# Diversity and Inclusion: Deploying Technology in Driving Organizational Performance

**Deborah Chiamaka Odazie**
Southern Illinois university Edwardsville

**Samuel Takyi**
Texas Tech University

**Franklin Ekene Nwachukwu**
University of Georgia

**Adedoyin Oyewole**
University of Georgia

**Oladapo Ajayi**
John Hopkins University

**ABSTRACT***: This study examined diversity and inclusion technology on organizational performance in the USA. The primary objective was to find out the level of D&I tech tools used in US organisations and the relationship between the use of D&I technology and the organisation's performance. The survey design was adopted and purpose sampling was used to sample 550 respondents across public and private organisations in America. Descriptive analysis was performed on the data using Excel and SPSS. The findings suggest a connection between organizational performance and the perceived contribution of technology to D&I initiatives. The high agreement percentages in the organizational performance survey suggest that respondents who reflect technology can help D&I outcomes also tend to be more confident in the organization's capacity to achieve its goals.*

**KEYWORDS***: Diversity and Inclusion, Technology, organizational performance, AI, USA*

## INTRODUCTION

A budding body of evidence demonstrates that diverse, equitable, inclusive, and accessible workplaces yield higher-performing organizations (Executive Order, 2021). The assertion as captured in the executive order on diversity, equity, inclusion, and accessibility indicates the priority placed on diversity and inclusion in America. The conversation on Diversity and Inclusion (D&I) is gaining attention due to the changing US population's racial and ethnic makeup and its well-documented relationship with business outcomes (Garr & Jackson 2023).

The conceptualization of diversity is based on different typologies given the several distinctive attributes of people. The workforce in America is becoming more diverse with the increase in self-awareness and identification. Consequently, organizations have identified the need to create an equitable work culture to accommodate diversity in terms of sexual orientation, gender, race, ethnicity and culture, language and communication, religion and generational difference aimed at building an effective and high-performing team. Nonetheless, Turi et al. (2022) recent study outlined two divergent viewpoints on diversity. One is viewed as an asset with the potential to drive innovation and competitive advantage in the workplace while an opposing stance posits diversity as a manifestation of bias, a constraining factor, and an impediment to organizational dynamics.

Roberson, (2023) defined Diversity as a compositional difference among people within a work unit. The term is further described in the Executive Order (2021) as the practice of including various identities, backgrounds, communities, races, ethnicities, abilities, cultures, and beliefs of the American people. Inclusion, on the other hand, is a step ahead of diversity in the workplace. While diversity says to employ all and sundry, inclusion says to use the talent you have employed equally. Downey (2015) described inclusion as the involvement of employees in organizational systems and processes. Adequate investigation and leverage of these distinctions in a secure and conducive environment would promote a harmonious workplace, especially in an organization that employs diverse people and also provides an equitable work environment (Ohunakin et al., 2019).

Technology has enhanced diversity and inclusion (D&I) in America by facilitating connectivity, collaboration, and access. Remote work has proved to be an effective digital communication tech tool that allows employees from diverse backgrounds to interact and contribute to organizations borderless. Additionally, data-driven analytics tech tools help to identify and mitigate biases, ensuring fair opportunities for candidates from all backgrounds in the hiring processes. El-Amin (2022) opined that organizational leaders must demonstrate a commitment to diversity and inclusion by taking a solid position and providing the resources to ensure a culture that is diverse and inclusive. These initiatives aim to adopt goals, values, and missions, which reflect the social and cultural demographics representative of the global society (Ashe & Nazroo, 2017). In

achieving D&I in America, one of the most challenging issues is the lack of established organizational culture in the process of recruiting, hiring, training and supervising in most organizations. Additionally, top-level management still faces difficulties in managing diversity in the workplace. Managers require the managerial skills necessary in a multicultural workplace to establish a system that values cultural differences and treats every employee with dignity and respect (Tamunomiebi & John-Eke 2020). The American context highlights the importance of diversity, inclusion, and employee performance in organizations. As the nation evolves, the relationship between diversity and organizational success becomes clearer. Diversity initiatives can improve employee performance, and foster innovation, creativity, and problem-solving capabilities. This study is an analytical survey of a dynamic American corporate environment. It offers analytical findings about how D&I technology is driving organizational performance.

**Diversity in the Workplace**

People are different, Tamunomiebi and John-Eke's (2020) description of diversity. Further conceptualizing workplace diversity as the differences and similarities existing among employees in terms of age, gender, ethnicity, culture, religion, nationalities etc. It also encompasses the differences existing in the firm's departments, divisions and subsidiaries domiciled in different regions or nations. Workplace diversity in the submission of Cletus et al. (2018) encompasses the diverse physical, sociological, and psychological attributes such as gender, ethnicity, sexual orientation, religion, and political beliefs that define individuals or groups within an organization.

