IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.066 ⁜ Peer-reviewed / Refereed journal ⁜ Vol. 12, Issue 2, February 2025

DOI: 10.17148/IARJSET.2025.12243

Role of HR Diversity Practices Influencing Work Group Inclusion in Selected IT Companies in Telangana

S. Swapna[1], Mukrala Anitha[2]

Assistant Professor, Department of MBA, CMR College of Engineering &Technology, Hyderabad, India[1]

MBA Student, Department of MBA, CMR College of Engineering & Technology, Hyderabad, India[2]

Abstract: As the field of human resource management continues to evolve, fostering inclusion and embracing diversity have become essential for building organizations that are both sustainable and high performing. This research, entitled "A Study on the Role of HR Diversity Practices Influencing Work Group Inclusion in Selected Pharma Companies", is an investigation of how strategic HR diversity programs affect attitudes towards inclusion in work groups in the pharma sector. Based on Optimal Distinctiveness Theory and organizational justice models, this study foregrounds the co-requirement that employees feel both belongingness and uniqueness to truly be included in the workplace. Each of several HR diversity practices is assessed through the lenses of their strength in creating an inclusive climate. It also considers the key mediating role of leadership reaction, showing how aligning or not with diversity policy can have a strong effect on the success of inclusion practices. Shore et al. (2011) and Buengeler et al. (2018) provide theoretical contributions illustrating how inclusion is not merely an HR-based outcome but rather a process enabled through leadership, determined by how managers make sense of and enact HR diversity policies. By a qualitative and/or quantitative method (on primary or secondary data), this research examines the connection between HR diversity practices and employee outcomes like job satisfaction, psychological safety, well-being, and team cohesion in sample pharmaceutical companies. The results highlight that when HR diversity practices are accompanied by inclusive leadership behaviors and organizational fairness like procedural, interpersonal, and informational justice, employees perceive greater inclusion and engagement. This study contributes to the emerging literature in the workplace by providing actionable guidance for HR professionals and business leaders within the pharmacy industry to create inclusive workplaces that maximize the value of workforce diversity.

Keywords: HR diversity practices, work group inclusion, inclusive leadership, organizational justice, pharmaceutical industry.

I. INTRODUCTION

The last two decades have witnessed the forces of globalization, technology, and demographic changes transforming the work environment such that workforce diversity has become not only an organizational reality but a strategic imperative. Modern organizations have employees representing a wide range of cultures, genders, generations, and ideologies. It is against this backdrop that the function of Human Resource Management (HRM) has grown even more vital in coordinating and capitalizing on the diversity for achieving competitive edge. But while diversity is about differences between people—visible and invisible, including race, gender, age, education, values, and beliefs—it does not necessarily translate to inclusion. Inclusion is about building an environment in which everyone feels valued, respected, and empowered to contribute at their best, and so is a major driver of organizational performance.

Though it is well understood at the organizational level that diversity and inclusion are important, their impact on the work group or team level tends to be neglected even though most collaboration, decision-making, and innovation take place within these small groups. Numerous organizations have diversity policies in place, but there is a huge gap between stated practices and the lived experience of employees. Underrepresented groups often complain of being left out, even in organizations with high diversity scores, which implies that HR might be efficient in building diverse teams but perhaps less so in creating genuinely inclusive spaces within them. This research attempts to fill that gap by investigating the translation of HR diversity practices into inclusive team-level experiences.

The research has a number of reasons why it matters. For HR managers, it offers an understanding of what works and what doesn't in terms of diversity initiatives and areas for improvement. For managers, it points towards the business benefits of inclusion in terms of team performance and innovation. For researchers, it adds to sparse literature on inclusion at the team level, especially in the Indian context. For employees, particularly those belonging to marginalized groups, it raises their voice and builds the case for more inclusive workplace cultures. The research centers on not only numbers of diversity but on the day-to-day realities of team interactions, sense of belonging, and engagement.

