THE IMPACT OF DIVERSITY, EQUITY, AND INCLUSION INITIATIVES ON EMPLOYEE RETENTION IN MULTINATIONAL CORPORATIONS: THE CASE OF NESTLE GHANA LIMITED

BY

FAUSTINA SEREKYE OBENG ASANTE

BUSINESS ADMINISTRATION, 2025.

DISSERTATION

Submitted to the

International University of Leadership

in Partial Fulfillment, of

the Requirements for the Degree of

Doctor of Business Administration

June, 2025.

DISSERTATION COMMITTEE PAGE

This dissertation:

THE IMPACT OF DIVERSITY, EQUITY, AND INCLUSION INITIATIVES ON EMPLOYEE RETENTION IN MULTINATIONAL CORPORATIONS: A QUANTITATIVE RESEARCH

has been examined and approved in partial fulfillment of the requirements for the degree of

Doctor of Business Administration

by:

Dr. Ounsa Achour, Director of DBA.

Dr. Jalal Mouti, Lead Defense.

Dr. Hajar Ouhammou Otero, Jury.

Dr. Jilhane Roudias, Jury.

Dr. Hayford Alufar Bokpin, Mentor.

On April 9, 2025.

DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged, and I bear sole responsibility for any shortcomings in the work.

…… ……...……

FAUSTINA SEREKYE OBENG ASANTE **DATE**

CERTIFICATION

I hereby certify that this work was supervised in accordance with procedures laid down by the International University of Leadership.

…… **……**

DR. HAYFORD ALUFAR BOKPIN **DATE**

DEDICATION

I dedicate this work to God Almighty; to my dear husband, Francis Kofi Obeng Asante; and to my children, Kingsley Kwame Obeng Asante, Nathan Kudwo Frimpong Asante, and Nana Kofi Addae Asante for their unwavering support during this accademic journey.

I would also like to dedicate this educational piece to, Dr Hayford Alufar Bokpin (University of Ghana); Ian Barnard (President, Metso, Market Area of Africa); Natasja Du Preez (Human Resources Director, Metso, Market Area of Africa); and, Dr Enoch Kusi-Yeboah (Vice President, Metso, West African Region).

ACKNOWLEDGEMENTS

I would like to acknowledge my supervisor, Dr. Hayford Alufar Bokpin, for his tremendous support and guidance throughout the conduct of this study.

I offer a special thank you to my late father (Kwadwo Oppong Boakye) for his inspiration that has brought me this far in my educational persuit.

To my entire family, especially, Rose Gyimah (Ama Krah), and Hannah Owusua (Ama Dapaah), thank you for always been there for me. I say, thank you very much. I do appreciate you.

I am also grateful to the entire faculty of Business Studies – International University of Leadership, for their tutelage, guidance, and support throughout the Doctoral program.

Lastly, I would like to acknowledge the management and staff of Nestle Ghana Limited for their support and cooperation.

TABLE OF CONTENTS

DECLARATION **i**

CERTIFICATION **ii**

DEDICATION **iii**

ACKNOWLEDGEMENTS **iv**

TABLE OF CONTENTS **v**

LIST OF TABLES **viii**

LIST OF FIGURES **ix**

ABSTRACT **x**

CHAPTER ONE **1**

INTRODUCTION **1**

1.1 Background of the Research 1

1.2 Problem Statement 4

1.3 Current state of research. 6

1.4 Implication for future research 7

1.5 Research Objectives (RO'S) 7

1.7 Hypotheses 8

1.8 Methodology 8

1.9 Key Focus Areas 9

1.10 Expected Outcome 10

1.11 Conclusion 10

CHAPTER TWO **11**

LITERATURE REVIEW **11**

2.1 Introduction 11

2.2 Defining Diversity, Equity, and Inclusion 11

2.3 Key Points from the Report 13

2.4 Economic and Social Benefits 14

2.5 DEI Practice Bundles 15

2.6 Employee Retention 18

2.7 Theoretical underpinning 19

2.7.1 Abraham Moslow's theory of needs 19

2.7.1.1 Physiological Needs *20*

2.7.1.2 Security and Safety Needs *20*
2.7.1.3 Love and Belonging *21*
2.7.1.4 Esteem Needs *21*
2.7.1.5 Self-Actualization Needs *22*
2.7.2 Application of the Hierarchy of needs theory 22
2.8 The link between DEI and employee retention 26
2.9 The impact of the culture of belonging 32
2.10 Conceptual Framework 34

CHAPTER THREE **37**
RESEARCH METHODOLOGY **37**
3.1 Introduction 37
3.2 Research paradigm and philosophies 37
3.3 Research Design 38
3.4 Organizational profile 38
3.5 Data Sources 41
3.6 Methods and Tools for Data Collection 41
3.7 Population of Study 42
3.8 Sample Size determination 42
3.9 Sampling Techniques 43
3.10 Data analyses 45
3.11 Ethical Issues Addressed 46
3.12 Summary 47
3.13 Ethical Considerations 46

CHAPTER FOUR **48**
ANALYSIS AND DISCUSSION **48**
4.1 Introduction 48
4.2 Demographic characteristics of respondents 48
4.3 Scale development and properties 50
4.4 Relationship between DEI initiatives and employee satisfaction and engagement 51
4.5 Factors affecting employee satisfaction and engagement 55
4.6 Diversity and inclusion practices, employee engagement and satisfaction 60
4.7 Summary 63

CHAPTER FIVE **64**

CONCLUSION **64**

5.1 Summary and hypotheses verification 64

5.2 Conclusion 65

5.3 Limitation of the research study 66

5.4 Recommendation for further research 67

REFERENCES **69**

APPENDIX ONE **79**

QUESTIONNAIRE **79**

LIST OF TABLES

Table 2.1: DEI Practice Bundles.....17
Table 4.1: Demographic characteristics of respondents (n=215) 49
Table 4.2: Scale properties for DEI Initiatives, Engagement and Satisfaction (n = 215).....50
Table 4.2a: DEI initiatives and employee satisfaction and engagement (n = 215).....51
Table 4.3b: Age and DEI Initiatives (n = 215) 52
Table 4.4: Factors affecting employee satisfaction and engagement (n=215).....56
Table 4.5a: Diversity and inclusion practices and employee engagement and satisfaction (n=215).....60
Table 4.5b: Diversity and Inclusion perceptions among demographic characteristics (n=215) 61

LIST OF FIGURES

Figure 2.1: Conceptual Framework demonstrating the relationship between DEI and employee retention 34

ABSTRACT

In today's competitive business environment, the issues of diversity, equity, and inclusion initiatives have become undoubtedly pivotal components of many corporate strategies, particularly in multinational corporations like Nestlé Ghana limited. Organizations have focused on diversity, equity, and inclusive initiatives to creating a more inclusive and equitable workplace for employees, which significantly influence employee engagement and satisfaction leading to employee's retention.

The study sought to assess the impact of diversity, equality, and inclusion initiatives on employee's retention at Nestle Ghana Limited. The impulse of the study was to identify key diversity, equity and inclusion initiatives at the organization and how that has contributed to employee's engagement and job satisfaction, and how that makes it possible for employees to remain in the organization irrespective of age, gender, ethnic background, religion, culture, race and color.

The study adopted a quantitative research method for the processes of data collection and analysis. A total of 370 respondents were sampled from among the employees at Nestle Ghana Limited for the purpose of this study using a simple random sampling technique. The data obtained from the field was analysed using STATA 15 software.

The study finding suggested that implementation of diversity, equity and inclusion initiatives enhance employee's ability to confidently engage other colleagues to advance the work of the organization.

It was also found that efficient implementation of diversity, equity and inclusion initiatives create an enabling environment that improves on employee's satisfaction. Also, it was indicated that organizations that effectively implement diversity, equity and inclusion initiatives provide

conducive environment that brings about satisfaction, leading to the ability of the organization to retain its employees.

Based on the findings, the study made a number of recommendations and among such is for further research to focus on in-depth interview and focus group with a much including expatriates and local employees. This would provide opportunity for participants to detail their lived experience regarding DEI and employee retention.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Research

In recent years, Diversity, Equity, and Inclusion (DEI) initiatives have become pivotal components of many corporate strategies, particularly in multinational corporations. Diversity, equity, and inclusive initiatives focus on creating a more inclusive and equitable workplace for employees, which in the long-term can significantly impact employee retention in the organization. With a greater understanding of its significant influence on many facets of employee experiences and organizational outcomes (Kerich, 2024), workforce diversity has become a central topic in modern organizational research.

Organizations, particularly multinational corporations (MNCs), are increasingly recognizing the importance of workplace diversity as an essential aspect of the globalized world. Diversity is a key topic that remains relevant, as individuals are increasingly aware of the diverse environments they work in (Daya,2014). It is natural to wonder how diversity influences workplace behavior and culture.

According to Roberson (2019), organizational structures and management teams are focusing on understanding how diversity impacts employees, aiming to determine how it can be effectively managed and how all employees can benefit from a diverse workforce. This growing focus on diversity has sparked numerous questions within organizations, particularly regarding its effects on competition and the mental well-being of employees.

Understanding the potential effects of diversity on employee engagement is crucial for developing management strategies that minimize the negative aspects of a diverse workforce while promoting its positive outcomes (Hauret et al., 2020).

Westin and Victorin, (2023) suggest that effectively embracing diversity in relation to employee engagement helps to meet employees' desire for both belonging and the recognition of their individual differences within the organization.

However, some employees view diversity initiatives with skepticism, believing them to be insincere or simply a strategy used by management to enhance the company's image (Ohunakin, et al., 2019).

Saxena, (2014) defined workplace diversity as the variety of employee similarities and differences, such as cultural background, color, age, gender, sexual orientation, religion, and physical capabilities. Because individuals differ, particularly in terms of age, gender, race, and ethnicity, diversity guarantees that the workforce is diversified. The three factors were selected due to their substantial influence on workplace dynamics.

Since workplace diversity has dramatically increased, a wealth of literature has been produced in the twenty-first century that aims to explain how a varied workplace can give businesses a long-term competitive edge (Ehsan, 2021). However, the effects of a diverse workforce go beyond the domains of invention and creativity; they also impact important elements like employee engagement, retention, and satisfaction.

The growing focus on diversity and inclusion (D&I) policies is driven by the wide range of benefits they offer organizations, including increased creativity, better employee engagement, and improved financial performance. One of the most significant effects of successful D&I initiatives is their impact on employee retention.

Various studies support the importance of diversity in the workplace. For example, Hunt, Layton, and Prince (2015) research reveals a strong link between diversity and financial performance. Their findings show that companies in the top quartile for racial and ethnic

diversity are 35% more likely to experience financial returns above the national industry medians.

As Smith, Hassan, Hatmaker, DeHart-Davis and Humphrey, (2021) aptly observed, employees take various factors into account when deciding whether to stay with an organization. Recognizing the complex relationship between diversity and retention intentions is crucial for organizations aiming to foster environments that not only attract diverse talent but also retain and leverage the unique contributions of their workforce.

This study explored the factors influencing employees' retention decisions, focusing on the intricate connections within diverse teams. Ultimately, the research aimed to contribute to the development of effective retention strategies in today's dynamic workplace environments.

Managing workforce diversity has become increasingly important for businesses, especially given the emphasis on teamwork over individual work in the context of global business and evolving workforce demographics (Khan & Javaid, 2023).

The importance of diversity and inclusion in employee retention is crucial and cannot be overstated. In today's highly competitive job market, an organization's ability to retain top talent is vital.

A study by Bock (2017), examined Google's people management strategies and emphasized how inclusive practices contribute to greater employee satisfaction and higher retention rates. It is, therefore, important for global organizations to consider these initiatives and understand the impact they could have on retaining top talents.

This research explores the influence of Diversity, Equity, and Inclusion (DEI) initiatives on employee retention within multinational organizations. This study explores the DEI initiatives on employee retention at Nestle Ghana Limited. As a leading global brand in the manufacturing

sector and the process industry, issues of diversity and inclusion of staff members are of paramount interest to management. The company operates from different countries and hence encounters different levels of labor engagement practices and laws. Employee experience and growth are key issues since they contribute significantly toward performance. It is, therefore, appropriate to conduct a study on DEI initiatives of this global brand on how they are able to reduce their attrition rate in the Sub African region.

1.2 Problem Statement

Diversity, equity, and inclusion have become increasingly valuable topic in the workplace as global organizations strive to create more inclusive and equitable environments for their employees.

Despite the growing concern and recognition of the importance of Diversity, Equity, and Inclusion (DEI) initiatives in fostering a positive workplace environment, many multinational corporations continue to face challenges in retaining a diverse workforce.

Research has shown that DEI plays a crucial role in employee retention. Numerous studies suggest that lacking diversity and inclusion can lead to higher employee turnover rates.

Studies by Kiradoo (2022) and Javed (2024) have noted that organizations can take measures to ensure that their recruitment and hiring procedures are fair and impartial. This may involve implementing blind hiring practices, training recruiters to avoid unconscious bias, and expanding recruiting efforts to reach a more diverse pool of candidates. However, focusing on retention and growth is crucial after diverse candidates have been hired.

El-Amin (2022) believes that an organization's ability to provide employees from underrepresented groups with support and resources, such as mentorship programs, employee resource groups, and diversity training, is pivotal in retaining such employees.

Achieving the positive impact of DEI requires establishing clear expectations and objectives for DEI, holding leaders accountable for progress, and fostering a culture that values and supports diversity. In addition to offering flexible work arrangements and implementing anti-discrimination policies, organizations can promote DEI via policies and practices (Chukwudi & Eusebius, 2023).

According to El-Amin (2022), Chukwudi & Eusebius, (2023), Kiradoo (2022) and Javed (2024), it is usually the case that multinational Organizations are not prioritizing DEI, which can aid in reaping the benefits of improved performance, increased innovation, and higher employee engagement and retention rates.

According to Smith and Jones (2018), employees from underrepresented groups were more likely to leave their organizations if they felt they needed to be included and valued. This highlights the importance of creating an inclusive and welcoming workplace culture for all employees, regardless of their background or identity.

Additionally, a study conducted by Johnson et al. (2020) examined the impact of diversity on employee retention. The study found that organizations with more diverse workforces tended to have lower turnover rates. This suggests that promoting diversity and inclusion can improve employee morale and satisfaction and contribute to higher retention rates.

Furthermore, research by Brown and Smith (2019) has shown that employees who feel included and valued are more likely to stay with their organizations in a long-term. This underscores the importance of creating a workplace culture that values diversity and promotes inclusivity to retain top talents.