According to Chitra and Chandra (2017), the academic literature delineates workplace diversity into four distinct categories. These include personality differences, such as individual traits, skills, and abilities; internal factors like gender, race, ethnicity, intelligence, and sexual orientation; external factors like cultural background, nationality, religion, marital status, and age; and organizational dimensions like job position, departmental affiliation, and union representation.
It is thought that organizations are recognizing the benefits of employee diversity, including increased creativity, innovation, problem-solving, and customer service. As globalization and competition intensify, organizations seek ways to leverage these advantages for success. Thus, the varieties a diverse team brings in terms of perspectives, ideas and innovations from differing backgrounds, languages and beliefs requires an exploration into how diversity influences organizational performance.

Mary et al., (2023) study in India suggests that organizations with a diverse workforce tend to have better performance metrics. This link between diversity and performance covers a range of organizational results, such as increased productivity, greater ability to innovate, and higher levels of employee satisfaction. The performance of organizations is significantly enhanced by a diverse workforce, resulting in increased creativity, problem-solving, communication, and productivity, compared to a homogenous one. A review investigation by Rafaqat et al., (2022) found that the

Performance of organizations is strongly correlated with worker diversity. Furthermore, a diverse workforce can be productive if it is balanced well. Research on 95 US S&P 500 businesses revealed that age diversity has a negative impact on corporate social performance (Hafsi & Turgut, 2013).

Information from 422 companies that were listed on the Australian Securities Exchange between 2002 and 2005 was utilised by Ali, Kulik, and Metz (2009). The results of the regression analysis showed a positive correlation between gender diversity and business performance. A corporation may benefit monetarily from an increase in gender diversity. A longitudinal study methodology was used by Ali, Kulik, and Metz (2011) to gather data from publicly traded manufacturing and service companies. The results showed that there is a positive linear association between gender diversity and business performance. Gender diversity and profits in US firms are positively correlated, according to Srinidhi, Gul, and Tsui's (2011) analysis of 2480 observations of US organizations. Brown (2002) demonstrated that more racial diversity was associated with improved organizational performance by analyzing data from 121 executive directors of nonprofit organizations in Los Angeles. In a study conducted in 45 US states, Richard, McMillan, Chadwick, and Dwyer (2003) showed that racial diversity improved the performance of the chosen banks that implemented an innovation approach. According to a 1998–2003 study by Roberson & Park, (2004), ethnic diversity improved the performance of 100 Fortune 500 organizations.

Contrarily, an analytical study by Tongo et al., (2023) demonstrates that although employee diversity and inclusion have good effects on organizational productivity, a significant effect is displayed by inclusion. Leslie's (2017) study surveying 743 employees across 131 U.S. banking institutions revealed that ethnic diversity presented a negative correlation with the performance outcomes of the banks in context. The conclusion drawn suggests that by circumventing issues related to potential status discrepancies, the work experience of the unit members and the unit's collective performance can be enhanced. In an investigation by Haslam et al., (2010) using panel data from 2001-2005 related to UK FTSE 100 companies, a detrimental association was noted between gender diversity and the market valuation of the involved firms, with no significant connection observed concerning return on assets or earnings. Furthermore, Choi and Rainey (2010), employing data from the Central Personnel Data and the 2004 Federal Human Capital Survey, found a negative relationship between diversity and organizational performance metrics.

Diversity in work promotes teamwork and has other natural benefits. Diversity in the workforce has been seen by academics as a strength that firms may make use of. This comprises the pool of talent and the sharing of ideas and expertise among team members to increase production (Swinton, 2014), this fosters innovation, enhances decision-making efficacy, and produces knowledge-based organizations. Consequently, a broad talent pool at work fosters innovation and creativity, which in turn boosts productivity inside the companies (Okoro & Washington, 2012). Empirical evidence presents a heterogeneous picture of the effect of workplace diversity and

inclusion on organizational performance. Elucidating the influence that diversity within the workplace exerts on organizational outcomes necessitates this study to further explore the complexities of the relationship between diversity and performance.

## The Concept of Inclusion in the Workplace

Diversity is good, with inclusion, it is better. A team that's diverse and inclusive leads to better outcomes in all areas of business: from recruitment and retention to product development. Ryan and Wessel (2015) argued that while it's essential to have a diverse workforce, this is not sufficient. organizations must also acknowledge individual differences, discourage discrimination, value each employee for their unique contributions, and foster an environment of inclusivity.

