

National College of Ireland

Project Submission Sheet

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**Signature:** Siddartha Jagadeesh

**Date:** 10<sup>th</sup> August 2024

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[Research method Dissertation ]

[Role of HR in Contributing Towards an Inclusive and Diverse Workplace]

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# Role of HR in Contributing Towards an Inclusive and Diverse Workplace

## Abstract

The research project intends to settle on the role of Human Resources in maintaining and promoting a diverse and inclusive workplace in institutions. The research examines recent HR practices endorsing inclusion and diversity in the UK IT industry, assesses the efficiency of HR actions in making an inclusive and diverse atmosphere, recognizes obstacles encountered by HR professionals in those attempts, evaluates the influence of diverse HR practices on employee involvement, satisfaction, and organizational performance, and offers suggestions for HR managers and institutions to improve their strategies for making a more diverse and inclusive workplace.

The study examines the role of HR in endorsing diversity and inclusion in the mentioned sector utilizing pragmatism. A mixed-methods approach, amalgamating deductive and inductive approaches, engages surveys of 100 workers and interviews with 6 HR professionals. Data analysis uses thematic analysis and statistical techniques for comprehensive knowledge.

In addition, HR professionals encounter noticeable obstacles in endorsing inclusion and diversity in workplaces. Prime hurdles consist of lack of leadership commitment, organizational culture resistance, bias and discrimination, budget constraints, measurement and accountability difficulties, employee resistance, and compliance issues. Recommendations for overcoming those obstacles consist of executing holistic employee well-being programs, integrating technology and analytics, making different leadership programs, promoting inclusive culture via storytelling, promoting a culture of learning and feedback, involving in community outreach, improving transparency and accountability, and innovating recruitment practices. Those strategies intend to make a more diverse and inclusive work atmosphere.

## Chapter 1: Introduction

### 1.1 Research Background

The role of HR in promoting a diverse and inclusive workplace has evolved noticeably over the years (Hunt et al., 2020). Conventionally, HR activities concentrated initially on employee relations, compliance, and recruitment. Thus, with developing societal changes and globalization towards representation and equality, the significance of D&I or diversity and inclusion within companies has come to the front position. Historically, diversity actions started as compliance-driven attempts to stick to equal employment opportunity laws and anti-discrimination laws. Those primary attempts were greatly reactive, intended to stay away from legal repercussions rather than practically promoting diversity. Over time, as

the study emphasized the several advantages of an inclusive workforce, consisting of greater decision-making, enhanced financial performance, and enhanced creativity, companies started to accept more strategic practices to D&I (Morfaki and Morfaki, 2022).

The modern recognition of D&I in the workplace covers a wide level of policies and actions formed to create an atmosphere where every worker feels empowered and valued (Javed, 2024). HR departments are currently observed as prime drivers of those activities, accountable for sustaining and executing diverse approaches across the company. This engages equitable hiring approaches and the

growth of complete D&I strategies that endorse cultural competence, provide equal chances for career development, and indicate unaware bias (Ezeafulukwe et al., 2024). Prime HR approaches in this field consist of forming fair recruitment processes, offering constant training on diversity awareness and unconscious bias, and promoting a diverse culture via diverse leadership programs and employee resource groups. In addition, HR is operated by daily assessing the efficiency of those actions, utilizing feedback and metrics to make knowledgeable changes. Finally, the role of HR in contributing to a diverse and inclusive workplace has evolved from a compliance-related action to a strategic importance. HR aids companies to control the complete probability of their workforce, making involvement, long-standing success, and innovation by championing diversity and inclusion activities (Auger-Domínguez, 2024).

### 1.2 Research Problem

In spite of the developing recognition of the advantages of inclusion and diversity in the workplace, several sectors like the UK IT sector encounter noticeable obstacles in promoting a truly diverse atmosphere. The role of HR in this background is significant, yet fraught with obstacles that can impede development. One key problem is the inconsistency in executing inclusion and diversity actions across diverse industries like the UK IT sector. While a few organizations have strong HR strategies endorsing diversity, others fall short, leading to noticeable differentiation in achievement rates (Bernstein, Salipante and Weisinger, 2021). The inconsistency in executing D&I actions appears from different resources, leadership support, and organizational commitment. A few organizations, such as Google, have comprehensive D&I programs (forbes.com., 2024), whereas others lack apparent strategies. However, research emphasizes the significance of leadership buy-in, personalized approaches, and sustained attempt to efficiently promote diversity across diverse organizational backgrounds. This sort of

inconsistency frequently appears from outdated or insufficient HR practices that fail to indicate the dynamic nature of workplace inclusion. In addition, there is sometimes a dearth of dedication from senior management to favor inclusion and diversity, resulting in insufficient support and resources for HR-led activities. Unconscious bias is an all-encompassing problem within promotion and recruitment processes, holding back attempts to make an inclusive workforce. In spite of training programs and awareness campaigns, embedded unfairness can still impact decision-making, leading to the underrepresentation of certain groups. This impacts the inclusion of the workforce and influences the complete diversity of the workplace culture, as marginal workers may feel less involved and undervalued (Auger-Domínguez, 2024). HR experts encounter obstacles in calculating the efficiency of their D&I or diversity and inclusion activities. This is tough to evaluate development and create required changes without benchmarks and clear metrics. This can result in a lack of transparency and responsibility, additionally complicating attempts to endorse a diverse atmosphere (Javed, 2024).

One additional noticeable obstacle is the resistance to transformation that frequently accompanies D&I activities. Managers and workers may be opposed to changing long-term behaviors and approaches, viewing those transformations as disruptive or unnecessary. This resistance can appear from a dearth of recognition of the advantages of D&I, emphasizing the requirement for constant communication and education (Roy, 2021). In addition, HR departments may attempt the incorporation of D&I targets with wider organizational objectives (Gould et al., 2022). However, confirming that D&I are not observed as standalone actions but as pivotal to the strategy and mission of the organization is important for sustained success. This demands a holistic practice, where D&I is implanted in all aspects of the company, from corporate policies to everyday activities.

### 1.3 Research Rationale

The role of HR in promoting a diverse and inclusive workplace is essential to the success of a company (Royall, McCarthy and Miller, 2022). HR improves organizational effectiveness by executing strategic human resource development programs that endorse a talent-based approach. This engages in creating a facilitative working atmosphere where different views are valued, allowing workers and promoting psychological safety, which is important for idea-making and innovation (Morfaki and Morfaki, 2022). HR confirms that all workers feel appreciated, allowed, and dignified by executing unconscious bias training, non-discriminatory approaches, and equitable recruitment processes. This enhances worker well-being and enhances decision-making capabilities, creativity, and complete financial performance. Thus, several companies try to truly promote diversity, addressing the requirement for constant and strong HR strategies. In addition, improving and understanding the role of HR in inclusion and diversity aids companies in enhancing employee engagement, achieving sustainable success, and attracting the best talent, lining up with wider organizational objectives (Javed, 2024).

In other words, evaluating the role of HR in contributing to a diverse and inclusive workplace is significant for recognizing the way to improve organizational innovation and efficiency. This study unveils the way HR strategies can promote atmospheres where different viewpoints thrive, directing to better decision-making and problem-solving. Companies can recognize fields for development and gaps by assessing the effectiveness of inclusion and diversity activities, the obstacles encountered by HR experts, and the recent HR practices (Morfaki and Morfaki, 2022). This research underlines the importance of unconscious bias training, non-discriminatory approaches, and equitable recruitment in endorsing the creativity, involvement, and well-being of workers. Moreover, recognizing the influence of HR on inclusion and diversity aids companies in retaining and attracting the best talent, and enhancing productivity and morale. Finally, this study helps in making strong HR policies that line up with organizational targets, providing a viable edge and sustainable success in the current workforce background (Dara, 2022).

### 1.4 Aim and Objectives

In order to continue this research in a substantial manner, the researcher of this paper has prepared an aim, which is to determine the function of human resources (HR) in the establishment and retention of an inclusive and diverse workplace inside organizations. Contingent upon the overarching research aim, the researcher has delineated five explicit objectives, enumerated below.

- To investigate current HR practices and regulations that encourage diversity and inclusion in the UK IT sector
- To evaluate the efficacy of HR-led efforts in establishing a diverse and inclusive UK IT sector
- To recognize the issues and hurdles that HR professionals encounter in their attempts to promote inclusion and diversity in UK IT sector
- To examine the influence of inclusive HR practices on employee happiness, participation, and organizational efficiency.
- To offer recommendations to human resources managers and organizations concerning ways to improve their attempts to create a more inclusive and diverse workplace.

### 1.5 Research Outline

The outline of the study is defined below:

**Chapter 1 – Introduction:** Commences the research, framing the research objectives, problem, and importance of examining the role of HR in promoting a diverse and inclusive workplace.

**Chapter 2 – Literature Review:** Reviews present study of inclusivity and diversity, HR practices, and their influences on employee involvement, innovation, and efficiency (Paul and Criado, 2020).

**Chapter 3 – Research Methodology:** Defines the research methods utilized, consisting of data collection method and analysis technique (Pandey and Pandey, 2021).

**Chapter 4 – Data Analysis and Findings:** Provides and defines the gathered data, emphasizing prime patterns and themes associated with HR obstacles, successes, and practices in endorsing D&I.

**Chapter 5 – Discussion:** Examines the executions of the findings, contrasting with the present study, and defines probable strategies for improving the efficiency of HR in promoting a diverse and inclusive workplace.

**Chapter 6 – Conclusion and Recommendations:** Sums up the study, offers actionable suggestions for HR approaches, and recommends fields for future study in D&I.

## Chapter 2: Literature Review

### 2.1 Overview

A literature review examines the present study on a topic, emphasizing prime methodologies, findings, and theoretical frameworks (Paul and Criado, 2020). This recognizes trends, debates, and gaps, offering a comprehensive background for realizing the recent state of insight. This synthesis addresses future research guidelines and contextualizes new research within the wider academic discourse. In this research project, this chapter will examine the role of HR in endorsing diversity and inclusion within the UK IT industry. This will evaluate recent HR regulations, practices, and the influence of inclusive strategies on employee wellbeing, participation, and organizational effectiveness, emphasizing the obstacles and offering suggestions for development.

### 2.2 Theoretical Framework

#### 2.2.1 Overview of Diversity and Inclusion in the UK IT Sector

According to Castelino and Shinde, (2022), the UK IT industry, a significant driver of innovation and economic growth, encounters both obstacles and opportunities in getting D&I or Diversity and Inclusion. In spite of noticeable growth in current years, the industry deals with the underrepresentation of certain groups, consisting of ethnic minorities, people with disabilities, and women. One of the key issues is the gender inequality. Women constitute about 16 percent of the IT workforce, a figure that has observed merely marginal development over the previous decade (techuk.org., 2024). This sort of underrepresentation is additionally pronounced in senior and technical roles, emphasizing a noticeable gender gap. Factors donating to this consist of a dearth of female role models and inadequate support for women balancing family responsibilities and careers.

Consequently, Dixon-Fyle et al., (2020) argued in their research that ethnic diversity offers obstacles. While the IT industry is more ethnically inclusive than a few other sectors, there are still inequalities in career progression and

representation for minority groups. BAME or Black, Asian, and Minority Ethnic people frequently encounter obstacles like restricted networking opportunities, a dearth of mentorship programs, and unconscious bias personalized to their requirements. Gould et al., (2022) defined that disability inclusion is one additional significant field demanding attention. People with inequalities are noticeably underrepresented in the IT industry. In spite of developments in workplace accommodations, supportive policies, and accessible technology, several people with disabilities face obstacles in both developing their careers and gaining employment (Gupta and Priyadarshi, 2020).

Castelino and Shinde, (2022) evaluated in their study that several industry bodies and the UK government have identified those problems and are vigorously endorsing D&I via actions like the Diversity in Tech Awards and the Tech Talent Charter. Organizations are gradually executing policies intended to promote a diverse culture, like bias reduction programs, diversity training, targeted recruitment attempts, and supple working arrangements. Moreover, the business case for D&I is well-positioned. Inclusive groups carry a wider level of viewpoints, improving problem-solving, decision-making, and creativity. Inclusive workplaces enhance employee retention and satisfaction, which are significant in the viable IT industry. Lastly, while the mentioned sector has made steps towards better inclusion and diversity, noticeable obstacles remain (Linkedin., 2024).



