

The objectives of the study:

- To examine and compare the diversity and inclusion policies, programs, and initiatives implemented by IBM (India) and Intel (Ireland).
- To assess and compare the impact of diversity and inclusion initiatives on employee engagement levels at IBM (India) and Intel (Ireland).
- To evaluate and compare the role of diversity and inclusion initiatives in enhancing organizational performance at IBM (India) and Intel (Ireland).
- To identify best practices and areas for improvement in diversity and inclusion strategies adopted by IBM (India) and Intel (Ireland).
- To provide recommendations for both organizations to further enhance their diversity and inclusion initiatives, employee engagement, and organizational performance.

1.3. Research Questions

- What are the key diversity and inclusion policies, programs, and initiatives implemented by IBM (India) and Intel (Ireland), and how do they compare?
- How do employee engagement levels differ between IBM (India) and Intel (Ireland), and what is the perceived impact of diversity and inclusion initiatives on employee engagement in each organization?
- What is the relationship between diversity and inclusion initiatives and organizational performance at IBM (India) and Intel (Ireland), and how does this relationship compare between the two organizations?
- What are the strengths and weaknesses of the diversity and inclusion strategies adopted by IBM (India) and Intel (Ireland), and what best practices can be identified from each organization?
- How can IBM (India) and Intel (Ireland) further improve their diversity and inclusion initiatives to enhance employee engagement and organizational performance?

1.4. Significance of the Research

The relevance of this research goes beyond IBM and Intel, carrying wider implications for the tech industry, organizational studies, and broader societal development. Specifically, this study speaks to issues of diversity, inclusion, and organizational performance, making it relevant to

all industries and regions. To begin with, the tech industry is the primary point of reference due to its issues of gender and racial disparities. IBM and Intel are major players in a technology industry that has experienced a lot of pressure to become inclusive. An analysis of the two companies' diversity and inclusion strategies provides sufficient comparisons and recommendations for other organizations in the sector to enhance inclusive cultures that support the realization of the full potential of all humans. It is worth noting that technology is transforming all aspects of life; hence a truly inclusive sector is vital for innovation and ensuring that all consumers are served. Secondly, this study is relevant to organizational studies since it examines the relationship between diversity, inclusion, employee engagement, and organizational performance. IBM and Intel 's case studies provide critical insights for leaders in all other industries when formulating strategies to enhance the productivity and satisfaction of employees through affirmative diversity and inclusion approaches. In the current era of talent wars and increasing diversity, potential employers are looking for opportunities where they will be most appreciated and be at their best; therefore, organizations that have the right diversity and inclusion policies attract and retain the best talents, hence being able to develop cutting-edge strategies. Thirdly, this research extends to broader societal issues. With these case studies, the researcher examined diversity and inclusion efforts' effectiveness in reducing inequality in organizations. Finally, business practices influence societal norms and culture, including how people view diversity and inclusivity. Therefore, corporations influence societies to accept and venerate diversity by being inclusive within their workspaces.

1.5. Scope and Limitations of the Research

The scope of the study included a comparison of diversity and inclusion initiatives, practices, and their impact on employee engagement and organizational performance at IBM and Intel . More specifically, the overview sought to identify similarities and differences with regard to the implementation and outcomes of diversity and inclusion policy, programs, and initiatives in the two organizations. Additionally, the study was liable to determine the perceived influence of diversity and inclusion initiatives on the level of employees' engagement and, thus, subsequent implications for organizational performance metrics. Notably, the research covered such areas of diversity and inclusion as recruitment and hiring practices; resource groups, training, and leadership commitment and organizational culture among others. The idea was to create a comprehensive overview of the potential role of diversity and inclusion and coalesce it with employee engagement and outcomes. At the same time, the comparison was tailored to both the IBM and Intel specific context, thus identifying potential areas for

development and devising actionable advice (Daya, 2014). However, the study encountered limitations. First and foremost, the scope and design of the research were reliant on the availability and access to data on IBM and Intel's internal processes and diversity and inclusion programs. Efforts to gather data from corporate websites, reports, and publications have been made but the level of detail and granularity were slightly varied and, therefore, could potentially influence the comparison. Secondly, the research was not based on primary data sources except for already published reports, press releases, and academic articles. Hence, it might have omitted and other organizational practices, cultural specifics, and employee perspectives that have not been covered by the above sources. Being a retrospective, the analysis might hinder real-time updates or modifications in SDI strategies that IBM and Intel may introduce after the data collection point. Next, the comparative approach may have marginalized distinctive features of IBM and Intel's internal processes and principles but, nonetheless, efforts have been made to place all findings in a specific cultural, national, and regional context. To summarize, taking into account the limitations of the study helps to figure out the findings in their full spectrum while potential perspectives for future research may expand our insights into SDI and outcomes in the tech industry and global organizations Barak (2015).

1.6. Conclusion

In conclusion, the introduction chapter of this dissertation created a foundation for a systematic analysis of diversity and inclusion initiatives, best practices, and their effects on employee engagement and organizational performance at IBM (India) and Intel (Ireland). More specifically, it noted the relevance of diversity and inclusion for the modern business, relating this trend to broader socio-cultural changes, including the global commitment to social justice and equity. The chapter also introduced the research aim, objectives, and questions and explained the significance of a comparative approach as a tool to identify patterns, differences, and the best practices in the two companies. Finally, the importance of the research for shaping organizational behavior and promoting diversity and inclusivity worldwide was also emphasized. The remaining chapters of this paper expands on the following aspects:

Chapter 2: Literature Review will review the existing literature on diversity, inclusion, employee engagement, and organizational performance. This chapter will analyze theoretical

frameworks, empirical articles, and examples of diversity and inclusion in the industry, thus providing a context for the research.

Chapter 3: Methodology will present the research design, data collection instruments, and tools used to analyze the data from the two cases. This chapter will also justify the choice and transparency of the approach.

Chapter 4: Analysis and Findings will provide the data obtained through the comparison and analyze the key diversity and inclusion policies, practices, and initiatives at IBM (India) and Intel (Ireland) and their effect on employee engagement and organization-related metrics.

Chapter 5: Discussion will synthesize the obtained results and analyze their implications on the research questions and the existing literature. The final chapter shall enhance the research's importance and lead the initial ways for prospective research.

Chapter 6: Conclusion will summarize the results received and discuss the final propositions for IBM (India) and Intel (Ireland) that may help improve diversity and inclusion, as well as the results achievable in the companies. The chapter will also indicate the research's restrictions and propose ways of further investigation in the given direction.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Diversity and inclusion, what began as a global effort to provide equitable employment opportunities has evolved into a more comprehensive industry-wide diversity policy. The goal of the area of Organisation Development has always been to optimise human potential while simultaneously working to enhance the well-being and efficiency of human systems (Grasso, 2022). The existing problems in achieving diversity and inclusion in the workplace accounts to self segregation, stigmatization and stereotyping and cross cultural anxiety (Bernstein et al., 2019). The connective tissue or focus point that thread through the multi-layer elements of these principles is the many-sided interchange of diversity, inclusion employee engagement, and organizational performance that underlies the structure of the system provided (Ferdman, 2017). In the current era, the achievement of diversity and inclusion is a critical aspect that shapes the atmosphere of an organization and brightens it up (Cole, 2020). Additionally, it is crucial to acknowledge the transformative power and catalyst that these elements have, making the initiatives core aspects of organizational operations. This research aims to evaluate the diversity and inclusion initiatives of IBM and INTEL and their effects on employee engagement. Additionally, the research will examine their contribution to improving organizational performance and provide recommendations on ways to enhance their effect for improved performance. All things considered, including IBM and INTEL's diversity initiatives, is one thing filing a workplace where people are not only accepted but also made to feel how the company's mission resonates with the skills they utilize in their day-to-day activities (Ferry, 2023). Inclusion and diversity should not be understood together, although they are equally important. The concept of inclusion is used to acknowledge the unique attributes of all workers and leverage them to ensure that each is valued and used to exert their full potential. Diversity, however, is the recognition of varied backgrounds and perceptions. (Meena & Vanka, 2017).

2.2 Conceptualizing Diversity and Inclusion

DIVERSITY'S ROLE IN ORGANIZATIONAL SUCCESS

The management of cultural differences is becoming more and more important to managers due to the recent business challenges posed by globalisation and the rise in ethnic and gender diversity (Inegbedion et al., 2020). Diversity management can provide a competitive advantage in six areas: cost, resource acquisition, marketing, creativity, problem-solving, and organizational flexibility (Nasomboon, 2014). The multicultural model for managing diversity

in organizations can lead to cost advantages, resource-acquisition advantages, marketing advantages, creativity, problem-solving advantages, and system flexibility (Edewor & Aluko, 2007). Effective management of diversity can lead to cost advantages, better reputations as employers for women and ethnic minorities, improved marketing efforts, and better decision-making (Stahl, 2021). Additionally, heterogeneity in decision-making groups can lead to better problem-solving and faster, more cost-effective responses to environmental changes. Overall, the multicultural model offers numerous benefits for organizations (Cox & Blake, 1991). Despite the fact that professional and popular literature commonly uses the term "workforce diversity," the scope and focus of the research are very broad. Until recently, most international researches, typically conducted in the United States focused on one component of diversity (e.g., age, sex, or race). Reviewing outmoded notions of diversity and creating new ones is necessary in this globalised era of virtual and boundaryless organisations (Shore et al., 2009). Diversity has a wide range of connotations, uses, and consequences. While some organisations view it as an asset that can spur innovation and competitive advantages, others view it as a barrier, a constraint, and a source of bias (Dean et al., 2020). Diversity is taking into account, acknowledging, and respecting the opinions and differences of others, regardless of their physical abilities, gender, age, social class, race, or culture. While there are many facets to diversity, more especially at gender, age, ethnicity, and educational diversity (Turi et al., 2022).

- Gender diversity: Men's and women's gender identities are represented by gender diversity. It explains the emotional disparities and experiences that are widely and culturally associated with men and women in any given company (Turi et al., 2022).
- Age diversity: Age diversity can be defined as the ability of an organisation to incorporate different age groups. The business environment can only advance and flourish where employees of various age groups are allowed to offer different experiences. Recently, age diversity has become an issue worth consideration as professionals prefer working beyond the retirement age and young adults work part-timer as they complete their studies (Turi et al., 2022).
- Ethnic diversity: Variance in beliefs, languages, and cultural background are referred to as ethnic diversity. Diverse backgrounds among employees in one organisation reflect a range of lifestyles, cultures, beliefs, and skill sets that can enhance strategic decision-making. Organisations are concentrating on multiplicity diversity building as a result of these perceived qualities and globalisation, but many find it difficult to

develop and execute policies that lessen ethnic discrimination, which has a detrimental effect on organisational performance (Turi et al., 2022).