Recent historical research by Tessema et al., (2023) concludes that since the 1990s, US companies have increased diversity due to legislation, immigration, and low birthrate, leading to high women's labor force participation. However, progress in equity and inclusion has been limited, emphasizing the complexity of these areas. It is essential to embrace diversity in the workforce in all its distinctions and to foster an inclusive environment. The US used to be thought of as a "melting pot" of people from different nations, ethnicities, customs, religions and backgrounds. The perceived outcome was hinged on the idea that the immigrants would adapt to the local culture seamlessly. However, because integration is challenging to execute, this presumption has proven to be complicated (Tessema et al., 2017). This can necessitate businesses to think carefully about how to incorporate, value, and embrace a diverse staff. Therefore, D&I considers not just the demographics of the workforce but also the emotional bonds that employees have with the organization and one another. A survey of public managers in Texas agencies provided the data for research by Sabharwal (2014) on the state of Texas. The study concludes that increasing workplace performance requires more than just diversity management. An approach that encourages greater employee inclusion in a way that respects their opinions and fosters self-esteem is what is needed instead. The findings demonstrate that when workers feel free to voice their thoughts and are consulted before making critical organizational choices, productive work environments can be created.

Inclusive work is closely linked to diversity, aiming to maximize the benefits of diversity by ensuring equal rights and opportunities for employees. Benefits of an inclusive workforce include the ability to market products globally, improve a company's reputation, foster diverse perspectives, increase creativity and profits, and reduce employee turnover. This fosters a sense of belonging and recognition, leading to increased satisfaction and reduced turnover. Overall, an inclusive workforce enhances a company's overall performance and reputation (Tongo et al., 2023).

**Challenges of D&I**

Though D&I in America has evolved over the years and organizations have factored D&I and its organizational culture and policy, several challenges still hinder the full realization of the benefits of D&I. El-Amin's (2022) study in the USA outlined the issue of a continuous lack of diversity in hiring, promoting, and retaining staff members because of institutional, structural, organizational, cultural, and societal barriers. The author went on to stress the importance of inclusive, varied, and equitable organizations. There are still issues that historically underrepresented communities must deal with.

Diversity in the workplace can lead to several challenges, including communication issues, cultural misunderstanding, slower decision-making, inequitable inclusion, and discrimination. Communication issues arise from employees with similar attributes clustering together in informal groups, which can hinder organizational productivity. Cultural misunderstanding occurs due to different cultural beliefs, which can affect organizational productivity. Slower decision-making can result from employees wanting to be heard and considered, which can negatively impact productivity. Inequitable inclusion can result from unequal involvement in office affairs, especially if managers are biased. Discrimination is another consequence of workplace diversity, as it can result in the victimization of others due to their differences, creating a toxic environment and hindering productivity (Tongo et al., 2023).

The professional growth of workers from ethnic minority backgrounds can be severely hampered by racial prejudice, which results in fewer options for training and career promotion. As a result, many members of these groups might search for new employment to avoid the negative effects of racism. Employers' commitments to inclusion, diversity, and equality might range significantly from one another. While some actively and persistently strive to advance these ideals, others are not as successful, leaving workers in an atmosphere where prospects for advancement are limited and equality, diversity, fairness, and justice are not given priority. Ashe and Nazroo (2017) submit that experiencing or witnessing racism impacts all employees, particularly ethnic minorities, in many ways. This includes directly impacting the mental health and emotional and psychological well-being of ethnic minority workers. Proactive measures by organizations in addressing diversity and inclusion are imperative to prevent issues before they emerge. Harnessing technology can be an effective strategy in identifying and managing these challenges efficiently, thereby fostering a more inclusive and equitable workplace.

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**Deploying Technology**

Successful strategies to address organizational diversity and inclusion challenges promote equality in today's dynamic workplace environments (Adejumo, 2020). Aghdam et al. (2022) study looks at the other side of the coin by exploring the importance of diversity and inclusion in the technology sector and its positive impact on productivity and end-client satisfaction. The authors provide a perspective on how embracing diversity and inclusion can lead to a more innovative and successful technology industry. This study examines the concept from an alternative perspective, enunciating how D&I can leverage technology in driving organizational performance.

