



**THE EFFECT OF DIVERSITY & INCLUSION
MANAGEMENT PRACTICES ON EMPLOYEE
WELL-BEING: A CASE STUDY OF ETHIO
TELECOM.**

**RESEARCH PROPOSAL
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Declaration

I, Napoleon Girma Belay, affirm that this thesis entitled; “The effect of Diversity & Inclusion at the working place with the wellbeing of Employees in the case of Ethio Telecom.” based on my own original work except for quotations and citations which have been duly announced. I also disclose that it has not been previously or currently submitted to Addis Ababa University or any other institutions.

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This is to certify that Napoleon Girma Belay has completed his thesis entitled "The effect of Diversity & Inclusion Management Practice on Employee Well-Being: A Case study of Ethio Telecom" is his original work submitted for next step with my approval as a thesis.

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This is to certify that the thesis entitled "The effect of Diversity & Inclusion Management Practice on Employee Well-Being. A case study of Ethio Telecom " was carried out by Napoleon Girma Belay under the supervision of Worku Mekonnen (PhD) submitted in partial fulfillment of the requirements for the Degree of Master of Human Resource Management with the regulation of the University.

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Abstract

This study aims to examine the effect of Diversity and Inclusion (D&I) management practices have a significant impact on employee well-being. Organizations that prioritize D&I as crucial components for organizational success. Creating inclusive workplaces where employees feel valued, respected, and supported, leading to several benefits diverse work force in which Employees in inclusive environments experience a stronger sense of enhanced creativity, improved decision making, creating innovation, belongingness, improves job satisfaction and reduces stress. D&I initiatives help minimize discrimination and bias, reducing anxiety and stress among employees that will lead to employees Mental Health. A supportive and inclusive work culture lowers stress levels, which can decrease the risk of conditions like hypertension and heart disease encouraging in Physical Health. Employees who feel included are more engaged, motivated, and productive, contributing to overall organizational success. Inclusive workplaces often offer flexible work arrangements, allowing employees to balance professional and personal responsibilities more effectively. The effect of Diversity & Inclusion Management practice on Employee Well-Being are effective strategies, including leadership commitment, training programs and robust recruitment and retention policies are proposed to foster a culture of belongingness. By fostering a culture of inclusion, organizations not only improve employee well-being but also enhance overall performance and innovation.

Key words: Diversity and Inclusion, Employee well-being, Inclusive work place, work-Life balance, Leadership commitment.

Chapter One

1.1, Background of the Study.

Diversity and inclusion (D&I) have become strategic topics for many organizations nowadays. Previous studies indicate that adopting D&I practices can improve team performance (e.g., Mayo & Woolley, [2016](#)), financial performance (e.g., Ahmed et al., [2018](#)), problem-solving (e.g., Carmeli et al., [2010](#)), quality of work (e.g., Randel et al., [2018](#)), innovation and creativity (e.g., Bassett-Jones, [2005](#)), engagement (e.g., Miller et al., [1996](#)), and a better connection to the market (e.g., Edwards-Schachter et al., [2012](#)). Moreover, organizations that manage D&I well are perceived as better employers, increasing their position in the labor market and chances of survival (Lozano & Escrich, [2017](#); Rabl et al., [2020](#)). Hence, well-managed D&I can lead to a competitive advantage (Campbell & Mínguez-Vera, [2008](#); Porter & Kramer, [2007](#), [2011](#)). Regardless of potential economic benefits, the increased interest in D&I is mainly caused by a shift in the social perception of the role of businesses in society. From this viewpoint, becoming a diverse and inclusive organization is considered a valuable strategic objective, regardless of other benefits in corporate performance (Lozano & Escrich, [2017](#); Rabl et al., [2020](#)). This ethical perspective is rooted in the idea that businesses should be representative of the society they operate in (Gilbert et al., [1999](#)). Whereas up to half a century ago, most companies were largely homogenous in composition, social expectations of contemporary businesses have radically changed.

In most western countries, it is no longer considered acceptable when, e.g., higher management levels are dominated mainly by white males. Institutional pressures by legislation or pressure groups force businesses to adopt strategies and hiring practices to become more diverse (Agocs & Burr, [1996](#)). The study on the effect of Diversity and Inclusion management practices on employee well-being is a crucial area of study in organizational behavior and human resource management. The new strategy of the Ethio Telecom shows commitment to provide the people in Communication Sector, Technological Sector, Financial Sector, that it contributes to both the economic and social growth for the development of the Country.

Most of the Researchers studies discusses the relationship between employee well-being, productivity, and firm performance, providing insights into how D&I initiatives contribute to workplace satisfaction. Dr. Bonisa Dave: This research focuses on the impact of D&I initiatives on organizational culture and performance, highlighting the measurable outcomes of successful D&I practices, examines the effect of Diversity, Equity, and Inclusion (DEI) initiatives on employee performance, Diversity and Inclusion (D&I) management practices are essential for encouraging a healthy & engaged workforce. These can affect job satisfaction, employee well-being, and the overall productivity these will lead us to adjust workplace culture and interpersonal connections in the Organization.

The study understands D&I Management Practices which refers to organizational strategies aimed at fostering a workplace that values differences in race, gender, age, ethnicity, sexual orientation, disability, and other characteristics. These practices include: - Inclusive hiring policies, Bias-free promotion and career development, Employee resource groups (ERGs),

Now a day in modern work places which aims to create a workplace where Employees from different backgrounds feel valued, respected and included. Studies show that diversity practices positively correlate with employee engagement, especially when employees feel included and valued, their engagement levels increase, leading to better job performance and satisfaction. The role of inclusive leadership in shaping employees' perceptions of inclusion, which in turn enhances their engagement and well-being. Fixing the effect of Diversity & Inclusion management practices into the organizational culture can create a sense of belonging among employees. A culture that values diversity and inclusion enhances employee well-being by making them feel respected and accepted.

Organizations that prioritize Diversity & Inclusion not only comply with social and legal obligations but also link into a wealth of benefits, including improved employee well-being and organizational growth. Regular assessment and improvement of management practices ensure a positive and inclusive work environment, leading to better employee outcomes. Different dimensions of diversity, such as race, gender, age, and skills, are analyzed to understand their unique impacts on employee well-being. The study explores how diverse perspectives contribute to a more innovative and inclusive workplace.

The effect of Diversity & Inclusion practices on Employee well-being is a topic of crucial area of study in organizational behavior and human resource management interest, research and overall well-being. Organizations are encouraged to prioritize Diversity & Inclusion as a core strategic goal to enhance employee well-being and overall organizational performance.

Both the aspects of Diversity & Inclusion are important, diversity without inclusion can result in a toxic culture, and inclusion without diversity can make a company stagnant and uncreative, Companies are starting to focus more on diversity, but many disregard the inclusion piece of the paradox, without a concerted effort towards both inclusion and diversity, the workforce will feel out of place and unsupported.

1.2, Statement of the Problem

IIBP Research Team: Their study discusses how inclusive workplaces enhance employee well-being, leading to increased productivity, creativity, and job satisfaction. NB Business Psychology.

The study on the impact of Diversity and Inclusion (D&I) management practices on employee well-being could be authored by various researchers. For example, Rita Mulyanti, Zahara Tussoleha Rony, and Hapzi Ali from Bhayangkara University in Jakarta, Indonesia, suggested that in today's rapidly growing and globalized working places, most of the organizations face the challenge of encouraging an inclusive culture that values and leverages diversity, while diversity and inclusion practices have gained importance, their direct impact on employee well-being remains a critical issue of investigation. The relationship between Diversity & Inclusion practices and employee well-being is multifaceted and can affect various aspects of an organization, including employee engagement, job satisfaction, mental health, and overall organizational performance.

A diverse and inclusive environment establishes a sense of belonging among employees, making them feel more connected and productive. Organizations that adopt D & I practices see huge gains in the form of business results, innovation, and decision-making.