**Figure 1: TechUK's Ongoing Commitment to Improving Diversity**

(Source: techuk.org., 2024)

#### 2.2.2 Current HR Regulations and Practices that Encourage Diversity and Inclusion in Workplaces

Sachdev and Dutt, (2021) opined in their study that current HR practices and regulations play a significant role in endorsing D&I in workplaces across several industries, including the UK IT industry. Those practices and regulations are formed to confirm that every worker, despite their background, feels respected, included, and valued. A few of the prime HR practices and regulations that inspire D&I in workplaces are defined below:

#### Legal Framework

**Public Sector Equality Duty:** This duty needs public sector companies to measure how their decisions and policies impact people with protected features. Blackham, (2021) emphasized in their study that this inspires companies to be practical in developing equality of opportunity, promoting good associations between diverse individuals, and reducing discrimination.

**Equality Act 2010:** The Equality Act 2010 in the UK is a basic piece of legislation that keeps people from discrimination grounded on features like disability, age, marriage, civil partnership, gender reassignment, race, sex, pregnancy and maternity, sexual orientation, and religion or belief. Hussain, Rizvi and Sheikh, (2022) defined in their research that this act requires equal treatment in access to recruitment and public and private services, as a result, making it the keystone of D&I policies in workplaces.

### **Industry Collaborations and Activities**

Subsequently, Formanek and Formanek, (2021) illustrated in their study that industry activities and collaborations contribute to D&I attempts. An industry-led action in the UK, the Tech Talent Charter intends to indicate the gender imbalance in technology roles. Moreover, signatories are dedicated to accepting inclusive recruitment approaches and sharing information on diversity to benchmark development. Diversity and Inclusion Awards enjoy people and companies leading the path in D&I, emerging consciousness of best practices, and motivating others to pursue suit. Those united attempts aid to make more equitable workplaces and control the complete potential of an inclusive workforce.

### **Regulatory Body and Government Actions**

In the UK, companies with 250 or more workers are needed to publish information on their gender pay gap. This rule intends to inspire employers and develop transparency to acquire initiative to close the gender pay gap (Crown copyright., 2024). Companies can recognize fields for improvement and execute targeted measures to endorse pay equity by reporting and examining on pay inequalities. The study namely (bitc.org.uk., 2024) acclaimed that the Race at Work Charter made by Business in the Community forms five calls to action to confirm ethnic minority workers are represented at every level. Signatories are dedicated to initiatives like holding ethnicity data, providing zero tolerance for bullying and harassment, and employing an executive sponsor for race. This charter aids companies in an additionally diverse culture by indicating particular barriers encountered by ethnic minority workers.

### **Voluntary Certifications and Standards**

IIP or Investors in People offers a framework for enhancing business performance via people management. Marchington et al., (2020) argued in their study that the IIP framework consists of criteria associated with inclusion and diversity, aiding companies to make a culture where every worker can thrive. However, achieving IIP accreditation defines the dedication of a company to best practices in

D&I and people management. Also, a government-backed scheme, Disability Confident Scheme sustains workers to create the most of the talents disabled individuals can carry to the workplace. This offers employers with the skills, confidence, and knowledge they require to recruit, retain, and attract disabled workers. Employers are dedicated to initiatives that will make their workplaces more diverse for individuals with disabilities by participating in this scheme.

### **Educational and Awareness Campaigns**

Miranda-Wolff, (2022) illuminated in their study that an annual venture was formed to raise consciousness of the significance of diversity in the workplace. This offers companies with actions and resources to aid them in involving their workers in conversations about diversity. National Inclusion Week aids in making an additionally diverse culture by endorsing appreciation and recognition of inclusion.

#### **2.2.3 The Effectiveness of HR-Led Actions in Establishing a Diverse and Inclusive Workplace**

The efficiency of HR-led initiatives in making an inclusive and diverse workplace is significant to employee satisfaction and organizational success. HR departments can noticeably impact the operational and cultural dynamics of a company, promoting an atmosphere where D&I is motivated and ingrained in the ethos of the organization. Jerónimo, Henriques and Carvalho, (2022) affirmed in their research that HR practices that motivate inclusion and diversity are important for making a workplace where every worker feels respected and valued. Several companies are accepting inclusive recruitment procedures to provide fair hiring approaches. They also give an example by stating that blind recruitment engages removing personal data from job applications that could unveil the ethnicity, gender, age, or additional features of the candidate, as a result decreasing bias. In addition, diverse interview panels are being utilized to provide fair assessment and reduce bias. Targeted outreach is one additional strategy, where companies vigorously reach out to underrepresented groups via collaborations with communities and companies that sustain those groups.

On the other side, Storm et al., (2023) claimed in their study that unconscious bias training is a significant part of those attempts. Those training programs intend to make workers conscious of the unaware biases that can impact behavior and decision-making. Workers can interact more moderately with colleagues and during promotions, employment, and additional HR procedures. Employee Resource Groups play a noticeable role in promoting an inclusive and diverse workplace. Those employee-led, voluntary groups line up with the values, mission, objectives, and goals of the company, improving career development, contributing to personal development, and offering support in the work atmosphere. Flexible working policies sustain inclusion and diversity by accommodating different lifestyles and requirements. Kanter, (2021) emphasized in his study that providing flexible hours, part-time roles, and remote work is specifically advantageous

for workers with disabilities, caregiving responsibilities, or those following more education.

Thus, Cabrera-Muffly, (2021) opined in his research that sponsorship and mentorship programs are formed to sustain the career growth of underrepresented groups. Mentorship offers support, while sponsorship vigorously advocates for the career development of mentees. Inclusive leadership growth is one additional important practice, training leaders to promote inclusion and value diversity within their teams, as a result, creating a culture where every worker feels included and valued. Okoli, (2024) argued in their study that carrying out transparent reporting and daily D&I audits on diversity metrics are important for evaluating the efficiency of D&I activities and creating required transformations. Accessibility developments confirm that workplaces are physically available to every worker, including those with disabilities, by creating reasonable changes to workspaces, offering assistive technologies, and providing accessible communication.

#### **2.2.4 The Issues and Obstacles That HR Professionals Encounter In Their Attempts to Endorse Inclusion and Diversity in Workplaces**

Based on the viewpoint of Dogru, (2023), endorsing D&I in workplaces is a versatile endeavor that frequently offers challenges for HR experts. In spite of developing the identification of the advantages of inclusive and diverse atmospheres, HR experts face various problems that can hold back their attempts. A few of the prime obstacles and problems encountered by HR experts in promoting D&I are defined below:

##### **Organizational Culture and Cultural Resistance**

One of the key obstacles HR experts encounter is cultural resistance within the company. Present organizational cultures may be resistant to transformation, specifically when it appears to challenge conventional practices and rules. Resistance can come from a lack of consciousness about the advantages of D&I, fear of losing perceived benefits related to homogeneity, or entrenched biases. Naveed et al., (2022) underlined in their study that overcoming cultural resistance needs practical attempts to involve and educate stakeholders at every level of the company.

##### **Lack of Leadership Commitment and Buy-In**

Consequently, Bersin and Enderes, (2021) claimed in their research that efficient D&I actions need rigid leadership commitment and buy-in from senior management. HR experts may try to impact decision-making procedures, make meaningful changes, and secure required resources without noticeable support from the best executives. Leaders who champion inclusion and diversity actions can arrange the tone for the total company, defining a dedication to promoting a diverse culture and embracing others responsible for D&I targets.

##### **Discrimination and Bias**

Discrimination and bias, both unconscious and conscious, pose noticeable obstacles to achieving D&I targets. In spite of awareness campaigns and legal protections, discriminatory behaviors and attitudes may still persist in workplaces. HR experts must indicate biases in promotion, day-to-day interactions, and recruitment to provide equal chances and fair treatment for every worker. Hebl, Cheng and Ng, (2020) emphasized in their assessment that executing unbiased recruitment approaches and offering daily training on unaware bias are significant steps in reducing those obstacles.

##### **Accountability and Measurement**

Edwards, Edwards and Jang, (2024) underscored in their study that calculating the influence of D&I actions and embracing stakeholders responsible for development can be difficult. HR experts require strong data collection procedures and metrics to evaluate the efficiency of interventions, recognize fields for development, and track diversity metrics. Clear reporting on D&I results can define organizational dedication and promote responsibility to stakeholders, consisting of investors, the wider community, and workers.

##### **Budget Constraints and Limited Resources**

HR departments frequently encounter resource constraints, consisting of competing priorities and restricted budgets. Thomas, (2021) underlined in their study that executing comprehensive D&I actions needs committed financial sources for recruitment attempts, training, infrastructure developments, and Employee Resource Group or ERG support. HR experts may be required to advocate for developed funding and define the return on investment of D&I actions to secure required support from organizational stakeholders.

##### **Compliance and Legal Issues**

On the other side, Marama et al., (2023) argued in their study that steering compliance and legal requirements connected with D&I can be complicated. HR experts must confirm that their approaches comply with data protection rules, industry-specific standards, and anti-discrimination laws. Failure to reach legal obligations can result in reputational damage, financial penalties, and legal accountabilities, underlining the significance of incorporating legal skills into D&I strategies.

##### **Resistance from Employee Groups**

Resistance to D&I actions may appear from several employee groups within the workforce. A few workers may perceive inclusion attempts as fear or favoritism that their chances for development could be influenced. Grounded on the viewpoint of Pearce and Wang, (2023), efficient involvement and communication strategies are important to construct consensus, collect support, and indicate concerns for D&I actions across different employee demographics.

### **2.2.5 The Impact of Inclusive HR Practices on Employee Participation, Wellbeing, and Organizational Efficiency**

Inclusive HR approaches have a deep influence on employee well-being, participation, and organizational effectiveness. Dixon-Fyle et al., (2020) affirmed in their study that companies can unlock several advantages that contribute to complete success by promoting an atmosphere where inclusion is held and every worker feels included and valued.

#### **Employee Participation**

Based on the perspective of Gould et al., (2022), diverse HR approaches noticeably improve employee participation by creating a workplace where every person feels allowed to contribute their viewpoints and concepts. When workers perceive that their unique experiences and backgrounds are valued, they are additionally likely to be involved vigorously in decision-making processes, innovative projects, and team interactions. This heightened range of participation can direct to more inclusive, richer viewpoints, promoting problem-solving competence and creativity within teams. In addition, diverse recruitment practices confirm that the workforce is inclusive, which improves the variety of concepts and perspectives accessible to the company.

#### **Organizational Effectiveness**

Diverse HR practices make organizational effectiveness by making a more involved, inspiring, and productive workforce. When workers feel valued and included, their dedication to the company develops, resulting in lower turnover rates and higher levels of job satisfaction. This stability permits companies to retain useful talent and decrease the costs involved with the training and recruitment of new workers. Thomas, (2021) highlighted in his study that diverse teams are recognized to perform better regarding innovation and problem-solving. The variety of experiences and viewpoints that an inclusive workforce carries can direct additional creative and efficient solutions to business obstacles. Inclusive leadership, which engages training leaders to identify and value inclusion, plays a significant role in controlling those advantages. On the other side, Sachdev and Dutt, (2021) claimed in their research that leaders who favor diversity can construct high-performing teams that control their inclusive strengths to achieve organizational targets.

#### **Employee Wellbeing**

Blackham, (2021) opined in his research that the well-being of workers is closely related to the diversity of the workplace. Inclusive HR approaches endorse a culture of identification, support, and respect, which are important parts of employee well-being. Companies can accommodate the inclusive requirements of their workers, aiding them to harmonize personal responsibilities and work more efficiently by executing supple working policies. This flexibility is specifically advantageous for workers with caregiving disabilities, responsibilities, or

those following more education, as it enhances job satisfaction and decreases stress. Hussain, Rizvi and Sheikh, (2022) opposed by stating in their study that Employee Resource Groups or ERGs and mentorship programs are essential in improving worker well-being. ERGs offer a supportive community where workers can relate to others who share equal experiences, promoting a sense of belonging and decreasing feelings of isolation. Mentorship programs provide career development support and guidance, aiding workers to steer their professional journeys with better satisfaction and confidence. Those actions contribute to an optimistic workplace culture where workers feel inspired to and cared for performing at their best.