Kemper et al. (2019) indicated that achieving equality in the workplace requires various tools, so the most useful tools for the local context can be selected. Conceivably, technology is perceived as appropriate. Garr and Jackson (2019) refer to D&I technology as enterprise software that supports organizations' attempts to become more inclusive and diverse by offering insights or changing procedures or practices at the individual or organizational level. Haentjens (2023) pictures how human resource managers can harness digital innovation to bridge talents globally, collaborate seamlessly across regions and ensure an unbiased hiring process. The author outlined ways digital transformation enhances diversity and inclusion by expanding an organization's global talent pool through;

i.   Remote work, collaborative tools, and virtual hiring processes foster a culturally rich work environment.
ii.  AI is being used more and more in hiring to remove unconscious prejudice and concentrate just on a candidate's credentials and abilities, which will encourage a more diverse workforce.
iii. Organizations leverage analytical tools from digital transformation to examine employee engagement, performance, and demographics. This helps HR and D&I teams solve issues related to diversity and inclusion and find areas for improvement.

Furthermore, Garr and Jackson (2023) outlined the benefits of the development of new technologies, specifically AI, machine learning, algorithms, text mining, sentiment analysis, and natural language processing has provided novel capabilities which can be applied to diversity and inclusion challenges to create consistent, scalable practices that can identify or mitigate biases across organizations, often in real-time. On the other hand, there are inherent risks to the use of technology in D&I. Artificial intelligence (AI) algorithms' propensity for prejudice. Organizations that recognize issues with diversity and inclusion but take no action have a higher risk of facing legal consequences.

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Table 1: Benefits and Challenges of D&I Tech

| Benefits | Risk |
|---|---|
| • Implementing more consistent, less biased, and scalable people decision-making processes<br>• Increasing the understanding of the current state of diversity and inclusion across the the entire organization, using both traditional and new metrics<br>• Measuring and monitoring the impact of efforts designed to improve D&I outcomes<br>• Raising awareness of bias occurring in real-time and at the individual level enabling a range of people to act on it<br>• Enabling action at individual levels by making new, appropriate information available to employees at different levels within the organization<br>• Signaling broadly the importance of a diverse and inclusive culture to the organization | • Implementing technology that may have a bias due to the data sets on which the algorithms are trained or the lack of diversity of technologists creating it<br>• Creating legal risk if problems are identified and the organization fails to act<br>• Enabling the perception that the technology will solve bias problems, not that people are responsible for solving them<br>• Reducing people's sense of empowerment to make critical people decisions<br>• Implementing technology or processes that are disconnected from other people's processes or technologies<br>• Enabling employee perceptions of big-brother monitoring, an over-focus on "political correctness," or "reverse discrimination" |

Source: Garr and Jackson (2023)

**METHODOLOGY**

The study adopted the survey design. Using a purposive sampling, 550 employees were reached. A questionnaire was developed using Google form and distributed to HR managers and employees in America via LinkedIn, Email, WhatsApp, X and Facebook. The questions were open and closed-ended to allow respondents to give unbiased and elaborate responses to the questions. The questionnaire was adapted from Garr and Jackson (2019) and Tongo et al., (2023). The population is focused on public and private organisations in America. The data was represented using graphs and pie charts and analysed using SPSS (v26).
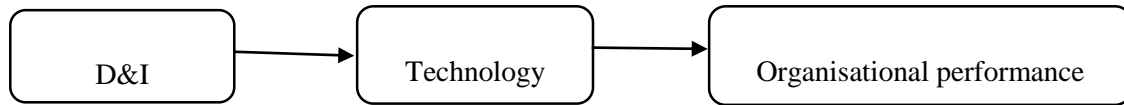
D&I → Technology → Organisational performance