- Educational diversity: Differences in knowledge, training, skills, experience, and qualification are referred to as educational diversity. While some employers see employees with less education, skills, and training as underperforming, others refuse to hire highly qualified workers because they do not think highly educated people are better performers. Rural workers' earnings are impacted by their lowest level of education, whereas urban earners with higher levels of education make more money. Employers leverage educational diversity to have a mix of hard and soft skills, and workers believe that having a diverse education greatly improves their chances of landing desirable positions (Turi et al., 2022).

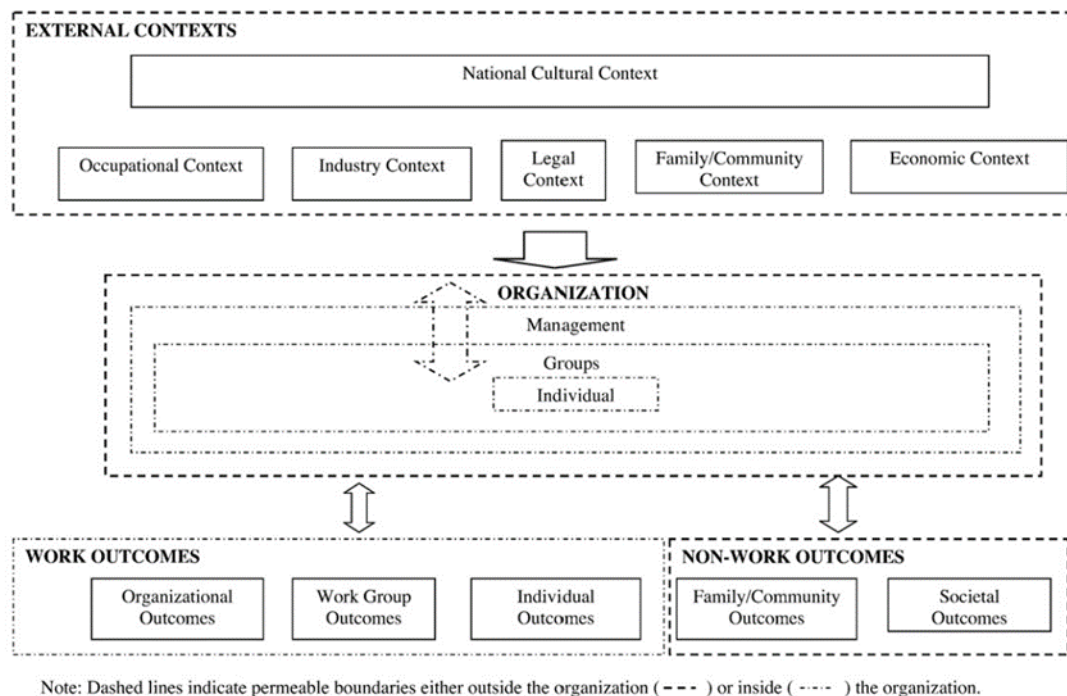


Figure 1 An integrative model of diversity in organizations (Shore et al., 2009).

EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE

Employee engagement has been seen the companies as a motivating element in achieving organisational goals. The favourable work environment that employees are provided allows them to provide the best effort necessary for the organisation to meet its aims and objectives (Setiyani et al., 2019). Employee engagement is not limited to services; it includes a variety of aspects of life. Organisational performance is hindered by workplace issues that are made worse by organisational diversity, for instance favoritism, stereotyping and prejudice can hinder communication and cooperation between employees (Rafaqat et al., 2022). Problems with an employee's capacity to work, difficulty with leadership and management, or personal trauma to handle the burden can all arise (Gong et al., 2021). Organisations that take into account both non-financial and financial factors for their performance have promise and opportunity. Objectives based on non-financial considerations may improve organisational performance regardless of the size and nature of the organisation (Dogra, 2023). The quality of services and job satisfaction are positively impacted by employee engagement.

2.3 Impact Of D&I Initiatives On Organizational Performance

Organisations all across the world are implementing diversity and inclusion (D&I) initiatives more frequently as a result of a growing understanding of the advantages of inclusive and diverse workplaces (World Economic Forum, 2024). Diversity and inclusion bring timely insights into how organizations might improve their performance and success. In an organization, the term diversity, when employed in that of D&I initiatives, refers to the existence of necessary differences, including those that are related to race, gender, age, sexual orientation, and cultural heritage, among other factors (Okatta et al., 2024b). In contrast, inclusion is the extent to which individuals from diverse backgrounds feel valued, respected, and included in any given scenario of either nature (Paradiso, 2020). Because the people in those teams had varying perspectives, backgrounds, and ideas, differing teams may produce innovativeness remedies on a normal basis to the most sophisticated difficulties. It means that diverse groups are more likely to create new goods and services, expand into varied markets, and adjust to changing business situations, to accomplish their personal goals (Okatta et al., 2024b). Therefore, promoting diversity and fostering an inclusive culture may allow organizations to unlock the potential of their employees and unleash creativeness and innovation across all levels of an organization, D&I initiatives in organizations might improve not just decision-making and problem-solving skills (Kuknor & Bhattacharya, 2020). Diverse teams are superior at examining intricate problems from various angles. They gather knowledge, enhancing their capacity to make comprehensive, rational judgments. Diverse

groups can see more hazards and better opportunities than like-minded groups (Eden et al., 2024). They contemplate additional alternatives and have access to consider more information. Organizations in the present service-based industrial revolution enhance their ability to analyse and react to opportunities and risks associated with the business environment (World Economic Forum, 2016). Moreover, the influence of D&I initiatives on employee satisfaction and involvement is another consequence. Inclusive cultures, where employees feel appreciated, respected, and included, see more excellent levels of employee engagement and fulfillment (Okatta et al., 2024b). Irrespective of a company's size or industry, creating a diverse and inclusive workforce result in significant benefits, and it enhances efficiency productivity, innovation, and creativity, and increases employee engagement. Workers who experience an integrated and inclusive culture are more inclined to be involved and committed to their jobs. (Okatta et al., 2024b).

2.4 Best Practices And Success Factors In Diversity And Inclusion Initiatives

Due to the need to create inclusive cultures that embrace and use the distinct perspectives and contributions of all members, organizations around the world have become particularly interested in diversity and inclusion initiatives. Numerous crucial obstacles to good working relationships between diverse groups have been identified, the most important of which include good diversity being hard, not easy, or expensive to achieve or maintain. Organizations will never achieve the outputs promised by the business case for diversity unless diversity is well managed. The best practices and success factors for successful diversity and inclusion initiatives include (Smith-Meyer, 2022):

- **Leadership Commitment:** It is essential for top leadership to demonstrate a strong commitment to diversity and inclusion initiatives. This commitment should be demonstrated through clear communication, allocation of resources, and setting a positive example for others in the organization (Smith-Meyer, 2022).
- **Employee Engagement:** Employees should be actively engaged in diversity and inclusion initiatives. This can be achieved through regular communication, involvement in decision-making processes, and opportunities for training and development (Smith-Meyer, 2022).
- **Systematic learning:** Organizations should invest in systematic learning on cultural differences and how businesses are conducted in different nations (Halawi, 2023). It can help people develop cultural intelligence and psychological sensitivity which is

vital in ensuring people work effectively with candidates and clients from various corners of the earth.

Training on bias: Organizations should provide training programmed aimed at fighting and preventing bias in the workplace. It will help peers in knowing their bias mentality and generating some strategies to help them prevents them (Smith-Meyer, 2022).

DIVERSITY IN THE WORKPLACE

Diversity in the workplace has the following benefits:

- The potential for more innovation and creativity arises when there are People from a variety of backgrounds with differing perspectives, experiences, and ideas.
- Enhanced problem-solving: Diverse teams bring together people with different backgrounds and perspectives to address problems in various ways (Smith-Meyer, 2022). This variety makes for better and more complete solutions. The latter produces new ideas for solving old problems and creates a more complex method of thinking.
- Improved employee engagement and satisfaction: Inclusion and diversity initiatives make employees feel they belong and are appreciated, motivating employees to be satisfied with their jobs (Smith-Meyer, 2022).

2.5 The Effects Of Inclusion And Diversity In Organisations

The business case for diversity is sometimes considered to be separate from the moral and legal arguments because it includes elements that can boost a company's competitiveness and financial performance. In order to build the business case for equality and diversity in private sector organisations, Urwin et al. (2013) conducted a systematic review of academic journals and a few important practitioner sources. Evidence that "firms have reaped business benefits from equality and diversity, but not all firms in all contexts at all times" was discovered by the systematic review (Urwin et al., 2013).

There may be external business benefits when companies more accurately reflect the world and the legislative environment around them. This is because it enables companies to introduce their products to new markets in a sensitive and appropriate manner (Urwin et al., 2013). "Reduced costs, improved resourcing of talented personnel, better products and services, and enhanced corporate image" are examples of external benefits. A diverse workforce "which includes a range of perspectives can improve creativity and problem-solving, resulting in better decisions," as well as increased flexibility, lead to internal benefits (Fine et al., 2019).

The ability to recruit and retain top talent, improve organisational performance and efficiency, boost productivity and creativity, strengthen trust relationships, increase employee satisfaction and commitment, and improve customer relations and service were all made possible by diversity (Rohwerder, 2017). Moreover, a culture of integration and inclusion has other benefits, including the impact on the company's brand. Companies that accept and practice diversity and inclusion are perceived to have a positive impression in the local media, by clients, and by potential employees (Jonsen et al., 2019). When businesses are involved in a long-term strategy, they will profit in the form of increased success and innovation.

The following are some of the benefits of diversity and inclusion:

- Lower costs.
- Better access to skilled labor.
- Superior goods and services.
- Improved company reputation.
- Increased creativity and problem-solving skills.
- Better decision-making; innovation.
- Improved customer relations and service delivery.
- More flexibility.
- Higher productivity.
- Better organizational performance and efficiency.
- Increased trust in relationships, employee commitment, and job satisfaction.