1.3 Current state of research.

Much of these research works in DEI initiatives focus on the benefits of DEI rather than the impact on employee retention.

For example, studies have shown that diverse teams are more likely to be innovative and creative, leading to excellent business outcomes. However, limited research explicitly addresses and examines the relationship between DEI initiatives and employee retention. This creates a gap in the literature, hindering understanding of how DEI initiatives can influence employee turnover rates in multinational corporations, especially in the manufacturing and service industry.

According to a study by Smith et al. (2020), organizations with strong DEI initiatives had higher levels of employee engagement and satisfaction. However, the study did not specifically examine the impact of DEI initiatives on employee retention. Similarly, a meta-analysis by Jones and Brown (2019) found that diverse teams outperformed homogenous teams in terms of decision-making and problem-solving.

While numerous studies prove valuable insights into the benefits of DEI initiatives in enhancing organizational performance and employee satisfaction, they need to address employee retention. This gap in the literature raises critical questions about the effectiveness of DEI initiatives and strategies in reducing turnover rates to ensure long-term employee engagement.

Therefore, this study aims to identify which DEI initiatives are most effective in retaining diverse talent and explore the barriers that hinder their successful implementation in multinational corporations.

1.4 Implication for future research

Therefore, a lack of comprehensive research on the impact of DEI initiatives on employee retention could have significant implications for every organization, especially those with a diverse workforce. More clarity on how DEI efforts influence employee turnover in organizations may contribute to implementing ineffective employee retention strategies. Therefore, further research into DEI initiatives or interventions is needed, focusing on examining the impact on employee retention.

1.5 Research Objectives (RO'S)

The main research objective is to assess the impact of Diversity, Equality, and Inclusion initiatives on employee retention at Nestle Ghana Limited.

The other research objectives are to:

1. Identify the current diversity, equity, and inclusion (DEI) practices at Nestle Ghana Limited.
2. Examine the effectiveness of DEI and explore the relationship between these DEI initiatives and employee satisfaction and engagement at Nestle Ghana Limited, and
3. Examine the relationship between DEI initiatives and employee's retention at Nestle Ghana Limited.

1.6 Research Questions (RQ'S)

To guide the studies, I asked the following questions:

1. What is the current diversity, equity, and inclusion (DEI) practices at Nestle Ghana Limited?
2. What is DEI's effectiveness at Nestle Ghana Limited?

3. What is the relationship between employee satisfaction and engagement at Nestle Ghana Limited?
4. What is the relationship between DEI initiatives and employee's retention at Nestle Ghana Limited?

1.7 Hypotheses

The general hypothesis of the study is that there would be significantly low employees' retention in multinational organization with low diversity, equity and inclusion practical initiatives. The specific hypothesis of the study are as follows:

Hypothesis 1*: Diversity, equity and inclusion initiatives have positive relationship with employee's engagement*

Hypothesis 2*: Diversity, equity and inclusion initiatives have positive relationship with employee satisfaction.*

Hypothesis 3*: There is effective diversity, equity and inclusion practices which positively influence employee's retention.*

1.8 Methodology

This study will employ a quantitative research method, collecting data from surveys conducted with employees, line managers, DEI Champions, and managers across various departments to gain insights into implementation and assess the effectiveness of diversity, equity, and inclusion programs within the organization at large.

This research will specifically adopt the positivist stance and will rely on the quantitative research approach that is often backed by the positivist or the post positivist paradigm. The positivism is a scientific approach to enquiry which believes in strict cause and affect relationships.

Though related to the positivists, the postpositivist believe that all cause-and-effect relationships are associated with probabilities. Both positivism and post-positivism ascribe to logical, empirical, cause-and-effect oriented, and deterministic enquiry based on a priori theories (Creswell, 2015).

Adoption of the positivism stance of quantitative approach is expected to offer the research the leverage to establish the relationship between DEI and employee retention in multination organizations. The approach will also help to ensure that the sample size for the study is high to enhance accuracy and reliability of the result for the study.

Based on the adoption of the positivist quantitative approach, The study will adopt the descriptive cross-sectional survey design. The choice is based on the fact that it involves the collection and analyzing data with the view to understanding issues relating to diversity and inclusion in organizational settings. The study will adopt a cross-sectional survey design since data will be collected at just one point in time

1.9 Key Focus Areas

For this research, the critical focus areas will include the following:

1. Inclusive Hiring Practices: To evaluate how diverse recruitment strategies affect retention.
2. Training and Development: To assess the role of DEI training programs in fostering an inclusive workplace culture.
3. Leadership and Management: To explore how inclusive leadership styles influence employee retention.
4. Employee Resource Groups (ERGs): to investigate the impact of ERGs on creating a supportive environment for diverse employees.

5. Equity Policies: To analyze the effectiveness of policies ensuring equity in career advancement and compensation.

1.10 Expected Outcome

This study will provide valuable insights into which diversity, equity, and inclusion initiatives are most effective in retaining diverse talent at Nestle Ghana Limited.

It will highlight the importance of a holistic approach to DEI, encompassing recruitment, training, leadership, and policymaking.

The findings will offer practical recommendations for Nestle Ghana Limited to improve its DEI strategies and retain a diverse workforce.

Contribute to the body of knowledge by providing a model that can indicate a correlation between "DEI initiatives, employee engagement, satisfaction and retention

Assist organizations, particularly multination organizations with people with different cultural practices appreciate the role of DEI initiatives in enhancing employee's ability to work together for the interest of the organization.

• Encourage managers of corporations to make diversity, equity, inclusion initiatives a priority in their organizations to enhance employee's confidence and belongingness.

1.11 Conclusion

The study aims to provide actionable insights and recommendations for Nestle Ghana Limited to enhance its DEI efforts and improve employee retention within the Market Area of Ghana by investigating the above diversity, equity, and inclusion issues.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Diversity, Equity, and Inclusion (DEI) initiatives have become critical in modern workplaces. These initiatives or practices aim to create a more inclusive environment that values diverse perspectives and ensures equitable treatment for all employees. In today's competitive business world, organizations are increasingly recognizing that fostering a diverse, equitable, and inclusive (DEI) workplace culture is not just an ethical imperative, but also a strategic driver of business sustainability and success.

It is evident that as organizations evolve, there's a noticeable shift from perceiving diversity, equity, and inclusion efforts as mere compliance practices to understanding their important role in enhancing employee loyalty, driving innovation, and gaining a competitive edge in the market.

2.2 Defining Diversity, Equity, and Inclusion.

Diversity has been defined in many ways by different authors in varying ways. In simple terms, diverse means different. As such, diversity is not a new phenomenon, as individuals have always be different from one another. Although diversity, equity, and inclusion have existed for some time now, defining it in a certain partern is somewhat difficult.

Example, one issue with defining diversity stems from the fact that diversity is centered on both visible and invisible characteristics. This, therefore, makes some dimensions of diversity easier to see, and so easier to categorise, articulate or discuss. These dimensions include, physiological gender appearance, skin color, dress, age or physical ability.

Additionally, another issue with defining diversity is that it can be considered subjective, meaning, it is created by individuals who characterise others as similar or dissimlar to themselves. Furthermore, diversity may also be considered as selective, context dependant and relative. This selectivity stems from the notion that some characteristics are deemed stronger indicators of diversity than others, such as, accent, physical abilities, and cultural background.

Regardless of the issues sourounding diversity definition, a number of definitions of diversity exist. For example, Joplin and Daus offer a concise definition of the complex concept, simply proposing that diversity refers to all the ways in which people differ from each other. This definition, while brief, emphasises that inidividuals can differ from each other in a multitude of ways. In perhaps a less general, more group centric vein, van Knippenberg and Schippers refer to diversity as reflecting the degree to which there are objective or subjective differences between people in the group. Furthermore, under a more workplace oriented focus, Griffin and Moorhead define diversity as concerning; the similarities and differences in such characteristics as age, gender, ethnic heritage, physical abilities and disabilities, race and sexual orientation among the employees of organizations.

Regardless of the approach to defining diversity, defininitions, such as those above, ultimately reinforce that people are just different. These differences, and our corresponding individuality, is somthing that many consider to be a significant part of themselves, which they do not want to misrepresent or overlook. This is where inclusion, which O'Donovan terms Diversity Management comes in.

For the purposes of this study, Diversity may be defined as the variety of characteristics and backgrounds that individuals are likely to bring to the workplace. These characteristics and backgrounds include but not limited to, race, ethnicity, gender, age, sexual orientation, disability, and religion.

Equity on the other hand, could also be refered to the practices that involve ensuring fair treatment, opportunities, and advancement for all employees, while striving to identify and eliminate barriers that could prevent the full participation of some group of individuals in the organization.

Furthermore, Inclusion may be explained as the practices entailing the creation of a culture where all individuals feel involved, respected, accepted, and valued, eabling them to positively contribute fully to the organizational success.

According to a report published by the World Economic Forum, (2024), Diversity, Equity, Inclusion Lighthouse are key for enhancing economic fortunes of organizations. The report provides an overview of the latest trends and emerging best practices in fostering diversity, equity, and inclusion in organizations worldwide.

2.3 Key Points from the Report

Regarding the importance of diversity, equity, and inclusion, the report emphasizes the critical role of DEI from both a values and economic perspective. It highlights how inclusive practices can drive innovation, improve decision-making, and enhance organizational performance.

On leadership and systemic approach, the report throws light on the effectiveness of DEI. It explains that effective DEI initiatives require strong leadership and a systemic, integrated approach rather than isolated programs. Leaders play a number of crucial roles in driving these initiatives and ensuring they are embedded into the organizational culture.

The importance of data and transparency is underscored in tracking progress and creating accountability mechanisms. Organizations are therefore encouraged to use data to measure the impact of their DEI efforts and to be transparent about their progress.

Lighthouse Initiatives

The report showcases several “Lighthouse” initiatives that are leading the way in impactful DEI practices. These initiatives are selected based on their significant, quantifiable, sustained, and scalable impact for underrepresented groups.

2.4 Economic and Social Benefits

Research highlighted in the report demonstrates the long-term benefits of inclusive policymaking and sustained DEI programs. These benefits include promoting sustainable growth, resilience, and innovation.This report is a valuable resource for understanding the current landscape of DEI and for identifying best practices that can be implemented in various organizational contexts.

The World Economic Forum’s report “Diversity, Equity and Inclusion Lighthouses 2024” incorporates several key theories to underpin its analysis and recommendations. Below are some of the theories explored.

Social Identity Theory

This theory explores how individuals categorize themselves and others into various social groups, which can influence behavior and attitudes within organizations. The report uses this theory to explain the importance of creating inclusive environments where diverse identities are recognized and valued.

Intersectionality

Intersectionality examines how various social identities (such as race, gender, and class) intersect to create unique experiences of discrimination and privilege. The report highlights the need for DEI initiatives to consider these overlapping identities to address the complex nature of inequality.

Organizational Change Theory

This theory focuses on how organizations can effectively implement and sustain change. The report applies this theory to discuss strategies for embedding DEI into organizational culture and practices, emphasizing the role of leadership and systemic approaches.

Behavioral Economics

Behavioral economics looks at how psychological factors influence economic decision-making. The report uses insights from this field to suggest ways organizations can design policies and practices that nudge individuals towards more inclusive behaviors.

These theories provide a robust framework for understanding and addressing the multifaceted challenges of diversity, equity, and inclusion in the workplace.

According to a study published by LOEB Leadership, (2023), diversity and inclusion drives employee engagement and retention. The study explains that diversity and inclusion are not just moral imperatives; they also have a direct impact on employee engagement and retention. It explains that, when employees feel that their organization values diversity and inclusion, they are more likely to be engaged, satisfied, and committed to their work. In turn, this leads to higher retention rates and lower turnover costs. The study explores the importance of diversity and inclusion in driving employee engagement and retention and examine the ways in which organizations can create a more inclusive workplace culture.

2.5 DEI Practice Bundles

The wide variety of practices that organizations use to advance DEI can be grouped into eight bundles, each representing a different DEI objective. Organizations can increase their likelihood of meeting their goals if they use several practices within each bundle, not just one. When the practices are well executed gives room for employees to be satisfied and remain with

the organization. Once employees are aware that management have put in place policies and practices that cater for DEI issues it boosts their confidence and enhances their satisfaction.

Table 2.1: DEI Practice Bundles

DEI Indicators	DESCRIPTION
Strategy	Represents a strategic approach to DEI that enables achievement of a company's mission and goals. Includes DEI strategies, policies that describe the value for DEI, and embedding DEI in an organization's strategic plan.
Governance	Represents the appointment of position(s) and/or governing bodies with formal responsibility for coordinating and monitoring a company's DEI efforts. Includes chief diversity officers and DEI councils.
Goals and Tracking	Represents the development and use of DEI metrics to ensure progress. Includes measures for building diverse workforces, maintaining equitable systems, and facilitating inclusive environments.
Recruitment	Represents the process of attracting diverse pools of applicants. Includes targeted recruitment and partnerships with minority-serving institutions and professional organizations.
Selection	Represents the process of selecting from a diverse pool of applicants. Includes the use of diverse interview panels, training on interviewing, and structured interview processes.
Career Development	Represents the processes of leadership development and career progression. Includes identifying, mentoring, and coaching diverse pools of current and future leaders.
Employee Groups	Represents initiatives to strengthen employee engagement, commitment, and retention. Includes affinity, network, and employee resource groups.
Supplier Diversity	Represents programs to encourage the hiring of vendors from traditionally underrepresented groups. Includes written policies, outreach, and registration programs for women- and minority-owned businesses.

Source: Roberson, (2024)

2.6 Employee Retention

Employee retention is defined by Singh, (2019) as the ability of an organization to hold on to its talent employees and reduce turnover. According to Kossivi, Xu and Kalgora, (2016), employee retention is the term that describe a firm's ability to keep its employees for a long time by providing them with what it takes to be satisfied with their job.

Employers can improve their retention numbers in several ways, including by offering competitive compensation and benefits, creating a positive workplace culture. It is further indicated that organizations can increase employee retention by giving workers some flexibility with where and when they work, formally recognizing high achievers, and promoting work-life balance (Singh, 2019).

In the view of Azeez, (2017), the ability of employers to retain employees should go beyond only paying them lip service, but endeavour to nurture their employees and make sure the work environment is conducive to create work satisfaction in order to retain the employees. Retaining skilled employees is key to every organization's ability to execute efficiently, innovate, and maintain a competitive advantage, hence the need for employers to adopt strategies that will keep the employees. A company with high employee retention spends less time and money finding and training new hires and hangs on to valuable institutional knowledge (Azeez, 2017).