Figure 1: Conceptual model

## DATA ANALYSIS

## Descriptive Statistic
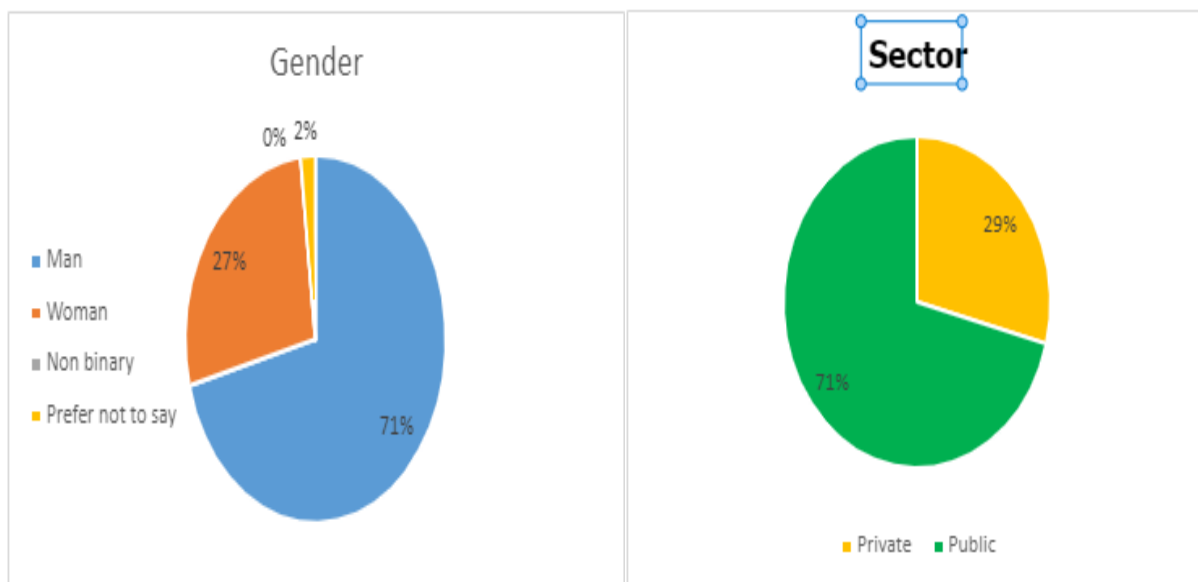
Respondents Biodata



Figure 2: Gender and Sector

Figure 2 shows the gender distribution of the respondents' sample from both public and private organisations in the US. The result revealed that 71% of the respondents were male, 27% were female, 2% while 2% preferred not to say. Also, 71% of the respondents are employees in public organisations while 29% are employees of private organisations.

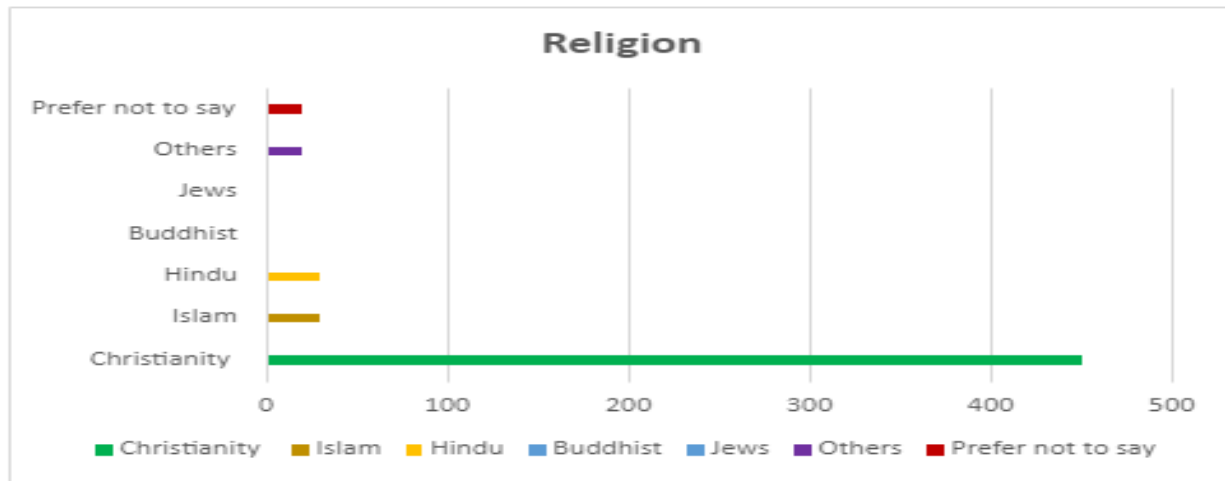Publication of the European Centre for Research Training and Development-UK



Figure 3: Religion

The graphic representation in Figure 3 shows the religion of the sampled respondents. The result showed that 81.8% identified as Christians, 5.5% are Muslim, similarly, 5.5% of respondents are Hindu, 3.6% are of another religious sect and 3.6% prefer not to say.
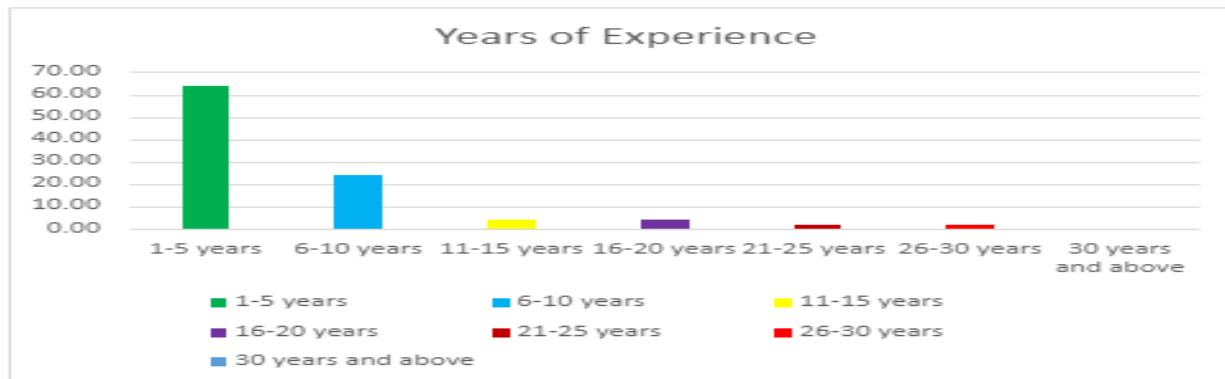