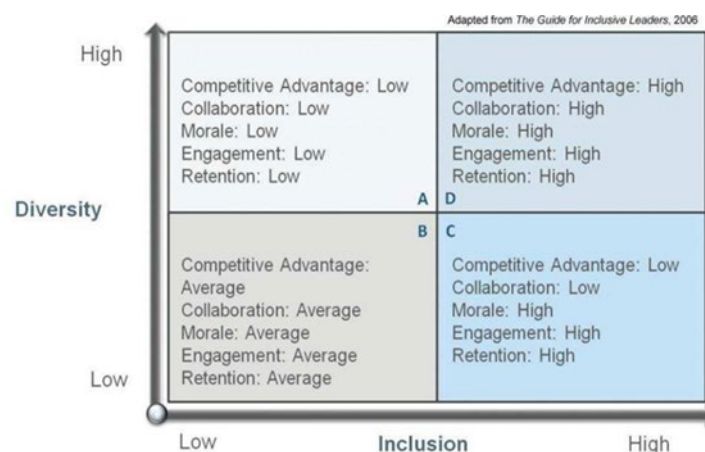


Figure 2 The relationship between diversity and inclusion (Janakiraman, 2016).

2.6 Negative Outcomes Of Diversity

Diversity initiatives have occasionally resulted in less desirable workplace outcomes, including increased absenteeism, weakened employee attachment, increased conflict, poor performance both inside and outside of the role, and increased discrimination (Dover et al., 2019). When workplace diversity fails, it can lead to increased expenses because of low employee morale, missed business opportunities, and costly lawsuits involving discrimination (Guillaume et al., 2013). However, inclusion and diversity within the organisations can have some negative impacts. Such negative impacts could lead to an increase in employee disputes and tensions (Tamunomiebi & John-Eke, 2020). These might result from the disparities in the experiences, backgrounds, and viewpoints of the staff members. Disagreements intensify the flow of information among team members and undermine the team's cohesiveness and overall performance, resulting in an exceptionally unfavorable work atmosphere. Also, taking such actions could encourage superficiality, which is the practice of bringing someone or a group in just to satisfy the divergence requirement but never making them feel appreciated or included (Guillaume et al., 2013).

2.7 Challenges And Opportunities In Inclusion And Management

Diversity and inclusion management are gaining much-needed momentum for organisations to thrive on the market. However, managing diversity and inclusion is accompanied by further challenges. These are the following:

- Resistance to change: A portion of the workforce will oppose the new policies of embracing diversity and inclusion (Khaw et al., 2022). This may be possible if their moral values or fear of losing more favorable positions are threatened.
- Lack of awareness and knowledge: Many people may not comprehend the significance of diversity and inclusion, which leads to a lack of initiative and belief system from the employees (Donnelly, 2014).
- Lack of resources and support: Some organizations might struggle with identifying and earmarking sufficient resources, including budget, time, and personnel, to ensure successful implementation of diversity and inclusion measures (Allison, 1999).
- Failure to acknowledge intersectionality: Some organizations might fail to take into account that depending on employees' intersecting identities, such as race, gender, sexuality, and disability, their experiences of diversity and inclusion might differ considerably (Donnelly, 2014).

- Lack of accountability: In the absence of defined metrics and mechanisms for tracking measures and activities' success, organizations might be unable to determine outcomes of their diversity and inclusion work or establish responsibility for inappropriate or inadequate actions (Jabbour et al., 2011).
- Key opportunities in diversity and inclusion management: Creating a more inclusive and equitable work environment. Proactive diversity and inclusion management can help to ensure that all employees are always made to feel welcome, appreciated, and comfortable, which can drive productivity, motivation, and overall member engagement (Jabbour et al., 2011).
- Innovative solutions and creative problem solving: teams with a wide range of perspectives, experiences, and ideas can create more innovative solutions and creative problem-solving. Companies that prioritize diversity and inclusion are more likely to be perceived as progressive and are more appealing to job seekers who value diversity and are actively looking for it (Jabbour et al., 2011).
- Market reach and customer base: Organizations that have a diverse workforce can think better of and meet the needs of diverse customer segments, which may result in increased client satisfaction and growing market share (Jabbour et al., 2011)

2.8 Future Directions And Recommendations

As per the study by Sachdev et al. (2021), In today's workplace, diversity and inclusion are highly valued as essential components of any organization's success on a national, international, and personal level. This paper will offer important guidelines in support of that as well as insights into how an organisation can capitalise on each individual's talent and uniqueness. Additionally, it will discuss how diversity elements like gender, age, culture, and disability can be used to an organization's advantage in the present and the future. The pandemic is having a significant impact on the nature of work in the future. This paper will offer insights on alternative talent models that could result in inclusive, diverse organisations that promote everyone's well-being and promote world peace and harmony (Sachdev et al., 2021).

Organizational commitment to diversity and inclusion continues to gain relevance in cultivating a healthy organizational culture and shaping an organization's strategic impact. More and more current pressure is exerted on organizations and businesses, and they attempt to ensure that all workers feel that they are valued and respected (Mortazavi, 2023). Other steps include putting into place approaches and policies that herald a commitment to the value of

differing perspectives and experiences and ensure that all efforts are made to make employees feel needed and supported (Sachdev et al., 2021).

In order to enhance diversity initiatives, it would be beneficial to develop extensive outreach programs that enable organizations to draw from a larger pool. It is also advised that businesses avoid insensitivity by ensuring that trainers have cultural expertise. Finally, by committing to long-term learning, one can foster an inclusive organizational culture. Agencies with successful diversity and inclusion efforts regularly review their practices and adapt to the latest information. Employees rate their skills and disposition about diversity measures, which has been demonstrated from strong and constructive responses that obtain a guaranteed follow-up diversity standpoint (Sachdev et al., 2021).

2.9 Conclusion

Diversity and inclusion have become two critical areas of focus for companies across the globe. In the last few years, businesses have realized the immense impact that diversity and inclusion have on their innovation, creativity, and overall business success. Scope In their report, Diversity Matters, companies with diverse workforces outperform their competitors on all other levels. In addition, diversity gives teams people from diverse backgrounds with varying experiences and viewpoints, promoting a more rigorous approach to problem-solving and decision-making. Furthermore, multicultural teams boost employee morale and job satisfaction, resulting in an increase in productivity and reduction in turnover. Companies may establish an environment where all employees are welcome, valued, and supported by: creating a diverse recruitment and selection process, guaranteeing equal opportunity for all workers, providing diversity and inclusion instruction, fostering an atmosphere of openness and civility, actively encouraging minorities to occupy leadership positions. IBM and Intel are two multinational businesses that have implemented diversity and inclusion initiatives to improve their corporate culture. IBM and Intel have acknowledged the tremendous impact diversity and inclusion have on their ventures.

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Introduction

This chapter discusses the methodology that was used to explore the performance of diversity and inclusion initiatives in employee engagement and organizational. The methodology focuses on how the diversity and inclusion initiatives by IBM helped employee engagement, and how a diversity and inclusion initiative can aid employee engagement and overall organizational performance. The findings of the methodology are used to analyze the diversity and inclusion initiatives by IBM and also formulate recommendations to use in improving the same and compare it with Intel. Methodological. Therefore, choices are critical to realize this goal and also to guarantee the research's validity.

Regarding assumptions, the research philosophy for this work is interpretivism. The researcher chose interpretivism based on the subjectivity and a participation aspect of the philosophy. The participation of subjects in developing the research work is necessary to analyze participants' experiences and perceptions of diversity and inclusion strategies in IBM and Intel. Assumptions from this guide on interpretivism include participants' input in creating a quality and adequate determination of challenges in implementing the strategies in the workforce (Putnam, 2017). The researcher also incorporated inductive logic as part of the research paradigm. Inductive reasoning is relevant in building theories from patterns and data sources . It helps address the research problem of the subject's complexity of discussing organizational performance in incorporating diversity and inclusion practices in the organizational workforce (Thomas, 2003). The inductive logic is relevant in a bottom-top analysis through the interpretation of data observations. Finally, the research assumed the exploratory work in the achievement of the research purpose. The research work aimed to get data and records of the challenges faced in IBM and Intel towards understanding diversity and including several people in the workforce. The exploratory work was valid in analyzing the issues from multiple perspectives in the workforce.

Primary data collection is the interview of four professionals from IBM and Intel. The sample size of four managers is determined by time and resources limits, as well as by a significant number of potential informants at the organization. Hence, I use a convenience sample regarding who is available and able to participate right at the time of my project. As for the method, I use the interpretive approach because here, I strive to understand reality more socially deeply than simply generalizing it. I Thus, interpretation here is related to understanding (Elbardan & Kholeif, 2017).

These methodological choices ensure a holistic view of the diverse and inclusion initiatives in terms of promoting employee engagement and organisational performance within these organisations. The subsequent sub-sections will elaborate on the steps and the methods applied to collect, analyse and interpret data.

3.2. Research Philosophy

The rationale for choosing the research philosophy of interpretivism is that it applies an understanding and interpretation to research phenomena based on subjective experience and the meaning individuals give to their social reality. In this case, both these organisations implement diversity and inclusion initiatives and aim to assess the initiatives' effectiveness. Thus, the leadership needs understanding of what the employees and the managers perceive and believe in these initiatives (Gizbert-Studnick et al., 2022).

This philosophy is suitable for this study as it appreciates the complicated nature of human encounters. From this philosophy, I can ascertain that people develop their perception of the world from their societal and cultural backgrounds. An interpretivist philosophy allows the researcher to explore the subjectivism natured data that may not be captured in a quantitative data method, especially on diversity and inclusion at IBM and Intel (Elbardan & Kholeif, 2017).

Furthermore, interpretivism allows for a participative methodology, which enables researchers to interact with participants and collectively develop the knowledge. This co-production of knowledge is crucial in helping researchers carry out some research on the effectiveness of diversity and inclusion strategies and in regard to unexplored areas that may need a change. Altogether, the approach establishes a strong basis for investigating the complexity of diversity and inclusion and, specifically, their implication on employees as well as the performance of the organizations (Moini, 2011).

3.3. Research Approach

The inductive approach is chosen as the research approach in this study; it is particularly useful for examining diversity and inclusion initiatives initiated by IBM and Intel and how they contribute to employee engagement and organizational outcomes for IBM and Intel. Inductive reasoning is based on specific observations made in the present, and conclusions or generalizations are derived from them. As such, data are collected first, and then theory and insights are generated from the data. The inductive approach is applicable in this research to establish the various perspectives and experiences with IBM's and Intel's diversity and

inclusion. Moreover, the inductive approach entails the exploration of data, focusing not on preconceived ideas or theorizing but on examining data to generate patterns, themes, and relationships in an unanticipated manner (Feeney & Heit, 2007).