#### **Influence on Innovation and Decision-making**

Diverse HR approaches improve decision-making procedures in companies. Inclusive teams, sustained by diverse practices, are better prepared to measure a better level of viewpoints and probable influences, directing to additionally harmonized and informed decisions. This diversity in decision-making enhances results and confirms that the decisions imitate the inclusive choices and requirements of the consumers of the company. Formanek and Formanek, (2021) highlighted in their study that innovation thrives in diverse atmospheres where workers feel secure to utter their concepts without fear of bias or discrimination. Diverse HR approaches make a psychologically secure workplace where workers can share innovative concepts, collaborate efficiently, and obtain risks. This culture of creativity and openness is important for sustaining a viable edge and making constant development in the market (Vink, 2024).

### **2.2.6 Relevant Strategies for Organizations and HR Managers to Improve Workplace Inclusion and Diversity**

According to the viewpoint of Miranda-Wolff, (2022), enhancing workplace D&I is a strategic preference that can noticeably improve employee satisfaction, innovation, and organizational performance. Organizations and HR managers can accept several strategies to promote an additionally diverse and inclusive workplace.

#### **Inclusive Recruitment Practices**

Diverse recruitment approaches are significant for constructing an inclusive workforce. Storm et al., (2023) recommended in their study that firms should remove personal data from job applications that could unveil the ethnicity, gender, age, or additional characteristics of a candidate to decrease unaware bias during the primary screening process. They also stated that confirming interview panels are composed of people from several backgrounds to decrease biases in the employing procedure and offer several viewpoints. Organizations should vigorously reach out to underrepresented groups via collaborations with universities, professional associations, and community institutions to draw the attention of an inclusive pool of candidates.



## Develop Complete D&I Policies

Formanek and Formanek, (2021) said in their study that executing and making comprehensive D&I policies is the basis of every diverse workplace strategy. Those policies should apparently form the dedication of the company, describe unacceptable behaviors, and make procedures for indicating harassment and discrimination. In addition, policies should be daily updated and reviewed to imitate developing legal needs and best practices.

## Make Employee Resource Groups

Marchington et al., (2020) suggested in their research that ERGs are employee-led, voluntary groups that offer networking and support for associates of underrepresented communities within the company. ERGs can promote a sense of belonging, improve career growth, and offer useful insights into the concerns and requirements of different workers. Companies should vigorously support ERGs by offering funding, leadership chances, and resources.

## Unconscious Bias Training

Unconscious bias training aids workers in reducing and identifying biases that can impact behavior and decision-making. Daily training sessions can raise consciousness about the way biases impact workplace interactions and offer strategies for decreasing their influence. Marchington et al., (2020) suggested that this training should be compulsory for every worker, specifically those engaged in promotion, management, and hiring.

## Sponsorship and Mentorship Programs

Jerónimo et al., (2022) emphasized in their study that sponsorship and mentorship programs are efficient in sustaining the career growth of underrepresented groups. Mentorship engages in offering support and guidance, while sponsorship engages in advocating for the career development of mentees. Those programs can aid in breaking down obstacles to development and confirm that different workers have the chances they require to succeed.

## Execute Flexible Working Policies

Consequently, Okoli, (2024) opposed by suggesting that providing supple working arrangements, like flexible hours, part-time roles, and remote work, can aid in accommodating different lifestyles and requirements. Flexible policies are specifically advantageous for workers with disabilities, caregiving responsibilities, or those pursuing more education. Companies can retain and attract a wider level of talent by accommodating those requirements.

## Conduct Daily D&I Audits

Daily D&I audits aid companies in evaluating the efficiency of their D&I actions and recognize fields for development. Audits should consist of focus groups, examination of diversity metrics, and employee surveys.

Jerónimo et al., (2022) recommended in their study that transparent reporting on D&I results can embrace the company's responsibility and define development to investors, workers, and other stakeholders.

## Endorse Inclusive Leadership

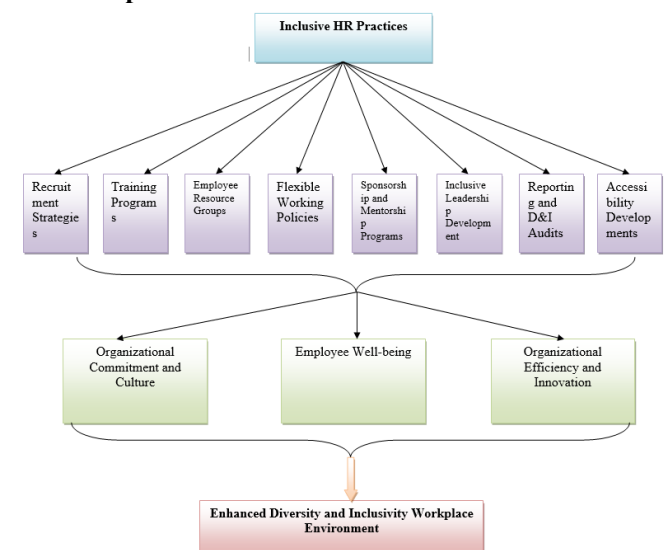
Subsequently, Kanter, (2021) suggested in their study that training leaders to promote inclusion and value diversity within their teams is significant. Diverse leaders create a culture where every worker feels included and valued. This can be achieved via leadership development programs that concentrate on cultural competency, emotional intelligence, and inclusive practices. Inclusive leadership should be a key efficiency assessed during performance reviews.

## Promote a Culture of Inclusion

Cabrera-Muffly, (2021) recommended in his study that making a diverse culture needs constant attempts to endorse identification, support, and respect for every worker. Companies can inspire open dialogue about inclusion, celebrate cultural diversifications, and identify the contributions of different workers. Diverse cultures are constructed on mutual respect and trust, where all workers feel they belong.

**Enhance Accessibility :**On the other side, Kanter, (2021) argued in his study that confirming that workplaces are physically accessible to every worker, including those with disabilities, is important. This consists of making accountable changes to workspaces, offering assistive technologies, and providing accessible communication. Companies should review their digital tools and platforms to confirm they are accessible to every consumer.

## 2.3 Conceptual Framework



**Figure 2: Conceptual Framework**

(Source: Author)

The above-portrayed conceptual framework illuminates how inclusive HR practices like recruitment strategies, training programs, Employee Resource Groups, etc. contribute to an inclusive and diverse workplace. Those actions enhance employee well-being, improve participation, and promote organizational commitment. The framework emphasizes the connection between those practices and enhanced organizational efficiency, innovation, and complete workplace diversity.

## **2.4 Literature Gap**

This research recognizes a study gap initially by excluding certain elements defined in present literature. For example, Jerónimo, Henriques and Carvalho, (2022) highlight the long-standing influences of HR-led diversity actions on organizational performance, which this research does not indicate. The lack of consideration of those long-standing influences presents a noticeable literature gap. This research intends to offer actionable, immediate information while accepting that integrating those long-standing, wider viewpoints could additionally improve the recognizing of HR's role in promoting inclusion and diversity by concentrating merely on primary data collection via interviews and surveys within the UK IT industry.

## **2.5 Summary**

To conclude, this comprehensive assessment emphasizes recent obstacles, state, and efficient strategies for improving D&I in the UK IT industry. Prime fields consist of HR practices, legal frameworks, and the influence on organizational effectiveness and employee participation, highlighting the significance of diverse leadership and constant development.

# **Chapter 3: Research Questions**

## **3.1 Research Questions**

In alignment with the research's overarching aim and precise objectives, the researcher formulated five research questions, as presented subsequently.

- What are the current HR practices and regulations that encourage diversity and inclusion in the UK IT sector?
- What is the efficacy of HR-led efforts in establishing a diverse and inclusive UK IT sector?
- What are the issues and hurdles that HR professionals encounter in their attempts to promote inclusion and diversity in the UK IT sector?
- What is the influence of inclusive HR practices on employee happiness, participation, and organizational efficiency?
- What are the recommendations to human resources managers and organizations concerning ways to improve their attempts to create a more inclusive and diverse workplace?

## **3.2 Research Significance**

Assessing the role of HR in endorsing a diverse and inclusive workplace is important for recognizing how to improve organizational innovation, efficiency, and employee well-being. This research unveils best practices and recognizes obstacles, aiding companies to make strong D&I strategies. Organizations can retain and drag the attention of great talent, enhance employee involvement, and get sustainable success, finally promoting a more equitable and diverse work atmosphere by lining up those actions with wider business targets (Dara, 2022).

## Chapter 4: Research Methodology

### 4.1 Overview

Research methodology engages the systematic approach to examine and collect information. This consists of describing the study problem, choosing suitable methods, gathering data via experiments or surveys, examining results, and making conclusions. This constructed process confirms valid and reliable findings to indicate the study question (Mukherjee, 2019).

This research methodology will incorporate a mixed methods approach to unveil the role of HR in promoting inclusion and diversity in the UK IT industry. This study will offer a comprehensive examination, controlling snowball sampling for targeted information collection and confirming ethical standards will be upheld throughout by uniting qualitative interviews and quantitative surveys.

### 4.2 Research Onion

The research onion, developed by Saunders et al., (2015), is a conceptual framework to direct the study process. This presents the levels of decisions scholars must create, beginning with the outer layer of research philosophy, which consists of options such as interpretivism or positivism. The next layers engage in selecting the research approach, strategy, methods, and time horizon. Lastly, this indicates ethical considerations and sampling techniques. All layers are constructed upon the prior one, providing a constructed and comprehensive approach to study design.

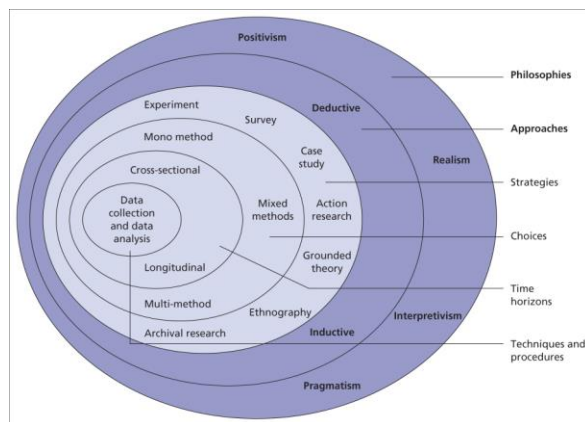


Figure 3: Research Onion Model

(Source: Saunders et al., 2015)

### 4.3 Research Philosophy

Research philosophy addresses to the primary belief system that directs how scholars approach the analysis, interpretation, and collection of data (Tamminen and Poucher, 2020). This forms the research methods and design optimized. There are four key types of research philosophies: positivism, pragmatism, realism, and interpretivism. Positivism concentrates on quantifiable data and observable phenomena, highlighting objective measurement while Realism affirms that reality subsists separately from human perceptions and unites elements of

interpretivism and positivism. Pragmatism favors proactive solutions and outcomes, frequently incorporating both qualitative and quantitative methods whereas Interpretivism highlights recognizing the experiences and meaning of people via qualitative methods.

The research philosophy directing this assessment is pragmatism. This philosophy is selected since it highlights practical solutions and outcomes, driving it appropriate for the study that looks to indicate real-world problems via both qualitative and quantitative strategies. In the background of this research on the role of HR in endorsing inclusion and diversity in the UK IT industry, this philosophy permits a pragmatic and flexible approach to recognizing complicated phenomena. The research can fill the gap between practice and theory, providing actionable data on how HR approaches can improve inclusion and diversity by accepting a pragmatic philosophy. This permits flexibility in accepting research methods to indicate the particular backgrounds and requirements of the UK IT industry. However, pragmatism enables an in-depth examination of the study questions, confirming that the findings are both applicable and relevant to real-world HR policies and practices (James, 2020).