Figure 3: Years of experience working in the US

Figure 3 shows the years of experience of the respondents with the US economy. The results show that 64% of the respondents have worked for just about 5 years or less, 24% have about 6 years to 10 years of work experience in the US, 11-20 years represent 8% while 21-to 30 years represent 4% of the total respondents.

**Table 2: Workplace Diversity in the US**

| Diversity in the workplace | Agree % | Neutral % | Disagree % | Mean | Std |
|---|---|---|---|---|---|
| Gender is not a criterion for employment in my organization | 83.6 | 14.5 | 1.8 | 2.82 | 0.434 |
| Ethnicity is not a criterion for employment in my organization | 83.6 | 10.9 | 5.5 | 2.78 | 0.534 |
| Age is not a criterion for employment in my organization | 60.0 | 23.6 | 16.4 | 2.44 | 0.764 |
| Marital status is not a criterion for employment in my organization | 85.5 | 12.7 | 1.8 | 2.84 | 0.420 |
| Religion is not a criterion for employment in my organization | 87.3 | 12.7 | 0.0 | 2.87 | 0.336 |

Table 2 shows how diverse organizations are in their recruitment and retaining of employees. The results show that 83.6% of the respondents agree that gender is not a priority in the US recruitment process. Nonetheless, 1.8% of the respondents disagree with this assertion. This implies that they are still organizations where gender is considered for specific roles. 14.5% indicated neutral. Furthermore, ethnic diversity a similar 83.6% affirmation that the diverse ethnic identification is not a consideration when recruiting and retaining employees in the US. Contrarily, 5.5% of the respondents disagreed, maintaining that ethnicity still influences recruitment and retaining of staff in the US. Age consideration showed that 60% of the respondent's age was not considered during recruitment while 16.4% of the respondents disagreed stating that age is put into consideration during recruitment in the US. Furthermore, marital status results showed that 85.5% of the respondents affirmed that marital status is not on the recruitment and retaining process in the US while 1.8% disagreed with the submission. Lastly, 87.3% of the respondents agree that religion is not a criterion for recruitment and retention in the US while 12.7% of the respondents were neutral on the assertion.
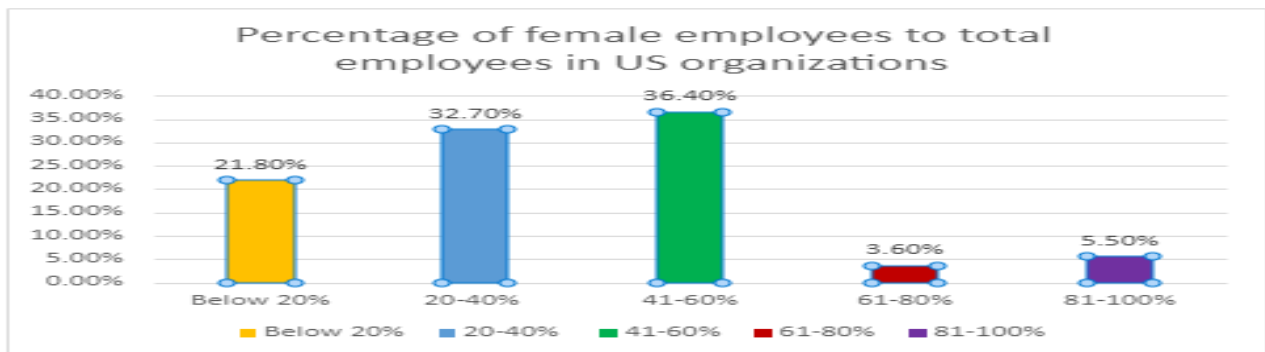


**Figure 4: Level of female in US workforce**

The description in Figure 4 shows that the representation of females in most US organisations ranges from 41-60%, followed by organisations that have about 20-40% female employees showing 32.70% and 21.80% for organisations with below 20% female workforce. Organisations that had employed 61-80% female staff showed 3.60% of the respondents while 5.50% of organisations in the US have female employees ranging from 81-100% of the workforce.

