MAINSTREAMING WORKPLACE DIVERSITY AND INCLUSION (D&I): POTENTIAL ETHICAL IMPLICATIONS

Chanchal Verma[1*], Dr. Vandana Madaan[2,] Dr. Sultan Singh[3]

[1*]Research Scholar, Department of Management, Maharishi Markandeshwar Institute of Management (MMIM), Maharishi Markandeshwar University (MMDU) Mullana (Ambala) Haryana

[2]Associate Professor of Management, Maharishi Markandeshwar Institute of Management (MMIM) Maharishi Markandeshwar University (MMDU) Mullana (Ambala) Haryana,

*Corresponding Author: Chanchal Verma

Key Highlights
The subsequent mentioned points are significant highlights of the study:
- This study provides an analysis of the fundamental principle underlying diversity and inclusion in the workplace.
- The paper elucidates the ethical responsibilities pertaining to diversity and inclusion.
- The literature assessment demonstrates that the presence of diversity alone, without the incorporation of equity and inclusion, is inadequate in attaining organizational objectives.
- The paper presents a conceptual framework encompassing the domains of Diversity, Inclusion, Ethics, and Sustainability.

Abstract:
Domestic and foreign companies of all sizes have pursued workplace diversity and inclusion for decades. Organizations succeed or fail based on society's ethics and diversity. Businesses recognize that society expects workplace tolerance and diversity. Fairness and inclusiveness in a business can enhance creativity, work happiness, and care quality, research shows. Workplace diversity boosts performance. Organizations can thrive with ethics and a code. Modern unethical firms are likely to fail. DEI underpins commercial ethics. Many companies support the policies yet emphasize DEI. A company's ethics code may promote diversity, equity, and inclusion. This study demonstrates the significance of diversity, equity, and inclusion (DEI) within the context of the workplace. The study provides insights into the motivations behind firms' adherence to workplace ethics and their commitment to diversity and inclusion. The significance of employee diversity and inclusion (D&I) and the ethical considerations for the future are of great importance to our organization.

Keywords: DEI initiatives, Ethical framework, Corporate Social Responsibility, Sustainability

1. Introduction
Diversity is the coexistence of people from different backgrounds, with a variety of skills, talents, and personality qualities, including but not limited to aspects of ethnicity, age, gender, and sexual orientation. A diverse team in the workplace is characterised by a balanced representation of individuals from various genders, ages, and ethnicities, as well as those possessing distinct cultural, intellectual, and professional backgrounds. On the contrary, an inclusive community places importance on the distinct attributes of every individual, irrespective of any contrasting factors. Over the recent decades,

numerous organizations, both big and small, nationally and internationally, have placed emphasis on promoting workplace diversity and inclusion. Promoting worldwide diversity and inclusivity necessitates reducing the energy expended on miscommunication and misconstrued messages. The presence of diversity and inclusion within an organisation has the potential to present both significant management challenges and opportunities. This phenomenon is linked to sufficiency, detrimental to the effectiveness of the organization, or insignificant. The promotion of diversity and equitable treatment within an organisation can cultivate an environment that nurtures creativity and innovation, potentially resulting in favourable outcomes in the future. The management of diversity is concerned with the effective utilisation of diversity and ethical considerations within an organisational context. Therefore, it is possible to analyse individual and structural perception and appreciation. **Deloitte's studies** reveal a simple formula: diversity plus inclusion equals improved business results. To put it another way, the value of diversity is diminished without inclusion. (**Ugoji, 2003)** In Nigeria, there appears to be a shift away from equal opportunity, which often, if unintentionally, leads to quotas and assumes assimilation as the main adaptation principle, and towards a more systematic, positive organisational approach to diversity management, appreciation of diversity, and conscious striving for a scientific, ethical, and results-oriented approach. Joyce's viewpoint reflects the increased recognition of D&I's impact on corporate performance. (**Bourke et.al, 2017**) Two-thirds of the 10,000 leaders surveyed in Deloitte's 2017 Global Human Capital Trends report ranked diversity and inclusion as "important" or "very important" to the organisation. (**Bourke and Dillon, 2011**) presented eight compelling diversity and inclusion their study to speed that conversation. It is the result of our collaboration with 50 global organisations with over 1 million employees. We use seven ground-breaking research studies on diversity of thought, inclusive leadership, and consumer diversity in this essay. According to a **2017 study by Bersin by Deloitte**, 77 percent of the surveyed organisations strive to be inclusive, whereas just 12 percent of the assessed organisations have succeeded in combining diversity and inclusion. The results of the McKinsey & Co. study "Delivering through Diversity," which was released in 2018, show that Australian firms (40 percent) achieve business leadership due to gender diversity, followed by US companies (34 percent) and UK companies (32 percent). There have been efforts to improve gender diversity in Indian businesses for some time, but just 28 percent of the organised workforce, which is made up of 48.5 percent women, is still female. (**Das, 2018**) found that by 2025, India's GDP will increase by more than $700 billion if there is a 10 percent increase in the number of women working. Research shows that a 3 to 9 percent rise in sales occurs for every 1 percent increase in workforce diversity (**Bahl, 2018**). After reviewing the relevant literature, it became clear that most research on the topic of gender diversity and inclusion have focused on its beneficial implications on the development of organisations as a whole. (**Bourke and Dillon, 2018**) presented eight compelling diversity and inclusion facts in their study as:

1. Diverse perspectives are the new frontier.
2. Diversity alone is insufficient for inclusion.
3. Inclusive leaders have a significant impact.
4. Middle managers are crucial
5. Systematically rewire behaviours.
6. Realistic objectives make aspirations a reality.
7. Align the inner and the outside.
8. Reset the culture, not just check the boxes.

To confront these eight great truths, the researchers also recommend seven powerful measures.:
1. Accept that culture change is needed for progress.
2. Diversify the narrative to create common meaning and purpose.

3. Foster inclusive leadership
4. Bring middle managers along.
5. Change behaviour through rewiring processes.
6. Improve recognition, rewards, and accountability
7. Consider varied customers and workers.

Additionally, business ethics is a broad idea that ought to direct all decisions made by an organisation and its personnel. A company that conducts itself ethically typically takes positions that are strongly in favour of corporate social responsibility. Social responsibility is easier for profitable companies. Group and individual decision-making is guided by ethics. They define a person's outlook on life. An organisation's ethical obligations include how its decisions and actions affect its stakeholders think is right. Knowing right from wrong and acting accordingly is ethical behaviour. Ethical behaviour is advantageous to both organisations and society. For immoral and illegal conduct, numerous organisations have been fined. Texaco Corporation made a $180 million payment for discrimination based on race. Further, 16 Brands Engaging in Successful CSR were mentioned in an article by the Digital Marketing Institute, which is available online. There are numerous manifestations of corporate social responsibility. Even a small business can affect social change by contributing a small amount to a local food bank. Diversity, equity, and inclusion are some of the most common CSR examples. The ethical concept of implementing diversity and inclusion (D&I) within the organizational structure of the workplace is seen as vital. With an eye towards hiring, Starbucks aimed to diversify its workforce and provide special people possibilities. By 2025, it plans to employ 25,000 US service veterans and their spouses as part of its socially responsible efforts. The company reached these milestone six years before schedule and now hires 5,000 veterans and their wives annually. Starbucks announced a mentorship initiative to connect black, indigenous, and people of colour (BIPOC) with senior leaders and engage in collaborations to solve issues of racial and social justice. By 2025, the chain hopes to have 30 percent BIPOC presence in corporate roles, 40 percent BIPOC representation in retail and production, and more.

1.1 Advantages of Cultivating Diversity and Inclusivity Within the Professional Setting: As per the research carried out by (**Deloitte, 2018**) a diverse workforce exhibits a 30 percent increased probability of recognising and acknowledging errors. Encouraging diversity and openness in the workplace can lead to several favourable outcomes. Some of these can be enumerated as follows:
1. Enhancing Employee Engagement at the Workplace
2. Enhanced Innovation and Augmented Financial Gains.
3. Enhancing the Process of Decision Making
4. Enhanced Employee Retention and its Impact on Corporate Reputation.

Organizations are now wholeheartedly embracing diversity and inclusion policies, recognising their positive impact in the workplace. It is noteworthy to state that Glassdoor introduced a 5-point scale for company diversity and inclusion ratings on September 30th, 2020. This initiative provides job-seekers with valuable insights into companies that prioritise the establishment of a diverse and inclusive workforce.