### 4.4 Research Approach

A research approach is a process and plan for carrying out the study, covering methods of data analysis, interpretation, and collection. In other words, the research approach forms the process and strategy for examining research questions and assessing data. There are three initial types: inductive, deductive, and abductive.

For this research, the selected research approach is mixed-methods – a unity of inductive and deductive reasoning. The deductive approach begins with presenting hypotheses or theories and examines them via data analysis and collection. In this research, present theories on HR practices and their influence on inclusion and diversity will direct the making of hypotheses (Pearse, 2019). For instance, the hypothesis that efficient HR practices direct to enhanced organizational success and employee satisfaction will be examined optimizing quantitative information for the survey. Consequently, the inductive approach engages in making new insights and theories grounded on data gathered during the study. The qualitative data collected from interviews with HR experts will be examined to recognize rising patterns and themes. This process aids in recognizing the nuanced views and experiences of HR experts, which may direct the growth of new changes or theories to present ones (Chandra et al., 2019).

The research controls both inductive and deductive approaches' strengths by incorporating both these methodologies. This combination improves the vigor of the results and offers a complete view of how HR donates to a diverse and inclusive workplace. Finally, this mixed-methods approach confirms that the research findings are both statistically rich and valid in the background, providing a well-rounded recognition of the role of HR in promoting workplace inclusion and diversity. In other words, the mixed-methods research approach will gather

quantitative information via surveys to examine hypotheses and qualitative information via interviews to examine the experienced of HR professionals (Pearse, 2019). This unity offers comprehensive knowledge into the efficiency of HR practices in endorsing inclusion and diversity, providing contextualized and strong findings.

#### **4.5 Research Strategy**

A research strategy is a systematic plan that directs the scholar via the procedure of examining, interpreting, and gathering data to indicate research problems or answer research questions. This settles on the methods and direction utilized in the study, forming how data is examined and collected (Johannesson et al., 2021). The preference of strategy relies on the study questions, objectives, and the nature of the research. There are three key sorts of research strategies: qualitative, quantitative, and mixed.

The research strategy for this examination is a mixed methods approach. This preference lines up with the intention of the research to comprehensively uncover the role of HR in donating to a diverse and inclusive workplace in the UK IT industry. The mixed methods strategy unites quantitative data gathered from surveys of 100 workers with qualitative insights collected from interviews with 6 HR professionals. Quantitative data is gathered via close-ended questionnaires through Google Sheets, offering numerical information for statistical analysis. This aids in quantifying the level of inclusion and diversity practices and their influence. Patterns and trends can be recognized by examining this data, providing a wide overview of worker experiences and perceptions considering inclusion actions (Mellinger and Hanson, 2020).

On the other side, qualitative data, collected via open-ended questions delivered through email, offers more profound insights into the perceptions and experiences of HR experts, adding depth and background to the numerical findings (Busetto, Wick and Gumbinger, 2020). Those insights are significant in recognizing the difficulties and nuances of HR-led inclusion and diversity attempts, holding personal reflections and in-depth narratives that are not obvious in quantitative data. This mixed approach confirms a holistic recognition of the research problem, controlling the strengths of both quantitative and qualitative strategies. This permits for a more comprehensive examination by incorporating statistical trends with descriptive, rich insights, finally offering a well-rounded and stronger point of view on the efficiency of HR actions in promoting a diverse and inclusive workplace.

#### **4.6 Data Collection Method**

Data collection is a systematic procedure of collecting data pertinent to a particular hypothesis or research question. There are two key types of data collection methods: secondary and primary. Primary data collection involves collecting original, new data closely from sources for a particular study purpose. Methods consist of interviews, surveys, observations, and focus groups. This approach offers firsthand data, customized to the requirements of the scholar. Secondary data collection engages in examining

present information that has already been gathered by other organizations or scholars. This can consist of articles, reports, books, and previously conducted research. While secondary data is less time-consuming and more accessible, it may not all the time perfectly line up with the recent study objectives (Li, Higgins and Deeks, 2019).

This research uses primary data collection methods to collect comprehensive knowledge into the role of HR in donating to a diverse and inclusive workplace in the mentioned industry. Particularly, a mixed methods approach is optimized, uniting both qualitative and quantitative data collection techniques. Surveys are conducted on 100 workers in the mentioned industry utilizing Google Sheets. Those surveys include close-ended questions formed to gather numerical data on worker experiences and perceptions considering inclusion and diversity practices. The optimization of close-ended questions permits for statistical analysis and easy quantification of the data, aiding to recognize of patterns and trends across a broad sample. Detailed interviews are carried out 6 HR professionals optimizing open-ended questions delivered through email. Those interviews intend to collect qualitative, in-depth insights into the perceptions and experiences of HR professionals of inclusion and diversity actions within their companies. Open-ended questions facilitate respondents to utter their experiences and thoughts freely, offering more nuanced, richer data that balances the quantitative findings (Sileyew, 2019). More specifically, the surveys consisted of 15 close-ended questions concentrating on several elements of workplace inclusion and diversity, while the interviews included 8 open-ended questions indicating the successes and obstacles of HR-led inclusion and diversity activities. This research intends to offer a holistic understanding of the efficiency of HR actions in endorsing a diverse and inclusive workplace by using primary data collection methods. This approach confirms that both the depth of HR experts' insights and the depth of worker views are examined and held.

#### **4.7 Sampling Technique**

The sampling technique addresses the method optimized to choose units or people from a larger population to take part in the research (Bhardwaj, 2019). This settles on how well the sample presents the population and impacts the reliability and validity of the study findings. These are two key sorts of sampling techniques: non-profitability and profitability sampling.

This research uses the snowball sampling technique, a sort of non-profitability sampling. This method is specifically helpful when researching specialized or hard-to-reach populations, like HR experts with particular insights into inclusion and diversity practices. The research starts by reaching out and recognizing a small group of HR experts in the mentioned industry who have noticeable experience with inclusion and diversity actions (Parker, Scott and Geddes, 2019). Those people act as the prime participants in the research. The prime respondents are after that asked to address other HR experts who reach the research criteria. This referral technique is repeated, with all new

respondents suggesting adding qualified HR experts. This process is going on until the intended sample size of 6 HR experts is accomplished. 100 workers from the UK IT industry are surveyed for the quantitative component. Those workers are recognized via referrals from the prime HR experts and additional participating workers, confirming a different level of respondents is consisted in the survey.

The research uses snowball sampling, primarily contacting a well-connected group of HR professionals in the UK IT industry with skills in inclusion and diversity. Those experts, presenting organizations with more than 500 workers, address additional qualified HR professionals, intending for a sample of six. In addition, 100 employees from those organizations were surveyed utilizing Google Sheets to confirm different accounts. The HR professionals are asked about tactical diversity actions, while workers are offered feedback on workplace diversity. This practice provides relevant, rich information, recommending a comprehensive recognition of HR's role in promoting a diverse workplace.

However, utilizing snowball sampling permits the scholar to control the networks of prime respondents to access a more inclusive, wider group of employees and HR professionals. This method is beneficial for collecting in-depth, rich data from people who might be challenging to reach via conventional sampling techniques. The research intends to confirm that the gathered data is both insightful and pertinent, offering a comprehensive recognition of the role of HR in promoting a diverse and inclusive workplace by using this approach. The mix of qualitative knowledge from HR experts and quantitative information from workers aids in constructing a strong examination of the efficiency of HR-led inclusion and diversity actions (Patel and Patel, 2019).

#### **4.8 Time Horizon**

The time horizon in the study addresses the duration over which information is examined and gathered. This describes the time during which the study is carried out, influencing the scope and approach of the research. There are usually two sorts of time horizons: longitudinal and cross-sectional.

This research uses a cross-sectional time horizon. Information is gathered from 100 workers and 6 HR experts at a single point in time, providing a snapshot of recent perceptions and practices considering inclusion and diversity within the UK IT industry (Mukherjee, 2019). This practice is selected to rapidly examine and evaluate the role of HR in promoting a diverse and inclusive workplace without the requirement for intensified follow-up times. The cross-sectional design is efficient for holding the state of inclusion and diversity actions as they subsist now, offering pertinent knowledge for prompt examination and optimization.

#### **4.9 Data Analysis Technique**

The data analysis technique for this research engages both qualitative and quantitative methods (Pandey and Pandey,

2021). Quantitative information from the survey will be examined utilizing statistical techniques like inferential examination to recognize correlations and patterns in inclusion and diversity practices. From interviews, qualitative data will be examined via thematic analysis, recognizing prime insights and themes associated with HR obstacles and practices. This mixed-methods approach permits for a comprehensive recognition by incorporating numerical information with in-depth personal insights, providing a strong analysis of the role of Human Resources in endorsing a diverse and inclusive workplace.

#### **4.10 Ethical Considerations**

This research sticks to rigid ethical considerations to confirm the respect and incorporation of respondents. Knowledgeable consent is acquired from every respondent, confirming they are completely conscious of the intention of the research and their right to take it out at any time. The study maintained confidentiality by securely storing information and anonymizing reactions (Patel and Patel, 2019). The privacy of respondents is secured via the utilization of de-recognized data in reports. The research confirms transparency by unveiling any probable conflicts of interest and sticking to ethical guidelines for carrying out a study engaging human subjects. Those measures are significant for managing the ethical standards of the study.

#### **4.11 Research Gap**

This research recognizes a research gap in the existing study on the role of HR in promoting a diverse and inclusive workplace. In spite of several examinations emphasizing several HR practices, there is a restricted study uniting the direct knowledge of HR professionals and workers within the UK IT industry. In addition, most existing analyses greatly depend on secondary data, lacking direct accounts of recent HR practices and their actual influences. This research intends to fill that gap, offering context-specific, fresh insights that are closely applicable to modern HR strategies in inclusion and diversity by exclusively utilizing primary data via interviews and surveys.

#### **4.12 Summary**

The research methodology uses a mixed methods approach, incorporating qualitative and quantitative strategies. Information is gathered via surveys of 100 UK IT industry workers and interviews with 6 HR experts. Quantitative information from close-ended questions is collected through Google Sheets, while qualitative insights are taken via open-ended questions sent through email. The research utilizes a non-probability snowball sampling technique to meet respondents, confirming a comprehensive viewpoint on the role of HR in endorsing inclusion and diversity. Data analytics consists of statistical techniques for quantitative strategy and thematic analysis for qualitative strategy. Thus, ethical considerations are maintained, consisting of confidentiality and informed consent.

## Chapter 5: Data Analysis and Findings

### 5.1 Overview

This research intends to assess the state of diversity and inclusion within the IT industry via both quantitative surveys of workers and qualitative interviews with HR professionals. The research offers a complete recognition of recent successes and obstacles by analyzing prime areas like worker experiences with discrimination, the efficiency of D&I activities, and recruitment practices. Interviews with Human Resource Professionals uncover challenges such as cultural differences and unconscious bias, while surveys calculate worker perceptions of their dedication to the workplace to inclusion. The evaluation of those reactions aids in recognizing efficient strategies and fields requiring development, intending to promote more equitable and diverse organizations in the mentioned industry.

### 5.2 Qualitative Data Analysis from Interview

#### 5.2.1 Can you define the primary inclusion and diversity challenges you encounter within your workplace?

According to the first HR professional, “One of the biggest obstacles we encounter is overcoming unconscious bias in promotions and recruitment. In spite of our attempts to execute blind recruitment procedures, bias still steals in. In addition, there is a limitation to transforming from a few senior leaders who are accustomed to conventional ways of managing and employing teams. This drives it complicated to execute new inclusive and diverse actions efficiently.”

The second HR professional stated that they attempt to provide similar presentations across every level of the company. While entry-level places show good inclusion, this does not expand to senior management. Sponsorship and mentorship programs are in position, though they are not yet strong enough to link this gap. Moreover, there are obstacles in retaining different talent because of a perceived dearth of career development chances.

The third HR professional illustrated that cultural differences and communication obstacles among workers pose noticeable obstacles. Those obstacles frequently lead to conflicts and misunderstandings, which can impact productivity and team cohesion. Though they provide resources and training to handle those problems, more requirements need to be completed to promote a diverse atmosphere where every worker feels valued and recognized.