On why employee retention is important, Kurdi and Alshurideh, (2020) explains that employee retention plays a significant role in ensuring success and sustainability of every organization through manifestation of experience and innovativeness. It was further mentioned that the ability of an organization to keep its employees for a long time helps to ensure financial stability by reducing the cost of recruiting, onboarding, and training new hires.

According to Kossivi et al., (2016) building employees moral is a key asset for organizations, which means that once employees morale is affected firm performance may also suffer. Employee morale can suffer when people see their colleagues leave, especially if they're forced to take on extra work as a result, Kossivi et al., (2016). Poor morale saps productivity. Meanwhile, the loss of institutional knowledge and continuity can slow down a business at the most critical times. It is during moments of crisis or emerging opportunity that experienced team members shine brightest, seeing what needs to be done and knowing when and how to take the right actions, Kossivi et al., (2016). Companies with poor retention risk losing the valuable insights and proven skills those veteran employees bring.

2.7 Theoretical underpinning

Finding an appropriate theory is not an easy task for expounding the scope and significance of a given study (Majeed, Aziz, & Saleem, 2015). Based on previous literature, DEI and employee retention research are highly supported by theories such as Abraham Moslows theory of needs, social identity theory, intersectional theory, Behavioral Economics and organizational change.

This study is been guided by the Abraham Moslows theory of needs. This theory provides proper foundational basis for understanding the impact of DEI initiatives on employee's retention and the reason organizations must undertake measures to achieve DEI to reduce attrition. This theory is explained into details below.

2.7.1 Abraham Moslow's theory of needs

This theory by Abraham Moslow was first introduced in 1943. The theory which focused on the hierarchy of needs was mentioned in his 1943 paper, titled "A Theory of Human Motivation," and again in his subsequent book, "Motivation and Personality."

According to Moslow (1943), the hierarchy of needs suggests that people are motivated to fulfil basic needs before moving on to other high ones.

The tenet of Abraham Moslow's theory focuses on a number of basic needs such as the need for food, safety, love, and self-esteem, which are prerequisite for self-actualisation.

Being a humanist, Maslow believed that individual's desire to self-actualized, that is, to be all they can be can be achieved if only the more basic needs are met.

In the view of Maslow, these needs play a significant role in the instincts of individuals and it contributes to motivating people to behave in a certain direction. There are five different levels of Maslow's hierarchy of needs, starting at the lowest level known as physiological needs.

Abraham Moslow categorised his hierarchy of needs into five, namely, the physiological needs, security and safety needs, loving and belonging, esteem needs, and self-actualizational needs. These specific needs are explained in the sub-sequent sections.

2.7.1.1 Physiological Needs

The first among the hierarchy of needs is the physiological needs. This category of need is the basic but most important of it all. This need focuses on the vital issues of survival. Examples of such needs according to Moslow (1943) includes food, water, breathing, homeostasis.

Additionally, physiological needs also deal with the needs regarding shelter and clothing. Maslow included sexual reproduction in this level of the hierarchy as well, since it is essential to the survival and propagation of the species.

2.7.1.2 Security and Safety Needs

Security and safety were considered second to the level of Maslow's hierarchy. In this level, the needs start to become a bit more complex as individuals seek control and order in the live. In this case, the needs for security and safety become the primary concern for individuals.

These needs may include financial security, safety against accident and injury and general health and wellness. Specifically, this need can involve securing employment, saving money for future use, obtaining health insurance, and health care, and living in a safe environment.

Together, the safety and physiological levels of Maslow's hierarchy of needs make up what is often referred to as "basic needs.

2.7.1.3 Love and Belonging

In the third level of Maslow's hierarchy is the social needs, which include love, acceptance, and felling belonging. At this level, the human behavior is driven by emotional relationships or loving and felling belonging. Some of the things that satisfy this need include: friendships, romantic attachments, social groups, community groups and family relationships.

According to Moslow (1943), lack of love and belonging brings about loneliness, depression, and anxiety. In order to avoid these situations and experiences, it is important for people to feel loved and accepted by others.

People can experience love and acceptance through relationships with friends, family, and co-workers. Individuals can also achieve this through their involvement in groups such as religious groups, sports teams, book clubs, and other group activities.

2.7.1.4 Esteem Needs

At the level four of Maslow's hierarchy is the need for appreciation and respect. At this level individuals begin to experience satisfaction once the needs at the bottom three levels have been met. Here, because the individual needs at the three levels have been achieved, the esteem needs begin to play a more prominent role in motivating the person's behavior.

In this case, people need to sense that they are valued by others and feel that they are making a valuable contribution to the world. Participation in professional activities, academic

accomplishments, athletic or team participation, and personal hobbies can all play a role in fulfilling the esteem needs.

It becomes increasingly important to gain the respect and appreciation of others. People have a need to accomplish things, then have their efforts recognized. In addition to the need for feelings of accomplishment and prestige, esteem needs include such things as personal worth and respect.

People who are able to satisfy esteem needs by achieving good self-esteem and the recognition of others tend to feel confident in their abilities. Conversely, feeling inferior becomes the experience of those who lack self-esteem and the respect of others.

2.7.1.5 Self-Actualization Needs

Self-actualisation is the last and the very peak of Maslow's hierarchy of needs. At this level, awareness of people regarding their personal growth is very high and what other people think about their self-actualisation is of less concern to them. Much of what they think about and interested in is fulfilling their potential.

As indicated by Moslow, the aspiration of people to get to the top of their potential is part of human being's desires and must be respect. It is usually the case that people who have developed or are developing to the full stature of which they are capable.

Maslow's said of self-actualization: "It may be loosely described as the full use and exploitation of talents, capabilities, potentialities, etc. Such people seem to be fulfilling themselves and to be doing the best that they are capable of doing. They are people who have developed or are developing to the full stature of which they capable.

2.7.2 Application of the Hierarchy of needs theory

To guide initiatives aimed at improving DEI and well-being, organizations need to recognize the different needs and experiences of employees, particularly the most disadvantaged. Since it is in the best interest of organizations to attract and maintain best talents in their organizations, there is the need for identifying the various needs of employees and improve upon them.

However, a significant challenge for organizations may be knowing what data to assess and how to understand the disparities that emerge. A 2021 survey of over 9500 U.S. employees indicated substantial racial and ethnic disparities across 3 domains: discrimination and wellbeing resources; experiences with discrimination; and daily experiences that impact their love and belongingness (Olusanya 2024).

To overcome this challenge, organizations can gather quantitative and qualitative data on key indicators such as participation in employee assistance programs and anti-discrimination policies and examine gender, racial, and other disparities that bring about discrimination at the work place.

Furthermore, organizations should seek to understand specific challenges and support needed from different employee groups, such as addressing cultural or linguistic barriers or providing scheduling flexibility. Understanding the needs of various groups and adjusting accordingly can offer a more inclusive approach to organizational DEI and ensure employees retention.

Nestle Ghana Limited is a multinational organization with employees with diverse backgrounds. Understanding this diversity and managing it from the view point of the Abraham Moslow’s hierarchy of needs would be significant to enhance their inclusion in the organizations.

Contemporary scholars discussed how Abraham Moslow's Hierarchy of needs helps shape workplace through wide variety of practices that organizations use to advance DEI to enhance employee retention.

For instance, the Abraham Moslow's hierarchy of needs was used in a study by Cissna, (2020) in Exploring the intersection of inclusive leadership and workplace spirituality at a faith-based institution of higher education. The findings of this study aids organizations to initiate activities that promote DEI that enhances the love and belongingness of employees. The author used the self-actualisation hierarchy of needs which is a key tenet of the hierarchy of needs framework. The study recommended the use of any of hierarchy of needs where appropriate to address the challenges of DEI to ensure that employees can be guaranteed the enabling environment to go about the work, in order to reduce attrition.

The hierarchy of needs was used in a study by Liu, Becker, and Lopez (2019) on workplace DEI among minority employees in academia. The study admonishes management to have clear policies that promote the employees DEI at all time. Their study indicated that because minority employees experience a range of microaggressions, discrimination, and exclusion, which can impact their well-being and job satisfaction, there is the need for policy to enhance workplace condition for all.

Similarly, Lammers goals on employees' satisfactions as these are very central to the performance of the organization. A study by Francis, (2022) used the first level of hierarchy of needs model to examining DEI organizations approach in motivating employees to enhance their satisfaction in order to keep them in the organsiation. The study revealed that a deliberate application of the hierarchy of needs would motivate employees and enhance their satisfaction to stay in the organsiation.

Since everyone wants to feel like they belong somewhere, and this is especially true in the workplace. Employees who feel like they belong are more likely to be engaged, productive, and innovative (Boston-Leary, Alexander & Davis, 2024).

The needs framework maintains the need for being accepted for who you are, even if you are different. When people feel like they belong, they are more likely to have good mental and physical health. They are also more likely to be resilient in the face of challenges.

Even though, belonging is a choice, leaders must create a culture of belonging in the workplace (Boutwell & Byrd, 2022).

Organizations of all sizes have used the Belonging Framework to create more inclusive workplaces. It is a powerful tool for helping leaders understand their employees' needs and create a culture where everyone feels welcome, valued, and respected as advanced further in recent times by Kessler, and Malik in (2018).

Lang and Spitzer (2020), used their study to highlight that discrimination and bias can shape outcomes. The authors' focus was on discrimination by race. They proffered that the disparities seen among the races are both the cause and result of discrimination, and these factors reinforce each other (Lang & Spitzer, 2020).

The mentioned expert studies lent support to this research study as they suggested that Inclusion does not exist in a vacuum and cannot be managed as such (Lang & Spitzer, 2020). The systemic problem of inclusion needs to be viewed through a social lens, not as isolated cases within each work environment (Halloran, 2018).

Organizations must create a structure and culture that supports all groups that coexist within the organizational system (Thoroughgood et al., 2018). Left unchecked, incivility, discrimination, and bias create their own natural induced fit between followers, leaders, and

the environment (Daniels & Thornton, 2019; Libretexts, 2021; Thoroughgood et al., 2018). Toxic environments that are left unchecked can result in minorities being demoralized and the majority feeling empowered (Daniels & Thornton, 2019; Thoroughgood et al., 2018).

2.8 The link between DEI and employee retention

Mumerous research conducted have consistently shown the significant impact of diversity, equity, and inclusion initiatives on employee retention rates. For example, a study conducted by Deloitte found that organizations with inclusive cultures are twice as likely to exceed financial targets, three times as likely to be high-performing, six times more likely to be innovative and agile, and eight times more likely to achieve better overall business outcomes.

Despite the growing concern and recognition of the importance of Diversity, Equity, and Inclusion (DEI) initiatives in fostering a positive workplace environment, many multinational corporations continue to face challenges in retaining a diverse workforce.

Research has shown that DEI plays a crucial role in employee retention. Numerous studies suggest that a lack of diversity and inclusion can lead to higher turnover rates among employees.

A study by Kasih and Ruslaini (2024), explores the relationship between diversity and inclusion (D&I) initiatives and organizational performance. The authors utilize a mixed-methods approach to gather data from various companies across multiple industries, assessing the impact of D&I programs on productivity, innovation, employee satisfaction, and financial outcomes.

Key findings of study by Kasih and Ruslaini (2024) included the following:

Productivity and Innovation: The research highlights that organizations with robust D&I initiatives tend to experience higher levels of productivity and innovation. Diverse teams bring

varied perspectives, which can lead to more creative solutions and improved problem-solving capabilities.

Employee Satisfaction: The study finds a positive correlation between D&I initiatives and employee satisfaction. Inclusive workplaces foster a sense of belonging and respect, which can enhance employee morale and reduce turnover rates.

Financial Performance: Companies that effectively implement D&I strategies often see better financial performance. This is attributed to the broader range of ideas and approaches that a diverse workforce can offer, leading to more effective decision-making and market competitiveness.

According to a study publiched by the McKinsey and Company (2023), the report underscores the growing importance of diversity in driving not just financial performance but also holistic growth. According to the report, by embracing a comprehensive approach to DEI, organizations can achieve better outcomes across multiple dimensions. The McKinsey report (2023) builds on previous research to further explore the business case for diversity, equity, and inclusion (DEI).

The report further discusses the ongoing challenges in implementing DEI initiatives, such as overcoming biases and ensuring sustainable commitment. However, it also highlights the opportunities for companies to leverage diversity as a strategic advantage in an increasingly complex and competitive business environment

The study also emphasizes the holistic impact of diversity on organizational performance, extending beyond financial metrics to include social and environmental outcomes.

The study found and addressed the following:

Financial Performance: The report reaffirms that companies with diverse leadership teams are more likely to outperform their peers financially. This correlation holds true across various industries and regions, highlighting the universal benefits of diversity.

Holistic Growth: For the first time, McKinsey's research links leadership diversity with broader growth ambitions, including social impact and workforce satisfaction. Companies with diverse leadership are better positioned to meet social-impact expectations and create inclusive cultures.

Equitable Representation: The study finds that equitable representation at the top levels of organizations is within reach. Companies that prioritize DEI are making significant strides towards achieving balanced representation.

Challenges and Opportunities: The report discusses the ongoing challenges in implementing DEI initiatives, such as overcoming biases and ensuring sustained commitment. However, it also highlights the opportunities for companies to leverage diversity as a strategic advantage in an increasingly complex and competitive business environment.

Implications for Practice: McKinsey suggests that to maximize the benefits of diversity, companies should adopt a holistic approach. This includes integrating DEI into core business strategies, fostering transparent and inclusive cultures, and continuously measuring and improving DEI efforts.

According to a new Pew Research Center survey (2023), majority of employed U.S. adults representing 56% responded that focusing on increasing DEI at work is a good thing. However, opinions about DEI vary considerably along demographic and political lines.

Again, according to Maryna Stiahailo (2023), inclusive work environment provides the atmostphere where employees feel valued and respected, which in the end leads to higher retention rates. Therefore, employees are more likely to stay with organizations that prioritize diversity, equity, and inclusion.

With regards to employee satisfaction, Maryna's study explains that DEI initiatives contribute to higher job satisfaction, which is a strong predictor of employee retention. Employees who feel included and valued are more satisfied with their jobs and less likely to leave the organization.

Karakhan, Gambatese, Simmons and Al-Bayati, (2021) also conducted a study which examined pertinent indicators for assessing and fostering diversity, equity, and inclusion of the construction workforce. The purpose of the study was to enable the assessment of workforce diversity, equity, and inclusion in the construction industry by identifying and determining the level of influence of applicable indicators revealing diversity, equity, and inclusion at the workforce level. A two-round survey and a panel of 16 experts were utilized to achieve the research goal.