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.066 ⁜ Peer-reviewed / Refereed journal ⁜ Vol. 12, Issue 2, February 2025

DOI: 10.17148/IARJSET.2025.12243

Important terms employed in the research are HR diversity practices (actions and policies like inclusive hiring, anti-bias training, and flexible work arrangements), inclusion (an environment of respect and empowerment at work where all individuals feel valued), work groups (employees grouped together to work on similar tasks), and work group inclusion (the degree to which members of a work group feel included and psychologically safe). With increased investment by organizations in DEI initiatives, it is imperative to examine not only whether these practices occur but how they are felt by teams. This research seeks to identify what actually works in making diversity a transformative, inclusive force at the heart of work life.

II. REVIEW OF LITERATURE:

Shore et al. (2011) introduced a 2×2 model of inclusion based on Optimal Distinctiveness Theory, highlighting that genuine inclusion occurs when individuals experience both a sense of belonging and a recognition of their uniqueness. The study emphasizes that inclusive environments—supported by leadership and HR practices—are linked to better job satisfaction, engagement, and psychological safety. Having diversity in a group doesn't automatically ensure that everyone feels included or valued. The authors stress the need for further research on how specific HR strategies shape inclusion at the team level.

Huong Le, Connie Zheng, and Yuka Fujimoto (2016) highlight a strong link between inclusion and organizational justice, which encompasses fairness in procedures, outcomes, interactions, and information sharing. Their research shows that procedural and informational justice—such as fair processes and transparent communication—have the most significant impact on employee well-being and inclusion. This is especially crucial in high-stress industries like tourism, where burnout is common. The study also identifies a lack of research on how justice and inclusion interact in service sectors, calling for deeper exploration.

Buengeler, Leroy, and De Stobbeleir (2018) argue that while traditional HR diversity programs aim to reduce discrimination, they often fail to ensure real inclusion. They stress that inclusion is not just about being different but about feeling appreciated and safe to express one's identity. Inclusion is a multi-dimensional an experience that makes people feel valued for their individuality, connected to others, and part of a supportive community. The authors point out that the success of HR diversity practices depends not only on the policies themselves but also on how leaders implement them and within what organizational context.

Randel et al. (2018) present a comprehensive review showing that inclusion is distinct from diversity and is essential for positive workplace experiences. They propose a model in which inclusive leadership, supportive organizational climates, and well-designed HR systems work together to foster inclusion. The study highlights that true inclusion goes beyond just having diverse people present it's about embracing and fully integrating them into the environment. Inclusion, according to the authors, enhances psychological safety, team collaboration, and engagement, making it a vital aspect of organizational success.

Jaiswal and Dyaram (2020) explored how various forms of workplace diversity influence employee well-being within Indian organizations. They distinguish between surface-level diversity (like age and gender) and knowledge-based diversity (such as educational background and skills). The study found that knowledge diversity positively affects well-being only when employees feel included. In contrast, surface diversity has little influence on outcomes unless accompanied by inclusive practices, emphasizing that inclusion plays a crucial mediating role in realizing the benefits of diversity.

RESEARCH GAP:

While many organizations adopt HR diversity practices, most research focuses on outcomes at the organizational level—such as fairness or representation—rather than how these practices affect inclusion within work groups. Studies often overlook the combined role of HR practices, leadership alignment, and team dynamics in shaping inclusive experiences. There's a clear research gap in understanding how specific HR actions foster team-level inclusion, how frontline leaders implement these norms, and how individual uniqueness, team belonging, and fairness interact to influence inclusion.By this research I am trying to bridge the gap between policy and practice—to find out whether HR diversity efforts actually create inclusive team cultures, and what factors (like leadership or team dynamics) help or hinder that outcome.

III. RESEARCH METHODOLOGY

Objectives:

1) To understand the challenges organizations, face in implementing effective diversity practices.
2) To analyze the factors mediating between diversity practices and inclusion levels.