In this subject, the fourth HR professional defined that one key obstacle is involving every worker in inclusive and diverse actions. While a few are eager, others observe it as a compliance problem rather than a real attempt to enhance the workplace. This dearth of buy-in can hold back the success of their programs. In addition, considering the influence of their inclusion and diversity attempts remains an obstacle, as qualitative developments are tougher to calculate.

The next HR professional opined that there is a significant obstacle in indicating the requirements of workers with disabilities. Based on his viewpoint, “Our remote work and office spaces tools are not completely utilized for accessibility, which makes obstacles for those workers. We encounter challenges in offering sufficient accommodations and support, initially because of resources and awareness.”

On the basis of the perspective of the sixth HR professional, harmonizing inclusion and diversity targets with the complete business objectives of an organization is a constant obstacle. A few times, there is a perception that inclusion and diversity actions are secondary to getting financial targets. It can lead to inadequate allotment of sources for inclusion and diversity programs and a dearth of incorporation with better business strategies.

#### 5.2.2 What actions or strategies have you executed to indicate those challenges, and how helpful have they been?

To answer this question, the first HR professional opined, “We have executed unconscious bias training programs for every worker, particularly those engaged in promotion and recruitment decisions. In addition, we commenced blind recruitment procedures to reduce bias. Those actions have begun to decrease bias and enhance awareness, but we observe areas for development.” He also added that daily training sessions and constant reinforcement are required to sustain development.

However, the next HR professional affirmed that they commenced a mentorship program particularly intended for high-potential workers from different backgrounds to indicate the underrepresentation at senior levels. In addition, they executed career growth workshops to sustain their development. Those programs have indicated positive outcomes, with a development in different candidates stirring into leadership roles. Thus, they are required to extend those actions to maintain long-standing change.

Based on the perspective of the third HR professional, “We made cross-cultural communication training to aid workers to respect and recognize diverse cultural viewpoints. This training with team-building actions, has decreased conflicts and enhanced complete communication.” She also stated that feedback from workers addresses a more diverse environment, though constant attempts are required to indicate more profound cultural issues.

The fourth HR professional responded by saying that we started a comprehensive inclusive and diversity awareness campaign to involve workers and emphasize the advantages of D&I. This consisted of guest speakers, interactive sessions, and workshops. In addition, they executed daily surveys to calculate employee involvement and the influence of their actions. The campaign has enhanced participation and consciousness, but sustaining momentum and confirming sustained involvement remain tough.

In this subject, the next HR professional underscored that they carried out an audit of their technology and services tools to recognize fields for development to enhance

accessibility. After that, they formed the required transformations, like offering screen readers and installing ramps. They made a support group for workers with disabilities. Those attempts have noticeably enhanced inclusion and accessibility, though constant feedback and updates are significant.

The sixth HR professional defined that they incorporated inclusion and diversity targets into their complete business strategy, confirming that those actions get suitable concentration and resources. They made a D&I workforce that acted directly with diverse departments to line up their objectives with D&I targets. This incorporation has directed to a more cohesive approach and better resource allocation to D&I, though lining up those targets with everyday work remains a constant attempt.

### **5.2.3 How do you measure the success of your inclusion and diversity attempts? What indicators or metrics do you employ?**

In this matter, the first HR professional indicates that they utilize a mix of qualitative and quantitative metrics, following inclusion ratios in promotions, retention, and recruitment rates. Enhanced participation in active involvement and D&I programs in unconscious bias training address success.

The second HR professional stated that they examine workforce demographics, observe mentorship program participation, and carry out customized employee satisfaction surveys. Internal mobility of different participants and optimistic feedback from exit interviews imitate success in their D&I attempts.

Based on the viewpoint of the third respondent, “Metrics consist of the resolution and frequency of cultural misunderstandings, feedback and attendance from cross-cultural communication training, and worker surveys on diversity. Success is observed by enhanced communication, daily feedback loops, and decreased conflicts.”

The fourth respondent said that they consider success via participation rates in awareness workshops and campaigns, bi-annual diversity surveys, and employee involvement scores. Positive behavior transformations, greater satisfaction scores, and enhanced awareness are prime indicators.

After that, the fifth respondent responded that success metrics consist of tracking accommodation usage rates, feedback from accessibility audits and support groups, and accessibility developments. Positive feedback and higher retention rates from workers with disabilities address success.

On the basis of the viewpoint of the sixth HR professional, “We follow the arrangement of D&I targets with resource allocation, the number of D&I actions. D&I committee participation, incorporation of D&I metrics, and employee engagement surveys into departmental KPIs observe our development.”

### **5.2.4 Can you give an instance of a successful inclusion and diversity action that noticeably influenced your workplace?**

In this background, the first respondent replied, “We executed a blind employment procedure to reduce unconscious bias in recruitment. This engaged in removing private identifiers from applications. As a consequence, we observed a 20 percent development in the inclusion of our employment procedures, leading to a richer diversity of concepts and viewpoints within our groups. The transformation noticeably enhanced employee engagement and morale.”

On the other side, the second HR professional stated that their mentorship program targeting high-efficient workers from different environments was a success. Over the last year, 30 percent of respondents updated into leadership roles. This developed their representation at senior levels and enhanced complete employee retention and satisfaction.

The third HR professional opined that commencing cross-cultural communication training noticeably decreased conflicts and misunderstandings among workers. Post-training surveys addressed a 40 percent development in team collaboration and cohesion. Workers felt more understood and valued, improving the workplace environment.

However, the fourth respondent underscored that their comprehensive diversity awareness campaign, marking guest speakers and interactive workshops, impacted 25 percent of employee involvement in D&I actions. Follow-up surveys addressed a marked development in the support and recognition of workers of their diversity actions.

The fifth HR professional claimed that an audit of the accessibility of their workplace directed to noticeable developments, like offering screen readers and installing ramps. This resulted in a 15 percent development in the retention of workers with disabilities and optimistic feedback considering their enhanced work atmosphere.

In addition, the sixth respondent acclaimed that lining up their D&I targets with business objectives by making a committed D&I workforce directed to the successful establishment of various actions. He also added that “One standout was the commencement of flexible working alignments, which addresses a 30 percent development in worker satisfaction and a significant emergence in productivity.”

### **5.2.5 How do you control limitations to inclusion and diversity actions from management or workers? What approaches have you found helpful?**

According to the first HR professional, “We indicate resistance by executing comprehensive training sessions that emphasize the advantages of inclusion and diversity. Discussions and open forums permit workers to offer feedback and voice concerns.” In addition, they engage senior leaders in D&I actions to make an instance and define dedication.

The second HR professional underlined that they highlight the business case for inclusion, offering data that indicates the optimistic influence on innovation and performance to overcome limitations. They reward and identify diverse behaviors, making a culture where D&I attempts are valued and celebrated.

The third respondent addressed, “We utilize case studies and storytelling to humanize advantages of diversity and inclusion, creating it relatable. Constant education and daily workshops aid to change mindsets.” They confirm that managers are accountable for D&I objectives as a portion of their performance reviews.

Moreover, the fourth HR professional opined that involving workers via feedback loops and surveys aids them in recognizing their concerns and indicating them efficiently. He added, “We make cross-functional D&I committees to promote ownership and collaboration of actions, confirming that everybody sense included in the procedure.”

Based on the viewpoint of the fifth respondent, “We reduce limitation by offering transparent communication about the advantages and targets of D&I actions.” However, providing resources and training aids workers in recognizing their role in promoting a diverse atmosphere. They sustain managers with guidelines and tools to incorporate D&I into their groups.

In the meantime, the sixth HR professional added, “Lining up D&I actions with the strategic targets of the organization aids to safe management buy-in. We utilize pilot programs to define scalability and success, making it simpler to develop those actions company-wide. Constant dialogue and conveying success stories aid to sustain support and momentum.”

#### **5.2.6 In your point of view, how has the execution of inclusion and diversity practices influenced organizational culture and employee morale?**

The first HR professional affirmed that executing diversity and inclusion practices has noticeably enhanced their organizational culture, promoting a sense of respect and belonging. Workers feel more appreciated and valued, leading to improved collaboration and morale.

The second respondent defined that D&I approaches have created their workplace more innovative and dynamic. Workers from different environments carry unique viewpoints, improving problem-solving and creativity. This has optimistically influenced employee engagement and morale.

Thus, the third respondent added, “Our diversity actions have made a more inclusive and supportive atmosphere. Workers are more loyal and motivated, recognizing that their contributions are valued and identified, which enhances complete morale.”

In this case, the fourth respondent addressed that the execution of D&I approaches has directed to a more

balanced and cohesive workplace. Workers feel respected and allowed, which has noticeably improved team cohesion and job satisfaction.

The fifth HR professional underscored that D&I approaches have aided them in constructing a culture of openness and trust. Workers are more enthusiastic to collaborate and share ideas, leading to a more productive and positive work atmosphere.

The sixth respondent replied that the concentration on diversity and inclusion has reinforced their organizational culture by endorsing fairness and equality. This has impacted in a more rigid sense of community and higher employee morale within the company.

#### **5.2.7 What role does leadership play in sustaining and endorsing inclusion and diversity in your workplace? How do you confirm leadership buy-in?**

The first HR professional stated that leadership plays a significant role in promoting and sustaining diversity and inclusion by arranging the tone and directing by instance. He added, “We confirm leadership buy-in via daily D&I training and by arranging D&I targets to performance metrics.”

The second HR professional underscored that leaders champion D&I actions, creating a preference. They ensure buy-in by engaging them in D&I committees and lining up D&I targets with business objectives.

The third HR professional showed that leadership support is important for D&I programs’ success. They involve leaders via constant education and by defining the optimistic influence of D&I on business results.

The fourth respondent articulated their opinion by saying that leaders drag D&I by endorsing diverse practices and policies. He added that “We confirm their dedication via accountability measures and by emphasizing the advantages of an inclusive workforce.”

Moreover, the fifth HR professional stated that leadership endorsement of D&I actions promotes a culture of diversity. They protect buy-in by incorporating D&I into strategic planning and identifying leaders who excel in endorsing D&I.

Thus, the sixth HR professional opined that leaders play an essential role in embedding D&I into their organizational culture. They ensure their support by creating D&I a prime part of leadership performance assessments and development programs.

#### **5.2.8 What suggestion would you offer to other HR professionals who are starting to execute inclusion and diversity in their companies?**

The first HR professional suggested beginning with comprehensive training on inclusive practices and unconscious bias. Confirm leadership support and arrange measurable, clear targets for their D&I actions.



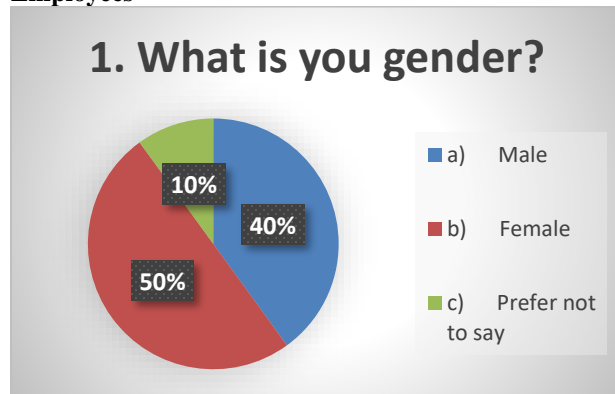
The second HR professional recommended, “Involving workers at every level and collecting feedback to recognize their viewpoints. Construct a rigid business case for D&I to achieve leadership buy-in.”

The third respondent advised that execute sponsorship and mentorship programs to sustain inclusive talent. Employ data to follow development and change their strategies in accordance.

The fifth HR professional offered his suggestion by saying that favor accessibility and makes support networks for underrepresented teams. Personalize their actions to indicate particular requirements within their company.