Despite in recognizing the importance of Diversity & Inclusion, there is a need for empirical research to understand the extent to which these practices contribute to increasing employee well-being. This study aims to bridge this gap by assessing the effect of diversity and inclusion management practices on the well-being of employees, thereby providing insights for

organizations to create more inclusive and supportive working Place. The findings from this research will contribute to the development of evidence-based strategies that promote employee well-being and drive organizational success at large.

Diversity affects how Companies understand that employing people who hold multiple perspectives increases the need to mitigate conflict between workers from different identity groups, enhances creativity and problem solving in teams, and serves as a resource to create a competitive advantage for the Company.

Despite the increasing emphasis on Diversity & Inclusion in the workplace, there remains a gap in understanding how these management practices concretely affect employee well-being. Many organizations implement Diversity & Inclusion initiatives without fully assessing their effectiveness or understanding the specific ways in which they affect employees' mental and physical health, job satisfaction, and engagement.

While there are numerous studies on the benefits of Diversity & Inclusion, there is limited research that specifically ties these practices to be of measurable outcomes in employee well-being. Organizations often struggle to effectively implement Diversity & Inclusion practices. There is a need to understand the barriers to successful implementation and how they can be overcome.

The role of leaders in promoting and sustaining Diversity & Inclusion is critical, yet not fully understood. There is a need to explore how leadership styles and behaviors influence the success of both initiatives. Employees' perceptions of inclusivity can vary widely based on personal experiences and organizational culture. Understanding these perceptions is crucial to adjust Diversity & Inclusion management practices that truly enhance well-being.

There is a need for sustainable and long-term strategies that go beyond superficial diversity initiatives and genuinely improve employee well-being. Using an integration and learning perspective strongly links diversity to the work and success of the Organization by viewing cultural identity, different life experiences, skills, and perspectives from members of diverse cultural identity groups as a valuable resource.

Most workplaces are changing in profound ways, from how we communicate, culture, and hence why companies must constantly innovate their diversity, Equity, and inclusion. Referring to people as diverse always brings the picture of majority and minority. In contrast, Equity is about fairness and unfairness. Moreover, for inclusion, it is the feeling of being included in a workplace or a political area.

The main problem that has to be happened in Ethiopia now a day is, diversity, Equity and inclusion (DEI). In business sectors, most companies or managers don't diversify their pool of workers due ethnic based situation with that of the political intervention, besides no one can move safely to work anywhere in the Country, so how can the Company can talk about diversified work forces? where the candidates absorbed in the business are mostly of the same ethnic group and political consideration. This always creates a bad picture to the public as it increases racism & differentiation in the workplace. This primarily affects the one described as minority depending on the environment. The people of ethnic based society are most discriminated against, which is diversified as a minority, and they lack Equity. The voice of ethnic based discrimination communities has been struggling to be heard on almost every issue.

Key trends include the need for reliable and cost-effective solutions in cloud computing and 5G technology, especially in smart ecosystems like factories, cities, homes, vehicles, and industrial workplaces, where more connected devices and people require advanced connectivity solutions.

1.3, Basic Research Questions.

These research questions aim to provide a comprehensive understanding of how the effect of Diversity & Inclusion management practices influence employee well-being and offer actionable insights for Ethio Telecom to enhance their Diversity & Inclusion strategies, hence the Questions segregated as Diversity Management Practices, Employee Well-being, Overall Impact.

1. How committed is the top management to promote diversity and inclusion within Ethio Telecom?
2. What specific policies and programs are in place to support diversity and inclusion in Ethio Telecom?
3. How does Ethio Telecom ensure diverse hiring practices? Are there any specific strategies to attract candidates from underrepresented groups?

4. How does Ethio Telecom measure the effectiveness of its diversity management initiatives? What metrics are used in the Company?
- 5, What initiatives are in place to support employees' Mental Health and work-life balance?
- 6, How does diversity and inclusion impact overall organizational performance and success?
- 7, Is there a link between diversity, inclusion, and increased innovation and creativity within the organization?

1.4, OBJECTIVES OF THE STUDY

1.4.1, General objectives

The main objective of this study is to assess the effect of Diversity &Inclusion management practices on employee well-being, typically include the key factors that can affect Diversity and Inclusion which are Individual Factors, Organizational Factors, Societal and External factors. Besides these, key strategies to develop Diversity and Inclusion practices to improve employee well-being are: Psychological Safety & Belonging, Fair & Equitable policies & practices, Leadership & Organizational Commitment, Competence & Training, Data-Driven Assessment & Continuous Improvement essential to enhance Organizational Diversity &Inclusion strategies effectively.

1.4.2, Specific Objectives

The specific objectives of this study are as follows:

1. To Identify factors that affect Diversity & Inclusion Management practice on Employees Well-Being with the overall Organizational performance at Ethio Telecom.
2. To Develop strategies to address the challenges and enhance the effectiveness of Diversity &Inclusion initiatives & propose solutions.
3. To Assess how inclusive leadership behaviors, affect employees' perceptions of inclusion and their overall well-being.
4. To analyze how organizational culture supports or impedes the successful implementation of Diversity &Inclusion initiatives.

1.5, SIGNIFICANCE OF THE STUDY

This study contributes to the existing body of knowledge by providing empirical evidence on the relationship between diversity and inclusion (D&I) management practices and employee well-being. It fills gaps in the literature by exploring how D&I initiatives impact various aspects of employee health and satisfaction.

It helps refine and develop theoretical frameworks related to organizational behavior, human resource management, and workplace psychology by integrating D&I practices with employee well-being outcomes.

Organizations can use the findings to implement effective D&I strategies that promote employee well-being, leading to increased job satisfaction, reduced stress, and improved mental and physical health.

By fostering an inclusive work environment, companies can enhance employee engagement, productivity, and creativity, ultimately driving better organizational performance and success.

The study provides insights for HR professionals and policymakers to develop and implement policies that support diversity and inclusion, ensuring a fair and supportive workplace for all employees.

Future research can build on this study to identify and validate best practices in D&I management that have the most significant positive impact on employee well-being.

Researchers can conduct longitudinal studies to examine the long-term effects of D&I initiatives on employee well-being, providing a deeper understanding of the sustained benefits and potential challenges.

The study opens avenues for cross-cultural research to explore how D&I practices and their impact on employee well-being vary across different cultural and organizational contexts.

The study underscores the critical importance of diversity and inclusion management practices in enhancing employee well-being and provides a foundation for further exploration and practical application in the field.

1.6, Scope of the study

The study focuses on the effect of Diversity & Inclusion Management Practice on Employee Well – Being in ethio-telecom the only Government owned Company in Ethiopia and the study will be conducted in Four selected branches. Ethio telecom is chosen due the fact that it is too huge and the first largest telecom sector in Ethiopia. Among different variables that affect Diversity & Inclusion Management Practice on Employee Well – Being will focus to provide clear and focused insights into how diversity and inclusion management practices impact employee well-being within the specified guide line.

- **Geographical Focus:** The study is limited to specific regions or countries, potentially comparing different geographical contexts to understand the varied impacts of diversity and inclusion (D&I) management practices.
- **Industry Specificity:** The research may be confined to particular industries or sectors, such as technology, healthcare, or finance, to identify sector-specific D&I practice and their effects on employee well-being.
- **Organizational Size:** The study might focus on organizations of specific sizes, such as small and medium-sized enterprises (SMEs) or large multinational corporations, to assess how D&I practices influence employee well-being across different organizational scales.

1.7, Limitations of the study

Studying the effect of diversity and inclusion management practices on employee wellbeing is a complex endeavor, some of the potential constraints are identified below: - and several limitations can arise:

1. **Measurement Challenges:** Quantifying diversity, inclusion, and employee wellbeing can be difficult due to the subjective nature of these concepts. Different individuals may perceive and experience these factors differently, making it hard to develop standardized measures.
2. **Longitudinal Studies:** Understanding the long-term effects of diversity and inclusion management practices requires long term studies, which can be time-consuming and resource-intensive. Short-term studies may not capture the full impact of these practices on employee wellbeing.