The following data presents the ratings of the initial 12 companies as assessed by their employees, taking into account their experience and level of satisfaction with the diversity and inclusion policies currently implemented. Salesforce ranks first with a rating of 4.6. Additional firms were evaluated based on their workforce's contentment with diversity and inclusion, as well.

Serial No	Company Name	Rating
1.	Salesforce	4.6
2.	Accenture	4.2
3.	Amazon	4.1
4.	Apple	4.3
5.	Deloitte	4.0
6.	Facebook	4.0
7.	Google	4.5
8.	Salesforce	4.6
9.	Starbucks	4.2
10.	Target	4.1
11.	Uber	3.9
12	Walmart	3.7

Table1:Source(https://www.glassdoor.com/blog/diversity-inclusion-products/?ref=blog.vantagecircle.com)

1.2 Ethical Considerations in Diversity Management

The fundamental aim of management ethics is to ensure equitable and just treatment of both employees and consumers. Adherence to a moral and ethical code is purported to confer benefits to an organisation. The adherence to management principles by the management team is likely to result in an improvement in employee motivation and the workplace atmosphere. According to (**Paulson, 2011**) The objective of managing diversity is to effectively harness the positive potential that arises from differences. In the sake of equal opportunity, organisations are reassessing their internal processes.

Further, the position of ethics in management is further impacted by the level of responsibility. The business is ready to agree. A company that actively pursues its goal and supports it wholeheartedly would be deemed moral. It would answer to some moral conundrums by setting trends **(Cleff, 2009).** The reactive approach entails businesses recognising their social responsibility, but instead of proactively planning, they respond to situations as they arise. The corporation engages in abnormal behaviour as a result of the passive mode's rejection of responsibility **(Satus, 2003).** Within the realm of business, there exist two primary and opposing ethical considerations: the pursuit of financial gain on one end of the spectrum, and the prioritisation of human safety on the other.

Ethical considerations are highly valued in the realm of management, both in business practises and research pursuits. In situations involving symmetrical relationships between organizations, ethical concerns become especially apparent. Establishing ethical codes, processes, and performance metrics is a necessity for corporations today. In prior research, only a subset of this concept's application across organisations has been examined from an ethical standpoint; the entire process has not been examined **cited by (Moberg, 2003), (Geraint, 2003), (Kidd, 2003), (Carter, 2000), (Cooper *et*. al, 1997), and (Stainer, 1997).** Ethical business practises boost productivity. For a long time, unethical behaviour lowers stock prices. Therefore, unethical behaviour lowers a firm's wealth. Being ethical avoids enormous fines for being unethical. An organisation's unethical actions can damage its reputation. **(Ogbechie, 2016)** claims that several efforts have been made by various leaders in Nigeria to reduce unethical behaviour and indiscipline in organisations and society, but that these efforts have noticeably not produced noticeable outcomes. It is imperative for organisations to establish a workplace that adheres to ethical principles and furnish written standards of conduct for employees to comply with. Management must consider various strategies to foster ethical conduct within an organisation.

1.3 Organizational Decision-Making in Relation to Ethical Issues

While an organisation may face numerous social and ethical dilemmas, pinpointing a specific ethical

problem in practise can prove to be a difficult task. The perception of a decision as ethical or not by a decision-maker is often contingent on the nature of the topic under consideration. Managers exhibit a tendency to prioritise matters that have immediate consequences and impact individuals in close proximity, as opposed to those with long-term implications. The perceived significance of ethical issues significantly impacts decision-making, leading to selective consideration of a few while the majority are disregarded. While it may not be a panacea for ethical dilemmas, engaging in open dialogue regarding moral concerns in society can contribute to the development of trust and facilitate progress within an institution. It is highly probable that ethical dilemmas may arise in situations where individuals perceive a lack of opportunity to engage in open discussions with their colleagues or superiors regarding their actions. Comprehending the cognitive processes involved in ethical decision-making and the underlying factors that drive individuals to engage in unethical conduct can aid organisational leadership in curbing the current trajectory of unethical behaviour and fostering improvement The ethical decision-making process in an organisation is subject to the influence of three main factors, namely, personal moral standards, the impact of management and colleagues, and the potential for unethical conduct. According to **Taylor J.C.,** who serves as the **Chief Executive Officer of the Society of Human Resource Management (SHRM)**, a growing number of organisations are utilising the phrase "Inclusion and Diversity" instead of "Diversity and Inclusion". This shift in terminology is aimed at emphasising the importance of implementing inclusive policies throughout all levels of an organisation. Further, the approach of managers towards various situations is influenced by their management styles. Leadership style is a characteristic of managers. The existence of multiple management styles is a well-established fact. However, it is imperative to endorse methodologies that enhance employee motivation, job satisfaction, ethical conduct, and overall work output. Discourage individuals whose impact is contrary to the intended outcome. The majority of managers endorse ethical practises in order to promote morality and potentially gain a commercial advantage by cultivating a reputation as an ethical company, which can attract both customers and employees. Organizational managers possess the ability to establish, disseminate, and enhance a corporation's ethical code with the objective of fostering an ethical climate and transforming the mind-set of executives to embrace novel ideas.