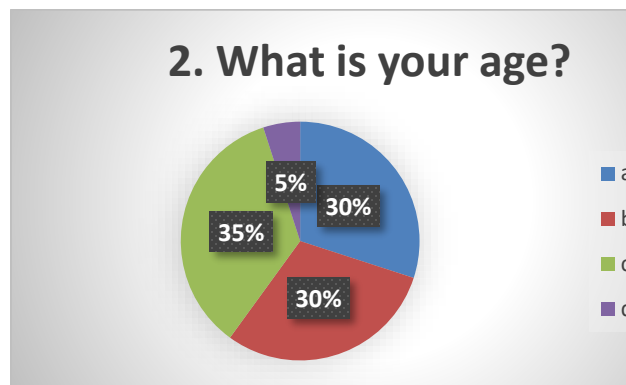
The sixth HR professional recommended to “Incorporate D&I into their key business strategy. Constantly teach yourself and your group on best practices and rising trends in D&I.”

### 5.3 Quantitative Data Analysis from Survey of 100 Employees



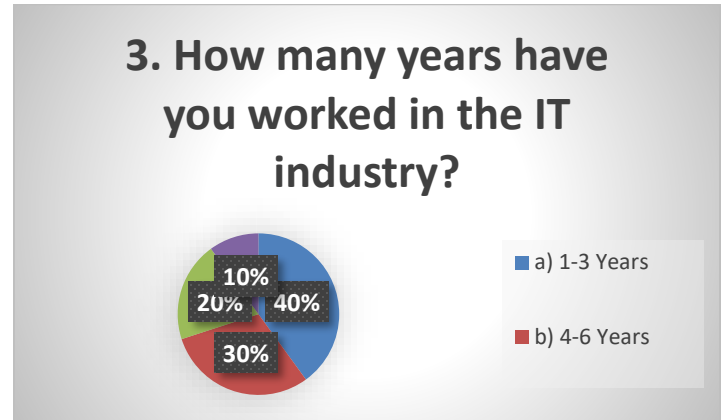
**Figure 1: Gender Distribution**

The above image describes the gender distribution of participants: 50 percent as female, 40 percent as male, and 10 percent prefer not to unveil their gender. This indicates higher female representation among respondents, with a significant part choosing for privacy considering their gender identity.



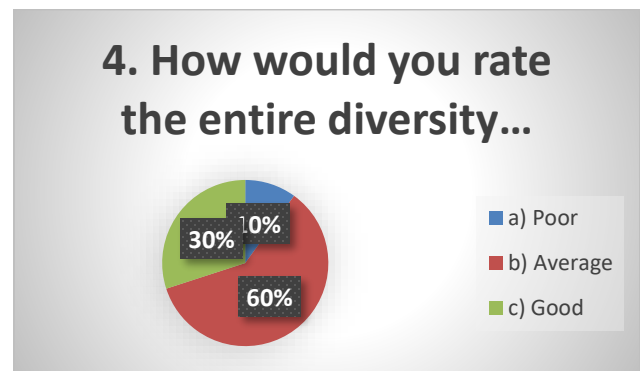
**Figure 2: Age Distribution**

The graph addresses the age distribution of participants: 30 percent are aged between 25 to 34, another 30 percent are aged 35-44, 35 percent are aged between 45 to 54, and 5 percent are aged 55 and above. Most of the participants fall within the 25 to 54 age range, with a minimal percentage aged 55 and above.



**Figure 3: Work Experience in the IT Industry**

The image shows the work experience of participants in the IT sector: 40 percent have 1-3 years, 30 percent have 4-6 years, 20 percent have 7-10 years, and 10 percent have more than 10 years of experience. Most of the participants have less than 7 years of experience, with some having great experience over 10 years.



**Figure 4: The Entire Diversity within the Workplace**

The graph addresses the ratings of the participants of complete diversity in their organization: 60 percent rated as “Average,” 30 percent as “Good,” and 10 percent as “Poor.” This addresses that while a noticeable majority of 90 percent trust diversity in their organization is at least average, merely 30 percent observe it as good. This recommends an area for development in workplace diversity since most of the workers observe it as only satisfactory, and a small part perceives it as insufficient. The information emphasizes the requirement for stronger diversity actions to transform more ratings from “Average” to “Good.”

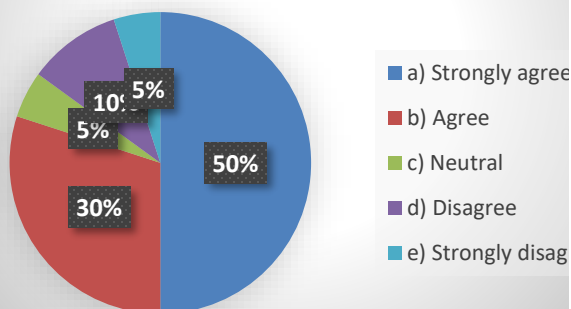
## 5. How often does your workplace conduct inclusion and...



**Figure 5: Inclusion and Diversity Training in Workplace**

The image addresses the frequency of diversity and inclusion training in the workplaces of the participants: 30 percent account that training happens “Once in a year,” 65 percent affirm it occurs “Monthly,” and 5 percent address that it “Never” occurs. Most of the respondents experience daily, monthly training sessions, recommending a rigid dedication to constant diversity and inclusion education in those organizations. Thus, 30 percent of annual training points to a less often approach, and the 5 percent without training emphasize fields demanding noticeable development. Daily training is significant for promoting a diverse atmosphere, so developing its frequency could be advantageous to workplaces recently lagging.

## 6. Do you feel that your workplace values inclusion and diversity?

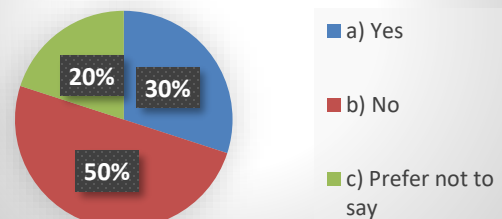


**Figure 6: Inclusion and Diversity Valued by Workplace**

The graph underscores workers’ perceptions of their organization’s dedication to valuing diversity and inclusion. A noticeable 50 percent “strongly agree” that their organization values those principles, whereas 30 percent “Agree,” addressing an optimistic complete perception among the masses. Thus, 5 percent remain

“neutral,” recommending a few lack or ambivalence of clear communication about inclusion actions. On the pessimistic side, 10 percent “disagree” and 5 percent “strongly disagree,” emphasizing a minority who sense their organization does not favor diversity and inclusion. Those reactions recommend that while several employees feel optimistic, there is an area for development in indicating the perceptions and concerns of the dissenting minority. Targeted actions and improved communication could aid in linking this breach.

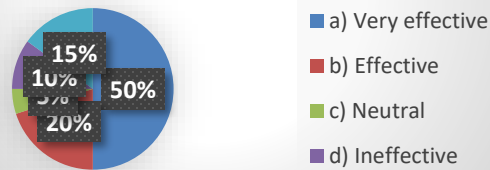
## 7. Have you ever witnessed or experienced...



**Figure 7: Employee’s Experienced Discrimination in the Organization**

The image underscores workers’ experiences with discrimination in their workplace. A noticeable 50 percent of participants addressed they had never experienced or witnessed discrimination, imitating an optimistic element of the workplace atmosphere. Thus, 30 percent have experienced or witnessed discrimination, emphasizing a concerning issue that demands to be indicated. In addition, 20 percent of participants favored not to uncover their experiences, which may recommend fear of repercussions or discomfort in speaking out. Those consequences show the requirement for the workplace to reinforce its anti-discrimination policies, enhance training and consciousness, and form a more supportive and open atmosphere for indicating and accounting for those sorts of incidents.

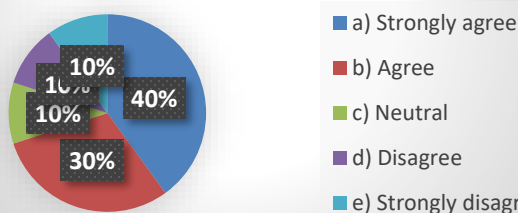
## 8. How effective are the recruitment practices of your organization in...



**Figure 8: Effectiveness of the Recruitment Practices of the Organization in Endorsing Diversity**

The graph unveils employee perceptions of the efficiency of their workplace's recruitment practices in promoting diversity. Most of the participants, 50 percent, believe the practices are very effective, addressing rigid confidence in the workplace's attempts. One additional 20 percent recognize them as effective, recommending general approval. Thus, 5 percent remain neutral, addressing uncertainty or indifference. On the other side, 10 percent observe the practices as ineffective, and 15 percent measure them as very ineffective. Those figures emphasize that while there is a rigid belief in the efficiency of recruitment practices, a significant part of workers views area for development, addressing a requirement for constant improvement and assessment of diversity-based recruitment strategies.

## 9. Do you think that inclusion and diversity actions have enhanced...

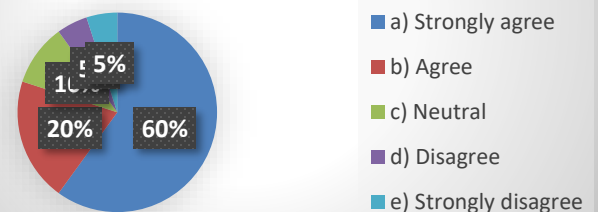


**Figure 9: Inclusion and Diversity Actions Enhanced the Workplace Atmosphere**

The image shows worker opinions on whether diversity and inclusion actions have improved the organizational environment. A noticeable part, 40 percent, "Strongly agree" that those actions have optimistically influenced the atmosphere, while 30 percent "Agree," recommending complete approval. Thus, 10 percent are "Neutral," addressing a few workers who observe no clear influence.

On the pessimistic side, 10 percent "Strongly disagree," and another 10 percent "Disagree," imitating perceived ineffectiveness or dissatisfaction with those initiatives. Those consequences address that while most of the respondents observe advantages from diversity and inclusion attempts, a significant minority remains unconvinced, emphasizing the requirement for constant developments and communication of optimistic influences.

## 10. Do you believe that there is similar chance for career development...



**Figure 10: Similar Chance for Career Development despite Background**

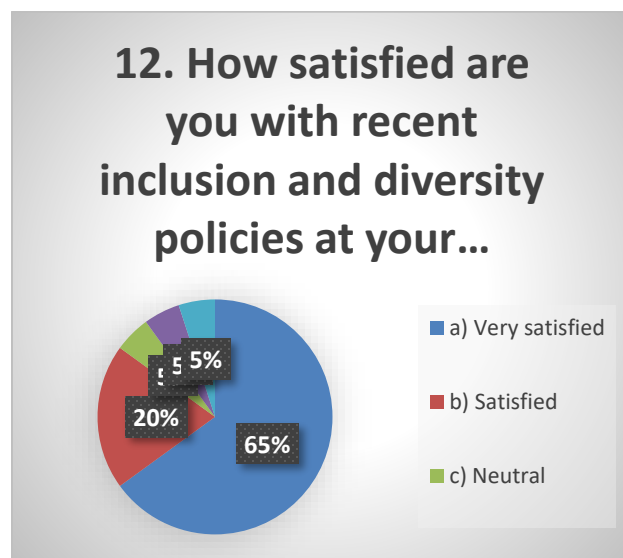
The image imitates workers' perceptions of similar career development chances in spite of background. Most of the respondents, 60 percent, "Strongly agree" that their workplace offers similar chances, addressing confidence in fair career growth practices. One additional 20 percent "Agree," further sustaining this optimistic view. Thus, 10 percent are "Neutral," recommending a few ambivalence or uncertainty. On the less optimistic side, 5 percent "Strongly disagree," and one additional 5 percent "Disagree," addressing that a small part of workers feel that similar chances are lacking. Those consequences recommend that while most workers perceive fairness in career growth, there is still an area to indicate the concerns of those who feel deprived.

## 11. Does your workplace have Employee Resource...



**Figure 11: Workplace having Employee Resource Groups to Sustain Diverse Workers**

The graph underscores that a noticeable majority, 70 percent, of participants ensure the attendance of ERGs or Employee Resource Groups in their organizations, addressing rigid organizational support for different workers. A small part, 10 percent accounts for the lack of ERGs, emphasizing probable gaps in support for inclusivity. In addition, 20 percent of participants are “Not sure” about the presence of ERGs, which recommends a requirement for better awareness and communication about those groups within the workplace. Finally, while the existence of ERGs is significant, there is a requirement to confirm every worker can access and is informed about those resources.