3. **Confounding Variables:** Many factors can influence employee wellbeing, such as job satisfaction, work-life balance, and organizational culture. Isolating the specific impact of diversity and inclusion practices from these other variables can be challenging.
4. **Resource Constraints:** Conducting comprehensive studies on effect of diversity and inclusion management practices requires significant resources, including time, funding, and expertise. Limited resources can constrain the scope and depth of the research.
5. **Cultural Sensitivity:** D&I practice and their perceived impact on well-being can be influenced by cultural contexts. What works well in one culture or region might not be as effective or even relevant in another, making it hard to generalize findings.
6. **Employee Perception and recognition:** Employees' perceptions and buy-in to D&I initiatives can vary. If employees do not perceive these practices as genuine or beneficial, the expected positive impact on well-being may not materialize.

These limitations highlight the need for careful study design, robust methodologies, and ongoing efforts to address the challenges associated with researching the effect of diversity and inclusion management practices on employee wellbeing.

Understanding and addressing these limitations is essential for organizations aiming to improve their Diversity & Inclusion management practice and, consequently, their employees' well-being.

1.8, Definition of Terms

Some of the key terms related to the effect of diversity and inclusion management practices on employee wellbeing due different Dictionaries & sites of .com like: - Dictionary.Cambridge.org, Being.com, Built in.com...are indicated here under: -

1. **Diversity:** - The presence of differences within a given setting, including differences in race, gender, age, sexual orientation, disability, socioeconomic status, religion, and other characteristics.
2. **Inclusion:** - The practice of creating an environment where all individuals feel valued, respected, and able to contribute fully. It involves ensuring that diverse individuals are not only present but also actively engaged and supported.

3. **Employee Wellbeing:** -The overall physical, mental, and emotional health of employees. It encompasses factors such as job satisfaction, work-life balance, stress levels, and overall quality of life at work.
4. **Diversity Management:** - The strategies and practices implemented by organizations to promote and manage diversity and Inclusion within the workplace. This includes recruitment, retention, training, and creating policies that support a diverse workforce, creating an inclusive work culture where all employees feel welcomed and valued. This encourage a sense of belonging, ensuring equal opportunities, and addressing any barriers to inclusion.
5. **Cultural Competence:** - The ability to understand, communicate with, and effectively interact with people across cultures. It involves being aware of one's own cultural worldview, gaining knowledge of different cultural practices and worldviews, and developing cross-cultural skills.
6. **Equity:** - The fair treatment, access, opportunity, and advancement for all individuals. It involves addressing systemic inequalities and providing support based on individual needs.

1.9, Organization of the study

There are three chapters for this study, in which the first chapter can cover, Background of the study, statement of the problem, Objectives of the study, significance of the study, scope of the study, definition of terms, and organization of the study. The second Chapter reviewed relevant material in detail. It offers a brief synopsis of the evaluation of the literature, including theoretical analyses and empirical findings, as well as the conceptual framework for the study, which served as a foundation for the study's future relationships. The third chapter can cover, Research design and methodology, data sources, target population, sample procedures, data collection methods, and ethical consideration are among the sub-sections of, and finally give an overview of results, key conclusions, and sets of suggestions for improving customers' satisfaction in the Country at large against Ethio Telecom.

Chapter 2

Review of Related Literature

2.1. Introduction

This chapter discusses about the impact of diverse workforce and inclusion practices on Employees` well-being at the working place for mutual benefits of the Company as well as the Employees. This will lead to understand how the diverse workforce engaged & execute in the Company with that of creating inclusive working area to be heard & valued as the main assets of the Company.

The following sections integrate conceptual frameworks for diversity, inclusion and Employees wellbeing in the Company. Employee engagement in diversified working area is discussed, then followed by inclusive working area in which all the Employees were seemed to be valued as the assets of the Organization (Rita Mulyanti, Zahara Tussoleha Rony, and Hapzi Ali, Alicja Dudek) finally the wellbeing of the Employees which determined in the Organization thoroughly discussed here under.

2.2, Theoretical Literature Review

A theoretical literature review on the effect of Diversity and Inclusion management practices on employee well-being:

Social Identity Theory (Tajfel & Turner, 1986), which explains how employees derive self-esteem from group membership, and Organizational Support Theory (Eisenberger et al., 1986), which links perceived support to well-being outcomes. When employees feel valued and included, it enhances their psychological safety and job satisfaction.

Effective D&I management—through fair policies, representation, inclusive leadership, and open communication—improves employee engagement and reduces experiences of discrimination. This contributes to improved mental health, lower turnover intention, and stronger workplace commitment. The presence of inclusive practices fosters a climate where individuals from diverse backgrounds feel respected and empowered, enhancing affective well-being and reducing stress.

Studies have shown a positive correlation between inclusive workplace climates and employee well-being indicators such as job satisfaction, psychological health, and emotional resilience (Shore et al., 2011; Nishii, 2013). Poorly implemented or superficial D&I initiatives, however, can backfire by creating perceptions of tokenism or inequity.

2.2.1, Definition of Diversity and Inclusion

Diversity and Inclusion conceptually describe two different concepts, which mean diversity refers to people's differing attributes (Van Knippenberg et al., [2004](#)), and inclusion refers to the feeling of being valued and integrated into a group (Nishii, [2013](#)). Whereas feeling valued is on an individual level, integration refers to the level at which groups with differing attributes have the same opportunities within an organization

2.2.2, Importance of Diversity and Inclusion

Diversity and Inclusion (D&I) is more than a corporate motto in which inclusive work places make employees feel respected and valued, which contributes to lower stress levels, higher job satisfaction, and better mental health outcomes. When individuals can be themselves at work, productivity and morale improve will increase. Diverse work force brings a variety of perspectives, experiences, and cognitive styles. This diversity of thought enhances creativity and enables more robust problem-solving and a critical advantage in complex and dynamic work places. Organizations with strong Diversity and Inclusions practices often outperform their peers. Research (e.g., McKinsey's reports) shows a correlation between diverse leadership and financial success. Inclusive culture helps organizations to attract top talent from a wider pool. It also reduces turnover, as employees are more likely to stay in workplaces where they feel valued and supported. Organizations prioritizing Diversity and Inclusion build trust with customers, stakeholders, and communities. In today's socially conscious landscape, that matters not just morally, but reputational.

2.2.3, Benefits of creating an Inclusive workplace.

Ethio Telecom is highly benefited the employees as well as the Company by creating inclusive workplace, some of the benefits are: -

Creates more respect for others in the Company, access to a wide range of resources, increases collaboration & participation, increases social network.

Creating an inclusive workplace can have numerous benefits for both the organization and its employees.

2.2.4, Research gaps

The impacts of Diversity & Inclusion (D&I) practices on employee well-being are well-documented, but there are still some gaps in the research that need to be addressed. Here are a few areas where more investigation could be beneficial:

Most studies on Diversity and Inclusion with that of employee well-being are cross-sectional, meaning they capture data at a single point in time. Longitudinal studies that track changes over time would provide a deeper understanding of the long-term effects of D&I practices on employee well-being.

Understanding the reasons behind resistance to D&I initiatives and how this resistance impacts employee well-being is another area that requires further exploration.

Many studies focus on individual aspects of diversity (e.g., gender, race, age, religion, education), there is a need for more research that examines the intersection of multiple identities and how these intersections impact employee well-being.

The methods used to measure employee well-being can vary widely. Standardizing these measurements would help in comparing results across different studies and organizations.

These gaps highlight the need for more comprehensive and nuanced research to fully understand the impacts of D&I practices on employee well-being.

2.2.5, Social Categorization Theory

According to the identified theory there is group categorization in the Company due different reasons, likewise, age, Race, Ethnic, Political assumption & the like. As a result, when compared to comparable persons, dissimilar individuals are less likely to collaborate. As a function of positive biases for in-group individuals and un favorable biases toward out-group individuals, social categorization may obstruct the elaboration of task-relevant information.