2. Literature Review
2.1 Diversity and Inclusion
According to (Kreitner & Kinichi, 2004) diverse groups had more experience and viewpoints. (**Childs, 2005)** states that workplace and market diversity is global. Thus, a successful company must have a global perspective and a dedication to diversity in its daily operations. Elements are; Educational Diversity, Ethnic Diversity, Cultural Diversity. According to **(Kanter's, 2006)** findings, companies that were innovative in their approach utilised teams that were diverse in nature to tackle challenges, and also made a conscious effort to recruit individuals from underrepresented groups such as women and people of colour. According to **(Folick, 2019),** diverse and inclusive teams are capable of making superior and more effective decisions. The presence of diversity and inclusion facilitates the identification and acknowledgement of differences among individuals, and enables the utilisation of their contributions for the benefit of the organisation. According to **(Larson's, 2017)** research, the correlation between diversity and inclusion suggests that a workforce that embodies both characteristics is capable of making decisions at twice the speed and in half the number of meetings.   (**McKinsey, 2018)** referred to Positive links exist between gender diversity and inclusion and employee empowerment, organisational performance, friendly interactions, decision-making, firm image, innovation, and skilled workforce management. **According to a study conducted by (Das, 2018)** the presence of gender diversity and inclusion at all levels of management can lead to a 30 percent

improvement in organisational performance. On his post, (**Fletcher, 2021**) noted that when businesses genuinely integrate diversity and inclusion, there are potential for everyone to profit. According to the findings of one researcher, diversity and inclusion are not merely significant for the success of your company; rather, they are essential to achieving that success. This is an extremely important point to keep in mind from the point of view of business leaders, as there is evidence to suggest that diversity and inclusion have project favourable effects on the success of the company. The level of commitment shown in this area helps to produce a business culture that is more vibrant and robust, which in turn has a direct influence on the amount of income generated. However, if you put in the effort, you can be successful here. An organisation has the potential to make a difference not only for its own business but also for future generations of workers if it adopts adaptable recruitment tactics and places a strong emphasis on holistic inclusion. (**Chaudhry, 2023**) The study exhibited that despite the interrelatedness of diversity, equity, and inclusion objectives, they must be individually pursued to attain favourable outcomes. Each of the three ideas needs to be evaluated on its own, and distinct plans need to be developed and put into action in order to accomplish the desired outcomes.