The study finding suggested 10 indicators to be influential in terms of achieving a diverse, equitable, and inclusive work environment and were therefore considered measures of workforce diversity, equity, and inclusion that intend affects employee retention.

The study recommended that organizations should develop strategies that can enhance DEI initiatives as it has been established to have a positive effect on employee satisfaction leading to low turnover.

Additionally, a study conducted by Johnson et al. (2020) examined the impact of diversity on employee retention. The study found that organizations with more diverse workforces tended

to have lower turnover rates. This suggests that promoting diversity and inclusion can not only improve employee morale and satisfaction but also contribute to higher retention rates.

According to Bonnie Dowling et al. (2022), hybrid work: making it fit with your diversity, equity, and inclusion strategy, what empowered employees love about hybrid work models and the risks to diversity, equity, and inclusion if managers get the evolving flexible workplace wrong. The study reinforces the idea that hybrid work is here to stay and that even before the pandemic, work-life flexibility was the number-one issue employees raised.

Bonnie Dowling et al. found that more that two out of three employees who prefer hybrid models responded that they are likely to look for other opportunities if they are asked to return fully on-site. Despite such popular support, the experience of employees with hybrid work during the pandemic has varied widely in key areas, such as a sense of inclusion and the work-life balance.

According to the study by Bonnie Dowling et al., as employers work to refit existing workplace models, they face a classic risk/reward choice. Hybrid work has the potential to offer a higher level of flexibility, a better work–life balance, and a more tailored employee experience. These can have a disproportionately positive impact on diversity, equity, and inclusion (DEI) efforts, as well as on performance.

Furthermore, the research study by Olusanya (2023) identifies the effective strategies for promoting diversity, equity, and inclusion (DEI) in the workplace. A total of 500 employees from different industries and positions were surveyed to assess the current state of workplace DEI.

The findings of the study suggested that workplace diversity significantly benefit organizations in various ways. Companies with diverse workforces are more innovative, have stronger problem-solving capabilities, and are better able to attract top talent and reduce employee turnover.

The findings of the study by Olusanya, further revealed that diversity positively impacts company culture and can help reduce unconscious bias and discrimination in the workplace to enhance employee's retention.

It was, therefore, recommended by Olusanya that organizations should develop and implement an inclusive DEI strategy that promotes employee well-being and effectiveness.

Furthermore, research by Brown and Smith (2019) has shown that employees who feel included and valued are more likely to stay with their organizations. This underscores the importance of creating a workplace culture that values diversity and promotes inclusivity in order to retain top talents.

Much of these research works in DEI initiatives focus on the benefits of DEI rather than the impact on employee retention.

For example, studies have shown that diverse teams are more likely to be innovative and creative, leading to excellent business outcomes. However, limited research explicitly addresses and examines the relationship between DEI initiatives and employee retention. This creates a gap in the literature, hindering understanding of how DEI initiatives can influence employee turnover rates in multinational corporations, especially in the manufacturing and service industry.

The study by Smith et al. (2020), which focused on organizations with strong DEI initiatives had higher levels of employee engagement and satisfaction. However, the study did not

specifically examine the impact of DEI initiatives on employee retention. Similarly, a meta-analysis by Jones and Brown (2019) found that diverse teams outperformed homogenous teams in terms of decision-making and problem-solving.

Even though a number of studies have provided insights into the benefits of DEI initiatives in enhancing organizational performance and employee satisfaction, they need to address employee retention. This gap in the literature raises critical questions about the effectiveness of DEI initiatives and strategies in reducing turnover rates to ensure long-term employee engagement.

Conversely, a lack of inclusivity can lead to potential increase in employee turnover, highlighting the pivotal role that fostering an inclusive environment plays in retaining top talent in organizations.

Organizations that fail to cultivate a culture of belongingness and inclusivity are likely to experience higher rates of employee turnovers, particularly among minority groups who might feel undervalued or marginalized. This is known as voluntary attrition and can result in significant costs associated with recruiting and training new employees, as well as disruptions to productivity and team dynamics.

2.9 The impact of the culture of belonging

Employees who feel valued, respected, and included within their workplace are more likely to be engaged with their work and committed to their organization's overall success. This sense of belongingness is cultivated through inclusive decision-making processes, where employees' voices are heard and their contributions are recognized by top management. Interntional regular recognition of individual employee's achievements and supportive team dynamics that foster cross-cultural competencies are also foundational in reinforcing a strong sense of community and mutual respect.

Promoting cross-cultural competencies in an organization involves more than just surface-level initiatives; it requires embedding diversity, equity, and inclusion practices deeply into the organization's culture. This will ensure a thorough integration, which will transform how employees engage with one another on a daily basis in the organization.

For example, by adapting meeting styles to ensure that all voices are heard or revising Human Resources and Administrative policies to accommodate various cultural norms and holidays, organizations can demonstrate a genuine commitment to valuing diversity and inclusivity.

When employees from all diverse backgrounds feel respected, valued, and integral part of the team, it fosters a sense of community and belonging. These are the key drivers of employee loyalty, engagement, and overall organizational success.

As businesses adapt to the demands of global markets and an increasingly diverse workforce, tools like Diversio's AI-powered platform become essential in supporting this transition. By providing insights, frameworks, and data-driven recommendations for effective DEI strategies, Diversio helps organizations cultivate environments where every employee feels included and valued. This not only improves retention rates but also positions companies as leaders in today's increasingly diverse and competitive business landscape.

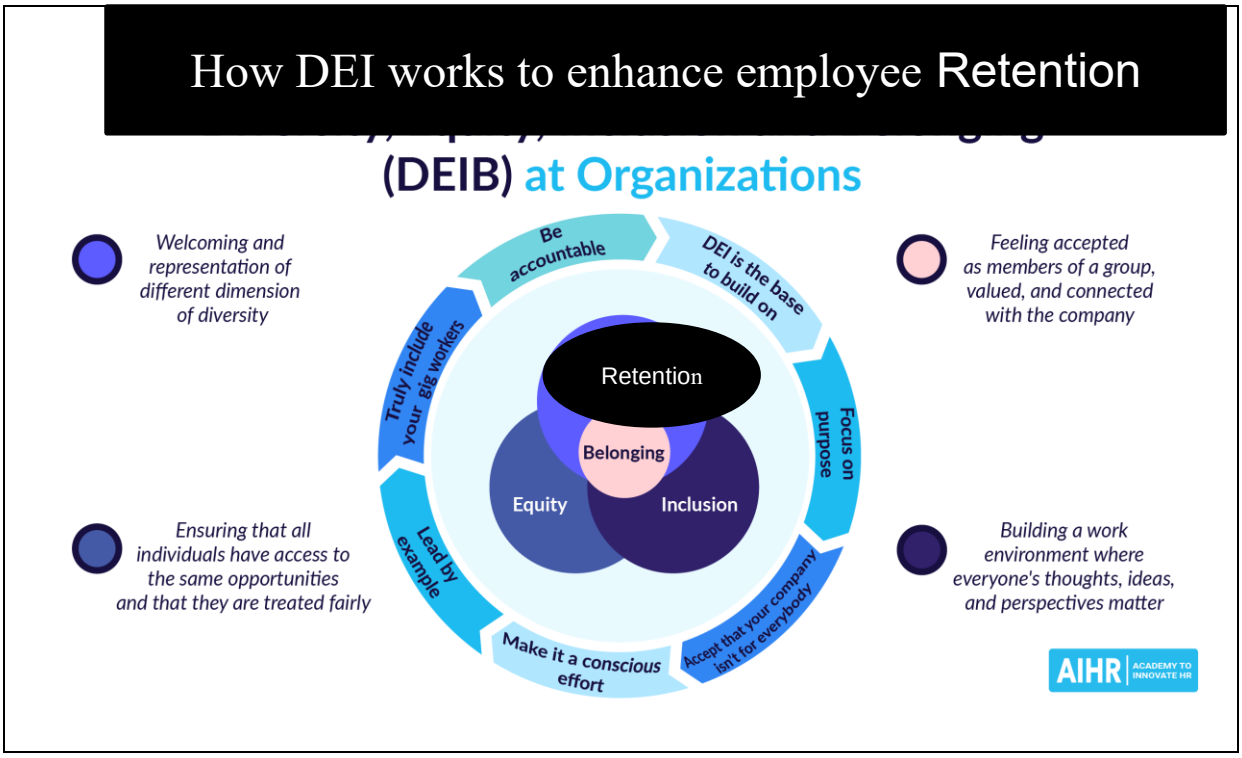
To harness the power of DEI in enhancing employee loyalty, organizations must secure leadership buy-in, empower middle management as champions of inclusivity, and leverage technology solutions that support data-driven decision-making and continuous improvement. By taking a holistic approach that aligns leadership, management, and technology, organizations can create a workplace culture that celebrates diversity, fosters equity, and

promotes a deep sense of belonging for all employees, ultimately driving long-term success and a sustainable competitive advantage.

2.10 Conceptual Framework

This section of the study provides the framework for understanding the relationship between DEI and employee retention. In this framework, the DEI indicators that promote employees satisfaction to reduce the rate of attrition are outlined to help appreciate the importance of DEI

Figure 2.1: Conceptual Framework demonstrating the relationship between DEI and employee retention



Source: Adapted from Academy and Innovation HR (2024)

The framework set out a clear need for top leadership priorities to include, attracting and retaining top talent, fostering innovative thinking and action, motivating employees to enhance their satisfaction at the workplace.

It is acknowledged that in order to enhance employee satisfaction leading to retention, there must by a deliberate action towards DEI initiatives.

With regards to diversity, it is expected that the range of similarities and differences everyone brings to the workplace, including language, race, national origin, ethnicity, gender, age, religion, sexual orientation, disability, and socioeconomic status are respected to foster cohesion. Additionally, ideas of employees must be respected and valued to boost confidence.

On the issue of equity, the focus is on fair treatment, access, and advancement of each person in the organization, including fairness in pay, fairness in daily work experiences, and opportunities for advancement. Equity focuses on achieving equal outcomes and helping diverse groups achieve success and a higher quality of life by providing equal access to opportunities within the organization.

Additionally, Inclusion delves into the policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized. Inclusion is about creating an environment where all team members, regardless of their differences, can thrive and fully participate in the activities of the organization without fear.

The support for diversity, equity, and inclusion (DEI) initiatives is to address inequities for marginalized groups and ensure conducive working environment for all persons. In this framework, it is observed that there is a broader opportunity to use DEI as a strategic lever in tackling the key challenges of inequalities and make the practice a critical driver of organizational effectiveness.

It could be observed that retention can be influence positively in many different ways by creating a workplace that is welcoming to all persons within an organsiation and fostering a

sense of belonging that boosts engagement, group cohesion, motivation, commitment, and satisfaction of workers.

The framework portrays employee engagement and employee experience as drivers of employee retention. This is because an employee's feelings about job as to whether there is a sense of belonging, commitment, motivation, and the sense that their voice is heard and valued, and their experience of the work and their engagement with it all play a major role in employee retention.

The focus of the framework is to describe how organizations can develop policies and initiatives to support and promote the representation and participation of different groups of individuals regardless of age, race, religion, ethnicity, gender, sexual orientation, or disability. Practice of these initiatives and policy are key such that they provide a conducive working environment for all employees.

The DEI initiatives, strategies, and policies as outline in the framework focuses on providing equal access and equal opportunity for the underrepresented and promoting diverse backgrounds, experiences, and expertise to improve employee workplace.

As pointed out by Baum (2021), DEI initiatives help organizations identify and eliminate policies, practices, and behaviors that are biased. The study revealed that organizations that promote and support DEI are 2.6 times more likely to increase employee engagement and improve retention, among many other benefits.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section looks at the methods that will be employed to ensure that the objectives of the study are met. It covers the data collection procedures, sampling techniques, sample size determination as well as how the data collected will be analyzed.

3.2 Research paradigm and philosophies

Paradigms are the "basic set of beliefs that guides action" (Guba, 1990, p. 17) and shape both what we see and how we understand it" (Babbie et al, 2007: 32). There are several research paradigms including positivism, post positivism, Interpretivism or constructivism, pragmatism, Feminism, Critical theory and Post colonialism. Researchers, however, often rely on positivism, constructivism and pragmatism during their enquiries.

Interpretivism or constructivism relates to individuals seeking to understand the world in which they live and work by ascribing subjective meanings to their experiences. These experiences are multiple in nature and so researchers look for the complexities of these experiences rather than narrow the meanings to a few experiences or views. Most of the qualitative studies employ the interpretive lens.

Positivism is a scientific approach to enquiry which believes in strict cause and affect relationships. Though related to the positivists, the postpositivist believe that all cause-and-effect relationships are associated with probabilities. Both positivism and post-positivism ascribe to logical, empirical, cause-and-effect oriented, and deterministic enquiry based on a priori theories (Creswell, 2015). This research adopts a positivist stance and will rely on the quantitative research approach that is often backed by the positivist or the post positivist paradigm.

3.3 Research Design

Cresswell (2018) defined a research design as the blueprint or framework of techniques and methods that are adopted in carrying out a particular research work with the ultimate goal of seeking answers to the research questions. The research design sheds light into how the research is to be carried out with the use of specific investigative procedures.

In simple terms, research design is a plan of the methods and procedures that are used by the researchers to collect and analyze data (Shukla, 2008). Research design is therefore the summary of how the survey is to be conducted right from the collection of data to analysis (Sullivan, 2004).

The study adopts the descriptive cross-sectional survey design. The choice is based on the fact that it involves the collection and analyzing data with the view to understanding issues relating to diversity and inclusion in organizational settings. The study will adopt a cross-sectional survey design since data will be collected at just one point in time.

A survey design provides a quantitative description of trends, attitudes, and opinions of a population, or tests for associations among variables of a population by studying a sample of that population (Creswell and Creswell, 2017). Surveys help to answer descriptive questions and questions about relationships among variables. The survey design helps to make inferences about relationships among variables using samples to make generalizations about a target population.

3.4 Organizational profile

Nestle was established in the 1860s by Henri Nestlé, a pharmacist, who started with the development of food for babies who were unable to breastfeed. His first success was a premature infant who could not tolerate his mother's milk or any of the usual substitutes. People

quickly recognized the value of the new product, after Nestlé's new formula saved the child's life, and soon, Farine Lactée Henri Nestlé was being sold in much of Europe (Nestle, 20216).