2.2.6, Social Identity Theory

According to social identity theory. In a Company, people tend to be more comfortable working with their identity group, where the productivity of the organization will increase. Employees in the organization feel that people with different intergroup will create a difference in perception and conflicts will arise, but somehow in Ethio Telecom tries to have diverse work force with that of inclusive working area.

2.2.7, Strategic Choice Theory

According to this theory top executives, make decisions that influence organizational outcomes and performance. low to moderate levels of racial diversity among organizational executives might stifle strategic decision-making by reducing communication and increasing conflict, negatively impacting business performance, not at all but it might not have been in some areas of executions in the Company.

2.3, Empirical Literature Review

Diversity and Inclusion management practices such as: inclusive leadership, equitable policies, and representation are increasingly recognized as critical drivers of employee well-being. These practices encourage psychological safety, reduce workplace discrimination, and enhance a sense of belonging, all of which are positively correlated with job satisfaction and mental health.

Jadaun (2018) conducted a mixed-methods study across sectors (tech, finance, healthcare) and found that leadership commitment, inclusive policies, and accountability mechanisms significantly improved employees' sense of inclusion and engagement. These factors were directly linked to reduced stress and increased job satisfaction.

Hawata (2025) emphasized that diversity management enhances employee engagement and retention, particularly among underrepresented groups in STEM fields. The study highlighted that inclusive environments empower employees to advocate for their needs, improving overall well-being.

Radhika & Mahalakshmi (2024) used both qualitative and quantitative methods to show that DEI initiatives especially fair policies and inclusive leadership boost employee morale, reduce turnover, and foster a sense of community. The study also noted that diverse representation and equity measures mitigate burnout and absenteeism, thematic Insights Across studies, three recurring themes emerge, leadership commitment is foundational for sustaining inclusive cultures, D&I strategies outperform generic approaches, especially in multicultural contexts, Continuous evaluation of Diversity and Inclusion efforts ensures alignment with employee needs and organizational goals, Practical Implications Organizations that embed Diversity and Inclusion into their core strategy not only enhance employee well-being but also improve productivity and innovation. Empirical findings suggest that Diversity and Inclusion are just a moral a strategic asset.

2.3.1, Reliability

Diversity and Inclusion in the workplace refers to strategies and practices that promote representation, respect, and equitable participation of individuals from varied backgrounds, identities, and experiences. A reliable Diversity and Inclusion framework ensures that all employees feel valued, have equal access to opportunities, and are empowered to contribute fully regardless of gender, ethnicity, age, disability, religion, skills or other characteristics.

Effective Diversity and Inclusion encourage psychological safety, strengthens team innovation, and contributes to organizational resilience by reflecting the diverse needs of both employees and stakeholders. When consistently implemented and supported by leadership, it enhances employee well-being and overall organizational effectiveness.

2.4, Conceptual framework

According to Social Exchange and Organizational Support Theory, this framework assumes that inclusive organizational environments encourage trust, fairness, and psychological safety—elements that contribute to well defined employee well-being.

In the case of Ethio Telecom the conceptual framework of this study were taking into account on the effect of Diversity and Inclusion Management Practices on Employee well-Being. In order to define the relationship between the variables the hypothesis in the conceptual frame work has to be tested properly.

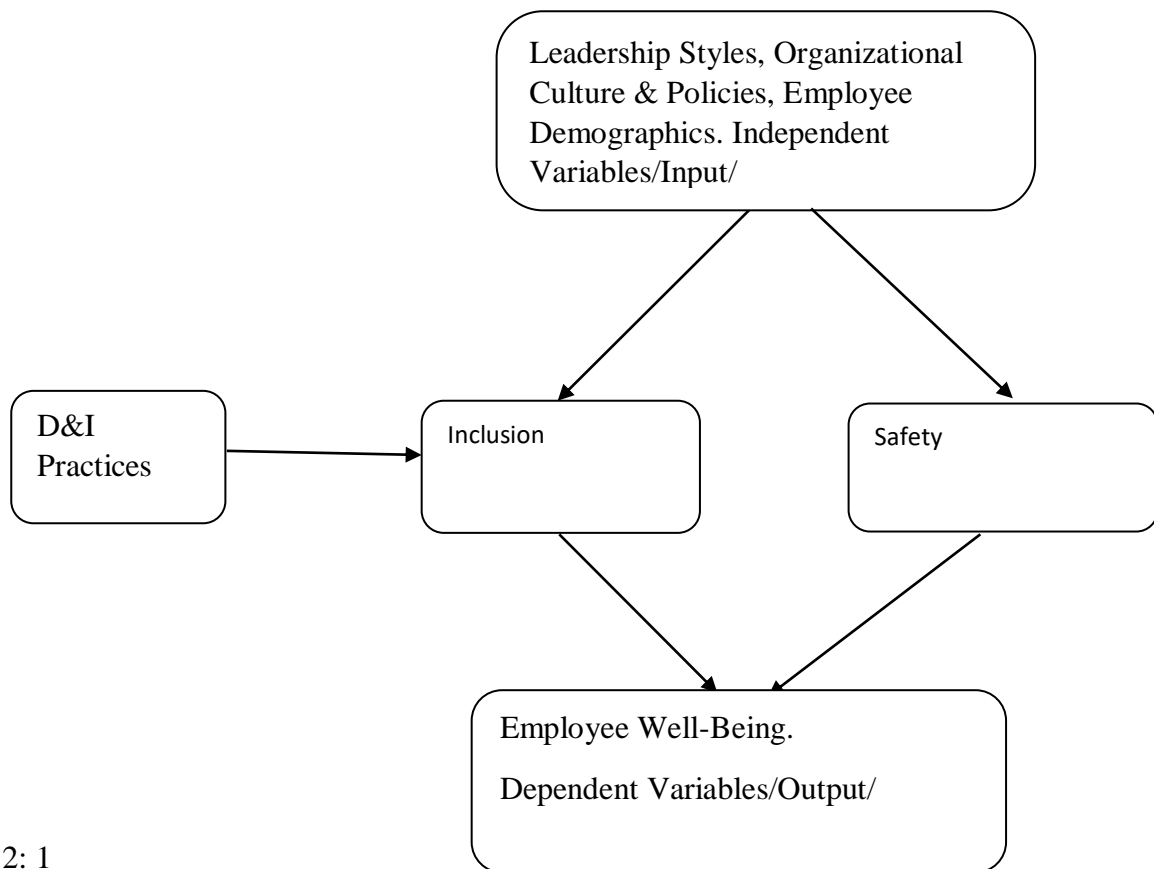


Figure 2: 1

Chapter 3

RESEARCH METHODOLOGY

3.1 Research Approach

This study uses a qualitative research method and also uses structured questionnaires and interviews to generate statistical data using quantitative approach to answer the essential research questions and to meet the objectives of the study on the effect of diversity & Inclusion management practice on Employee well-being based on primary data, so this research uses both qualitative & quantitative research method which is mixed approach.

3.2, Research Design

The researcher used mixed approach to answer the research questions based on the assumption that Qualitative data has to be collected through interviews & questionnaires; quantitative description of opinions or attitudes is getting through survey design from the sample population. This study focus to determine the effect of Diversity & Inclusion management practice on Employee well-being and to generalize to the whole population. To ensure that the research design has to be quite consistent with the objective the following measures are taken: -

- 1, Ethio Telecom is selected as a sample to examine the factors.
- 2, The study is used to understand the problem & subject matter.
- 3, Interviews & structured questionnaires are considered to be an appropriate approach to collect the data. Then after the questionnaire has to be conducted pretesting before distributed to the sample respondents.

3.3, Data source

This study uses two data sources both primary and secondary, the primary data which is a new one that conducted to respondents through questionnaires & interviews, the secondary data source is getting information from previous studies, journals & articles.