2.2 Diversity, Inclusion and Ethics

The incorporation of diversity and inclusion (D&I) into the workplace as a forthcoming ethical framework. However, their absence has posed a significant challenge leading to the deterioration of organisational morale. It is widely held that effective management of social diversity and ethical considerations serve as the fundamental pillars of organisational efficacy. Diversity pertains to the multifarious manners in which individuals within an institution exhibit dissimilarity from each other. The study of ethics encompasses ethical conduct, which involves the formation of moral judgements and the cultivation of responsible citizenship. Furthermore, individuals from diverse backgrounds are able to experience equitable treatment, thereby fostering a sense of motivation to maintain the integrity of the relationship between their colleagues and the institution. Moreover, the ethical principles that guide individuals' actions and thoughts in society are commonly referred to as morality. Ethics refers to the set of principles that differentiate between morally acceptable and unacceptable conduct. The field of organisational ethics pertains to the application of ethical principles and standards in the business context, encompassing the examination of potential ethical dilemmas. The topic of discourse pertains to the significance of ethics in the current investigation. India was ranked 108th out of 144 countries in the 2017 **Global Gender Gap Report** published by the World Economic Forum, down from 87 in 2016 (**Bhardwaj, 2018**). Due to India's ranking of 142 out of 149 countries in 2018 (**WEF's Global Gender Discrepancy Report, 2018**), this discrepancy has become more obvious. (**Hofstede, 2003**) indicated that promoting diversity and ethical behaviour among employees can enhance creativity, innovation, problem-solving abilities, as well as overall efficiency and effectiveness. This entails the exchange of ideas. (**Gant, 2019**) posited that in contemporary society, the presence of a robust gender diversity within the workforce is not solely a matter of ethics and societal norms, but rather holds significant financial ramifications for organisations. In contemporary business, effective leadership is essential for success. Neglecting half of the competitive and potential workforce is not a viable strategy for organisations seeking to gain a competitive edge in the global business landscape. (**Dobbin and Kalev, 2016**) mentioned that the majority of people Favour training as the means to improve diversity in the workplace. Half of all U.S. midsize organisations and nearly all Fortune 500 companies require diversity training, according to a recent study. (**Tamunomiebi, Miebaka Dagogo, 2019**) found to improve organisational and employee performance, organisations should use diversity and ethical management techniques. (**Robbins & Coulter, 1999**) cited ethical intelligence in a manager is characterised by the capacity to differentiate between correct and incorrect actions and to acknowledge instances where one prevails over the other. According to (**Erondu *et*. al, 2004**) The field of ethics is

primarily concerned with the practical challenges of decision-making, particularly in relation to fundamental values and the standards used to evaluate the moral quality of human conduct. Ethics is the application of moral principles to all organisational behaviour, including fairness, transparency, and honesty. (**Svensson and Baath, 2008**) introduced and described an automotive industry-based conceptual framework of organisational ethics.
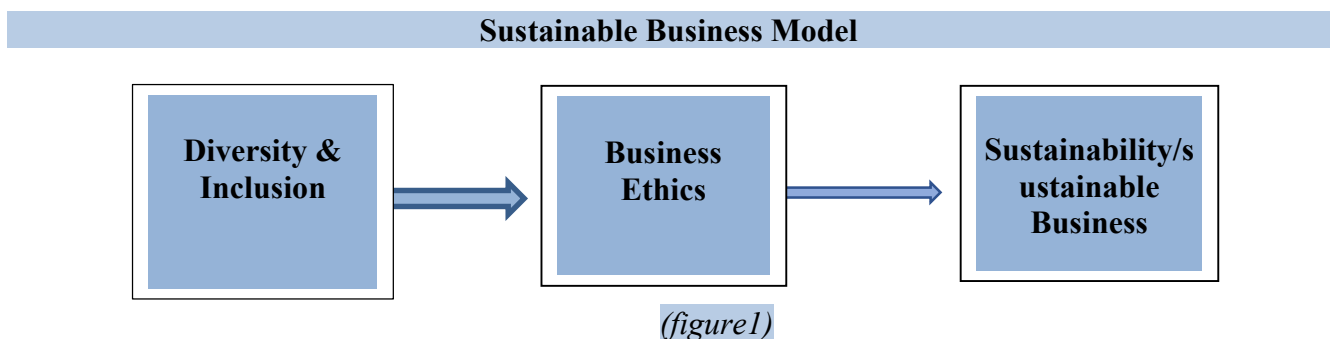
2.3 Diversity, Inclusion (D &I), Business Ethics and Sustainability