**Table 3: Employee Inclusion in the US**

| Inclusion in the workplace | Agree % | Neutral % | Disagree % | Mean | Std |
|---|---|---|---|---|---|
| Both male and female employees can take part in decision-making at my place of work. | 92.7 | 7.3 | 0.0 | 2.93 | 0.262 |
| Employees of all ethnic groups can take part in decision-making at my place of work. | 83.6 | 16.4 | 0.0 | 2.84 | 0.373 |
| Employees of all age categories can take part in decision-making at my place of work. | 74.5 | 20.0 | 5.5 | 2.69 | 0.573 |
| Employees with different religious diversities can take part in decision-making at my place of work. | 89.1 | 10.9 | 0.0 | 2.89 | 0.315 |
| Employees with different marital backgrounds can take part in decision-making at my place of work. | 89.1 | 10.9 | 0.0 | 2.89 | 0.315 |

Table 3 shows the level of employee inclusion in US organisations. The results show that 92.7% of the respondents agree that all gender identification is given equal leadership and decision-making opportunities in US organisations. 7.3% were neutral and non-disagreed with the assertion. Also, 83.6% of the respondents affirmed that all ethnic groups take part in leadership and decision-making in US organisations. 16.4% preferred neutral. Age distribution showed that 74.5% of the respondents agreed that employees of all age brackets are given equal leadership opportunities in the organisation. 5.5% disagreed and 20% stood neutral. The result further shows that 89.1% of the respondents agreed that staff of diverse religions are given equal leadership and decision-making opportunities in the US. 10.9% of respondents were neutral. Lastly, staff marital status showed that 89.1% agreed to have equal leadership opportunities irrespective of their marital status.

**Table 4: D&I Tech tool usage in the US**

| Technology in D&I | Agree | Neutral | Disagree | Mean | Std |
|---|---|---|---|---|---|
| Tech innovations will reduce unconscious bias | 65.5 | 23.6 | 10.9 | 2.55 | 0.689 |
| Tech tools will increase D&I analytics and insights | 85.5 | 12.7 | 1.8 | 2.82 | 0.434 |
| Technology will address inadequate diverse talents | 70.9 | 18.2 | 10.9 | 2.60 | 0.683 |
| Digital innovations will help identify key D&I areas to improve in an organization | 80.0 | 20.0 | 0.0 | 2.80 | 0.404 |

Table 4 shows how technology has been leveraged for diversity and inclusion in US organisations. The result showed that 65.5% of the respondents agreed that technological innovations would reduce unconscious bias in the recruitment and retaining process in the US. 10.9% disagreed that the use of tech tools in D&I will reduce unconscious bias in US organisations. 23.6% were neutral. Similarly, the responses indicated that 85.5% agreed that tech tools employed by organisations in the US have increased D&I analytics. 1.8% disagreed that tech tools provide better insights to D&I in the US. Analysis of technology addressing the need for diverse talents in the US workforce showed that 70.9% agreed while 10.9% disagreed with the submission. Digital innovations like AI and big data have helped to identify key areas for organisations in the US to improve their D&I recruitment and retaining algorithms.
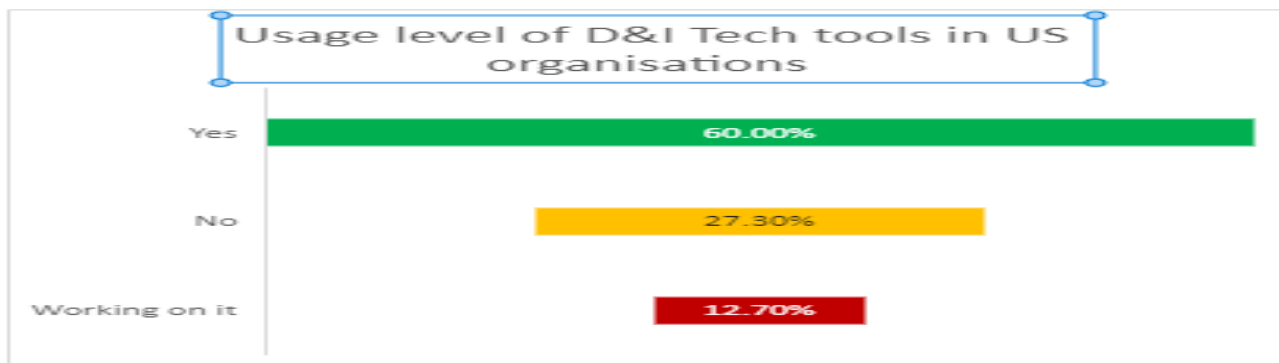


Figure 5: figure 5 visualizes the level of D&I tech tools usage in US public and private organisations. The graphs show that 60% of the respondent's organisations use D&I tech tools to

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strengthen D&I strategy. 27.3% of organisations have not considered using D&I tech tools while 12.7% of organisations are in the process of adopting a D&I tech tool in their recruitment, retaining and promotion process.