Finally, this approach is fit for the study since diversity and inclusion are dynamic and multifaceted organizational constructs. The inductive approach pursues to explore the experiences of employees and managers engaged at IBM and Intel and understand some of the contextual variables impacting the outcomes of diversity and inclusion on the continuous and systematic progress. In addition, the inductive approach is suitable for this study since exploration is the design of the present research and exploratory work requires a non-directional and highly flexible method of data collection. Consequently, the role of the researcher is highly uncommitted, in that the researcher does not confirm a hypothesis or test a theory but phenomenology, inferences prior theoretical formulations and factor analysis that generate constructs novelty and explicate the encounter. Hence, the inductive method is a solid choice for examining how diversity and inclusion initiatives can improve employee engagement and organizational performance in exploratory research. Hence, the researcher can have a meaningful contribution to the area of diversity and inclusion in an organizational setting since the data speaks for itself.

3.4. Research Design

This study employs a qualitative research design that involves semi-structured interviews as the main tool of data collection. The qualitative research design has been chosen in order to explore the employees' perspectives, experiences, and perceptions of diversity and inclusion initiatives at IBM in India and Intel in Ireland in detail. A semi-structured interview will be employed as a tool of data collection for its flexibility in questioning, as well as the opportunity to allow participants to freely express their opinion, meanwhile giving the researcher the opportunity to ask for detailed responses on a specific object of his interest (Maxwell, 2005).

At the same time, the study utilizes a comparative case study research design of two multinational companies operating in different geographical and cultural scopes. This allows for the exploration of distinctive facts of diversity and inclusion practices in two varied organizational settings, comparison of these equal units between IBM in India and Intel in Ireland in terms of diversity and inclusion performance, as well as investigate the best practices. The choice of the companies will provide a detailed overview of diverse workforce demographics, as well as different approaches to these policies.

The data was collected through purposive sampling of the employees from different departments, different levels and demographic characteristics within each company. It makes the sampling relevant to the research objective with a wider meaning of inclusion. The interviews were held through personal meetings or virtually, also making the appropriate contact with the interviewees for meaningful data results (Maxwell, 2005).

Data triangulation was used in gathering data of the study, and it is achieved through multiple data sources such as the participants' interviews, organizational documents, and archival records. The researcher has also demonstrated reflexivity through keeping the record of his biases, assumptions, and given which created transparency and validated his credibility within the process of the research. All in all, the research design is set for in-depth qualitative analysis of the issues of diversity and inclusion practices at IBM in India and Intel in Ireland, and to obtain a knowledge-based analysis of organizational policies.

3.5 Research Framework

Research framework is the framework followed by a researcher to effectively answer the research questions. The research framework is finalised based on the research requirements of the researcher. The intention of this study is to get valuable insights on the topic of Diversity and Inclusion in organisations. According the research needs, this study is conducted as interview research. According to the research onion by Saunders et al. (2019), there are numerous ways in which research can be conducted. It is shown in the below figure.

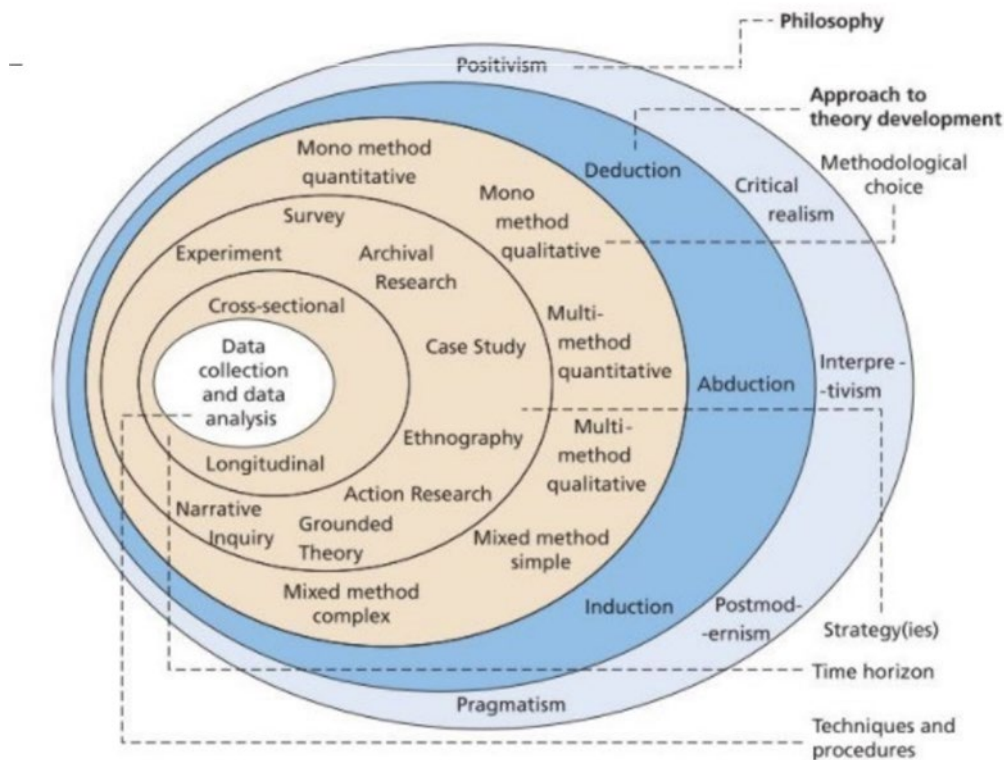


Figure 3 Research Onion (Saunders et al., 2019)

In this research, the research philosophy is Interpretivism and the approach is Inductive approach. The research is qualitative in nature. And the research is conducted as an Interview research.

3.5. Sampling And Data Collection

In terms of primary data, the data collection method for this interview-based research approach is a systematic one that aimed to obtain insights from the managers at these organisations concerning the diversity and inclusion initiatives and how they impact employee engagement and, ultimately, organisational performance. The methodology for data collection is qualitative as it seeks to understand the richness and depths of participant experience or perceptions.

The primary method for data collection is semi-structured interviews, which allow for a flexible approach that supports follow-up questions, while at the same time having enough structure to facilitate comparability of responses. Interviews will enable the study to access key informants with direct experience of the diversity and inclusion initiatives and how they operate within the organisation. The interview sample is composed of four participants each from IBM and Intel. Although this sample size may seem small, it is strategically selected considering the need to

obtain sufficient in-depth information while considering practical issues such as resources and time.

Given the qualitative nature of the research and the depth of information that can be obtained from each interview, the sample is valid enough to meet the research's aim. The sampling method was a convenient one. Convenience sampling is a faster approach that leverages the nature of accessibility and availability of participants within the organisation for quick access to participants) (Sedgwick, 2013). This is because the study was time-bound and required research time.

Additionally, the convenience sampling approach sought to ensure that all the participants selected are all those who are accessible to the researcher. Moreover, selector managers based on their experience ensured the participants have relevant exposure to the research topic and can provide valuable input. Although convenience sampling may generate some bias, it will be mitigated by ensuring the selected participants come from different departments and diversity across the two organisations (Sedgwick, 2013). In general, the data collection process aims to obtain rich insights from the managers at the two organisations, which provides critical perspectives on diversity and inclusion initiatives and their impact on employee and organisational performance. Using semi-structured interviews and the convenience sampling method has assisted the study to fulfil both academic and practical applications in IBM and Intel.

Variables

The variables include the research's critical factors and concepts, IBM and Intel's diversity and inclusion pioneering role, and the correlation to employee engagement and organizational performance.

They include; independent variable : Diversity and inclusion initiatives; this refers to IBM and Intel strategies, policies, and programs to enhance diversity and inclusion at the workplace. The variables include the two company's recruitment process, training and development, and any program aimed at promoting diversity and inclusion in their work environment.

Dependent variables include: Employee engagement; Job engagement, commitment, and satisfaction and organizational goal attainment motivation refer to how an employee is emotionally tied to the job, devoted to achieving the company's objective and their morale while working.

Organizational performance: It refers to the IBM and Intel effectiveness and efficiency in the strategic objectives implementation and the outcome realized. These include financial outcomes, productivity, innovation's outcome, and customer satisfaction.

Control variables include organizational size and economic structure.

The differences in IBM and Intel size and structure. It may influence diversity and inclusion effectiveness and its impact on employee engagement and organizational performance.

Industry context: The nature of IBM and Intel industry's diversification may influence diversity initiatives, enterprise performance benchmarking.

To examine how these were related to the research variables, this would occur through determining insights of diversity and inclusion initiatives' contributions to employee engagement and organizational performance within the two organisations. Further, this would establish how contextual factors influenced the relationships. Comparing the two in the context of diversity and inclusion would also be a potential analysis.

3.6. Data Analysis And Tools Used

During research, data analysis is one of the most important parts, especially in a qualitative study like one devoted to The Role of Diversity and Inclusion Initiatives in Enhancing Employee Engagement and Organisational Performance among Managers of IBM and Intel. More information about the process and essential tools can be found in this section.

Data Analysis Process:

- **Transcription:** Transcription is the process of converting the spoken words by the interviewee to written text. After the interview, the researcher relies on the transcripts of extracting interpretations about the research (Billups, 2019).
- When transcriptions have been finished, researchers must acquaint themselves with their data. I read through each transcript a few times to help develop an understanding of the entire body of knowledge. I wrote a few of the recurring themes that seemed to appear several times in this process, as well as any interesting or particularly noteworthy comments by the participants. Coding is the method of categorizing and symbolizing data segments consistently. In this study, I would use thematic coding, which identifies themes or patterns across the information linked to diversity and inclusion initiatives, employee engagement, and organizational results. Codes might be

identified from the participant's responses, the pre-set hypotheses, or chosen theoretical constructs.

- Theme Development is the next step after the codes are created. As a result of further data externalization, researchers should wind up with some major themes or patterns. Themes are created when researchers aggregate related codes and come up with the underlying meanings and stories that can be told from the data. They require researchers to identify the final portrait or result and describe it in their own words; * Data Interpretation forms researchers to critically interpret the results. Authors understand the relationships between themes, analyze discrepancies and variations in the data and draw meaningful conclusions by considering the research questions and operating definitions (Mann, 2016).
- Triangulation. Triangulation refers to the comparison and contrasting of several findings from several sources or methods to increase the strength of the findings and the likelihood of generalization. In this study, triangulation can be achieved by comparing the interview data with data from other sources such as organizational documentation, observation, and existing research (Timmermans & Tavory, 2022).
- Thematic Analysis. Thematic analysis is a method for interpreting qualitative data by identifying, analyzing, and reporting patterns or themes discovered within the study. By using systematic coding and interpreting qualitative data, researchers can recall important themes and ideas from the data that are relevant to the study objectives. Themes used in the work are employee engagement, organisational performance, challenges and opportunities, and the diversity and Inclusion. Thematic analysis does not necessitate special software and can be done manually. Manuell with code techniques and analytical framework (Vanover et al., 2021).
- Peer Debriefing- Peer debriefing should be conducted to seek additional viewpoints and beautify the interpretation of the research findings. By sharing the findings of the cited study with other colleagues, I can critically analyze my findings. Peer debriefing is crucial in identifying my biases and assumptions concerning the subject, which can subsequently be challenged. Researchers are likewise certain that the findings are credible and reliable since they involve sharing the findings with colleagues for validation.