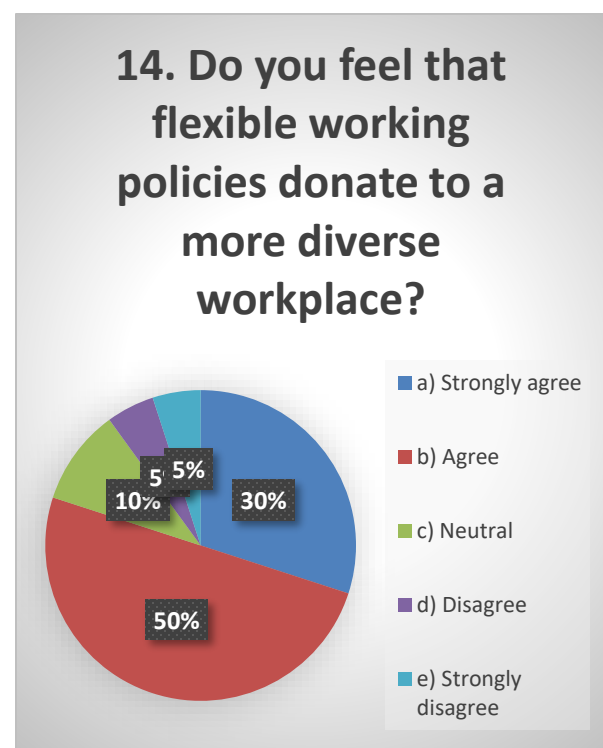
**Figure 12: Satisfactory Level of Inclusion and Diversity Policies at the Organization**

The image addresses that most of the participants, 65 percent are “Very satisfied” with current diversity and inclusion policies at their workplace, defining rigid approval. One additional 20 percent are “Satisfied,” recommending that a total number of 85 percent see the policies optimistically. Merely 5 percent are “Neutral,” addressing restricted ambivalence, while another 5 percent are “Very dissatisfied,” and one additional 5 percent are “Dissatisfied,” emphasizing a small but significant part of workers who are not content with the rules. Finally, the high satisfaction levels recommend that the workplace’s attempts at diversity and inclusion are well-received, although there is an area for development to indicate the concerns of the dissatisfied workers.



**Figure 13: Confidence in the Commitment of Leadership to Inclusion and Diversity**

The image addresses that 30 percent of participants are “Extremely confident” in the leadership’s dedication to diversity and inclusion. Most of the participants, 50 percent, are “Moderately confident,” addressing general approval though with a few reservations. In the meantime, 15 percent are “Slightly confident,” and 5% are “Not confident at all,” emphasizing fields demanding development.



**Figure 14: Flexible Working Policies Donate to a more Diverse Workplace**

The image addresses that 30 percent of participants “Strongly agree,” and 50 percent “Agree” that flexible working policies donate to a more inclusive workplace, imitating an optimistic consensus. In the meantime, 10 percent are “Neutral,” and 5 percent each “Strongly disagree” and “Disagree,” recommending a small part of the workforce observes restricted influence from those policies.



**Figure 15: Suggestion for Workplace as an Inclusive and Diverse Organization to Potential Workers**

The image defines that 40 percent of participants would “Definitely yes” suggest their workplace as diverse and inclusive, while 15 percent are “Not sure,” 30 percent would “Probably yes,” and smaller percentages, 5 percent and 10 percent would “Definitely not” and “Probably not,” respectively, addressing a usually optimistic though varied perception.

## 5.4 Summary

This section unveils a usually optimistic outlook on diversity and inclusion within IT companies, with noticeable attempts in position to endorse those values. HR professionals emphasized obstacles like confirming equal chances for career growth, indicating accessibility requirements, and overcoming unconscious bias. Consequently, efficient strategies recognized consist of cross-cultural training, alignment of D&I targets with business objectives, and mentorship programs. Survey consequences address high ranges of employee satisfaction with recent D&I policies and confidence in the dedication of leadership. Thus, fields for development remain, like enhancing awareness of Employee Resource Groups and improving employment practices. Finally, the findings underline the significance of clear communication and constant attempts to develop inclusion and diversity in the workplace.

## Chapter 6: Discussion

### 6.1 Current HR Practices and Regulations that Encourage Diversity and Inclusion in the UK IT Sector

Based on the Literature Review chapter, it can be stated that HR regulations and practices play a significant role in endorsing inclusion and diversity within the UK IT industry. Prime legislative frameworks such as the Equality Act 2010 exclude discrimination grounded on attributes like gender, age, disability, sexual orientation, race, etc., confirming fair treatment in employment. Moreover, the Public Sector Equality Duty orders public sector institutions to assess the influence of their policies on people with protected features, promoting practical measures to decrease discrimination and improve equality. The research addresses the fact that collaborative industry actions like the Tech Talent Charter indicate gender imbalances and endorse diverse recruitment practices. The Race at Work Charter, made by Business in the Community, calls for action to enhance ethnic minority presentation at every level, highlighting zero tolerance for harassment, executive sponsorship for diversity, and data collection. It can be stated that voluntary certifications such as the Disability Confident Scheme and the IIP framework support institutions in executing best practices in inclusion and diversity. IIP accreditation shows a dedication to diverse people management, while the Disability Confident Scheme offers employers sources to retain, support, and attract disabled employees (Dixon-Fyle et al., 2020). The study makes it known that educational campaigns like National Inclusion Week raise awareness and involve workers in discussions about diversity, additionally embedding diverse values within institutional cultures. HR regulations and practices noticeably donate to making more inclusive and diverse workplaces in the mentioned industry via those comprehensive measures.

From the Findings chapter, it is easy to note that recent HR regulations and practices in the UK IT industry are vigorously promoting inclusion and diversity via various actions. The execution of unconscious bias training intends to reduce bias in promotions and recruitment, providing fairer employment practices. Blind recruitment processes support this target by anonymizing respondent data. Mentorship programs are formed to uphold high-potential workers from different backgrounds, endorsing better representation at senior ranges. The analysis makes it clear that cross-cultural communication training aids in enhancing team cohesion and indicates cultural differences (Gould et al., 2022). ERGs offer support networks for underrepresented teams, improving workplace diversity. It can be affirmed that subsequent modifications and accessibility audits confirm that work atmospheres are accommodating for workers with disabilities. In addition, the incorporation of inclusion and diversity targets into complete business strategies lines up those targets with organizational success, confirming resource allocation and sustained focus. Daily inclusion and diversity awareness and training ventures keep the workforce informed and involved, contributing to a more diverse and inclusive workplace culture.



After assessing both chapters, it will be justified to state that current HR regulations and practices in the mentioned industry are noticeably improving inclusion and diversity. Measures like blind recruitment, unconscious bias training, ERGs, and mentorship programs, with voluntary certifications and legislative frameworks, collectively promote more diverse, fairer workplaces, lining up inclusion targets with organizational success.

## **6.2 The Efficacy of HR-Led Efforts in Establishing a Diverse and Inclusive UK IT Sector**

According to the Literature Review section, it can be affirmed that the efficacy of HR-led attempts in making an inclusive and diverse UK IT industry is essential to improving organizational success and employee satisfaction. HR practices that endorse D&I are significant in making an organization where all workers feel valued and respected. Several organizations are accepting diverse recruitment processes, like diverse interview panels and blind recruitment, to conform to fair hiring practices. In addition, targeted outreach to underrepresented groups aids in extending the talent pool. The research makes it apparent that unconscious bias training plays a noticeable role in those attempts by an emerging awareness of biases that impact interactions and decision-making (Blackham, 2021). ERGs offer career development, a sense of belonging, and significant support, while flexible working policies accommodate different lifestyles, decreasing stress and enhancing job satisfaction. It can be indicated that mentorship and sponsorship programs support the career development of underrepresented groups, aiding in breaking down obstacles to development. Inclusive leadership development is important, promoting a culture where inclusion is valued and diversity is favored. Transparent reporting and daily D&I audits confirm constant development and accountability.

Based on the Findings chapter, it can be affirmed that HR-led attempts in the UK IT industry symbolize different effectiveness in making inclusion and diversity. Blind recruitment procedures and unconscious bias training have started to decrease bias, but constant development is required. Career development and mentorship programs have optimistically influenced different presentations at senior levels, yet stronger activities are required to link present breaches. The research makes it known that communication and cultural training have improved team cohesion and reduced conflicts, though more profound cultural issues endure. Accessibility audits and developments, like ramps and screen readers, have noticeably benefitted workers with disabilities (Formanek and Formanek, 2021). It can be highlighted that lining up inclusion targets with business goals has developed cohesion and resource allocation, but constant attempts are needed for everyday incorporation. In addition, survey data imitates mixed perceptions: while several workers observe developments and affirm satisfaction with inclusion policies, there are significant doubts about leadership commitment and minority experiences of discrimination.

After examining both the Literature Review and Findings chapters, it will be appropriate to account that HR-led

actions in the mentioned industry are significant in constructing an inclusive and diverse workplace, directing to better decision-making, higher employee retention, improved innovation, and complete organizational efficiency. In other words, HR activities have promoted optimistic change, but continued concentration on measurable, diverse, and comprehensive strategies is important for sustained development.

## **6.3 The Issues and Hurdles that HR Professionals Encounter in Their Attempts to Promote Inclusion and Diversity in UK IT Sector**

It can be stated after examining the Literature Review chapter that HR professionals in the mentioned industry encounter various obstacles in endorsing diversity and inclusion. One noticeable obstacle is cultural resistance in companies. Several present cultures resist transformations that challenge conventional practices, appearing from a lack of consciousness about the advantages of entrenched biases or D&I. However, overcoming this needs practical education and engagement at every organizational level. One additional key obstacle is the lack of leadership buy-in and dedication. Efficient D&I actions need rigid support from senior management (Marchington et al., 2020). HR professionals try to influence decision-making procedures and secure required resources without visible endorsement from leading executives. It can be stated that executing daily unconscious bias training and unbiased recruitment practices are significant steps to indicate those problems. Restricted resources and budget constraints complicate inclusion and diversity attempts. Comprehensive actions need committed financial resources, which are frequently restricted. HR professionals must support developed funding and define the return on spending for D&I programs. In addition, compliance with legal requirements is complicated. Thus, confirming that D&I strategies line up with data protection rules, industry-specific standards, and anti-discrimination laws is significant to avoid reputational damage and legal liabilities.

According to the Findings segment, it can be underlined that HR professionals in the UK IT industry encounter various diversity and inclusion obstacles. However, overcoming unconscious bias in recruitment and promotions remains a noticeable obstacle in spite of attempts to execute blind processes. Conflict from senior leaders familiar with conventional management styles holds back the acceptance of new diverse practices. There are issues in expanding diversity from entry-level to senior management, with mentorship and sponsorship programs requiring more strength (Miranda-Wolff, 2022). Communication obstacles and cultural diversifications direct to misunderstandings and conflicts. The study makes it apparent that involving every worker in inclusion actions is difficult, with a few observing them as only compliance. Finally, accommodating workers with disabilities causes awareness and resource obstacles.

It can be illustrated after examining both chapters that HR professionals in the mentioned industry encounter noticeable obstacles in endorsing inclusion and diversity, consisting of lack of leadership buy-in, cultural resistance,

compliance issues, and budget constraints. Thus, overcoming those obstacles needs practical education, efficient resource allocation, and strong support.