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

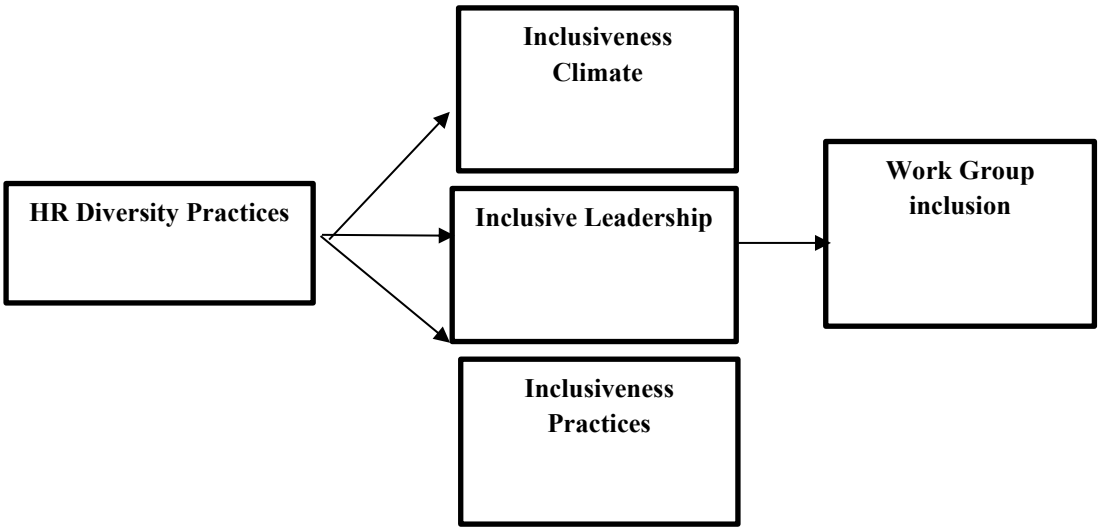
Impact Factor 8.066 ⁜ Peer-reviewed / Refereed journal ⁜ Vol. 12, Issue 2, February 2025

DOI: 10.17148/IARJSET.2025.12243

3) To examine the impact of HR Diversity practices on work group inclusion.

Hypothesis of the study:
Null Hypothesis (H0): There is no Significant Influence of HR Diversity Practices on Work group Inclusion.
Alternative Hypothesis (H1): There is a Significant Influence of HR Diversity Practices on Work group Inclusion.

This research seeks to examine how Human Resource (HR) diversity practices—such as fair recruitment, anti-bias training programs, equitable performance appraisals, and flexible work arrangements—affect work group inclusion in organizations. The major data is gathered from the questionaries which are carried out to 110 employees. The questionaries has prepared in a way to provide information regarding employees' perception on the Hr diversity practices impacting work group Inclusion. Secondary data is utilized for conducting research on the articles and learning about Hr diversity practices and work group Inclusion**.**The research will apply regression and correlation methods in MS Excel and social sciences package to locate the data. These tools are useful for ascertaining the relationship between the factors of HR diversity practices and determining the effect of HR diversity practices on work group Inclusion.



Research Model

(H1): There is a Significant Impact of HR Diversity Practices on Work group Inclusion.

Table: 25 Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Hrdiversity_Practices	110	6.00	28.00	13.7818	5.82368
Workgroup Inclusion	110	13.00	57.00	27.8182	10.22695
Valid N (list wise)	110				

Source: Complied data

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.066 ⁜ Peer-reviewed / Refereed journal ⁜ Vol. 12, Issue 2, February 2025

DOI: 10.17148/IARJSET.2025.12243

The descriptive statistics show that the mean score for the implementation of HR diversity practices is 13.78 on a possible 28, reflecting moderate perceived implementation. Likewise, the mean score for workgroup inclusion is 27.82 on 57, reflecting that employees only feel moderately included in their workgroups. Notably, the large standard deviations in both variables indicate large variability in response, suggesting that diversity practice may not be enacted in an even manner within the organization. These discrepancies point to important difficulties organizations face—such as constrained resource deployment, differential leadership commitment, and absence of explicit implementation plans—in operationalizing diversity policy into daily inclusive practices.