**Table 5: D&I and Organizational Performance**

| **Organizational Performance** | **Agree** | **Neutral** | **Disagree** | **Mean** | **Std** |
|---|---|---|---|---|---|
| The daily goals and objectives of your organisation are usually met | 70.9 | 21.8 | 7.3 | 2.64 | 0.620 |
| The weekly goals and objectives of your organisation are usually met | 74.5 | 18.2 | 7.3 | 2.67 | 0.610 |
| The monthly goals and objectives of your organisation are usually met | 83.6 | 16.4 | 0.0 | 2.84 | 0.373 |
| The yearly goals and objectives of your organisation are usually met. | 80.0 | 20.0 | 0.0 | 2.80 | 0.404 |
| The quarterly goals and objectives of your organisation are usually met. | 81.8 | 18.2 | 0.0 | 2.82 | 0.389 |

Table 5 shows the relationship between D&I and organizational performance. Public and private organisations exist for several purposes, the former being to serve society and the latter for profit making. Consequently, policies in these organisations are made in other to achieve the objectives of the organisation. The practice of D&I has taken a front discussion in the USA due to the diverse demography of the workforce. While organisations in the USA invest in D&I technology, how it affects the performance of the employees as well as the entire organisation is worthy of note. The results show that above 70% of the respondents agree with achieving the organisation's objectives of having a diverse and inclusive workforce. Nonetheless, about 7% of the disagreed that the achievement of the organisation's objectives is linked the its diverse and inclusive workforce.

**DISCUSSION OF FINDINGS**

Diversity and inclusion practices in US organisations have shown a significant pace in promoting a diverse work environment. The findings suggest that about 80% of US organisations do not consider gender, ethnicity, religion and marital status as a prerequisite for recruitment and retaining. Nonetheless, a notable part of the respondents where disagreed with the claim to indicate that age is still being considered as a criterion for recruitment and retaining in America. Further

on inclusion, the findings show that the majority of employees rating above 70% agreed that they take part in decision-making at their workplace regardless of their diverse demography. Despite the significant proportion of inclusivity, there may still be a disparity in the level of influence from the different groups.

The study primarily focused on how technology has influenced diversity and inclusion practices in US organisations. Further looking at how D&I tech tools are leveraged to provide a more strategic D&I culture in workplaces and organizational performance. The findings discovered that generally, technology is playing a significant role in D&I and the emergence of tech tools has further increased data-oriented and analytical insights into the consciousness of D&I in organisations. Several tech tools are utilized by public and private organisations to achieve different perspectives of D&I. This aligns with Garr and Jackson's (2019) discovery of dedicated tech tools focused on driving holistic D&I culture. The study identified 105 D&I tech-oriented service providers with IT solutions addressing different perimeters of D&I from talent acquisition which entails candidate sourcing and selection to development which captures learning, mentorship, performance evaluation and leadership development. Also, engagement and retention cover employee experience, communication voice in the workplace analytics centred on analysis and monitoring, business case analysis, employee resource group (ERG) and management analysis.

The findings suggest a connection between organizational performance and the perceived contribution of technology to D&I initiatives. The high agreement percentages in the organizational performance survey suggest that respondents who reflect technology can help D&I outcomes also tend to be more confident in the organization's capacity to achieve its goals. However, there may be some scepticism about the extent to which technology can address all diversity and inclusion challenges effectively. The use of innovations like AI requires the awareness that the algorithms are created and operated by humans and could possess characteristic biases.

**CONCLUSION AND RECOMMENDATION**

Diversity and inclusion are a growing concern in America and the globe. Organisations are tasked with building a working atmosphere that accommodates individuals with diverse backgrounds. To achieve this, organisations sort models to reduce conscious biases in the recruitment, retaining and promotion processes. Technology has thus disrupted D&I practice by promoting the development of innovative tech tools with the ability to drive organisations to cultivate diverse workforces with inclusive cultures and further provide innate solutions to mitigate bias and provide insight into D&I data. The study recommends that organisations in the US adopt tech-oriented solutions to D&I initiatives with an all-inclusive governance and monitoring structure to guarantee anticipated performance.

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