To summarize, the data evaluation procedure for this research includes a combination of code, theme, and interpretation of qualitative data from interviews with managers at IBM and Intel.

Using rigorous evaluation methods and tools, I can use legitimate answers to discover the ideal information and examples for achieving the study's general goals.

3.7. Ethical Considerations

One of the main aspects that must be taken into consideration in any research is ethical. Given that this research explores some sensitive aspects in regards to diversity and inclusion initiatives in the workplace, there are a number of ethical guidelines that should be taken into consideration. Since this study will review IBM and Intel's diversity and inclusion programs, several ethical considerations are needed to protect the rights, privacy, and well-being of the participants.

They include:

- Informed consent- all participants, other than the researcher himself, should have provided researchers with their informed consent prior to conducting a study. Patients should be informed of the purpose of the study, the nature of their participation, and the known risks and benefits of participation.
- Confidentiality and anonymity: as a researcher, privacy is paramount when dealing with human subjects; all data, including interview transcripts, should remain confidential, and no personal information is retained. Precise identifiers should be used or pseudonyms or codes should be provided when reporting findings. Furthermore, the presented data must be done in such a manner as to demonstrate respect for the patients' dignity as well as to avoid direct or indirect discrimination.
- Avoiding harm: This refers to taking precautions to avoid having the subjects put in risk. Sensitivities to loaded questions should not be used during interviews, and there should be emotional support to study participants who may have a negative response to the inquiry. Moreover, the data presented should only be used to promote knowledge and never to degrade human dignity.
- Avoiding Bias and Stereotyping: This requires the researchers to ensure they remain objective at all time during the study. All data collected analyzing, and interpreting must not be influenced by personal bias or stereotypes which can negatively impact the validity of the study. Close attention should be paid to any preconceived concepts when analyzing the data.

- **Beneficence.** Beneficence considers the potential benefits in study to the participants and the society or community. The study may offer room for improvement in D&I initiatives for work practices and enhance impartiality in organizations (Iphofen & Tolich, 2018).
- **Ethical Review:** Lastly, to ensure all the previously discussed ethical considerations are met, the researcher must receive ethical approval from the Institutional Review Boards before they can start the research. This will ensure that any research design does not violate any sensitive aspect and meets all ethical provisions.

When the above ethical considerations are considered, a study that is methodologically rigorous and ethically sound, and the research findings by researchers are valid and reliable; and the participants are treated with integrity and not at risk is conducted.

3.8. Conclusion And Limitations

In conclusion, the methodology for the presented research work is a comprehensive and nuanced paradigm that provides a foundation for exploring the role of diversity and inclusion in improving employee engagement and organizational performance based on IBM and Intel examples. Drawing on the interpretivist paradigm and utilizing qualitative research instruments, such as semi-structured interviews and thematic analysis, the overarching goal of the study is to unearth the complexity and intricacy of employees' experience and perceptions of I&D.

The design of this research is characterized by flexibility and attention to detail, enabling a rigorous examination of divergent concepts and ideas. Thematic analysis promotes the construction of a taxonomy and system coding for qualitative data, ensuring meaningful categorization and pattern recognition in regard to the research questions and objectives. Those instruments enabled the study to aspire to uncover crucial insights relevant to the academic discourse in management and the case's practical implications for IBM and Intel. Nevertheless, the methodology has some limitations.

First, the sampling size is relatively small, so the findings can hardly be regarded as generalizable. Even though both companies were extensively analyzed and studied, and the participants sought were expected to deliver different perspectives, their words cannot cover the whole organizational life in both firms. Thus, a more extensive sample can be proposed for the further research. Secondly, the self-report bias is not excluded as it is unrealistic to expect the participants to be open about even the most confidential topics.

However, the given study's confidentiality and anonymity have been assured, and probing was considered to motivate the participants to be open and sincere. Finally, the study can be considered exploratory, which means that some aspects can be insufficiently researched. To address this issue, a follow-up research project might employ a longitudinal design or a mix-method design to unveil some unnoticed I&D impact dimensions. Despite such limitations, the research methodology is sound and comprehensive, laying the foundation for further research in this vital domain.

CHAPTER 4: ANALYSIS AND FINDINGS

4.1 Introduction

Interview Analysis section focuses on a detailed analysis of the data gathered from the interview participants at IBM (India) and Intel (Ireland). The purpose of this paper is to compare the difference between their diversity and inclusion initiatives, practices, and the effect on the employee engagement and organizational performance ultimately. The description of the participant's view and experiences is required to understand how these initiatives are implemented in real life, what challenges are typically faced, and how the initiative generally works in practice. The data gathered from the analysis of the interviews explains the specific programs and strategies that IBM and Intel consider for a positive organizational culture. It also indicates how the initiatives can impact employee engagement and contribute to organizational success and frameworks in which these initiatives can evolve to shape the overall organizational culture and strategy. Through the comprehensive review of the analysis from the interviewee's responses, the two sets of findings match the best practice, practice needing improvement, and a suggestion for improvement in both institutions.

4.2 Identified Themes and Underlying Codes

The results of thematic analysis based on the interview responses of IBM participants from India and Intel participants from Ireland offer several themes and underlying codes that can be used to understand the diversity and inclusion initiatives, practices, and their impact within the studied context. The first major overall theme that arose from the data is the selection of various diversity and inclusion initiatives. As reported by participants from both organizations, there are employee resource groups focused on different dimensions of diversity, including gender, ethnicity and cultural background, and LGBTQ+ inclusion. Support networks and networking platforms give underrepresented employees greater visibility and a voice, while the goal remains to match underrepresented talents with leaders working on inclusion that supports their development. Such programs are complemented by various diversity training and education programs, cross-cultural training and cultural awareness events, mentorship opportunities, and targeted recruitment and talent acquisition to bring in more "diverse" talent (Stanford, 2020). The second theme identified is the views toward the impact of these programs on employee engagement. Several participants outlined that when they work in a company that has an inclusive and respectful environment, they are more motivated, and dedicated, and they feel part of a larger community. Some examples where these types of event and celebratory programs have made a difference have been cited. These events boost morale and make a big

difference in terms of engagement. Another recurring theme is the relationship between diversity and inclusion initiatives and organizational performance. Most people saw great value in having different talents and ideas when it came to developing new products or meeting global customers. Several participants also noted a significant improvement in terms of team collaborations, creativity, and productivity. In addition to that, promoting diversity comes with unique challenges and opportunities (Erhunmwunsee et al., 2019). The participants noted unconscious biases and cultural clashes and language barriers, which they encountered while trying to push forward an inclusion and equality agenda. However, both IBM and Intel have invested in educational programs, storytelling, and writing inclusivity guidelines. Finally, the future scope and role of diversity and inclusion initiatives within organizational strategy constitute a continuous theme. They are expected to be increasingly embedded in the standard strategic decision-making and talent management process. Key suggestions include more cross-cultural training, executives striving to be inclusive, and the use of eLearning and platforms.

Table 1 Illustrating the identified themes and underlying codes

| Theme | Underlying Codes |
|-------------------------------------|---|
| Diversity and Inclusion Initiatives | Employee resource groups, diversity training, mentorship, cultural awareness, targeted recruitment |
| Impact on Employee Engagement | Sense of belonging, motivation, commitment, morale, cross-cultural exchange |
| Organizational Performance | Innovation, problem-solving, catering to diverse clients, collaboration, productivity |
| Challenges and Opportunities | Unconscious biases, cultural differences, language barriers, resistance to change, career advancement |
| Future Directions and Evolving Role | Ingrained in organizational culture, diverse leadership, leveraging technology, talent management |

4.3 Diversity and Inclusion Initiatives at IBM (India) and Intel (Ireland)

Both IBM (India) and Intel (Ireland) have implemented various diversity and inclusion initiatives to foster an inclusive workplace environment. The interview responses highlight similarities and differences in their approaches, as well as the perceived effectiveness of specific programs and strategies (Romero, 2021). IBM (India) has established a comprehensive framework for promoting diversity and inclusion, including employee resource groups (ERGs) focusing on different dimensions of diversity. As Participant 1 stated,

“So, like, IBM India, right? They are all over this diversity and stuff. They have these employee resource groups, you know? It is all about gender, ethnicity, LGBTQ+, etc.”

One of the most impactful programs mentioned is the "Women in Technology" initiative, which aims to empower and support women in STEM fields through mentorship, networking events, and leadership development workshops. Participant 1 emphasized,

"Oh, there is this Women in Technology thing. It is kind of amazing, you know. It is all about women in STEM, so there is, like, mentorship going on, networking events, and whatnot."

Intel (Ireland) has also implemented similar initiatives, such as ERGs, cultural awareness training, and dedicated diversity councils (Rajesh, 2023). Participant 5, a Chinese national working at Intel Ireland, highlighted the impact of cultural awareness training programs, stating,

"You know, those cultural thingies? It is something. Like, it is crazy impactful, right. It teaches you all about cultural nuances, so everybody becomes sort of open-minded, I guess."

Both organizations have recognized the importance of targeted recruitment efforts to attract diverse talent. IBM has introduced initiatives like unconscious bias training for hiring managers and promoting diversity in leadership positions (Participant 1). Similarly, Intel Ireland has diversity recruitment initiatives and strategies to overcome barriers to inclusion (Participant 6).

However, initiatives are similar to each other in terms of their types, from the different perspectives of the participants, there may be differences in their implementation and efficiency. For example, Participant 4 from IBM in India criticized the implementation of the initiative when she said: "Sometimes it feels a bit superficial like they're just checking boxes". However, Participant 7, an Indian expat at Intel Ireland, defended the company and the implementation of the initiatives by saying:

"And so, I mean, Intel, right? Diverse and inclusive. They have these employee groups, all sorts of cultural programs, diversity councils, everything".

Specific initiatives or strategies can also be either condemned or praised. For instance, Participant 1 praised the initiative "Women in Technology" at IBM in India.