In 1905 Nestlé merged with the Anglo-Swiss Condensed Milk Company. By the early 1900s, the company was operating factories in the United States, Britain, Germany and Spain. World War I created new demand for dairy products in the form of government contracts. By the end of the war, Nestlé's production had more than doubled.

The 1920s saw Nestlé's first expansion into new products, with chocolate the Company's second most important activity. The end of World War II was the beginning of a dynamic phase for Nestlé. Growth accelerated and companies were acquired. In 1947 came the merger with Maggi seasonings and soups. Crosse & Blackwell followed in 1960, as did Findus (1963), Libby's (1971) and Stouffer's (1973).

Diversification came with a shareholding in L'Oréal in 1974 (Nestle, 2016).

Nestlé divested a number of businesses1980/1984. Fgh, lk in 1984, Nestlé's improved bottom line allowed the Company to launch a new round of acquisitions, the most important being American food giant Carnation.

Since 1996 there has been other acquisitions including San Pellegrino (1997), Spillers Petfood (1998) and Ralston Purina (2002). There were two major acquisitions in North America, both in 2002: in July, Nestlé merged its U.S. ice cream business into Dreyer's and in August, a US$ 2.6bn acquisition was announced of Chef America, Inc.

In 2003 Mövenpick Ice Cream was acquired, enhancing Nestlé's position as one of the world market leaders in this product category. In 2006, Jenny Craig and Uncle Toby's were added to the Nestlé portfolio and 2007 saw Novartis Medical Nutrition, Gerber and Henniez join the Company.

Nestlé's portfolio in Central and West Africa includes a variety of brands in several food and beverage categories including dairy, culinary, coffee, beverages, infant nutrition, bottled water and confectionery.

Nestlé Ghana Limited started business in Ghana in 1957 under the trading name of Nestlé Products (Gh) Limited with the importation of Nestlé products such as milk and chocolates. In 1968, it was incorporated as Food Specialties (Gh) Limited to manufacture and market locally well-known Nestlé brands.

The company became Nestlé Ghana Limited in 1987. In 1971 the production of the IDEAL Milk and MILO started at the Tema Factory. The factory has since been further developed and now also produces CARNATION milks, Chocolim, Chocomilo Cerevita, Cerelac and Nescafé 3 in 1. These products are not only produced for Ghana but also exported across West Africa.

In 2003, Nestlé Ghana Ltd invested in a new warehouse, the Central Distribution center, located next to the factory in Tema. The company also runs sales offices with warehouses in Kumasi, Takoradi, Koforidua and Tamale.

The Company has invested some 130 billion cedis in 2004 and 2005 to increase its production capacity, particularly in cocoa-based beverages, and to construct modern and efficient distribution facilities next to the factory in Tema.

Enhancing quality of life and contributing to a healthier future. Driven by the purpose to wanting to help shape a better world and inspire people to live healthier lives. This is how the company contribute to society and ensure its long-term success.

Since its establishment in 1957, Nestlé Ghana Ltd has over the past sixty years been committed to promoting Nutrition, Health and Wellness of individuals and families in Ghana. On the 60^{th} independence of Ghana, the company, as old as Ghana's independence, reflected on its

significant contribution to other relevant sectors such as Education, Youth and Sports and Agriculture to create shared value for society.

Based on the rich history of the company and being a multinational diverse employee across the world, the researcher deemed it fit to select the company as a case study. This became necessary to investigate the organization's diversity, equity and inclusion practices and how that has influenced the performance of its employees. The choice of the company enabled the researcher to interact with the diverse employees in the organization.

3.5 Data Sources

There are two types of data source when conducting scientific research, which primary data and secondary data source. The primary data source is the firsthand information obtained for a study. The secondary source of data refers to existing data that has previously been used for a specific purpose and been adopted for another purpose.

The study will rely solely on primary data. The primary data is the raw data unprocessed data acquired from respondents through interviews and questionnaires when necessary. The study relied heavily on the administration of a structured close ended questionnaire to the workers of the organization.

The questionnaire was administered to DEI champions, line and departmental managers, junior employees and some selected directors to explore the influence of Diversity, Equity, and Inclusion (DEI) initiatives on employee retention within Nestle Ghana Limited.

3.6 Methods and Tools for Data Collection

Data was collected using interviews. The questionnaire is structured into four main parts: Part 1 requested demographic information of the respondents. Part 2 covers issues relating to

diversity, equity and inclusion in the organization. Part 3 tests a 12-element questionnaire on employee engagement while Part 4 focuses on employee satisfaction.

The questionnaire was administered using a hybrid format that includes physically contacting the respondents and electronically via google forms. This ensured a wider coverage of potential respondents within the organization.

3.7 Population of Study

Population of a study refers to the total unit in which the sample size is drawn (Saunders et al, 2001). Population is therefore all possible cases of interest (Mason et al, 1997). The target population for the study encompasses all 5000 employees at Nestle Ghana Limited. The selection of Nestle Ghana Limited was because it is impossible to conduct field work in all the Multinational organisations in the metropolis where both local and international diversity, equity and inclusiveness is considered pivotal for employees' retention. Some of the criteria used to select the organisation was that the is a multinational organisation located in more than five different countries across the world. Additionally, the company is one that has diverse employees from different demographic backgrounds.

3.8 Sample Size determination

Sample size is defined as a subgroup or part of a larger population (Saunders et al, 2007). It is therefore a set of units chosen from a larger population which gives a true reflection of the population (Mason et al, 1999).

The confidence in data analysis in research and the extent to which one can generalize would therefore depend on the suitability of the sample size and the way it is chosen. There are several formulas that can be used to select the sample size for a particular study.

In this study, I employed Slovin's formula which is appropriate to use when you have an idea about the population but with limited information about how it behaves. Here, I have knowledge about the standard deviation or the confidence interval which means the z-score cannot be determined.

The formula is described as:

$$\text{Sample size (n)} = \frac{N}{1+N(e^2)}$$

Where, N = population size and *e* = margin of error.

Using a 95% confidence level with ±5% precision for calculations. Hence, the pre-calculated sample size is given as.

$$\text{Sample size (n)} = \frac{N}{1+N(e^2)}$$

$$= \frac{5{,}000}{1+5{,}000(0.05^2)}$$

$$= 370.37$$

$$\approx 370$$

3.9 Sampling Techniques

A sampling technique or method refers to the technique that is used to select target respondents (Cresswel, 2014). The sampling technique can be classified in two (2) types namely probability and non-probability sampling techniques. Researchers have at their disposal both probabilistic

and non-probabilistic techniques of selecting respondents for their study. A sampling is probabilistic when it is based on random selection of participants.

This study is mainly applying the probability sampling methods focusing on simple random sampling method. The aim of the simple random sampling technique is to give equal opportunity to the target respondents to be selected to participate in the study. This approach was adopted because it is useful in ensuring that there is a balance of views and this makes the results of the study representative. Respondents from the multinational organisation are the target study area where respondents were selected to access the influence of diversity, equity and inclusion practices of the organization on employee's retention. This study adopts the simple random sampling technique which means everyone in the population has equal chance of being selected. This has the advantage of eliminating bias in the sampling frame.

3.10 Instrumentation

In order to obtain accurate data for this study, a survey questionnaire was used as the main instrument for the data collection. This meant that the primary data used for the study was collected mainly by only designed questionnaire. The questionnaire was purely close ended questions, where questions were asked and possible solutions provided, which respondents could select from. The questionnaire as an instrument for data collection is considered widely as one of the best tools for scientific data collection method, especially for quantitative research (Creswel, 2014), hence its selection for this study.

3.11 Measurement

In line with the study objectives, methodology, theoretical and conceptual framework, a single sets of research apparatus were adopted. The quantitative data collection, which employed a standardised questionnaire (Appendix) to elicit information from respondents was used. About

11 socio-demographic characteristics that were known to have an influence on teachers were considered. However, only five socio-demographic variables were used in the analysis presented in this study. The socio-demographic characteristics used in the study are (1) Age, (2) Sex (3) Marital Status (4) Level of Education (5) Number of years in the organisation.

Age was originally measured in complete years but was then recoded into 10-year groups starting from 19-29 to 69+ for the purpose of simplifying the analysis.

Also, the marital status variable was originally measured to have six responses, which are: 1) Never married, 2) Married, 3) living together/consensual/informal, 4) separated 5) divorced and 6) widowed. But the marital status variable was coded to have only five responses. 'Single', 'Married' 'Divorced', "Widowed" and 'others.

On the parameters used for the research objectives, an 8-point scale of 0=Do not Agree, 1=least level of agreement, …, 8=Highest level of agreement was used.

3.12 Data analyses

Data collected from various sources from the field were cleaned before being analyzed. The completed questionnaires were collected for analysis. The responses from each respondent were entered in an excel sheet. This was uploaded for analysis using STATA 15 software.

The analysis involved both descriptive statistics and inferential statistics that test the relationships among the variables. The data was analyzed using descriptive statistics, frequencies, correlation and regression analysis with the aid of the Statistical Package for Social Sciences (SPSS) version 20 and STATA.

3.13 Ethical Issues Addressed

A formal approval was obtained from the ethical committee of the University to enable the collection of data for the study. During data collection stage, the researcher sought informed consent from respondents and assured them of confidentiality.

The overall purpose and objectives of the study was explained to the participants and the researcher requested their voluntary participation. The process and approach of the interview was also explained, and each respondent was well informed that he/she is free at any point in time to opt out of the process if he/she so desires.

All the requirements of ethical considerations were followed to ensure that the work is done in accordance with the University's requirements.

3.14 Ethical Considerations

Anderson and Arsenault (2000), state that acceptable standards and specific consideration for ethical research are as follows:

1. Those risks to participants are minimized by research procedures that do not unnecessarily expose them to risks.
2. Those risks to participants are outweighed by the anticipated benefits of the research.
3. That the rights and welfare of participants are adequately protected; the HR manager was informed, and researcher got the consent and ethical approval prior to the research. At the end of every engagement during the administering of the questionnaire, the researcher asked permission to use data collected for research and academic purposes and has been given consent and approval.

3.15 Summary

This chapter has presented and discussed the various methodological choices, methods, and techniques used to collect data for this study. It included how the data collected will be managed and analyzed in an attempt to answer the objectives of the study. The chapter also considered and discussed sampling processes and various sources of data to be collected.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

4.1 Introduction

In this chapter, the primary emphasis is placed on analysis and discussion on the impact of diversity, equity and inclusion initiatives on employee's retention at Nestle Ghana Limited. The chapter presents the results of hypothesis testing utilizing t-test in. The results were discussed in relation to previous studies conducted on the topic. The chapter covers summary statistics, diagnostic tests, results obtained from the data analyses and the discussion of these findings.

4.2 Demographic characteristics of respondents

The study collected data on the characteristics of the employees and people in management positions in the company. Table 4.1 presents a summary of these features in terms of frequencies and percentages.

Table 4.1: Demographic characteristics of respondents (n=215)

Characteristics of respondents	n (%)
Age categories	
Below 21	17 (7.9)
21-30	94 (43.7)
31-40	43 (20.0)
41-50	40 (18.6)
51-60	21 (9.8)
Sex	
Female	106 (49.3)
Male	109 (50.7)
Marital status	
Single	63 (29.3)
Married	143 (66.5)
Divorced/Separated	9 (4.20)
Level of education	
Primary	8 (3.7)
Secondary	58 (27.0)
Tertiary	149 (69.3)
Years working with this organization	
0 -5	34(15.8)
6- 10	78 (36.3)
11-15	76 (35.4)
16+	27 (12.6)
Position	
Junior staff	178(82.8)
Line manager	26 (12.1)
General manager	9 (4.20)
Board member	2 (0.9)

Majority (43.7%) of the respondents sampled for the study are between the ages of 21 and 30 years. This is followed by respondents between the ages of 31 and 40 (20.0%) and then those

between the age range of 40 to 51 years (18.6%). There is gender balance between the respondents sampled even though males (50.7%) are a little more than the female (49.3%).

A large proportion of the respondents (66.5%) are married and those that are single are also quite substantial (29.3%). All the respondents have some level of formal education. Majority of the workers hold at least a first degree (69.3%) followed by those with secondary education corticates (26.9%).

Demographic information further showed that majority of the respondents have been in the organization for more than 5 years. Seventy-eight (36.3%) of the respondents have been in the organization between 6 to 10 years, followed closely by those between 11 to 15 years (35.4%). A large majority of the respondents are junior workers (82.8%), followed by line manager (12.1%). Only two (2) of the Board members took part in the survey.

4.3 Scale development and properties

The study constructed a summary of the responses from each of the survey questions and subscales using STATA 16 statistical software package. A composite index was constructed for Diversity, Inclusion, Belonging, Diversity and inclusion practices, Employee engagement, and Employee satisfaction. Details of the scale properties are presented in Table 4.2.

Table 4.2: Scale properties for DEI Initiatives, Engagement and Satisfaction (n = 215)

Scale domain	Items in final scale	Scale range	Mean score
Diversity	7	10 to 34	24.0
Inclusion	10	23 to 52	40.02
Equity	5	10 to 26	19.86
Belonging	6	15 to 30	23.6
Diversity and inclusion practices	6	11 to 32	22.6
Employee engagement	12	24 to 61	46.4
Employee satisfaction	8	11 to 40	30.6

From Table 4.2, employee engagement has the highest number of items, followed by inclusion. Equity has the lowest number of items on the scale. Employee engagement (46.4) and inclusion (40.02) have the highest mean scores. This suggests that employees have high level of agreement with the questions.

4.4 Relationship between DEI initiatives and employee satisfaction and engagement

This objective examines the relationship between DEI initiatives and employee satisfaction and engagement. A correlation analysis was employed since the emphasis is on testing the relationship between the variables.

The findings showed a weak positive relationship between DEI initiatives and employee satisfaction and engagement as shown in Table 4.3a. Overall, the result showed that diversity, equity and inclusion have a positive relationship with employee engagement and employee satisfaction.

It was found that only a positive and weak relationship between the feeling of Belonging and Employee engagement but not with employee satisfaction.