(H1): There is a Significant Impact of HR Diversity Practices on Work group Inclusion.

Table no: 26 Correlation Analysis

The correlation test indicates a high positive correlation ($r = 0.866$) between diversity practices in HR and inclusion at the workgroup level, with a significance of $p < 0.001$. This indicates that employees are more likely to be included in their respective teams as the quality and visibility of diversity programs increase. But though this association is significant, it further reflects the role of mediating factors that may support or undermine this relationship. Factors such as leadership support, fair communication, diversity training effectiveness, and employee awareness are crucial in determining how diversity policies are perceived. These mediators are needed in order to bridge the gap between policy development and actual inclusion outcomes.

(H1): There is a Significant Impact of HR Diversity Practices on Work group Inclusion

Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866[a]	.750	.748	5.29935
a. Predictors: (Constant), Hr. diversity				

Correlations			
		HR Diversity	Workgroup Inclusion
HR Diversity practices	Pearson Correlation	1	.866**
	Sig. (1-tailed)		<.001
	N	110	110
Workgroup Inclusion	Pearson Correlation	.866**	1
	Sig. (1-tailed)	<.001	
	N	110	110
**. Correlation is significant at the 0.01 level (1-tailed).			

Source: Complied data

IARJSET ISSN (O) 2393-8021, ISSN (P) 2394-1588

International Advanced Research Journal in Science, Engineering and Technology

Impact Factor 8.066 ⁜ Peer-reviewed / Refereed journal ⁜ Vol. 12, Issue 2, February 2025

DOI: 10.17148/IARJSET.2025.12243

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9122.201	1	9122.201	324.829	<.001[b]
	Residual	3032.972	108	28.083		
	Total	12155.173	109			
a. Dependent Variable: Workgroup inclusion						
b. Predictors: (Constant), HR diversity						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.097	1.401		3.639	<.001
	Hr_diversity	.958	.053	.866	18.023	<.001
a. Dependent Variable: Workgroup inclusion						

Source: Complied data

Regression analysis also verifies the substantial effect of HR diversity practices on workgroup inclusion, and the R^2 is 0.750, which shows that 75% of the inclusion scores variation can be attributed solely to diversity practices. A strong direct positive effect is determined through the regression coefficient (Beta = 0.866) and statistically significant F-value (324.83, $p < 0.001$). This indicates that when diversity practices are consistently and strategically put into action, they result in quantifiable increases in employee inclusion levels. The findings highlight the importance of HR in not only developing inclusive policies but in actively implementing them through leadership alignment, ongoing training, and employee engagement activities to build a genuinely inclusive workplace culture.

FINDINGS OF THE STUDY

1. There is a strong correlation (r = 0.866) between HR diversity practices and workgroup inclusion, showing that better diversity efforts lead to greater feelings of inclusion among employees.
2. Regression analysis reveals that 75% of the variation in inclusion is explained by HR diversity practices, confirming a strong and direct impact.
3. Although many employees recognize diversity policies, a notable portion remain neutral or disagree, suggesting issues in communication or inconsistent application.
4. Employees' sense of inclusion is strongly shaped by whether leaders visibly support diversity efforts, emphasizing the importance of inclusive leadership.
5. While diversity training is available, nearly a quarter of employees remain neutral, pointing to inconsistencies or limited effectiveness in training programs.
6. About 69% of respondents agree that measuring the success of diversity initiatives is difficult, indicating a need for better metrics and feedback systems.
7. Many employees feel that insufficient resources are allocated to inclusion programs, affecting their reach and consistent implementation.