Similarly, Participant 7 highlighted the positive impact of the employee resource groups at Intel Ireland, stating,

"Yeah, um, employee groups have changed my life. This South Asian, you know. As an Indian expat, it is, like, finding your small place in this big scary corporation. Your people, you know?."

However, Participant 4 from IBM (India) expressed skepticism about the tokenistic nature of some efforts, stating,

“I get it, I get what they’re trying to do. It’s just that it feels... like it’s just for show, you know? Like they’re not actually trying.”

This sentiment contrasts with Participant 6's positive assessment of Intel Ireland's initiatives, who noted,

“They started doing these things recently, and I see all this impact . The teams work better, and the ideas are crazier . It all just works better, you know?”

These differing perspectives highlight the importance of effective implementation and continuous evaluation of diversity and inclusion initiatives. tput

Participant 2 from IBM to IBM (India) said:

“IBM’s all about all this equality, but you know how it is. Society’s got some things set in stone that are hard to change”.

Similarly, Participant 5 from Intel Ireland said:

“Making sure everyone knows what’s going on, what’s expected of them? It’s hard, even if the people are actually interested”.

While it is difficult to create general recommendations in the area of organizational culture, the findings from the interviews are consistent with some existing studies. Studies in the area of organizational culture argue that diversity and inclusion efforts should be tailored to each specific organization to address these factors (Shravanthi et al., 2013). Therefore, the importance of constant feedback and adjustment cannot be overemphasized.

4.4 Impact on Employee Engagement

One of the primary themes that emerged from the interviews conducted with the participants from IBM and Intel in India and Ireland was the influence of diversity and inclusion initiatives on employee engagement levels. While the people responding to my questions generally agreed that these initiatives have a positive effect on employees – they feel more “at home” at work and more motivated or committed to their work – many difficulties and challenges during the implementation mentioned. Indeed, employees of both companies agreed that work on diversity and inclusion is essential for the organization. For example, IBM India’s Participant 1 claimed,

“This whole diversity related things? It’s big. People come here and feel like they’re actually part of our community, and they just work together like it’s no biggie”.

Additionally, the participants outlined the examples of how different initiatives and programs showcased at the company have influenced employees’ morale, motivation, or commitment. For instance, IBM India’s Participant 2 mentioned the “Bring Your Whole Self to Work” program: “They did that little thing, and suddenly it’s all the rave. Place feels more nice, everyone feels better.”

In the same vein, Participant 7 from Intel Ireland brought up the annual Diwali celebration hosted by the South Asian employee resource group. She mentioned,

“We also did that thing, you know? We explained to everyone what our tradition is, and everyone got involved. It just feels more like home to everyone, you know? It just does”.

However, all participants reported challenges and obstacles with the implementation of the abovementioned measures and engaging employees. For example, Participant 4 from IBM shared similar concerns about the feel of an initiative,

“I get it, I get what they’re trying to do. It’s just that it feels... like it's just for show, you know? Like they’re not actually trying”.

The findings also align with Giarratana et al., (2004), who argue that real, lasting change can be achieved through tangible effort. Participant 2 from IBM also described the issue with broad-based campaigns with various cultural and societal groups,

“IBM’s all about all this equality and stuff, but you know how it is. Society’s got some things set in stone which are hard to change”.

The sentiment can be paired with the findings by Shravanthi (2013) , who argued that national culture had a significant influence on the effectiveness of such initiatives. On another note, all participants also shared the ways their companies address these difficulties. Participant 5 from Intel Ireland explained,

“Intel’s got it down, though. They keep educating themselves, keep talking, keep trying to get better. They always listen to us.”

The findings support the approach of Baral (2011) that proactive learning and open lines of communication can promote an inclusive organizational culture. The interview analysis indicates that D&I initiatives have a positive impact on employees’ engagement by strengthening the sense of community, identity, and increasing motivation and dedication. However, proper implementation and strategies to overcome cultural barriers, unconscious bias, and a lack of resilience against change should be maintained and evaluated if the benefits are to be maximized . The D&I initiatives should be subject to constant modification and reevaluation, with the organizational culture transformation being a work in progress, as supported by Naik (2012).

4.5 Organizational Performance and Success

The interviews with the participants from IBM and Intel identified a general belief in diversity and inclusion initiatives’ ability to positively influence the level of the organization’s performance and growth. From the interview with these participants, it became obvious that both companies regard these initiatives as instruments of innovation fostering and enablement of diversity in potential problem-solver qualities, enabling the response to the diversified needs of the global customers. Therefore, regarding the importance of these instruments and the potential benefits, the statements of each participant can be presented in more comprehensive terms. Both organizations acknowledged the importance of embracing diversity in terms of the

unique perspectives and talents they file in the appropriate workforce, which is evident in the statement of the participant 1 from IBM .

Similarly, Participant 5 from Intel Ireland emphasized,

"Oh, yeah... At Intel... they do the same thing. They say having all sorts of folks on board makes them crack tough problems, come up with new stuff, and meet the needs of customers everywhere, yeah?"

Participants provided insights into how embracing diversity can enhance innovation and problem-solving within their organizations. Participant 6 from Intel Ireland noted,

"Since they started all this diversity stuff, it's been different. Teams are working better together – they're more creative, feel good about each other. Hell, it just makes everything smoother, and the results are...uh...top-notch, yes"

This aligns with the existing literature, which suggests that diverse teams can generate more innovative solutions by leveraging their varied perspectives and experiences (Thakur et al., 2020).

While it was challenging for participants to attribute specific performance metrics or outcomes directly to diversity and inclusion initiatives, some reported observing improvements in areas such as employee retention, customer satisfaction, and overall innovation output. Participant 2 from IBM (India) stated,

"“You can't put a number on it, but since they started this, something has changed. People stick around, customers are happy, there's all sorts of cool new ideas floating around, hmm”

However, participants also acknowledged the importance of continuous evaluation and measurement to assess the effectiveness of these initiatives in enhancing organizational performance. As Participant 1 from IBM (India) mentioned,

"they keep tabs on this stuff, you know? Like they ask us how we're feeling, if we're thinking about getting out, and they look at the numbers too, to see if things are getting better, uh-huh."

The findings from the interviews align with the existing literature on the business case for diversity and inclusion, which suggests that embracing diversity can lead to improved decision-making, increased innovation, and better understanding of diverse customer needs (Porto et al., 2021). However, it is crucial to measure the impact of these initiatives on specific performance metrics and outcomes to demonstrate their tangible benefits and continuously refine the strategies for optimal results (Ray, 2020).

IBM and Intel having creating an inclusive environment that recognizes the value of different perspectives and talents can be studied boost their innovation potential effectively landscape or problem-solving skills and better meet the access the needs of their customers in their target market. It is crucial to conduct ongoing evaluation and measurement of diversity and inclusion initiatives for their performance and efficacy on maximizing organizational success.

4.6 Challenges and Opportunities

However, there are various challenges and barriers in promoting diversity and inclusion within organizations. At the same time, participants from IBM and Intel identified several obstacles they face within their organizations, such as deeply ingrained societal biases and cultural differences, resistance to change, and lack of awareness of the benefits of diversity. However, the primary concern mentioned by the participants is unconscious biases and stereotypes, which may be reflected in employment and promotion decisions. Thus, Participant 13 from IBM, I mean, said:

"But sometimes, you know, there are these biases hanging around, I mean, like people making decisions based on stuff they don't even realize they're thinking, huh".

Cultural differences as well as the language barrier were also identified as a substantial obstacle, particularly in the context of multinational organizations. Participant 2 from IBM (India) noted,

"IBM's big on being inclusive, yeah, but society's got these ideas that are hard to shake, you know? Then things get tricky for everyone, mm-hmm."

Participant 5 from Intel Ireland echoed this sentiment, stating,

"Getting everyone on the same page? Takes some hard work, for sure, even when everyone's giving it their best shot, yeah. But everyone's trying, uh-huh ."

To overcome these challenges, both organizations have employed various strategies, including continuous education, training programs, and open dialogues. Participant 5 from Intel Ireland mentioned,

"But Intel's not just sitting back, you know? They're always learning, talking, trying to get better, and they want to hear from us too, ha! They're all about getting things right! Yeah."

IBM (India) has implemented similar approaches, as highlighted by Participant 1,

"IBM's taken it head-on, you know? They're telling folks what's what, training them up, and making sure everyone gets a fair shot, yeah?"

Additionally, participants identified potential areas for improvement and untapped opportunities to further enhance diversity and inclusion initiatives within their organizations. Participant 15 from IBM (India) suggested,

"So, like, there's room to do more with diversity stuff, you know? Like, reaching out to folks who don't always get heard, getting everyone to understand each other better, and, you know, being there for each other."

Participant 7 from Intel Ireland proposed,

"Hey, here's an idea. What if they did more of those cross-cultural things? You know, like, sending folks to different places, getting them to see how other folks live? Might help us all get along better, you know?"

The challenges and opportunities identified by the participants correspond and resonate with the existing literature regarding management of diversity and inclusivity. Eliminating unconscious biases and develop inclusive mindsets is vital to ensure an equitable and inclusive work culture at the organizational level as discussed by Mahajan et al., (2021). Moreover, cultural competence and cross-cultural interaction is highly needed at the organizational level, particularly for global companies that have a variety of cultural workforce as discussed by Porto et al., (2021) Therefore, these challenges may continue to be addressed through ongoing learning and development initiatives, training programs, and open conversation. . If they do so while also considering the untapped possibilities that may be enhanced, IBM (India) and Intel (Ireland) will be fortunate to achieve the next level of success with their diversity and inclusion initiatives. That is possible if the two companies maintain and nurture the work culture they are trying to cultivate, which is far more conducive, healthy, and suitable for business transactions.

4.7 Future Directions and Recommendations

Along with that, the participants from IBM and Intel shared their perspective on a possible future direction of diversity and inclusion initiatives in the organizations, thus also reflecting the role of such initiatives in shaping the organizational culture and business strategy. In addition, they offered recommendations and suggestions of areas for further improvement, thus

emphasizing that the truly inclusive and equitable workplaces are still part of the journey. At the same time, the participants saw the development of diversity and inclusion initiatives primarily in the further integration into all aspects of the organizational culture and business planning and management. In the words of Participant 1 from IBM, India,

“Looking ahead, I’m thinking IBM India’s gonna keep leading the charge on this diversity stuff. Like, making sure it’s not just talk, but it’s in everything we do. Bringing in all kinds of folks, making sure everyone’s got a fair shot, and using tech to make sure things are fair”.