Table 4.2a: DEI initiatives and employee satisfaction and engagement (n = 215)

DEI initiatives	**Employee Satisfaction**	**p-values**	**Employee Engagement**	**p-values**
Diversity	r = 0.19	0.01***	r =0.44	0.00***
Inclusion	r =0.20	0.00***	r =0.30	0.00***
Equity	r =0.21	0.00***	r =0.30	0.00***
Belonging	r =0.04	0.53	r =0.20	0.00***

***** p<0.01, ** p<0.05, * p<0.1**

The study further tested the hypothesis that perceptions about the DEI Initiatives vary with age. Findings presented in Table 4.3b showed a positive and significant correlation between age, diversity and inclusion. Even though this relationship is weak, it suggests that the feeling of diversity and inclusion increases with age. However, no such relationship was found for the feeling of **belonging** and **equity** in the analysis.

Table 4.3b: Age and DEI Initiatives (n = 215)

DEI initiatives	Age	**p-values**
Diversity	r = 0.26	0.00***
Inclusion	r = -0.32	0.00***
Belonging	r = -0.09	0.19
Equity	r = -0.03	0.66

***** p<0.01, ** p<0.05, * p<0.1**

Diversity, equity, and inclusion are high-profile issues that affect every facet of modern organizations in the era of advanced technology and digitalization with widespread use of social media.

Results from this current research showed that diversity, equity, and inclusion have a positive relationship with employee engagement and employee satisfaction.

This is consistent with earlier empirical research that showed that job satisfaction and company loyalty are highly influenced by workers' perceptions of fairness and opportunity (Su et al., 2022).

The current findings highlight the importance of inclusion in shaping employee happiness and organizational operations. Employees' feeling of belongingness boosts engagement, work happiness, and organizational loyalty (Alanazi et al., 2023).

Aside the internal benefits, organizations' external reputation and brand image are increasingly linked to diversity and inclusion (Fitriana, 2023). It is acknowledged that customers now expect companies to demonstrate social responsibility and diversity (Cooke et al., 2020).

Since customers often comprise of people with different make-ups, thus, with economic, social and physical differences, it is important for companies to exhibit diversity and inclusion so as not to discourage certain group of people from patronizing their products due to perceived discrimination.

Recent evidence shows that companies are demonstrating a strong commitment to diversity and inclusion which may allow them to reap the fruits of building goodwill with shareholders, investors and other stakeholders while also attracting diverse customers (Fitriana, 2023) .

A study conducted by Johnson et al. (2020) found that organizations with more diverse workforces tended to have lower turnover rates.

Additionally, companies with diverse workforces are more innovative, have stronger problem-solving capabilities, and are better able to attract top talent as the reduce turnover (Olusanya, 2023).

Despite these benefits, Samet et al. (2022), pointed out that it very challenging for companies to embrace diversity and inclusion. The challenges with fully implementing and embracing diversity and inclusion policies include reluctance to adapt, deep-rooted prejudices, and weak organizational support networks.

It is worth emphasizing that diversity and inclusion programs must be fully integrated with the broader aim and values of the company in order to be effective.

A positive view of employees regarding inclusiveness improves job satisfaction, engagement, and well-being (Taris, 2023). Employees sense of inclusion and feeling of belonginess in the organization substantially affect their job satisfaction and dedication to the company. Thus, it behooves modern business to recognize and manage certain perceptual traits to improve diversity and inclusion initiatives and workplace culture.

Empirical research document a direct effect of organization's diversity and inclusion efforts on internal and external business outcomes (Pfajfar et al., 2022). In this light, there is an increasing trend of modern organizations' value of diversity and inclusion because they offer several advantages to individuals and businesses.

Organizational performance is enhanced by diverse teams because they are innovative, creative and problem-solving (Yee et al., 2020). Diversity and inclusiveness become more important for businesses as globalization and cultural linkages grow (Torres et al., 2023).

There is a consensus in existing body of research that an inclusive workplace where employees feel valued and appreciated improves their well-being and engagement (Makridis & Han, 2021).

The findings of this study are therefore of particular importance because, employee engagement and satisfaction are key in the success of every organization. Employee satisfaction is one of the major indicators of measuring the performance of an organization as well as the individuals. It is only when employees are happy and satisfied that they demonstrate loyalty and are also more likely to stay with the organization for a much longer time.

A business's appreciation and sensitivity of culture greatly influences its inclusivity and diversity practices (Fitriana, 2023). An organization that is culturally sensitive fosters employee inclusion through the encouragement of respect and understanding. Being culturally

sensitive involves acknowledging and honoring individual experiences whiles creating an inclusive environment that welcomes diverse opinions. Practically, an employee's sense of inclusion is tied to his/her business affiliation.

Companies need to adopt diversity and inclusion practices in their daily activities to bring the best out of their employees and to build employee loyalty. Positive impressions created with companies that embrace diversity will go a long way to affect their overall customer ratings and profitability.

4.5 Factors affecting employee satisfaction and engagement

This objective is sought to investigate the factors affecting employee satisfaction and engagement in the organization. The study employed a linear regression analysis with the composite index of employee satisfaction and engagement serving as the dependent variables. Two estimations were done as shown in Table 4.4 below.

Table 4.4: Factors affecting employee satisfaction and engagement (n=215)

Variables	Engagement	Satisfaction
	Coefficient	Coefficient
Sex of respondent (ref. female)		
Male	-1.141	-2.905***
	(0.898)	(0.799)
Marital status (ref. single)		
Married	-0.478	-2.142
	(1.461)	(1.300)
Divorced/Separated	0.470	-1.592
	(2.534)	(2.255)
Level of education (ref. primary)		
Secondary	-12.90***	-4.888**
	(2.443)	(2.174)
Tertiary	-14.95***	-5.154**
	(2.385)	(2.122)
Years working with this organization (ref. 0 – 5 years)		
6 – 10	3.667**	2.678*
	(1.614)	(1.436)
11 – 15	3.207*	3.522**
	(1.930)	(1.717)
16+ years	5.818**	4.769**
	(2.458)	(2.187)
Position (ref. junior staff)		
Line manager	3.838***	-0.991
	(1.307)	(1.163)
General manager	0.888	-1.032
	(1.461)	(1.300)
Board member	15.83***	0.272
	(4.635)	(1.792)
Age categories (ref. below 20)		
21 – 30	3.811*	4.033**
	(1.974)	(1.757)

31 – 40	3.071	4.346**
	(2.219)	(1.975)
41 – 50	1.692	1.746
	(2.266)	(2.017)
51 – 60	-0.784	3.107
	(2.550)	(2.269)
Constant	**53.44*** **	**32.92*** **
	(2.945)	**(2.621)**
Observations	**215**	**215**
R-squared	**0.334**	**0.190**

Standard errors in parentheses *** p<0.01, ** p<0.05, * p<0.1

For employee engagement, the results showed that Level of education, number of years working in the organization, position and age are the significant determinants. The results showed that higher levels of education reduce the perception of the existence of employee engagement in the organization.

Employees working in the organization for more than 16 years saw the working environment to be more engaging than their counterparts who joined at most, in the past five years. Line managers and board members indicate higher levels of employee engagement than junior staffs.

For employee satisfaction, sex, levels of education, number of years working in the organization and age were found to be significant predictors. Male employees are less likely to be satisfied than their female counterparts. Higher levels of education also reduce the level of employee satisfaction in the organization. The higher the number of years working in the organization, the more satisfied the employee become. Employees within the ages of 21 to 40 are more satisfied in the organization compared to those below 20 years.

The current study, using Nestlé Ghana Ltd. as a case study, investigated the impact of DEI initiatives on employee retention in multinational organizations. Results from the linear regression analysis showed that level of education, number of years working in the organization, position and age are the significant determinants of employee engagement. For employee satisfaction, sex, levels of education, number of years working in the organization and age were found to be significant predictors. The findings are consistent with results of (Rukh et al., 2015).

Literature document that factors affecting employee satisfaction range from demographic, financial and non-financial. A study by Rukh et al. (2015) showed that the factors that affect employee satisfaction vary according to the rank or job position, age, work experience, salary and designation. In his study, Employees above 50 years, with greater experience, and in higher management positions were found to be more satisfied with pay, promotion, work stress, work condition and working environment.

Other factors found in the literature to influence employee satisfaction are training and development, service support, working conditions, employee empowerment, Job Safety and security, team dynamics and leadership support (Masood et al., 2014; Shan et al., 2014). Organization development factors, Work task factors, Job security factors, Policies of compensation and benefit, as well as existence of opportunities are also key determinants of employee satisfaction.

Another study that measures the level of satisfaction among Kuwaiti IT workers emphasized the statistically significant association between work position and work satisfaction. Specifically, individuals in a leading position reported higher satisfaction compared to individuals in non-leading positions. This is consistent with the findings from this study (see

Table 4.3b) that the feeling of diversity and inclusion is mostly reported among the elderly workers, majority of who are in managerial positions.

To promote a sense of inclusiveness, workplaces or work environments must encourage, embrace, and empower people from various backgrounds to perform at their best. For multinational companies like Nestlé Ghana Ltd., it is important to strengthen its diversity and inclusive practices because their impacts on growth and profitability of the organization cannot be overemphasized.

Aside policy compliance, inclusion builds trust, collaboration, and strong relationships amongst coworkers (Heaney et al., 2021).

The findings that level of satisfaction and engagement decrease with level of education may suggest that with education, people become more enlightened about what they can do and how they expect to be involved in the activities of the organization.

Their understanding and perception about satisfaction may be broader than those with no or little education. It can also be argued that such people may not be involved frequently in decision making by their superiors or managers for fear of the later losing their positions to them. Education may create some level of insecurity for managers, especially those with lower qualifications.

Emotional, physical and cognitive attachment of employees to their work is very fundamental for their job satisfaction. It not surprising that this study found a positive relationship between employee engagement and satisfaction. To reap the full benefits of employees and to create a healthy work environment, it is important that Nestlé Ghana Ltd. and other multinational companies should create equal opportunities for all employees and with managers opening their doors for employee complaints and suggestions.

4.6 Diversity and inclusion practices, employee engagement and satisfaction

The final objective tests the correlation between available diversity and inclusion practices on one hand, and employee engagement and satisfaction on the other hand as shown in Table 4.5a. The correlation analysis showed a positive, significant relationship between Diversity and inclusion practices, employee engagement and satisfaction.

Overall, the strength of this relationship is weak but much stronger for engagement compared to satisfaction. There is also a positive correlation between employee engagement and employee satisfaction.

Table 4.5a: Diversity and inclusion practices and employee engagement and satisfaction (n=215)

	DI practices	**Engagement**	**Satisfaction**
DI practices	1.00		
Engagement	0.35***	1.00	
Satisfaction	0.13*	0.24***	1.00

The study took a step further by employing the Chi Square statistics to test whether significant differences exist among the demographic characteristics and the various diversity and inclusion practices available in the organization. Results presented in *Table 4.5b* showed that employee perceptions about the nature of diversity and inclusion practices available in the organization vary across individual specific demographic factors.

Table 4.5b: Diversity and Inclusion perceptions among demographic characteristics (n=215)

Variable	Pearson chi(X^2)	p-values
Sex	52.78	0.00
Age	233.99	0.00
Marital status	149.17	0.00
Level of education	204.57	0.00
Years working with this organization	292.46	0.00
Position	274.57	0.00

Employee perception about diversity and inclusion practices shape their relationship with management and coworkers. A positive impression is very vital for the organization as the worker becomes more involved and actively engaged in work-related activities.

This study tested the correlation between employees' perception about Diversity and inclusion practices on employee engagement and satisfaction. The essence is to find out the awareness of employees of availability of these practices and then test their correlation with employee satisfaction and engagement. This is because modern businesses prioritize employee inclusion, diversity and belonging because they affect job satisfaction, organizational success, and workplace experiences.

The results showed a positive, significant relationship between diversity and inclusion practices, and employee engagement and satisfaction. Overall, the strength of this relationship is weak, however, it is much stronger for engagement compared to satisfaction.

There is also a positive correlation between employee engagement and employee satisfaction. This research findings showed that employee views on diversity and inclusion practices affect their level of satisfaction and engagement. Therefore, the findings are in line with (Fitriana,

2023) whose qualitative study showed that inclusion perceptions affected employee satisfaction.

The result suggested that employees appreciate the existence of these practices in the organization. Most of the respondents indicated high levels of agreement with the questions on practices. It is argued that employees feel satisfied when they see that organizational policies embrace diversity and inclusion. That sense of belonging also brings the best out of these employees who may go an extra mile to perform their duties in good faith to enhance organizational goals.

According to Fitriana (2023), business regulations, behavior of management members, and regular interactions shape employees' perceptions of inclusiveness. Representation at the workplace greatly shape the views of employees about diversity and inclusion. It has been documented by previous studies that when employees see people from diverse backgrounds in different positions in the company, it makes them feel more connected and recognized.

For Nestlé Ghana Ltd., perception of the inclusion and diversity practices is influenced by demographic variables such sex, age, marital status, level of education, position and the number of years an employee has worked in the organization. It also suggests that perception on the level of diversity and inclusion practices vary across these individual characteristics.

However, as (Wilkinson, 2020) argued, apart from physical differences, organizational representation requires valuing diverse perspectives, experiences, and achievements.

The promotion of positive perceptions of diversity in workplaces is hinged on the recognition of employees' opinions and contributions. Another important determinant of the feeling of inclusion is Equal opportunity. Building an inclusive workplace that provides all workers with equal opportunities, requires the removal of systemic barriers and biases from decision making.

While these initiatives are often the duty of management and owners of the business, enforcement will form a key part of the success story. The effectiveness depends on the commitment of management to ensure that every induvial is treated with respect and dignity. Any violations must be dully condemned and if it persists, it should attract sanctions or other forms of punishment to serve as a deterrent to other employees.

The weak correlation between diversity and inclusive practices in Nestlé Ghana Ltd. is an indication that the company needs not to relent on its efforts, rather, continue to promote these practices to create a working environment that is conducive for all manner of workers. The continual existence and promotion of these practices will further increase employee satisfaction and engagement, given the positive and significant relationship found among the variables in this study.

4.7 Summary

This chapter presents the findings of the study from the data collected from the respondents. The study employed both correlational and inferential statistics to meet its objectives. The findings showed a positive relationship between diversity and inclusion on one hand and employee satisfaction and engagement on the other hand.

The level of satisfaction and engagement is influenced by demographic factors with the more pronounced being the level of education. Perceptions about diversity and inclusion practices also vary significantly among the demographic characteristics of the respondents.

CHAPTER FIVE

CONCLUSION

5.1 Summary and hypotheses verification

Diversity, Equity, and Inclusion initiatives have become pivotal components of many corporate strategies, particularly in multinational corporations like Nestle Ghana limited. Organizations have focused on diversity, equity, and inclusive initiatives to creating a more inclusive and equitable workplace for employees, which significantly influence employee engagement and satisfaction leading to employee's retention.