3.4, Study Area

The research was conducted at Ethio telecom by focusing on the effect of Diversity and Inclusion management practices on employee well-being in which Ethio Telecom was established in 1884, with 133 years of age serving as a vital role in driving the nation's socio-economic development and enhancing the quality of life for its citizens. The company extends its services beyond basic connectivity, offering digital and financial services that promote inclusive growth and simplify daily activities for both businesses and individuals, in order to fulfill its mission, vision & core values of the Company to be a world class service provider, it is highly sticks on competition to serve the customers need as well as employees' satisfaction.

3.5, Target Population

Neuman (2006) defines "the target population" as the concretely specified large group of many cases from which a researcher draws a sample and to which results from a samples are generalized.

Ethio Telecom is such a huge state owned public development sector with so many branches all over the Country, so it is difficult to address all of them, though Four Branches are selected for this study from Addis Ababa.

3.6, Sampling Methods

which is large in number with how difficult to list out the whole elements of the population in the case of this study due the fact that geographically spread in location & large in numbers.

3.7, Sample Size Determination

This is the common issue in a survey research where researchers look for selected portion of Employees to determine the sample size. Samples that are too large may waste resource, money & time, while too small samples may lead to inaccuracy for conclusion.

According to (Saunders, Lewis and Thornhill (2007), a researcher's choice of a sample size would be governed by the level of certainty that the characteristics of the data collected represented the entire population; the accuracy that the researcher required for any estimates made from the sample; the types of analysis undertaken in the research study and finally, the size of the total population from which the sample is being drawn.

In this case the study focus on Four branches which three of them from Addis Ababa & One of them from Regional Offices such as: -Employee Service Delivery/ESD/ & Telecom Excellence Academy/TEXA/ under Head Quarter, & West Addis-Ababa Zone/WAAZ –/HR+FIN/, Eastern Region- Dire-Dawa /HR+NI/. In Ethio telecom there are at about around 1200 branches classified under Head Quarter, Zonal and Regional Offices. For a study, from a population had been shown in many books e.g. Cochran (1977), Singh and Chaudhury (1985), Mark (2005).

For instance, Cochran (1977) developed a formula to calculate a representative sample size as: -

$$\text{Sample size} = \frac{Z^2 * P(1-P)}{E^2}$$

N.B.

$$\frac{\frac{E^2}{1+Z^2 * P(1-P)}}{E^2 N}$$

Confidence Level	Z-Score
0.80	1.28
0.85	1.44
0.92	1.75
0.95	1.96

N= Population Size= 513

Z= z – score from the table= 1.96

E= Margin of error which is +/- 5% = 0.05

P= Standard Deviation which is 0.5

The aim of the calculation is to determine an adequate sample size from the specified Population.

Table 3.1

No	Ethio Telecom Offices	No of Staffs
1	Employee Svc Delivery/ESD/	51
2	Telecom Excellence Academy/TEXA/	67
3	East Region (HR & NI)	55
4	West Addis Ababa Zone(HR&FIN)	38
	Total	211

Therefore: - Sample size can be calculated below

$$S_s = \frac{(1.96)^2 * 0.5(1-0.5)}{(0.05)^2}$$

$$\underline{(0.05)^2}$$

$$\begin{aligned}
 & 1 + \frac{(1.96)^2 * 0.5(1-0.5)}{(0.05)^2 * 211} \\
 & = \frac{384.16}{1 + 1.821} \\
 & = \frac{384.16}{2.821} \\
 & = 136
 \end{aligned}$$

After getting the sample size how many of the staff numbers are requested for interview & questionnaires are selected under the calculation below which is **Determined Sample Size = Off. St. No/Total Off, staff No*S_s (Sample size)**

Table 3.2

No	Office of Ethio Telecom	Office Staff No	Determined Sample Size
1	Employee Svc Delivery/ESD/	51	33 = (51/211)*136
2	Telecom Excellence Academy/TEXA/	67	43
3	East Region (HR & NI)	55	40
4	West Addis Ababa Zone(HR&FIN)	38	24
	Total	211	136

3.8, Data Collection Instrument

In the data collection procedure, documents and literature review made and questionnaire developed. Then, corrections and revisions made and questionnaires distributed to concerned Employees. Finally, research result was enhanced and developed. Reviewing related literature regarding employee engagement and the recent attention towards the subject is the first task of the researcher before any primary data has to be collected. After questionnaires were distributed and filled by respondents has been collected as soon as possible. Then the questionnaires are analyzed and report information about the samples that are returned and did not yet returned. The obtained data are summarized organized, and Comparison of the result will have made to ascertain the difference in perception in age group, gender, work experience, and job category.

3.9, Validity and Reliability of the Instruments

3.9.1 Validity

Validity is accuracy of measurement (Adams et al., 2007). Internal validity refers to the approximate truth about inferences regarding cause-effect or causal relationships (Trochim,2000). Thus, internal validity is only applicable in studies that try to establish an usual relationship. So as to check the validity of this study and data collection instrument while preparing questionnaire to meet our objectives with that of the problem stated above, thoroughly dissolve and check the questionnaire before distributions, the study try to address the right person to fill the questionnaires to get the essential and targeted answer in order to meet the study problems.

3.9.2, Reliability

To measure the reliability of the constructs the researcher conducts internal consistency assessment of the constructs in the survey, Cronbach's Alpha coefficients calculation were used. The results show strong reliability across all constructs.

In Diversity and Inclusion Leadership commitment can be conceded a Cronbach's Alpha of 0.909, which indicate excellent internal consistency.

Inclusion Practices ($\alpha = 0.887$) and Diversity Climate ($\alpha = 0.841$) also shows good reliability. Organizational Belongingness ($\alpha = 0.722$) remained within the acceptable range which is the Lowest Reliability. These results establish that the scale items used were suitable for measuring aimed inherent variables.

We can adapt the constructs to fit the questionnaire. The questionnaires were grouped based on the thematic dimension they measure, run the reliability analysis in SPSS or R, and interpret based on the threshold shown under:

- ≥ 0.9 : Excellent
- 0.8–0.89: Good
- 0.7–0.79: Acceptable

The internal consistency was evaluated using Cronbach's alpha. The overall alpha coefficient was 0.88, indicating high reliability. Subscales ranged from 0.79 to 0.86, which indicates acceptable to excellent consistency.

Table 3.3

Construct	No of Items	Cronbach's Alpha	Internal Consistency
Diversity Climate	4	0.841	Good
Inclusion Practices	5	0.887	Good
Psychological Safety	3	0.763	Acceptable
Leadership Commitment to D&I	4	0.909	Excellent
Job Satisfaction	4	0.796	Acceptable
Organizational Belongingness	3	0.722	Acceptable

3.10, Method of data Analysis

The data was collected through structured questionnaire (quantitative data) are coded and quantitative analysis were made with the help of Statistical Package for Social Sciences (SPSS) software. Descriptive analysis is used to analyze the data and the result that are presented using tables, frequencies, percentage values which facilitate the analysis and to make it easy for those who are highly attracted to read. The qualitative data which was collected through Questionnaires is said to be provide the first hand information for the report. The analysis is summarized and presented by interpreting the information provided by the target population and relating it to the main objectives of the study using narrative approach.

3.11, Ethical Consideration

Ethical considerations are crucial to ensure fairness, confidentiality, and integrity. The main ethical principles are indicated as Respondents can be fully informed consent about the purpose of the study, Participation has to be voluntary, with the option to withdraw at any time, provide a

clear explanation of how the data will be used. Ensure data protection by keeping responses anonymous, avoid collecting personally identifiable information unless necessary, use secure storage methods to prevent unauthorized access. Ensure no pressure is placed on respondents to participate, avoid bias in selecting participants ensure diverse representation, prevent power imbalances that may influence responses. Ensure questions are neutral and do not lead respondents toward specific answers, avoid misrepresentation or manipulation of findings, maintain transparency in reporting results. Ensure results are used to promote positive change in workplace D&I practices, avoid using data to discriminate or reinforce biases, share findings responsibly with stakeholders.

Chapter Four

Data Analysis & Interpretation

4.1, Introduction

The data which was collected from individuals by using structured questionnaire (quantitative data) are coded and analyzed to remove missing values & categorized manually according to the Questionnaire items using frequency distribution tables & percentages.