This perspective is in line with the findings which recognize diversity and inclusion initiatives as the foundation of the organizational success and competitiveness in the current global business environment . At the same time, one of the recommendations included:

Participant 17 from IBM (India) recommended,

"Here’s something they could try. How about not knowing who’s who when they hire? Like, not seeing names or stuff like that. And reaching out to more folks who don’t always get a look-in. And, you know, teaching everyone about this stuff, so we all get it."

Participant 7 from Intel Ireland suggested,

"You know what might help? If they made sure everyone’s on board with this diversity stuff, right from the start. Like, when they first come in, making sure they know what’s what. And keeping that going, you know, all through their time here."

These recommendations align with best practices in diversity and inclusion management, which emphasize the importance of embedding inclusive practices throughout the entire employee lifecycle, from recruitment to talent development and retention (Nishii, 2013; Roberson, 2006).

Furthermore, participants explored the evolving role of diversity and inclusion in shaping organizational culture and strategy. Participant 18 from IBM (India) envisioned,

"Diversity? It's gonna be huge, you know? Like, it's not just about being nice, it's about being smart. Making sure we've got all kinds of folks here, making sure we're ready for whatever comes our way."

Participant 7 from Intel Ireland echoed this sentiment, stating,

" I can see it now. Diversity's not gonna be a side thing anymore. It's gonna be part of everything we do at Intel. Like, when we're hiring, when we're making big decisions, all of it. Because that's how we're gonna win."

The above views align with the developing literature indicating that diversity and inclusion are strategic foundations for an organization to succeed in innovation, recruitment and retention of top talent. It also strengthens the competitive nature of the business in the face of incessantly diverse and globalized business spheres Kummitha (2014). By incorporating the aspects into several routines, ranging from talent acquisition, decision-making, and leadership training, IBM India) and Intel Ireland) may realize the numerous advantages of a diverse and inclusive workforce. Nevertheless, as the interviewees stressed, this is a continuous process that demands regular analysis, modifications, and long-term dedication to establishing an equitable workplace culture.

4.8 Conclusion

Overall, the analysis of interview data facilitated insights into the diversity and inclusion initiatives, practices, and their effect on employee engagement and organizational performance at IBM and Intel, Ireland. The results identified similarities and differences in their approach and indicated the main challenges and opportunities to foster an inclusive organizational culture. The key takeaways of the analysis include the multiple initiatives both organizations have implemented to promote diversity and inclusion, such as ERM, cultural awareness

training, or targeted recruitment. Participants have also noted the impact of the initiatives on the sense of belonging, motivation, and commitment among employees. Furthermore, diversity seemed to contribute to organizational performance as it promoted innovation, problem-solving, and better understanding of diverse customer needs. However, despite the perceived benefits, the analysis has identified challenges to implementation, such as unconscious bias or resistance, as well as areas of improvement, including increasing the number of outreach programs, cultural competence, employee allyship. The significance of this research lies in the contribution to the existing body of literature on diversity and inclusion management. Additionally, given the comparative nature of analysis of high-profile organizations in different cultural contexts, the research provides value by adding nuance and complexity to diversity and inclusion discussion. Moreover, moving forward, continued evaluation and adjustment of diversity and inclusion initiatives, as well as commitment to fostering inclusive organizational culture, will be critical to realizing the potential benefits of a diverse workforce. The avenue of further research may include the impact of organizational versus national culture on the effectiveness of diversity and inclusion initiatives, as well as the opportunities offered by technology and data. The final findings of the current research suggest that to remain competitive in the globalized business environment, organizations need to treat diversity and inclusion as strategic imperatives.

CHAPTER 5: DISCUSSION OF FINDINGS

Thus, the reader is further advised regarding specific DI practices and drives related to the degree of working environment commitment and results based on the examination of IBM and Intel interview information from India and Ireland. The subsequent chapter expands on the findings in that regard, emphasizing similarities and differences between the two approaches, and main barriers, benefits, and their implications for practice.

5.1. Similarity and Differences in Diversity and Inclusion Initiatives

IBM and Intel have made considerable efforts to maintain diversity and inclusion among the staff of the companies. The efforts include launching of the employee resource groups, trainings of cultural awareness, mentorship, and focused recruitment. The final purpose of the new guidelines is the creation of the sense of belonging and understanding between people, irrespective of different backgrounds. However, there are numerous ways to reach the aim, as well as different attitudes to the result of the effort. Thus, IBM seems to value the “Women in Technology” initiative more, which is about the promotion of networking and mentorship for women in STEM rather than the wide training of cultural awareness. Vice versa, Intel emphasizes the significance of the training and the created diversity councils. As a result, the attitude of the participants is similar at the almost every initiative. The majority of the participants find them helpful, while some call them too superficial or other focus on the motivational effect.

5.2. Impact on Engagement

One of the major ideas that emanated from the analysis is the role of diversity and inclusion projects on increasing employees’ involvement. Based on the cases of IBM and Intel, such projects help people to feel the sense of communities and aspiration, which leads to elevate their commitment. Effective methods in their cases include culture training, mentoring, and resource groups. They actively perceived the positive work atmosphere generated by these programs, which showed that they were valued and respected in the workplace. At the same time, they recognized the existing barriers to successful implementation, such as unwitting bias, cultural discrepancies, and an unwillingness to accept change. In this regard, the participants admitted the necessity for continual learning and awareness-raising to make sure such programs could be effective in enhancing their engagement.

5.3. Organizational performance and success.

According to participants, racial and gender equality can help reduce the innovation, engagement, and consumer satisfaction gap, as well as the talent scarcity. Store when you utilize your employees' abilities while retaining exclusive talents. How significant is the diversity and inclusion, and equality, worth and work disability activities to participants' companies? It can be challenging to quantify the effects of these initiatives directly on organization-related metrics since diversity is only likely to be one of a host of variables influencing the results. However, participants observed an increase in innovation, quality output, and a higher degree of practical inclusivity when it came to collaboration and decision-making outcomes. Therefore, measurement and continued evaluation are necessary to assess whether or not other products were truly accessible to practically all. Lastly, while these statements are conclusive, participants report having a strong case that can result in tangible modification.

Through addressing these challenges and taking advantage of opportunities, organizations can create a conducive environment where all their employees have an equal opportunity to share their perspectives and demonstrate their individual skills and talents. Beyond the identified practices and recommendations, continued commitment to superior corporate culture will be essential in enabling organizations to leverage the potential of diversification.

The analysis of data from the interviews has provided insights into diversity and inclusion practices and initiatives at IBM (India) and Intel (Ireland). Although both organizations have made efforts to incorporate diversified practices, various challenges exist in actualizing these initiatives and optimizing their influence. Evaluation and re-evaluation complemented by a lasting superior corporate culture will be vital in achieving optimal advantages from a diversified workforce.

5.4. Interpretation: Comparison of Literature Review and Analysis Chapters

The Literature Review and Analysis chapters offer two distinct viewpoints on organizations' diversity and inclusion initiatives through the overview of the existing literature and the research that relies on the empirical data collected from the interviews with the interviewees from IBM and Intel. The following comparison of these two chapters can help not only to get a more holistic perspective on the theoretical and conceptual foundation but also to understand the practical implications of the diversity and inclusion management (Cox & Blake, 1991).

The Literature Review discusses and consolidates the literature's findings within the theoretical framework at the core of the diversity and inclusion management. The common theme underlying the sources is the notion that the diversity and inclusion are done for the business's sake, but the real-life examples show the failure of such logic. The authors introduce the business case for diversity, the importance of leadership in maintaining the inclusion, and the conducive factors of the diverse team (Nasomboon, 2014). Moreover, they introduce the existing theoretical models that either help or desert the companies that implement diversity and inclusion measures. The Analysis chapter, in turn, uses the data from IBM and Intel to identify these factors and apply them to the specific case.

Key Findings:

Importantly, both chapters also echo the importance of diversity and inclusion initiatives for organizational success, as evidenced by the positive impact these practices have on employee engagement, innovation, and customer satisfaction. The Literature Review also builds a robust business case for diversity. By presenting the history, theoretical arguments, and empirical evidence that prove the potential benefits of D&I projects, including improved decision-making and creativity, the paper results help meet this research objective. The perspectives of the interview respondents establish a strong foundation for the abovementioned provisional assertion, as all of them emphasized their gratefulness for diversity and inclusion's positive impact on the topic employees, including increased collaboration and work engagement (Okatta et al., 2024b).

Challenges and Opportunities.

both chapters focus on the difficult and advantageous sides of diversity and inclusions efforts in organizations. On one side, the Literature Review chapter introduces theoretical approaches that out-line the reasons for such difficulties, such as unconscious bias, cultural differences, and resistance to change (Donnelly, 2014). On the other side, it covers possible solutions: leadership support, training, fostering and cultivating, and inclusive culture. In the analysis chapter, the same facts are supported by the interview participants, who share their experience of fighting the prob-lem of unconscious bias and dealing with cultural variance (Khaw et al., 2022). At the same time, they also inform about opportunities to improve this culture, such as increased cultural competence and employee allyship.

In this manner, the Literature Review and the Analysis chapters are woven into a coherent whole, allowing the reader to draw parallels between the theoretical and empirical approaches to resource management letter. As the former explains the mechanism of diversification by focusing on the scope and nature of the diversity and inclusion notion, the latter describes the implementation of diversity and inclusion policies at a specific organization (Khaw et al., 2022). Together, the two sections allow for a holistic view of the difficulties, risks, and benefits of diversity and inclusion resource management and suggest implications for practice on the organizational level.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

The analysis conducted in the study discussed the diversity and inclusion initiative undertaken by IBM India and Intel Ireland and the impact, if any, on employee engagement performance. Thematic analysis from the interview reveals some promising views in both organizations on both successes and challenges and level of its impacts as practices at the firms. IBM India and Intel Ireland employ experienced and guidelines inclusive work environment through employee resource groups, cultural training, recruitment, and mentoring programs. This to create more friendly environments where employees feel at their best and achieve their full potential. Diversity and Inclusion has a strong positive impact on employee engagement and finances. Programmes such as IBM India women in tech 2021 and Intel Ireland ERGs have been successful in increasing morale and providing their level of satisfaction. Diversity and Inclusion has a positive relationship with finances, further enabling innovation, problem-solving and improved response to diverse customers' needs.

IBM India, and Intel Ireland, in leveraging the unique talents and perspectives of their diverse workforce, have better innovation avenues, staying competitive in the current word globalization. However, I find include some challenge towards progressing the practice. Challenges Despite the Promise Unconscious bias, cultural barriers, resistance to change and the challenge of Bill at developing an inclusive culture and mindset. To overcome these negative impact, good leaders create successful work cultures that integrate all employees to the system embracing and developing all initiatives.