This current study sought to assess the impact of Diversity, Equality, and Inclusion initiatives on employee's retention at Nestle Ghana Limited. The impulse of the study was to identify key diversity, equity and inclusion initiatives at the organization and how that has contributed to employee's engagement and job satisfaction, and how that made it possible for employees to remain in the organization irrespective of age, gender, ethnic background, religion, culture, race and color.

The results of the study corroborate the argument that deliberate DEI initiatives enahnces the effort of of employers to retain employees, which goes beyond only paying them lip service, but endeavour to nurture their employees and make sure the work environment is conducive to create work engagement and satisfaction in order to retain the employees. Retaining skilled employees is key to every organization's ability to execute efficiently, innovate, and maintain a competitive advantage, hence the need for employers to adopt strategies that will keep the employees.

Several hypothesis were eloborated

Hypothesis 1*: Implementation of diversity, equity and inclusion initiatives enhance employee's ability to confidently engage other colleagues advance the work of the organization.*

Hypothesis 2*: Efficient implementation of diversity, equity and inclusion initiatives creates the enabling environment that improve on the satisfaction of employees.*

Hypothesis 3*: organizations that effectively implement diversity, equity and inclusion initiatives provides conducive environment that brings about satisfaction, leading to the ability of the organization to retain employees.*

All hypotheses are verified to be true. Literature review supported the hypothesis, and both the data obtained confirm the hypothesis to be true.

5.2 Conclusion

Based on the outcome of this study, conclusion is made that the growing focus on diversity, equity and inclusion (DEI) policies is driven by the wide range of benefits they offer organizations, including increased creativity, better employee engagement, and improved employees' retention.

One of the most significant effects of successful DEI initiatives is their impact on employee retention. The ability to create conducive environments for all employees to showcase their talent without victimization or discrimination from any stakeholder of the organization.

The study made the point that diversity, equity, and inclusion initiatives have become critical in modern workplaces. These initiatives or practices create a more inclusive environment that

values diverse perspectives and ensures equitable treatment for all employees. In today's competitive business world, organizations must strongly and conciously recognize that fostering a diverse, equitable, and inclusive workplace culture is not just an ethical imperative, but also a strategic driver of employees retention for business sustainability and success.

It is evident that as organizations evolve, there's a noticeable shift from perceiving diversity, equity, and inclusion efforts as mere compliance practices to understanding their important role in enhancing employee loyalty, driving innovation, and gaining a competitive edge in the market.

5.3 Limitation of the research study

The following limitations need to be taken into cognizance in this study:

The study population and sample size could be more significant and will yield more data and maybe additional elements around the impact of diversity, equity and inclusion employee's retention. Using one multination company may not have provided sufficient perspective into the relationship between DEI initiatives and employees retention. Similarly, an increase in sample size may provide a more diverse response to enhance the outcome of the study

Time constrains made it difficult to extend the population to other multinational organization to present different experiences and perspectives into the relationship between DEI and employees' retention

5.4 Recommendation for further research

From this study, the following is suggested for further research:

It is recommended that further exploratory research be conducted in the developing area of diversity, equity and inclusion through qualitative research concentrating on the local companies and how they portray diversity, equity and inclusion in the workforce. When focus on in-depth interview and focus group with a much including expatriates and local employees. This could provide opportunity for participants to detail their lived experience regarding DEI and employee retention In the End, the knowledge earned from developing research on diversity, equity and inclusion can serve as a tool for helping non- diversity, non-equity and non-inclusion companies to become more interested in diversity, equity and inclusion in work environment which is increasingly co-dependent for employee's retention and organizational performance.

Moslow's hierarchy of needs is key to employee. It is believed that individual's desire to self-actualized, that is, to be all they can be can be achieved if only the more basic needs are met. In the view of Maslow, these needs play a significant role in the instincts of individuals and it contributes to motivating people to behave in a certain direction. For employees to achieve self-actualization the role of leadership is critical. Research that will include variables such as the role of leadership, incentives and follow ups will give additional value in understanding the phenomenon subject of this study and to appreciate the conceptualization of diversity, equity and inclusion practices in line with Abraham Moslow's hierarchy of need especially in developing nations.

Further research that will capture other sectors or industry would help to provide a holistic perspective into the subjective matter of diversity, equity and inclusion, and its relationship with employee's retention. Reproduce this research with the added element of increasing it to

a numerous case study methodology to examine diversity, equity and inclusion within different multinational organisations in different industries. This would enable the assessment of diversity, equity and inclusion practices in more than one size organization and industry, this will allow multinational organisations to utilize best practices in a deepen and authenticated way.

REFERENCES

1. Acar F. P. (2010). Analyzing the effects of diversity perceptions and share leadership on emotional conflict: A dynamic approach. The International journal of Juman Resource Management, 21(10), 1733-1753.
2. Arredondo, P. (1996). Successful Diversity management Initiates: A Blueprint for Planning and Implementation. Thousand Oaks: Sage.
3. Azeez, S. (2017). Human resource management practices and employee retention: A review of literature. *Journal of Economics, Management and Trade*, *18*(2), 1-10.
4. Babbie, E., Halley, F., & Zaino, J. (2007). *Adventures in social research: data analysis using SPSS 14.0 and 15.0 for Windows*. Pine Forge Press.
5. Baum, B. (2021). Diversity, equity, and inclusion policies: Are organizations truly committed to a workplace culture shift?. *Journal of Business and Behavioral Sciences*, *33*(2), 11-23.
6. Bechtoldt, M. N., De Dreu, C. K. W., & Nijstad, A. (2007). Team personality diversity, group creativity, and innovativeness in organizational teams. Sustainable Diversity EURODIV Working Paper No.1.2007 [available online] http://www.susdiv.org/uploadfiles/SD2007-001. pdf.
7. Bell, M.P and Kravitz, D.A. (2008), "From the Guest Co-Editors: What do we Know and Need to Learn About Diversity Education and Training?", Academy of Management Learning & Education, 7(3), 301-308.
8. Bock, F. L. (2017). *When and how does the promotion of inclusive global identities affect attitudes towards refugees in Germany?* (Master's thesis).
9. Bonnie Dowling, et al, (2022). Hybrid work: Making it fit with your diversity, equity, and inclusion strategy. McKinsey and Company.

10. Boston-Leary, K., Alexander, G. R., & Davis, S. (2024). Leveraging Maslow's Hierarchy of Needs to Build Nursing's More Inclusive Future. *Nursing Administration Quarterly*, *48*(1), 55-64.
11. Boutwell, K. R., & Byrd, M. Y. (2022). Inclusive Leadership Model: A Hierarchy of Learning Needs for Revolutionizing Inclusive Organizational Practice.
12. Cary Funk and Kim Parker, (2018). Women and men in STEM often at odds over workplace equity. Pew Reserch Center.
13. Chukwudi, O. A., & Eusebius, A. C. H. U. G. O. (2023). Diversity, Equity, and Inclusion (DEI): Exploring the Effectiveness of Human Resource Strategies and Practices in Fostering Diversity, Equity, and Inclusion in the Workplace and Understanding the Benefits of a Diverse Workforce in Nigeria. *Journal for Studies in Management and Planning*, *9*(9), 1-22.
14. Cissna, K. (2020). *Self-actualized leadership: Exploring the intersection of inclusive leadership and workplace spirituality at a faith-based institution of higher education*. Pepperdine University.
15. Creswell, J. W. (2015). Revisiting mixed methods and advancing scientific practices.
16. Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approach*. Sage publications.
17. Davidson, M. N., & Ferdman, B. M. (2002). Inclusion: What can I and my organization do about it? The Industrial-Organizational Psychologist, 39(4), 80–85.
18. Davidson, M.N & Ferdman, B.M. (2001). Diversity and Inclusion: What Difference Does it Make?, The Industrial/Organizational Psychologist, 39(2), 36-38.
19. Daya, P. (2014). Diversity and inclusion in an emerging market context. *Equality, Diversity and Inclusion: An International Journal*, *33*(3), 293-308.

20. Dr Giriraj Kiradoo (2022) Diversity, Equity, and Inclusion in the Workplace: Strategies for Achieving and Sustaining a Diverse Workforce. Advance Research in Social Science and Management, Edition 01 (2022), pp. 139-151.
21. Dr. Rana Zehra Masood, (2024). Impact of diversity and inclusion policies on employee retention in organizations: A study from Delhi-NCR.
22. Ehsan, S. M. A. (2021). Managing Workforce Diversity Through Human Resource Management. *Global Encyclopedia of Public Administration, Public Policy, and Governance*, 1-8.
23. Ekawahyu Kasih et al, (2024). The impact of diversity and inclusion initiatives on organizational performance. SSRN Electronic Journal. Doi:10.2139/ssm.4745689.
24. El-Amin, A. (2022). Improving organizational commitment to diversity, equity, inclusion, and belonging. In *Social justice research methods for doctoral research* (pp. 208-221). IGI Global.

expect from diversity recruitment, diversity training, and formal mentoring programs. In: Brief AP, ed. Diversity at Work. Cambridge University Press; 2008:265-317.

25. Ferdman, B. M. (1995). Cultural identity and diversity in organizations: Bridging the gap between group differences and individual uniqueness. In M. M. Chemers & S. Oskamp (Eds.), Diversity in organizations: New perspectives for a changing workplace (pp. 37–61). Thousand Oaks, CA: Sage.
26. Ferdman, B. M. (2003). Accounts of inclusion (and exclusion). The Industrial-Organizational Psychologist, 40(4), 81–86.
27. Ferdman, B. M. (2013). Frameworks for Understanding Inclusion. In B. M. Ferdman, & B. R. Deane (Eds.) Diversity at work: The practice of inclusion, Jossey-Bass.

28. Ferdman, B.M. (2013). The Practice of Inclusion in Diverse Organizations, in, Ferdman, B.M. & Deane, B.R. (eds.). Diversity at Work: The Practice of Inclusion, John Wiley & Sons, Inc.: San Francisco.
29. Francis, A. A. (2022). *Diversity, Equity, and Inclusion: Organizational People Leaders Affecting Change*. Touro University Worldwide.
30. Gasoreck, D. (2000). Inclusion at Dun & Bradstreet: Building a high-performing company. The Diversity Factor, Summer, 25–29.
31. Griffin, R., & Moorhead, G. (2006). Fundamentals of organizational behaviour: Managing people and organizations. Boston: Houghton Mifflin.
32. Guba, E. G. (1990). The paradigm dialog.
33. Hauret, L., & Williams, D. R. (2020). Workplace diversity and job satisfaction. *Equality, Diversity and Inclusion: An International Journal*, *39*(4), 419-446.
34. Hewlett, S. A., Marshall, M., & Sherbin, L. (2013). How diversity can drive innovation. Harvard Business Review, 91(12), 30-40.
35. Hunt V, Layton D, Prince S. Diversity matters. McKinsey & Company. 2015 Feb 2;1(1):15-29.
36. Hunt, V., Layton, D., & Prince, S. (2015). Diversity matters. *McKinsey & Company*, *1*(1), 15-29.
37. IBEC. (2003). Ireland's changing workforce: Harnessing diversity in the workplace. Dublin: Irish Business and Employers Confederation.
38. Jackson, S. E., & Joshi, A. (2011). Work team diversity, In Zedeck, S. APA handbook of industrial and organizational psychology, 1, 651–686.
39. Javed, H. (2024). Creating a positive workplace culture: diversity, equity, and inclusion initiatives. In *Innovative Human Resource Management for SMEs* (pp. 367-394). IGI Global.

40. Jayne, M.E.A. & Dipboye, R.L. (2004). Leveraging Diversity to Improve Business Performance: Research Findings and Recommendations for Organizations. Human Resource Management, 43 (4), 409-424.

41. Jones R, et al. 2020. Psychological impacts of diversity in the workplace. J Organ Behav. 41(6):546-562. https://doi.org/10.1002/job.2451.

42. Jones, A., & Brown, C. (2019). Diversity and team performance: A meta-analysis. Journal of Applied Psychology, 30(4), 567-580.

43. Jones, S. M., & Brown, A. R. (2019). Diversity and inclusion in the workplace: A review of current research and best practices. Journal of Applied Psychology, 104(2), 245-257.

44. Joplin, J. R. W., & Daus, C. S. (1997). Challenges of leading a diverse workforce. Academy of Management Executive, 11(3), 32–47.

45. Karakhan, A. A., Gambatese, J. A., Simmons, D. R., & Al-Bayati, A. J. (2021). Identifying pertinent indicators for assessing and fostering diversity, equity, and inclusion of the construction workforce. *Journal of management in engineering*, *37*(2), 04020114.

46. Kerich, V. (2024). *Influence of workforce diversity on employee retention among manufacturing-based industries in Multinational Corporations (MNCs) in Kenya* (Doctoral dissertation, Strathmore University).

47. Khan, K., & Javaid, Z. K. (2023). Analyzing Employee Performance through Workforce Diversity Management: Role of Workforce Diversity Characteristics. *Foundation University Journal of Business & Economics*, *8*(2), 85-101.

48. Kim Y, Park J. 2020. Diversity, inclusion, and employee engagement: Insights from correlational research. J Bus Ethics. 164(2):251-268. https://doi.org/10.1007/s10551-019-04355-8.

49. Kiradoo, G. (2022). Diversity, equity, and inclusion in the workplace: strategies for achieving and sustaining a diverse workforce. *Advance Research in Social Science and Management, Edition*, *1*, 139-151.

50. Kossivi, B., Xu, M., & Kalgora, B. (2016). Study on determining factors of employee retention. *Open Journal of Social Sciences*, *4*(5), 261-268.

51. Kulik CT, Roberson L. Diversity initiative effectiveness: What organizations can (and cannot)

52. Kurdi, B., & Alshurideh, M. (2020). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, *10*(16), 3981-3990.

53. Levitt, H. M., Bamberg, M., Creswell, J. W., Frost, D. M., Josselson, R., & Suárez-Orozco, C. (2018). Journal article reporting standards for qualitative primary, qualitative meta-analytic, and mixed methods research in psychology: The APA Publications and Communications Board task force report. *American Psychologist*, *73*(1), 26.

54. Linehan, M. & Hanappi-Egger, E. (2006). Diversity and Diversity management: A Comparative Advantage?, in, Larson, H.H & Mayrhoffer, W. (eds.). Managing Human Resources in Europe. Routledge: USA and Canada.