Organizations aspire to achieve success, expand their operations, and sustain their existence. In an optimal scenario, the achievement of success ought to yield positive outcomes for all stakeholders within an organization, encompassing proprietors, executives, staff members, clientele, and suppliers. Nonetheless, an exclusive concentration on the objectives of an organisation may have adverse effects on the well-being and security of employees. It is possible for an organisation to encounter a potential conflict between its business objectives and its ethical and societal obligations towards its employees. The likelihood of establishing positive staff relations is diminished in instances where an organisation fails to comprehend and fulfil its obligations towards its constituents. The significance of innovation and a culture that fosters innovation for the sustained viability of a company is widely recognised. The existing literature in this particular context indicates that the incorporation of diversity and inclusion practises within the workplace has the potential to facilitate the attainment of sustainable business objectives. This is due to the strong correlation between innovation and sustainability. In this same perspective, a recent study that was carried out by the **Boston Consulting Group** indicated that organisations who had diversity scores that were better than average had innovation revenue that was 19 percent more than those that had scores that were lower than average. (**Thom-Otuya and Ubulom, 2002**) assert that an effective organisation should possess integrating mechanisms that mirror the values and diversity of its environment. As the complexity of integrating devices increases, so does the complexity of the environment and the size of the organisation. Organisations have emerged as a result of the diverse societal values and ethical principles. In order to achieve optimal performance, it is imperative for an organisation to effectively manage its crucial resources, specifically its human capital. The efficacy of an organisation is contingent upon its ability to effectively manage a workforce comprised of individuals from varying backgrounds and perspectives. An organisation can be defined as a collective of individuals who collaborate towards achieving a shared objective. (**Rau & Hyland, 2003**) When properly administered, diversity can increase the effectiveness and efficiency of an organisation as well as its productivity. Diversity in the workplace that is not effectively managed can be a barrier to attaining organisational objectives. Diversity incorporates various dimensions' factors such as ethnicity, language, skin tone, disposition, values, cultural background, level of education, belief system, and religion can be viewed as a dualistic instrumentality within an academic context. (**Svensson and Wood, 2004**) Corporate ethics places a strong emphasis on internal issues, taking into account the disconnect between management's acts and behaviour in terms of ethics and how the staff perceives those actions in terms of ongoing business practises. (**Katz and Miller, 2015**) The focus was placed on the utilisation of four essential elements to establish a language that is universally understandable and accessible, along with two fundamental constituents for effectively leveraging diversity. The language of the four keys comprises four phrases that facilitate expeditious and comprehensive collaboration and enhance the quality of decision-making. Furthermore, it leads to a decrease in communicative inefficiency. The four keys present an intervention strategy aimed at enhancing effectiveness, which constitutes a fundamental aspect of organisational development (OD). This approach offers a simple and feasible way to implement the basic principles of inclusivity. (**Kittner, 2020**) asserted that the integration of initiatives focused on fostering diversity and inclusion ought to be a fundamental component of the ethical framework of any given organisation. Raising awareness about diversity and

inclusion is imperative; however, it is equally important for companies to demonstrate their commitment to these issues by prioritising the enhancement of their diversity practises. This can be achieved through the adoption of new policies, programmes, and training initiatives. Putting your organisation's and its members' purported concern into action is the most convincing method to make the case that they do. The research presented three concrete strategies that individuals can implement to enhance diversity and inclusivity within organisations. The outlined procedures involve to open the discussion, analyse hiring and termination trends, and provide training. (**Kaur &Arora, 2021**) examined for the general growth of the organization, gender inclusion and diversity at work are now important priorities. For erratic and attention-seeking corporate growth, diversity and inclusion are tremendously beneficial. Additionally, gender diversity and inclusion are now urgently needed for corporate success and growth in the modern day since they have a profoundly positive impact on organisations on a systemic level, according to global trends in the field. As **Jesse Jackson** aptly stated, "Inclusion is not merely a matter of adhering to political correctness." The aforementioned concept is pivotal to the process of development.

2.4 Conceptual framework of Diversity, Inclusion, Ethics and Sustainability

The implementation of a comprehensive framework known as business ethics ought to function as the guiding principle for all choices made by a corporation and its workforce. In general, corporations that prioritise ethical practises tend to embrace the concept of corporate social responsibility with great emphasis. Furthermore, a correlation can be observed between the concept of corporate social responsibility and the long-term viability of a corporation. The interdependence of social responsibility and financial success is the reason behind this phenomenon. In order to ensure long-term survival, it is imperative for a company or organisation to fulfil its social responsibilities. Failure to do so may result in negative consequences. According to (**Sherbin and Rashid, 2017**) diversity in the workplace is equivalent to representation, as stated in their article published in the Harvard Business Review. The lack of inclusivity may pose a hindrance to the establishment of vital relationships among heterogeneous individuals, impede their active involvement, suppress originality, and limit corporate growth. The proposed framework for business sustainability is based on a thorough examination of relevant literature. This model illustrates how an organisation that prioritises diversity and inclusion as a fundamental value within the workplace can establish a foundation for a sustainable business. Henceforth, forthcoming scholars may derive advantages from employing this framework to enhance their comprehension of the correlation amid diversity, inclusivity, morality, and suitability for the purpose of conducting additional research.