Descriptive analysis is used to analyze the data and the result that are presented using tables that show the frequencies and percentages which facilitate the analysis and to make it easily understand by readers in relating to the main objectives of the study.

4.2, Data Presentation Tools

This research that relies solely on questionnaires for data collection, as well as the tools used for analysis and presentation. If a study is conducted entirely through questionnaires, it typically follows a structured or semi-structured approach to gather responses from participants. Let's see how it unfolds:

The questionnaire serves as the primary method for gathering quantitative or qualitative data, in this questionnaire Likert scale types of questions was disseminated among the respondents, Qualitative analysis thematic coding was done, Presentations with that of frequency & percentage.

4.3, Response Rate & Demographic Data

4.3.1, Response Rate

The research highly focused to assess the impact of Diversity and inclusion with the well-being of Employees in the Company, 136 questionnaires were distributed among the Employees to reach on conclusion about the quantitative variables. The response rate indicated here under.

Table 4.1 Shows Response Rate.

Sample Size/No of questionnaires distributed.	No of Respondents Replied to questionnaires.	Response rate in percentage.
136	110	81%

The data which is shown on the table 136 questionnaires were distributed & collected data from the target group and the number of Questionnaires collected from them were 110 that has to be determined as No of respondents for the distributed Questionnaire moreover the response rate from respondents were 81%.

4.3.2, Demographic Characteristics of the Respondents

The gender status who respond to the distributed Questionnaire are indicated in the below table which is used to establish the condition of the respondents to the study as these factors has its own impact on the perception of the respondents on the given topic. Out of 110 respondents 28% were Female & 103% were Male who participated on filling the questionnaire that also shows the percentage of Male employees were more than the Female employees.

The age of respondents which look like to be 50% are found in the range of 37 – 52 age group that indicates the higher number in the Company, 42.7% or 43% are Respondents of age group 18 – 36 which are youngsters to the Company which will take over everything in the coming years, 7.3% are respondents which are in the age group of 53 – 70 whom they are going to leave the Company soon. From this view we can suggest that most of the respondents are young and the main assets to the Company to carry out the strategy in this competitive world.

Table 4.2, Demographic Characteristics of Respondents.

Gender	Respondent to Questionnaire	Frequency	Percentage
Male	79	79	72%
Female	31	31	28%
Total	110	110	
Age group	Total No of Age groups	Frequency	Percentage
18 – 36	47	47	42.7%
37 – 52	55	55	50%
53 – 70	8	8	7.3%
Total	110	110	

4.3.3, Education, Experience and Position of the Respondents

Regardless of the questionnaires distributed the respondents educational background is one of the criteria from whom to collect data against the research topic due understanding and knowledge of the respondents hardly affects the result of the research though most of the respondents' educational status as We can see from the below table has to be 95.46% of them are having 1st Degree & above which are quite resourceful to the Company for it`s competitive advantage.

Experience also considered as one of the factors that affect the research due understanding and knowledge level of the respondents whom they are well experienced about the Company whom they are working for & 95.46% of them are 6 Years & above as shown in the table below.

The Company constructed from different Divisions, departments & Sections which plays their own essential Individual roles in the Company as per their positions are shown here under.

Table 4.3, Education, Experience & Position of the Respondents.

Education status	Frequency	Percentage	Valid %	Cumulative%
Diploma	5	4.55%	4.55	4.55
1 st Degree	59	53.64%	53.64	58.19
Masters	46	41.82%	41.82	100.01
Total	110	100.01	100.01	

Service Years	Frequency	Percent	Valid Percent	Cumulative percent
1 – 2 Years	1	0.9	0.9	0.9
3 – 5 Years	3	2.7	2.7	3.6
6 – 10 Years	30	27.3	27.3	30.9
≥ 10 Years	76	69.1	69.1	100
Total	110	100	100	

Position	Frequency	Percent	Valid Percent	Cumulative Percent
Manager	11	10	10	10
Supervisor	19	17.3	17.3	27.3
Advisor	1	0.9	0.9	28.2
Expert	18	16.4	16.4	44.6
Specialist	32	29.1	29.1	73.7
Administrator	9	8.2	8.2	81.9
Accountant	11	10	10	91.9
Technician	7	6.4	6.4	98.3
Admin Assistant	1	0.9	0.9	99.2
Admin Clerk	1	0.9	0.9	100.1
Total	110	100.1	100.1	

4.3.4, Diversity & Inclusion Perception.

This survey result shows to answer the research questions to evaluate the effect of Diversity & Inclusion Management Practice on Employee well-Being, in segregating the Questions on the

Questionnaire into five categories which are 1, Diversity & Inclusion Perception, 2, Workplace Culture & Collaboration. 3, Employee Well-Being & Work Life Balance. 4, Career Development & Growth. 5, Organizational Effectiveness & Service Evaluation. The results were explained by using the frequency and percentage measurement tables shown below.

Table 4.4

1, Diversity and Inclusion Perception.				
No	Question	L/Scale	Frequency	Percent
1	The organization values diversity and inclusion.	Strongly Disagree	3	2.7
		Disagree	12	11.1
		Neutral	26	24.1
		Agree	46	42.6
		Strongly Agree	21	19.4
		Total	108	
2	Hiring and promotion decisions are fair and unbiased.	Strongly Disagree	2	2.0
		Disagree	20	19.8
		Neutral	37	36.6
		Agree	27	26.7
		Strongly Agree	15	14.9
		Total	101	
3	Employees from all backgrounds have equal opportunities for career growth.	Strongly Disagree	4	3.8
		Disagree	31	29.5
		Neutral	36	34.3
		Agree	20	19.1
		Strongly Agree	14	13.3
		Total	105	
4	The organization actively supports underrepresented	Strongly Disagree	1	0.9

	groups.	Disagree	12	11.3
		Neutral	44	41.5
		Agree	38	35.9
		Strongly Agree	11	10.4
		Total	106	
5	Diversity and inclusion training is effective in promoting awareness.	Strongly Disagree	2	1.7
		Disagree	14	12.2
		Neutral	21	18.3
		Agree	45	39.1
		Strongly Agree	33	28.7
		Total	115	
6	I believe that promotions and rewards are granted fairly regardless of an individual's identity.	Strongly Disagree	4	3.8
		Disagree	23	21.9
		Neutral	31	29.5
		Agree	32	30.5
		Strongly Agree	15	14.3
		Total	105	
7	Our organization provides equal opportunities for career growth for everyone.	Strongly Disagree	7	6.8
		Disagree	24	23.3
		Neutral	28	27.2
		Agree	20	19.4
		Strongly Agree	24	23.3
		Total	103	
2, Workplace Culture & Collaboration				
No	Questions	L/Scale	Frequency	Percent

1	I feel comfortable sharing my ideas in team meetings	Strongly Disagree	0	0
		Disagree	12	13.3
		Neutral	24	26.7
		Agree	33	36.7
		Strongly Agree	21	23.3
		Total	90	
2	Leadership communicates organizational goals effectively.	Strongly Disagree	0	0
		Disagree	9	8.1
		Neutral	17	15.3
		Agree	59	53.2
		Strongly Agree	26	23.4
		Total	111	
3	My workplace fosters a culture of respect and collaboration.	Strongly Disagree	0	0
		Disagree	7	6.4
		Neutral	17	15.5
		Agree	57	51.8
		Strongly Agree	29	26.4
		Total	110	
4	I feel that employees from all backgrounds are treated equally.	Strongly Disagree	3	2.7
		Disagree	19	17.3
		Neutral	38	34.5
		Agree	34	30.9
		Strongly Agree	16	14.5
		Total	110	