6.1. Conclusion: Addressing the Research Questions

1. Key Diversity and Inclusion Policies and Initiatives:

Both these companies; IBM, and Intel have significant diversity and inclusion policies and initiatives that aim to develop an inclusive working environment. IBM emphasizes the development of employee resource groups such as the women in technology group while Intel majorly focuses on cultural awareness. Both the companies have policies to support targeted recruitment and mentorship, although there is a difference in their system and effect (Smith-Meyer, 2022).

2. The employees' level of engagement

The employees' level of engagement is different to the two companies and is a factor determined by the respective policies. From the video, it is clear that the participant employees recognize these initiatives as they have an effect on their morale, motivation, and interest in

working with either company. However, IBM seems to face challenges with offenses behavior's which suggest possibilities in the policies (Dogra, 2023).

3. The relationship between diversity and inclusion initiatives and organizational performance

The diversity and inclusion have had a positive some effect on organizational performance in these organizations. The employees' commend that this has promoted innovation and problem-solving and has enabled an enhanced understanding of their customers' needs. Although the respondents commend improvement in innovation output and employee retention, little evidence is available for their actual impact (Okatta et al., 2024b).

4. Strengths and weaknesses of diversity and inclusion strategies

While the diversity and integration initiatives have weaknesses such as triviality and some unconscious biases, they also have strength. The strength includes the employee-recourse-groups and the diversity councils while the weakness includes some triviality and the unconscious behaviors. In the study, leadership, policy, and practice and employees are some of the best practices (Khaw et al., 2022).

5. Recommendations for improvement

The strategies for improvement are immense and range from blind practices and collaboration to continued training and monitoring. Hence this implies that IBM and Intel have possibilities to improve their integration to improve the level of committedness among their employees. The above factors conclusively answers the research question. Hence, the two organizations can develop to have a competitive environment front that enables their employees to feel relevant before their employees. Thus, the study has indeed made recommendations suggested to the employers that pertain to motives development (Urwin et al., 2013).

6.2. Recommendations

Given the potential improvement and its impacts on the Diversity and Inclusion, further recommendations are required for enhancing the Diversity and inclusion in organisations like Intel and IBM. Thus, based on the research findings, the following recommendations can be suggested to ensure the continuous improvement of the diversity and inclusion initiatives at IBM and Intel (Ireland), and foster the corporate citizenship in respect to Diversity and Inclusion in general:

- Leadership commitment: It is crucial for the leaders to show their devotion to Diversity and Inclusion, spearheading its initiatives and embedding D&I into the main strategic

goals of the company. Also, it is critical that the leaders exercise good example, role modeling behaviors ensure an inclusive work environment, as well as hold themselves and other employees accountable for promoting Diversity and Inclusion.

- Continuous education and training: the organizations should invest in the programs aimed at raising awareness regarding unconscious biases, enhancing cultural competency, and boosting inclusive leadership skills. It is recommended to make the programs available to all employees as well as to adjust the programs in accordance with the unique D&I needs and challenges of the respective populations.
- Employee engagement and empowerment: It is also might be recommended to include the employees in a constant design and implementation of respective initiatives, making them relevant and meaningful. Many companies have the practice of establishing diversity councils in the form of source groups, which can serve as a forum of feedback that gives an opportunity to identify best practices for driving improvement.
- Measurement and evaluation: in order to make sure that D&I practices are implemented correctly and efficiently, the organizations should develop a set of metrics and key performance indicators.
- Promotion of inclusive practices: starts with recruitment practices and ends with talent retention.
- Partnerships and Collaboration: Finally, organizations should seek opportunities to work with external partners, such as industry associations, community organizations, and academic institutions, to leverage resources and share best practices and take collective action on common opportunities, challenges, and issues. Through collaboration, organizations can bring about greater changes within their communities and industries. To conclude, while diversity and inclusion initiatives are more challenging, they are indispensable for creating an inclusive work environment where all employees feel respected, contribute their unique perspectives and talents, and enable the organization to achieve its mission successively. By following the recommendations outlined above, IBM and Intel can take additional steps to facilitate diversity and inclusion and become leaders in promoting workplace diversity and inclusion.

6.3. Limitations of the Study

- Sample Size and Generalizability: The primary limitation of this research is the sample size which constitutes of interview participants from two organizations: IBM which is

situated in India and Intel in Ireland. Although the obtained insights from the interviews offer valuable qualitative data, their results might not pertain to diversity and inclusion practices in the multiple other organizations or industries. Therefore, this paper should be generalized with caution to a broader population.

- **Geographical and Cultural Context:** Another limitation of the study is the focus on diversity and inclusion initiatives in IBM (India) and Intel in Ireland, multinational corporations that are located in different geographical and cultural settings. As such, the findings are subject to cultural and geographical biases of India and Ireland, such as unique organizational cultures, societal and regulatory differences. Thus, the paper's findings and suggestions and the be limited application considering cultural differences.
- **Participant Bias and Subjectivity:** The data gathered from the interviewed perspectives and the experiences of the participants resulting from the subjectivity, including bias, due to the individual positions, roles, and perceptions. Although the participants were diverse across departments and levels to eliminate bias, there still might be subjective perspectives, opinions, and responses.
- **Social Desirability Bias:** Participants provided socially desirable responses following the organization's and societal norms, leading to a social desirability bias. As a result, the participants might have been more positive on issues related to diversity and inclusion, hiding or underrepresenting negative or challenging experiences within the organization.
- **Limited Scope of the Study:** The study primarily involved the analysis of employee opinions and experiences in relation to diversity and inclusion initiatives and their effects on employee engagement and organizational performance. This allows for a deeper understanding of the effectiveness of diversity solutions. However, some other measurement variables that might affect organizational outcomes have not been taken into account, such as leadership issues, the organization's structural problems, and the state of the market in which the company operates.
- **Temporal Context:** The results of the study are met at one particular time point, which means they do not take into account the fact that diversity and inclusion can change over time. The applications themselves and how organizations approach them are constantly changing. As a result, the results may be less relevant or even completely irrelevant in the future.

- **Researcher Bias:** The existence of potential researcher bias has also not been taken into account. Despite all efforts to ensure objectivity and neutrality in collecting data or analyzing its team affiliation, anyone present can influence the interpretation of the obtained results or select interview questions.
- **Qualitative Nature of the Data:** The data used in the study are qualitative in nature. Interviews cannot quantify the impact of inclusion initiatives on engagement or organizational performance. Although qualitative research provides valuable insights into how a person sees and understands a particular topic, it lacks the statistical rigor and ability to generalize characteristic of quantitative techniques. Leader62454 et al. ; therefore, it is important to understand these gaps properly and to plan accordingly for additional studies.

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APPENDICES

Appendix 1: Interview Questionnaire

Demographic Information:

- Position/title at IBM/INTEL:
- Length of time in current role:
- Years of experience at IBM/INTEL:

Diversity and Inclusion Initiatives:

- Can you describe the diversity and inclusion initiatives implemented at IBM/INTEL?
- What specific programs or strategies are in place to promote diversity and inclusion within the organization?
- How are these initiatives communicated to employees?
- Have there been any recent changes or updates to these initiatives? If so, what prompted these changes?

Impact on Employee Engagement

- How do you perceive the impact of diversity and inclusion initiatives on employee engagement within IBM/INTEL?
- Have you observed any changes in employee morale, motivation, or commitment as a result of these initiatives?
- Can you provide examples of how diversity and inclusion initiatives have positively influenced employee engagement?

- Have there been any challenges or obstacles in effectively implementing these initiatives?

Organizational Performance:

- In your opinion, how do diversity and inclusion initiatives contribute to the overall performance of IBM/INTEL?
- Have you noticed any improvements in key performance metrics or outcomes since the implementation of these initiatives?
- How do you measure the success or effectiveness of diversity and inclusion initiatives in enhancing organizational performance?
- Are there any areas where you believe diversity and inclusion initiatives could be further optimized to enhance organizational performance?

Challenges and Opportunities:

- What are the main challenges or barriers faced in promoting diversity and inclusion within IBM/INTEL?
- How does IBM/INTEL address these challenges, and what strategies are in place to overcome them?
- Are there any untapped opportunities or potential areas for further enhancing diversity and inclusion initiatives?
- How does IBM/INTEL leverage diversity and inclusion to drive innovation and competitiveness in the marketplace?

Future Directions and Recommendations:

- Looking ahead, what do you envision as the future direction for diversity and inclusion initiatives at IBM/INTEL?
- Are there any specific recommendations or suggestions you would offer to further improve these initiatives?
- How do you see the role of diversity and inclusion evolving in the broader context of organizational culture and strategy at IBM/INTEL?

Closing:

- Is there anything else you would like to add or discuss regarding diversity and inclusion initiatives at IBM/INTEL?
- Thank the participant for their time and participation in the interview.
- Reiterate the confidentiality of responses and provide contact information for any follow-up questions or clarifications.

Appendix 2: Participant Consent Form

Participant Consent Form

This template is designed primarily for those doing qualitative interviews with adults from non-vulnerable populations and dealing with non-sensitive topics.

The form would be different in the case of focus groups or quantitative research. If conducting research with vulnerable populations and / or sensitive topics please see Research Ethics Committee website for further details.

The points listed on the template below are for illustration only. You may alter the wording to suit your project as you see fit.

A consent form is not simply about a person giving you permission to involve them in research, it is an agreement between the researcher and the research participant outlining the roles and responsibilities they are taking towards one another throughout the whole of the research process.

The researcher should retain one copy of the consent form signed by both themselves and the participant. The participant should also be given a copy of the consent form as a record of what they have signed up to.

Even if a person has signed a consent form consent should still be re-established at the point of doing the interview.

Template

[*Title of project*]

Consent to take part in research

- I..... voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves...*[outline briefly in simple terms what participation in your research will involve]*.
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that disguised extracts from my interview may be quoted in...*[list all forum in which you plan to use the data from the interview: dissertation, conference presentation, published papers etc.]*.

- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that signed consent forms and original audio recordings will be retained in *[specify location, security arrangements and who has access to data]* until *[specific relevant period – for students this will be until the exam board confirms the results of their dissertation]*.
- I understand that a transcript of my interview in which all identifying information has been removed will be retained for *[specific relevant period – for students this will be two years from the date of the exam board]*.
- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Names, degrees, affiliations and contact details of researchers (and academic supervisors when relevant).

Signature of research participant

Signature of participant

Date

Signature of researcher

I believe the participant is giving informed consent to participate in this study

Signature of researcher

Date