Sustainable Business Model

| Diversity & Inclusion | → | Business Ethics | → | Sustainability/sustainable Business |

(figure1)

3. Objectives of the Study

The aims that this research articles are meant to fulfil are as follows:

1. To comprehend diversity and inclusion (D & I) in the perspective of business ethics.

2. To build a model based on literature that illustrates the connections between corporate ethics, sustainable business, and diversity and inclusion (D&I).
3. To look into how D&I (diversity, inclusion) affects sustainable business.

4. Research Methodology

The aim of this research is to provide insight of incorporating diversity and inclusion (D&I) within the organizational fabric of the workplace emerges as a prospective ethical framework. The scope of this study is primarily focused on providing a description. The corpus of secondary sources encompasses a variety of scholarly materials such as books, peer-reviewed articles, conference papers, reports, blogs, newspapers and other online resources that critically examine the current body of literature on the subject matter of workplace diversity, inclusion, and ethics.

5. Findings & Suggestion

The current focus on diversity may be excessive, with insufficient attention given to inclusion and the wider framework of accountability, recognition, and incentives. The absence of clearly defined objectives renders aspirations as mere whims. Drawing on a comprehensive analysis of existing scholarly works, the present study presents findings and recommendations pertaining to the aforementioned topic.

1. In order to enhance the performance of both the organisation and its employees, it is recommended that diversity and ethical management techniques be employed.
2. The promotion of diversity and ethics in the workplace is crucial, however, it is imperative to establish appropriate measures to mitigate the potential for ethnic or cultural fragmentation.
3. It is imperative for Human Resources (HR) to eradicate any instances of racial bias within the workplace and ensure equitable treatment for all employees. It is recommended that employees engage in awareness-based training to reflect on their biases.
4. The implementation of personnel development plans or the attraction of individuals with diverse educational backgrounds by human resource management can enhance the knowledge pool of an organization, thereby improving its ethical standards and competitiveness.
5. When contemplating the concepts of morality and ethics, it is imperative to consider that the ethical conduct of a society originates from within the individual. The improvement of society is contingent upon the presence of personal morality and ethics.

6. Conclusion

With the increasing diversity of the workforce, human resource managers are recognising the significance of cultivating inclusive environments. The impact of inclusion on creativity, job satisfaction, and care quality perception has been demonstrated, yet the current body of research on this subject is insufficient. Diversity management practises have been shown to improve organisational performance, efficacy, and efficiency. The manner in which leaders handle diversity and ethics exhibits variability. It is advisable for the management to evaluate the existing level of diversity present in the organisation, with specific attention to cultural, ethnic, and educational differences. To cultivate an environment of innovation and advancement in an organization, it is imperative for leaders to adopt a culture that values diversity. The objective of an organisation is to motivate individuals in leadership positions and establish a connection between their aspirations and practical implementation. Equity enables the promotion of trust and moral conduct in the workplace, while also facilitating the reduction of unethical behaviour. In summary, it can be posited that the presence of diversity across all tiers of an organisation may contribute to the cultivation of a robust ethical ethos by promoting an inclusive and respectful milieu that nurtures the growth and development of all individuals. The implementation of

diversity training, alongside mentorship and talent management, has the potential to facilitate the cultivation of an inclusive organisational culture. This can create opportunities for all employees, irrespective of their gender, religion, ethnicity, or race, to effectively develop their leadership abilities. It is imperative for organisations to comprehend that cultivating an environment that promotes inclusivity, respect, and appreciation for diversity provides every employee with the opportunity to actualize their complete potential. It has been asserted that diversity, equity, and inclusion possess not only economic benefits, but also serve as fundamental pillars for fostering a morally sound corporate culture, thereby representing a foundational principle. Therefore, a comprehensive approach should be adopted to ensure the appropriateness of the business as one potential ethical framework that arises is the necessity of integrating diversity and inclusion (D&I) into the business culture of the workplace.

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