5	My workplace fosters an environment where everyone feels included and valued.	Strongly Disagree	1	0.9
		Disagree	19	17.1
		Neutral	17	15.3
		Agree	45	40.5
		Strongly Agree	29	26.1
		Total	111	
3, Employee Well-Being & Work Life Balance.				
No	Question	L/Scale	Frequency	Percent
1	The company provides adequate resources for employee well-being.	Strongly Disagree	2	1.8
		Disagree	16	14.2
		Neutral	25	22.1
		Agree	47	41.6
		Strongly Agree	23	20.4
		Total	113	
2	I have a good work-life balance in my current role.	Strongly Disagree	1	0.8
		Disagree	39	32
		Neutral	16	13.1
		Agree	39	32
		Strongly Agree	27	22.1
		Total	122	
3	I feel motivated to perform my best at work.	Strongly Disagree	2	1.8
		Disagree	15	13.5
		Neutral	13	11.7
		Agree	56	50.5

		Strongly Agree	25	22.5
		Total	111	
4	I feel energized and physically healthy at work.	Strongly Disagree	4	3.5
		Disagree	10	8.8
		Neutral	13	11.4
		Agree	52	45.6
		Strongly Agree	35	30.7
		Total	114	
5	My workplace provides adequate facilities to support my physical well-being.	Strongly Disagree	9	8
		Disagree	14	12.5
		Neutral	22	19.6
		Agree	42	37.5
		Strongly Agree	25	22.3
		Total	112	
6	I feel proud to be a part of this organization.	Strongly Disagree	2	1.8
		Disagree	15	13.4
		Neutral	12	10.9
		Agree	50	45.5
		Strongly Agree	31	28.2
		Total	110	
7	I am able to maintain a healthy balance between my work and personal life.	Strongly Disagree	4	3.6
		Disagree	10	8.9
		Neutral	10	8.9
		Agree	58	51.8

		Strongly Agree	31	27.7
		Total	112	
4, Career Development & Growth.				
No	Questions	L/Scale	Frequency	Percent
1	Employees from all backgrounds have equal opportunities for career growth.	Strongly Disagree	2	1.8
		Disagree	15	13.5
		Neutral	13	11.7
		Agree	56	50.5
		Strongly Agree	25	22.5
		Total	111	
2	The organization actively supports underrepresented groups.	Strongly Disagree	4	3.5
		Disagree	10	8.8
		Neutral	13	11.4
		Agree	52	45.6
		Strongly Agree	35	30.7
		Total	114	
3	Diversity and inclusion training is effective in promoting awareness.	Strongly Disagree	9	8.3
		Disagree	14	12.5
		Neutral	22	19.6
		Agree	42	44.6
		Strongly Agree	25	22.3
		Total	112	
4	Our organization provides equal opportunities for career growth for everyone.	Strongly Disagree	2	1.8
		Disagree	15	13.6

		Neutral	12	10.9
		Agree	50	45.5
		Strongly Agree	31	28.2
		Total	110	
5, Organizational Effectiveness & Service Evaluation.				
No	Questions	L/Scale	Frequency	Percent
1	How often do you feel that diversity and inclusion policies translate into real, measurable improvements in employee well-being?	Always	14	13.2
		Often	11	10.4
		Sometimes	33	31.1
		Rarely	34	32.1
		Never	14	13.2
		Total	106	
2	How often do you feel that diversity and inclusion policies translate into real, measurable improvements in employee well-being?	Always	14	12.5
		Often	18	16.1
		Sometimes	28	25
		Rarely	42	37.5
		Never	10	8.9
		Total	112	
3	How often do you experience workplace bias or discrimination?	Always	4	4.2
		Often	8	8.3
		Sometimes	20	20.8
		Rarely	41	42.7
		Never	23	24
		Total	96	

4.4, Result or Major Findings of the Study

- Enhanced Job Satisfaction – Employees in inclusive workplaces report higher satisfaction and motivation.
- Mental Health Benefits – Reduced discrimination and bias contribute to lower stress and anxiety levels.
- Increased Engagement & Productivity – Employees who feel valued and included are more engaged and innovative.
- Career Progression – Inclusive workplaces provide equal opportunities for growth, boosting employee morale
- Work-Life Balance: - Flexible work arrangements contribute to better physical and mental health, reducing burnout. Employees with control over their schedules experience improved productivity, reinforcing the importance of work-life balance.

4.5, Interpretation & Discussion

These findings emphasize that effect of Diversity and Inclusion management practices on employee well-being in which Companies that invest in inclusivity will get higher employee engagement, work satisfaction, retention, and overall well-being. Some of them are:

Employees will get Psychological safety & express their identities without fear of discrimination, diverse workforces' express self-esteem and confidence, leading to improved mental health.

Creating inclusive workplaces can bring job satisfaction, a more positive work environment, reducing turnover rates, Studies show a direct link between employee well-being and firm performance, with improved customer satisfaction and lower staff turnover.

Diversity and Inclusion initiatives recognize mental health as a key aspect of diversity which lower stress levels and higher emotional resilience.

Inclusive workplaces provide equal opportunities for growth, diverse work force feel more confident in their professional advancement, leading to higher retention rates

Employees with control over their schedules experience improved productivity, reinforcing the importance of work-life balance, Inclusive workplaces often implement flexible work arrangements, reducing stress and burnout will contribute to better physical and mental health.

Improve social relationships at work, especially between employees and supervisors, Programs that encourage managerial feedback and recognition enhance workplace engagement, Companies with strong Diversity and Inclusion policies see higher employee retention rates.

Finally, the survey results indicate that employees generally perceive diversity and inclusion policies as having limited impact on their well-being. While some respondents feel these policies often or always result in improvements, the majority believe they only sometimes or rarely lead to meaningful change. Additionally, workplace bias and discrimination appear to be experienced at varying frequencies, with a significant portion of employees reporting they encounter such challenges rarely or sometimes.

The highest total percentage is for the "Rarely" category, suggesting that many employees feel diversity and inclusion efforts rarely translate into noticeable improvements, and workplace bias or discrimination is not a constant experience for most but does occur. These insights highlight the need for organizations to reassess their diversity and inclusion strategies to ensure they lead to tangible benefits for employees.

Chapter Five

Summary, Conclusion & Recommendation.

5.1, Introduction

This chapter serves as a bridge between the research findings and the final insights. It has to provide a brief overview of the study and set the stage for the final discussions. This ensures that readers understand the context before diving into the final conclusions and recommendations.

The main issue that the study aimed to address & highlight the importance of the research objectives, questions and explain how the research achieve the goal.

Clearly mention the data collection method (e.g., questionnaire-based survey) & Highlight the analytical approach used to interpret findings, indicate how findings relate to the research

objectives. Explain the purpose of the upcoming sections & set expectations for the implications and recommendations that follow.

5.2, Summary

The findings underscore the essential elements that contribute to a thriving and inclusive workplace. Employee recognition and transparency foster trust and motivation, ensuring individuals feel valued for their contributions. Strong leadership commitment and inclusive decision-making empower employees, creating a collaborative and equitable environment. Career progression and development opportunities enhance engagement and retention, allowing individuals to grow within the organization. A focus on diversity and inclusion strengthens cultural competence and innovation, making the workplace welcoming for all. Lastly, work-life balance is pivotal in promoting well-being, preventing burnout, and sustaining productivity. Together, these principles lay the foundation for a positive organizational culture that drives both individual and collective success.

5.3, Conclusion

According to the collected data through structured questionnaire the study tries to address the effect of Diversity & Inclusion Management practice on Employee well-being. The total sample size selected to distribute the Questionnaire were 136 but, only 110 which is (81%) were returned properly, 31 of them which is (28%) were Female and 79 of them which means (103%) were Male. Majority of the respondents age were on the range of 37-52 which were (50%) and 18 – 36 years of age were (42.7% the summation of both age groups showed up 92.7% of the employees were in a productive state of manner for the Company. The educational background from the data shows 5 of them which were (4.55%) of respondents were having Diploma, 59 of them which were (53.64%) of the respondents were having 1st Degree, 46 of them which were (41.82%) of respondents were having 2nd Degree/Master's Degree/.

The service year in the company which is generated from the data shows that majority of the respondents were above 10 Years of experience which are 76 of them were (69.1%) and 6-10years of experience 30 of them were (27.3%).