DOI: 10.17148/IARJSET.2025.12243

8. Employees who feel included also report better collaboration and psychological safety, highlighting the positive effect of inclusion on teamwork.
9. Most employees agree that diverse teamwork is encouraged, but some remain neutral or disagree, indicating uneven experiences across teams.
10. Although many feel valued by diversity efforts, a significant number strongly disagree, showing that belonging is not consistently achieved for everyone.

3.2 SUGGESTIONS OF THE STUDY

- Strong leadership support is vital. Managers should actively back diversity efforts through training and accountability to ensure real impact.
- More resources are needed. Investing time, money, and people into diversity programs helps improve their reach and effectiveness.
- Make training relevant. Tailored, interactive sessions for different roles boost engagement and make diversity efforts more practical.
- Track progress with data. Clear KPIs help measure the success of inclusion policies and guide improvements.
- Keep communication open. Honest conversations and regular feedback build trust and help align everyone with diversity goals.
- Spot and fix gaps. Inclusion audits help identify groups feeling left out, allowing for targeted action.
- Get everyone involved. When senior leaders join DEI efforts, it shows that inclusion is a shared responsibility.

IV. CONCLUSION

The research supports that HR diversity initiatives are important in promoting work group inclusion, especially in conjunction with effective leadership and equitable organizational procedures. Yet, the success of these efforts is not equal, with wide differences in workers' experiences by gender, level of experience, and geography. While most respondents welcome the presence of diversity policies and inclusive initiatives, a significant portion disagrees or leans towards being undecided, indicating deficiencies in policy and practice. Organizational barriers like limited resources, lack of training personalization, and absence of measurement instruments constrain uniform application of diversity programs. The study emphasizes the necessity for more cohesive, resource-supported, and employee-driven diversity management. By integrating inclusion into the day-to-day leadership practices, strategically aligning resources, and involving all levels of employees, organizations—particularly those in the pharma industry—can build inclusive cultures where diversity is not just present but active and highly valued.

REFERENCES

[1]. Shore, L. M., et al. (2011) – *2x2 model of inclusion* based on Optimal Distinctiveness Theory.
[2]. Huong Le, Zheng, C., & Fujimoto, Y. (2016). *Organizational justice and employee inclusion: A conceptual framework*. *Journal of Business Ethics, 148*(4), 701–716.
[3]. Randel, A. E., et al. (2018) – Role of inclusive leadership and HR systems in fostering inclusion.
[4]. Buengeler, C., Leroy, H., & De Stobbeleir, K. (2018) *Enabling inclusion beyond diversity: How leaders shape workplace climates for inclusion*. *Journal of Organizational Behaviour, 39*(3), 1–13.
[5]. Jaiswal, N. K., & Dyaram, L. (2020) Exploring How Inclusion Connects Workplace Diversity and Employee Well-Being in India. *Equality, Diversity and Inclusion: An International Journal, 39(3), 345–365.*
[6]. Lee, C., & Hernández, M. (2023). *Diversity management practices and psychological inclusion: The mediating role of fairness perception*. *Human Resource Development Quarterly, 34*(4), 419–441.
[7]. Roberson, Q. M., & Perry, J. L. (2023). *Inclusion in the Workplace: A Review and Model of Inclusion Climate and Outcomes.* Academy of Management Annals, 17(1), 227–259.
[8]. Kapoor, A., & Sharma, D. (2024). *A study of gender diversity and inclusion climate in life sciences organizations in India*. *Equality, Diversity and Inclusion: An International Journal, 43*(1), 44–62.
[9]. Thomas, A., & Kumar, R. (2024). *Role of inclusive HR policies in enhancing team performance in the pharma sector*. *International Journal of Human Resource Studies, 14*(2), 85–102.
[10]. Banerjee, S., & Roy, A. (2025). *HRM strategies for promoting inclusive culture in Indian multinational pharmaceutical firms*. *Indian Journal of Industrial Relations, 60*(3), 210–227.
[11]. Umapathi, P., & Mounika, A. (2022). Remote work: A paradigm shift of working culture in IT industry. Madhya Bharti, 82(14), 213-218.