#### **6.4 The Influence of Inclusive HR Practices on Employee Happiness, Participation, and Organizational Efficiency**

Grounded on the Literature Review section, it can be highlighted that inclusive HR practices have a deep influence on employee participation, happiness, and organizational effectiveness. Different HR approaches promote a workplace where all people feel included and valued, noticeably improving employee well-being. When workers perceive that their unique backgrounds and experiences are appreciated, they are more likely to be committed and engaged, impacting lower turnover rates and higher job satisfaction. Employee participation develops as diverse HR practices create an atmosphere that motivates active engagement and different viewpoints in decision-making procedures. This involvement leads to more efficient problem-solving and innovative solutions within teams. Unbiased assessment and different recruitment methods confirm a workforce rich in different perspectives, which improves the capability of the institution to thrive and adapt (Jerónimo, Henriques and Carvalho, 2022). The study makes it apparent that organizational effectiveness gets advantages from the stability brought by enhanced job satisfaction and decreased turnover. Diverse teams are identified for their key performance in problem-solving and innovation, putting the company towards competitive benefit and constant development. Flexible working and inclusive leadership policies sustain a productive work atmosphere by accommodating diverse requirements and lifestyles, confirming every worker can contribute to their complete effectiveness. Finally, diverse HR practices are important for promoting an involving, high-performing, and supportive workplace culture.

The Findings chapter makes it known that inclusive HR practices noticeably improve employee participation, happiness, and organizational effectiveness. Those practices, like mentorship programs, accessible workplaces, and unconscious bias training, promote a sense of respect and belonging among workers. This research shows that employees feel more motivated and valued, directing to developed collaboration and involvement. Diversity actions carry different viewpoints, making problem-solving and innovation (Storm et al., 2023). Diversity actions carry different viewpoints, driving problem-solving and innovation. Institutions can confirm strategic focus and resource allocation, enhancing complete performance by lining up diversity and inclusion targets with business goals. Diverse atmospheres and optimistic employee experiences contribute to job satisfaction, productivity, and higher retention rates, finally enhancing organizational effectiveness.

After examining both chapters, it can be affirmed that inclusive HR practices noticeably enhance employee participation, happiness, and organizational effectiveness. Institutions improve collaboration, innovation, and job

satisfaction, directing to enhanced performance and viable benefits by promoting belonging and respect via actions such as bias training and mentorship.

#### **6.5 Recommendations to Human Resources Managers and Organizations Concerning Ways to Improve their Attempts to Create a More Inclusive and Diverse Workplace**

On the basis of the Literature Review section, it is easy to account that HR managers and institutions should execute strategic and comprehensive activities. Initially, diverse recruitment practices are significant; institutions should utilize blind recruitment to provide different interview panels and reduce biases. However, making comprehensive D&I policies that apparently form the dedication of the organization to inclusion, describe unacceptable behaviors, and offer processes for accounting discrimination is important. It can be stated that making ERGs can promote a sense of belonging and offer support for underrepresented teams. Daily unconscious bias training is required to raise awareness and reduce biases in interactions and decision-making. From the assessment it can be recorded that mentorship and sponsorship programs should be executed to support the career growth of underrepresented groups, confirming they get advocacy and guidance. Flexible working policies can put up different requirements and lifestyles, specifically benefiting workers with disabilities or caregiving accountabilities (Okoli, 2024). It can be highlighted that carrying out daily D&I audits, consisting of employee feedback and diversity metrics, aids in assessing the efficiency of actions and recognizing fields for development. Thus, endorsing diverse leadership via development programs concentrating on emotional intelligence and cultural effectiveness is important for creating a supportive atmosphere. Finally, improving accessibility by confirming digital and physical workplaces are accessible to every worker, including those with disabilities, is important for promoting a truly different culture.

Based on the Findings chapter, it can be illustrated that HR managers and workplaces should execute comprehensive unconscious bias training and daily strengthen those attempts to enhance diversity and inclusion. However, making strong sponsorship and mentorship programs can link the breach in senior management presentations. Endorsing cross-cultural communication and offering accessibility accommodations will promote a more diverse atmosphere. Champion and leadership diversity actions, incorporating them into performance metrics and business strategies (Bersin and Enderes, 2021). Employee resource groups, transparent communication, and daily feedback loops will provide employee involvement and constant development. The study also suggested that lining up diversity targets with organizational objectives and identifying diverse behaviors will maintain momentum and define an appropriate dedication to inclusion and diversity.

It can be stated after evaluating the Literature Review and Findings chapters that HR managers should execute comprehensive D&I policies, everyday unconscious bias training, mentorship programs, and diverse employment

policies to make an actual diverse workplace. However, highlighting different leadership, employee feedback, and accessible atmospheres will confirm sustained development and an equitable, supportive culture.

## **Chapter 7: Conclusion and Recommendations**

### **7.1 Conclusion**

To summarize, it can be said that the role of HR in endorsing inclusion and diversity has developed from compliance-driven initiatives to strategic actions, imitating globalization and societal changes. Primarily concentrated on legal adherence, contemporary HR now makes policies creating different atmospheres where every worker feels valued. Prime strategies consist of diversity training, employee resource groups, and fair recruitment. Thus, obstacles persist, like lack of senior management dedication, inconsistency in D&I execution, resistance to change, and unconscious bias. Thus, gauging D&I efficiency remains complicated, emphasizing the requirement for continuous communication and clear metrics. The role of HR is important for organizational success, improving decision-making, financial performance, and creativity. This research highlights the significance of rigid HR strategies in promoting inclusive and diverse workplaces, enhancing employee involvement, and lining up with organizational targets for sustainable success.

From the literary analysis, it can be defined that the UK IT industry, a key driver of economic development and innovation, encounters noticeable obstacles in achieving inclusion and diversity. In spite of a few developments, the industry tries to underrepresentation of ethnic minorities, women, and individuals with disabilities. For instance, women make up merely about 16 percent of the IT workforce, and their existence is even lower in technical and senior roles. The dearth of female role models and inadequate support for harmonizing career and family contribute to that issue. Thus, ethnic diversity offers obstacles, with minorities frequently experiencing slower career development and encountering obstacles such as unconscious bias and restricted networking chances. In a similar manner, people with disabilities are underrepresented in spite of developments in accessible technology and workplace accommodations. Therefore, attempts to indicate those issues consist of industry-led and government activities like the Tech Talent Charter and the Diversity in Tech Awards, which intend to endorse different work cultures via targeted recruitment, flexible working arrangements, and bias reduction programs. The business case for D&I is rigid, with evidence recommending that different teams improve creativity, employee retention, and problem-solving. Thus, HR practices play a significant role in endorsing D&I, with regulations like the Public Sector Equality Duty and the Equality Act 2010 offering a legal framework to endorse equality and prevent discrimination. Industry collaborations, like the Tech Talent Charter, and voluntary certifications, like the Disability Confident Scheme, sustain those attempts. In spite of those actions, HR professionals encounter obstacles consisting of a lack of leadership

commitment, budget constraints, and resistance to cultural change. Efficient D&I strategies engage comprehensive policies, employee resource groups, and inclusive recruitment practices. Unconscious bias training, flexible working policies, and daily D&I audits donate to a more efficient and diverse workplace, enhancing employee well-being, participation, and organizational performance.

All the insights gained and examined with several layers of research onion in this study. This study accepts a pragmatism philosophy to indicate the role of HR in endorsing diversity and inclusion in the UK IT sector, amalgamating quantitative and qualitative methods. A mixed-methods approach controls both deductive and inductive approaches. Surveys of 100 employees utilizing Google Sheets collect quantitative data, while interviews with 6 HR professionals gather qualitative insights. Thus, snowball sampling confirms a wide presentation of experienced workers and HR professionals. The research uses a cross-sectional time horizon, holding recent perceptions and practices. Data analysis consists of statistical techniques for quantitative information and thematic analysis for qualitative information. This comprehensive approach harmonizes statistical trends with descriptive, rich insights, offering actionable information to link practice and theory in HR policies endorsing inclusion and diversity.

The study also analyzes that the initial obstacle in workplace diversity and inclusion consists of unconscious bias in promotions and recruitment, complexity in changing senior management practices, and retaining different talent because of the perceived dearth of career growth chances. Additional issues are cultural differences impacting misunderstandings, involving every worker in D&I attempts, and indicating the requirements of employees with disabilities. Thus, lining up D&I targets with business objectives and achieving leadership support pose noticeable obstacles. In reaction, institutions have executed several strategies, like mentorship programs, unconscious bias training, comprehensive awareness campaigns, and cross-cultural communication training. They have enhanced accessibility tools and lined up D&I targets with business strategies. Success is calculated via a mix of quantitative and qualitative metrics, consisting of participation rates, demographic analyses, and employee surveys. Therefore, successful initiatives consist of blind recruitment processes that increase inclusive hires, mentorship programs directing to higher leadership presentation, and cross-cultural training enhancing team cohesion. Obstacles remain in indicating gaps in support, confirming leadership buy-in, and overcoming resistance. Therefore, quantitative survey data unveil a usually optimistic perception of D&I attempts, with a majority rating the inclusion of their workplaces as good or average. Thus, there is an area for development in anti-discrimination measures, communication about D&I activities, and recruitment practices. The majority of the respondents sustains flexible working policies and identifies the D&I attempts of the institution, though a small part remains unsure or dissatisfied about the efficiency of recent practices and leadership dedication. Finally, the role of HR in promoting



a diverse and inclusive workplace has evolved from only compliance to strategic activities.

## 7.2 Recommendations

This is important to execute forward-thinking and innovative strategies that surpass conventional practices to improve the role of HR in endorsing a diverse and inclusive workplace. Prime recommendations are offered below:

**Incorporate Analytics and Technology:** Controlling updated technologies like machine learning and AI can aid in reducing and recognizing biases in performance and recruitment assessments. HR can use analytics to track employee emotion, engagement levels, and diversity metrics. Predictive analytics can help in recognizing probable fields of development and forecasting the influence of D&I actions on organizational results.

**Execute Holistic Employee Well-being Programs:** A comprehensive well-being program that indicates physical, emotional, and mental health can create a supportive atmosphere for every worker. Programs that provide stress management workshops, mental health days, and counseling can specifically benefit marginalized groups who might encounter added stressors. However, confirming that those programs are accessible and diverse to every worker, including people with disabilities, is significant.

**Develop Diverse Leadership Programs:** Spending in diverse leadership programs can confirm that future leaders are well-equipped to sustain different teams efficiently. Those programs should concentrate on developing empathy, inclusive decision-making skills, and cultural competency. However, inspiring different succession planning and leadership ways can aid in making a pipeline of inclusive leaders in the company.

**Endorse Inclusive Workplace Culture via Storytelling:** Sharing stories of different workers and their experiences can promote a sense of belonging and emphasize the significance of inclusion. However, making sites where workers can convey their stories, like social media, company intranets, or internal newsletters, can aid in constructing a culture of diversity. This can serve as a powerful tool for educating the workforce about the value of inclusion.

**Make a Culture of Constant Feedback and Learning:** Inspiring a culture where constant feedback and learning are valued can aid in indicating unconscious biases and endorsing diversity. However, offering daily training sessions on equity, inclusion, and diversity topics and making forums for open discussions can aid in promoting a diverse culture. Executing feedback mechanisms where workers can voice their suggestions and concerns can contribute to constant development in D&I attempts.

**Involvement in Partnerships and Community Outreach:** Establishing collaborations with educational organizations, industry groups, and community institutions can aid in constructing a different talent pipeline. Sponsoring events, providing scholarships or internships,

and taking part in community outreach programs can improve the reputation of the company and attract different talent.

**Innovate in Recruitment Practices:** HR can uncover innovative recruitment practices, like inclusive job descriptions, gamified evaluations, and different hiring panels that decrease biases over blind recruitment. However, executing sponsorship and mentorship programs particularly intended to sustain the career development of underrepresented groups can create a noticeable influence.

**Improve Accountability and Transparency:** Transparency in D&I actions and results is important for constructing accountability and trust. Daily publishing of diversity reports, arranging measurable and clear D&I targets, and embracing leaders responsible for development can make meaningful change. Making a D&I workforce or committee to report and oversee those attempts can confirm sustained commitment and concentration.

## 7.3 Future Research Scope

Future research should incorporate secondary data sources to harmonize primary data, providing historical background and validating recent findings. This wider approach will aid in analyzing the long-standing impacts of HR interventions on organizational performance and employee wellbeing. In addition, concentrating on particular obstacles encountered by HR experts in the mentioned industry will filter the development and understanding of customized D&I strategies. However, examining the interplay between diverse HR practices and their cumulative influence on making a diverse, sustainable workplace is important.

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