55. Marya Stiahailo – NEXTGENHR (2023). The impact of DEI in the modern workplace.

56. Maynard Webb (2017). how to alter your hiring practices to increase diversity.

57. McKinsey & Company (2023). Diversity matters even more: The case for holistic impact.

58. Monks, K. (2007), The Business Impact of Equality and Diversity: The International Evidence, Dublin: The Equality Authority and National Centre for Partnership & Performance.

59. Moore, S. (1999). Understanding and managing diversity among groups at work: Key issues for organizational training and development. Journal of European Industrial Training, 23 (4/5), 208–217.

60. Morley, M., Moore, S., Heraty, N., Linehan, M., & MacCurtain, S. (2004). Principles of organizational behaviour: An Irish text (2nd ed.). Dublin: Gill & Macmillan.

multinational study. J Int Bus Stud. 2018;49(3):457-478. https://doi.org/10.1057/s41267-018-0153-6.

61. O'Donovan, D. (2015). Diversity, inclusion, and organizational citizenship behaviours: A study of nurses in the Irish healthcare sector, Unpublished PhD Thesis, Cork Institute of Technology.

62. O'Donovan, D. (2017), "Inclusion: Diversity Management 2.0", in, Machado, C. and Davim, J.P. (eds), Managing Organizational Diversity: Trends and Challenges in Management and Engineering, Springer International Publishing: Germany.

63. Ohunakin, F., Adeniji, A., Ogunnaike, O. O., Igbadume, F., & Akintayo, D. I. (2019). The effects of diversity management and inclusion on organizational outcomes: A case of multinational corporation. *Business: Theory and Practice, 20*(3), 93-102.

64. Patel C, Davidson M. Employee perceptions of diversity and inclusion policies in diverse sectors. J Divers High Educ. 2021;14(2):234-247. https://doi.org/10.1037/dhe0000179

65. Robbins, S.P. (2003), Organizational Behaviour: International Edition, 10th Edition, New Jersey: Prentice Hall.

66. Roberson, Q. M. (2019). Diversity in the workplace: A review, synthesis, and future research agenda. *Annual Review of Organizational Psychology and Organizational Behavior*, *6*(1), 69-88.

67. Sabharwal, M. (2014). Is diversity management sufficient? Organizational inclusion to further performance. Public Personnel Management, 43(2), 197–217.

68. Saunders, C. L., Chiodini, B. D., Sham, P., Lewis, C. M., Abkevich, V., Adeyemo, A. A., ... & Collier, D. A. (2007). Meta-analysis of genome-wide linkage studies in BMI and obesity. *Obesity*, *15*(9), 2263-2275.

69. Saxena, A. (2014). Workforce diversity: A key to improve productivity. *Procedia economics and finance*, *11*, 76-85.

70. Shukla, P. (2008). *Essentials of marketing research*. Bookboon.

71. Singh, D. (2019). A literature review on employee retention with focus on recent trends. *International Journal of Scientific Research in Science and Technology, 6 (1), 425, 431*.

72. Smith J, Turner M. The impact of diversity and inclusion initiatives on employee turnover: A

73. Smith, A. E., Hassan, S., Hatmaker, D. M., DeHart-Davis, L., & Humphrey, N. (2021). Gender, race, and experiences of workplace incivility in public organizations. *Review of Public Personnel Administration*, *41*(4), 674-699.

74. Smith, A., & Jones, B. (2018). Employee retention strategies: A comprehensive study. Journal of Organizational Behavior. 42(3), 345-367.

75. Smith, J. K., & Johnson, L. M. (2020). The impact of diversity, equity, and inclusion on employee retention. Journal of Organizational Behavior, 45(3), 321-335.

76. Smith, J., Johnson, L., & Williams, K. (2020). The impact of diversity and inclusion initiatives on employee engagement and satisfaction. Journal of Organizational Behavior, 45(2), 123-136.

77. Sullivan, G. (2004). Studio art as research practice. In *Handbook of research and policy in art education* (pp. 795-814). Routledge.

78. Van Knippenberg, D. & Schippers, M.C. (2007). Work Group Diversity. Annual Review of Psychology, 58, 515-541.

79. Westin, N., & Victorin, F. (2023). How Could an Understanding of Diverse Personalities Improve Employee Engagement?

80. White, H., & Rice, M. (2010). The multiple dimensions of diversity and culture. Review of diversity and public administration: Theory, issues, and perspectives (2nd Edn.).

81. World Economic Forum report, (2024). Diversity, Equity, and Inclusion Lighthouses.

82. Alanazi, S., Dekhaela, S., Obaidy, S., Mutairi, F., Majid, K., Mufrij, H., Altoub, A., Al Badali, H., Alshakrah, M., & Al Sufian, T. (2023). Assessment of employee engagement in pharmaceutical care service at King Abdulaziz Medical City–Central region (KAMC): A cross-sectional study. *Saudi Pharmaceutical Journal*, *31*(5), 765-772.

83. Cooke, F. L., Schuler, R., & Varma, A. (2020). Human resource management research and practice in Asia: Past, present and future. *Human Resource Management Review*, *30*(4), 100778.

84. Fitriana, R. (2023). Cultivating inclusivity: A comprehensive study of diversity, inclusion initiatives and employee satisfaction. *Journal of administrative and business studies*, *9*(3), 146-162.

85. Heaney, E., Hunter, L., Clulow, A., Bowles, D., & Vardoulakis, S. (2021). Efficacy of communication techniques and health outcomes of bushfire smoke exposure: a scoping review. *International Journal of Environmental Research and Public Health*, *18*(20), 10889.

86. Makridis, C. A., & Han, J. H. (2021). Future of work and employee empowerment and satisfaction: Evidence from a decade of technological change. *Technological Forecasting and Social Change*, *173*, 121162.

87. Masood, A., Aslam, R., & Rizwan, M. (2014). Factors affecting employee satisfaction of the public and private sector organizations of Pakistan. *International Journal of Human Resource Studies*, *4*(2), 97.

88. Pfajfar, G., Shoham, A., Małecka, A., & Zalaznik, M. (2022). Value of corporate social responsibility for multiple stakeholders and social impact–Relationship marketing perspective. *Journal of business research*, *143*, 46-61.

89. Rukh, L., Choudhary, M. A., & Abbasi, S. A. (2015). Analysis of factors affecting employee satisfaction: A case study from Pakistan. *Work*, *52*(1), 137-152.

90. Samet, M., Chikha, S. B., & Jarboui, A. (2022). Nexus between corporate social responsibility performance and stakeholder value. *Journal of Cleaner Production*, *370*, 133312.

91. Shan, S., Li, C., Yao, W., Shi, J., & Ren, J. (2014). An empirical study on critical factors affecting employee satisfaction. *Systems Research and Behavioral Science*, *31*(3), 447-460.

92. Su, L., Houghton, J. D., Chen, S., & Zou, W. (2022). Does organizational empowerment promote self-leadership in hotel management? An analysis based on employees' cultural value orientation. *Journal of Hospitality and Tourism Management*, *53*, 165-175.

93. Taris, T. W. (2023). Workplace engagement and motivation. In *Advances in Motivation Science* (Vol. 10, pp. 179-213). Elsevier.

94. Torres, L., Ripa, D., Jain, A., Herrero, J., & Leka, S. (2023). The potential of responsible business to promote sustainable work–An analysis of CSR/ESG instruments. *Safety Science*, *164*, 106151.

95. Wilkinson, J. E. (2020). Social justice in educational policy and practice with particular reference to early childhood. *Handbook on promoting social justice in education*, 919-941.

96. Yee, R. W., Miquel-Romero, M.-J., & Cruz-Ros, S. (2020). Work-life management for workforce maintenance: A qualitative comparative study. *Journal of business research*, *121*, 329-337.

APPENDIX ONE

QUESTIONNAIRE

Dear respondent, this is an academic research questionnaire which is aimed at collecting data to explore the influence of Diversity, Equity, and Inclusion (DEI) initiatives on employee retention within multinational organizations. This study is a prerequisite for the award of a degree from the University. Your voluntary, objective and timely response to this questionnaire will help the researcher to fulfil this requirement. All respondents are assured of utmost confidentiality and non-disclosure of any sensitive information to third party regarding this academic exercise. Thank you for your corporation.

PART ONE: Demographic information (Please tick [√])

1. Age ……..
2. Gender:
    A. Male [ ]
    B. Female [ ]
3. Marital Status:
    A. Single [ ]
    B. Married [ ]
    C. Divorced/Separated [ ]
4. Level of education:
    A. No formal education [ ]
    B. Primary level [ ]
    C. Secondary level [ ]
    D. Tertiary level [ ]
5. How many years have you being working with this organization?
    A. 0 – 5 [ ]
    B. 6 – 10 [ ]
    C. 11-15 [ ]
    D. 16 + [ ]
6. Which of this best describe your position in your institution?
    A. Junior staff [ ]
    B. Line manager [ ]
    C. General manager [ ]
    D. Board member [ ]

PART TWO: Diversity, Equity, and Inclusion (DEI)

The focus of this section on to explore how satisfied or dissatisfied are you with the overall work climate/environment that you have experienced at your work place within the past 12 months in terms of diversity, equity, and inclusion. A five-point Likert scale is employed which categorized responses as Very Dissatisfied, Dissatisfied, Neither Satisfied or Dissatisfied, Satisfied, and Very Satisfied.

DIVERSITY

Diversity relates to anything that sets one individual apart from another, including the full spectrum of human demographic differences as well as the different ideas, backgrounds, and opinions people bring. The following questions ask you to rate conditions in your "primary work unit." If you work in two work units to an equal degree, please simply choose one to rate for this survey.

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	My ideas are seriously considered in my unit.	□	□	□	□	□
2	I see others like me in leadership positions in my department.	□	□	□	□	□
3	I have a voice in the decision-making that affects my work in my unit.	□	□	□	□	□
4	I see others like me at work.	□	□	□	□	□
5	My department values diversity and difference.	□	□	□	□	□
6	I feel that work and recognition is spread evenly within my team, regardless of one's identity.	□	□	□	□	□
7	I feel that work and recognition is spread evenly within my team, regardless of one's identity.	□	□	□	□	□

EQUITY

Considering your experiences over the past 12 months, please indicate your level of agreement with each of the following statements:

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	The workload is fairly and equitably distributed in my unit.	□	□	□	□	□
2	There are fair and equitable processes for determining compensation in my unit.	□	□	□	□	□
3	Support is provided fairly and equitably in my unit.	□	□	□	□	□
4	Rewards for work performance are fairly and equitably distributed in my unit.	□	□	□	□	□
5	I have opportunities at this company for professional success that are similar to those of my colleagues.	□	□	□	□	□

INCLUSION

This section focuses on inclusion which captures the degree to which employees are embraced and enabled to make meaningful contributions.

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	My opinion is asked for at work.	□	□	□	□	□
2	My opinion is heard and respected at work.	□	□	□	□	□
3	I am invited to contribute on my team	□	□	□	□	□
4	I am included in decisions that affect my work.	□	□	□	□	□
5	I have experienced unwelcome, hurtful and/or offensive comments from someone in my department	□	□	□	□	□
6	I have experienced discrimination in my department, based on my background.	□	□	□	□	□
7	People of all backgrounds have an equal opportunity to advance in this department	□	□	□	□	□
8	I am given the tools, resources and opportunities I need to succeed in my team.	□	□	□	□	□
9	Rules within my department are applied fairly to everyone.	□	□	□	□	□
10	The organization makes an effort to provide a level playing field for all to succeed.	□	□	□	□	□

BELONGING

This section explores an employee's feeling of being accepted as one's authentic self without fear of different treatment or punishment. If inclusion is an action, belonging is a feeling. Belonging is the feeling that results from the workforce actively engaging in inclusion.

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	I feel my unique background is valued.	□	□	□	□	□
2	I feel I am respected and treated fairly.	□	□	□	□	□
3	I feel my career development Is supported in my department	□	□	□	□	□
4	I feel comfortable talking about my identity at work	□	□	□	□	□
5	I have felt the need to play down or "cover" part of my identity at work	□	□	□	□	□
6	I feel that "extra work" is fairly divided within my team	□	□	□	□	□

DIVERSITY AND INCLUSION PRACTICES

This section explores employees' knowledge of the existence of some of the most effective diversity and inclusion best practices.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	There is well established framework that ensures a feeling of belonging in the organization	i	i	i	i	i
2	There is a balanced salaries and benefits packages for employees from different backgrounds	i	i	i	i	i
3	Management promotes and communicates diversity and inclusion at all levels of the organization	i	i	i	i	i
4	Management support teamwork and collaboration	i	i	i	i	i
5	Leaders in the organization know how to effectively manage a diverse workforce.	i	i	i	i	i
6	Leaders in the organization see D&I as important.	i	i	i	i	i

PART THREE (3): Employee engagement

This section explores the level of employee engagement in the organization.

The Gallup organization has developed and tested this 12-element questionnaire over 30 years and has administered it to more than 17 million employees. It has also correlated the relationship between the level of employee engagement and various business performance dimensions including productivity, safety, profitability, and customer focus.

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	I know what is expected of me at work.	□	□	□	□	□
2	I have the materials and equipment I need to do my work right.	□	□	□	□	□
3	At work, I have the opportunity to do what I do best every day.	□	□	□	□	□
4	In the last seven days, I have received recognition or praise for doing good work	□	□	□	□	□
5	My supervisor, or someone at work, seems to care about me as a person	□	□	□	□	□
6	There is someone at work who encourages my development.	□	□	□	□	□
7	At work, my opinions seem to count.	□	□	□	□	□
8	The mission or purpose of my organization makes me feel my job is important.	□	□	□	□	□
9	My associates or fellow employees are committed to doing quality work.	□	□	□	□	□

10	I have a best friend at work.	□	□	□	□	□
11	In the last six months, someone at work has talked to me about my progress.	□	□	□	□	□
12	This last year, I have had opportunities at work to learn and grow.	□	□	□	□	□

PART FOUR (4): Employee satisfaction

	Please evaluate the following statements by marking the box which corresponds to your opinion	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	I am satisfied with my career and opportunities for advancement	□	□	□	□	□
2	I enjoy a degree of autonomy which I need to be able to do my job	□	□	□	□	□
3	My working environment fosters a feeling of well-being	□	□	□	□	□
4	I am able to manage both work and family life well	□	□	□	□	□
5	My working hours are flexible enough for me	□	□	□	□	□
6	I believe I am paid appropriately	□	□	□	□	□
7	Good performance is well rewarded in our company	□	□	□	□	□
8	I believe not enough is demanded of me in my work	□	□	□	□	□

Thank You