This study highly sticks on the effect of Diversity & Inclusion Management Practices on Employee well-being. It was done using qualitative variables in order to describe the process in the following condition: -

- Employees are the company's most valuable asset and their contributions has to be acknowledged, Clear and transparent policies will be established and communicated effectively, employees need a structured roadmap for career progression, leadership has to foster a culture of inclusivity and equal opportunities, employees has to be actively involved in decision-making processes, particularly in strategy and policy development, a structured feedback loop will have to be created to address concerns about fairness, A committee has to oversee promotions and rewards objectively, a committee has to oversee promotions and rewards objectively, employees need clarity on promotion criteria and career advancement opportunities, regular feedback and performance evaluations has to be conducted, training and mentorship programs has to be implemented to support career growth, employees feel neutral or dissatisfied with the company's diversity and inclusion efforts, A safe space has to be created for employees to express their concerns, employees want to feel heard and valued, which directly impacts motivation and productivity, employees feel that work-life balance is not sufficiently emphasized, the company should implement policies that support a healthier work environment, employee expectations regarding work-life balance exceed what is currently offered.

5.4, Recommendations

5.4.1, For Best Practices

Based on the conclusions of the study, here are some recommendations to improve employee satisfaction and foster a more inclusive and supportive workplace:

1. Enhance Leadership Commitment: -Train leaders to actively promote diversity and inclusion, hold leadership accountable for fostering an inclusive workplace, encourage leaders to engage with employees and involve them in decision-making processes.
2. Improve Inclusive Decision-Making: -Create a structured feedback loop for employees to voice concerns about fairness, establish a diverse committee to oversee promotions and rewards objectively, ensure employees have opportunities to participate in strategy development and policy-making.

3. Address Work-Life Balance Concerns: - Implement flexible working arrangements where possible, encourage a healthy work-life balance through wellness programs and mental health support, regularly assess employee satisfaction regarding workload and adjust policies accordingly.

5.4.2, For Further Study

This study was highly focus & restricted only to Four branches of ethio telecom due different reasons, therefore, it's suggested that other researches will undertake on more number of branches across the country to assess the effect of Diversity & Inclusion Management Practices on Employee well-being, since the company has many branches it is impossible to put forward by taking only 110 samples which will not be enough to generalize the whole employees and branches, under this circumstance some suggested areas for further research are: -

Better to check the factors that contribute to employee motivation and job satisfaction, better to check how leadership engagement can affect workplace culture and inclusivity, employee engagement and retention, Study best practice on diversity and inclusion strategies in similar Companies. Study how mental health initiatives improve employee well-being. Analyze the role of organizational culture in supporting work-life balance. Assess the impact of transparent decision-making on employee trust and moral.

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Appendix 1



Research Questionnaire

The Effect of Diversity & Inclusion Management Practice on Employees well-being - Survey with HRM.

Thank you for taking time to fill this questionnaire on today. My name is **Napoleon Girma** from or working on behalf of Addis – Ababa University. The objective of this questionnaire is Specifically focuses to assess the effect of Diversity & Inclusion Management Practice on Employees` Well-Being at Ethio Telecom and try to identify the opportunities to forward policy options.

Your involvement on this questionnaire is purely voluntary. You can withdraw at any time, and I can delete all of the information that I have gathered up to that point. Similarly, I assure you that all of your information be erased from any device if you would like to withdraw. Note that, if you are volunteer to participate, I will ask for some personal information, such as your name, socioeconomic and demographic information, however, any of the information you give will be kept completely private, which means no one else will access it except me.

The interview will take about 10 minutes. I am doing this interview so that I can refer back to the information I gathered during the preparation of the research.

Part I: Demographic types of Questions.

You can use (✓) this sign on the space provided “□” for your response from the given choices.

1, Sex: Male Female

2, Age: a. 18-36 b. 37-52 c. 53-70 d. Above 70

3, Town: _____.

4, Your highest educational level? Diploma Bachelor's degree

Master's degree PhD Other

5, Experience within & outside:- A.1-2 years B.3-5 years

C. 6-10 years D. 10 years and above

6, Position: _____.

7, Department/section/Region that you working? _____.

Part II: Diversity & Inclusion survey questions.

Put a tick mark (✓) in the corresponding box according to the following situation:

(1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree

No	Questions	1	2	3	4	5
1	The organization values diversity and inclusion.					
2	Hiring and promotion decisions are fair and unbiased.					
3	Employees from all backgrounds have equal opportunities for career growth.					
4	The organization actively supports underrepresented groups.					
5	Diversity and inclusion training is effective in promoting awareness.					
6	I feel comfortable sharing my ideas in team meetings					
7	Leadership communicates organizational goals effectively.					
8	My workplace fosters a culture of respect and collaboration.					
9	I feel that employees from all backgrounds are treated equally.					
10	My workplace fosters an environment where everyone feels included and valued.					
11	I believe that promotions and rewards are granted fairly regardless of an individual's identity.					
12	Our organization provides equal opportunities for career growth for everyone.					



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Part III, Employee Well-Being & Customers Satisfaction Survey Questions.

Put a tick mark (✓) in the corresponding box according to the following situation:

(1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree

No	Questions	1	2	3	4	5
1	The company provides adequate resources for employee well-being.					
2	I have a good work-life balance in my current role.					
3	The company provides adequate resources for employee well-being.					
4	I feel motivated to perform my best at work.					
5	The service provided met my expectations.					
6	I feel energized and physically healthy at work.					
7	My workplace provides adequate facilities to support my physical well-being.					
8	I feel proud to be a part of this organization.					
9	I am able to maintain a healthy balance between my work and personal life.					
10	I feel connected to my colleagues and enjoy working with them.					



IV, Qualitative Survey questions.

put a tick mark (√) in the corresponding box according to the following situations:

(1), Always (2), Often (3), Sometimes (4), Rarely (5), Never

No	Questions	1	2	3	4	5
1	How frequently do you engage in conversations about diversity and inclusion with colleagues?					
2	How often do you feel that diversity and inclusion policies translate into real, measurable improvements in employee well-being?					
3	How often do you see diverse representation in leadership positions within your organization?					
4	How frequently do you feel psychologically safe expressing your opinions at work?					
5	How often do you participate in diversity and inclusion training or workshops?					
6	How frequently do leadership teams communicate their commitment to diversity and inclusion?					
7	How often do you experience workplace bias or discrimination?					
8	How frequently does your organization implement initiatives to promote diversity and inclusion?					

With Best Regards

Cronbach's Alpha for these items to assess internal consistency, here's how we can proceed:

□ **Calculating Cronbach's Alpha**

We have to assume that these scores represent one respondent. To compute Cronbach's Alpha, multiple respondents are needed at least 10–30 is ideal to get meaningful reliability estimates.

□ **1: Build Dataset**

Here's how data should look with multiple respondents:

□ **2: Sample Dataset (10 Respondents × 6 Items)**

Respondent	Diversity Climate	Inclusion Practices	Psychological Safety	Leadership Commitment	Job Satisfaction	Belongingness
1	4	5	3	4	4	3
2	3	4	2	3	3	2
3	5	5	4	5	4	4
4	4	4	3	4	4	3
5	2	3	2	2	3	2
6	5	5	4	5	5	4
7	3	4	3	3	3	3
8	4	5	4	4	4	4
9	2	3	2	2	2	2
10	5	5	4	5	5	5

□ **3: Interpreting Cronbach's Alpha**

Cronbach's Alpha measures internal consistency—how closely related a set of items are as a group. Here's how to interpret the value:

Alpha Value	Interpretation
≥ 0.9	Excellent (but may indicate redundancy)
0.8–0.9	Good
0.7–0.8	Acceptable
0.6–0.7	Questionable
0.5–0.6	Poor
< 0.5	Unacceptable

For research on D&I and employee well-being, would typically aim for ≥ **0.7**.

□ 3. Next Steps

- If Alpha is low, inspect **item-total correlations** to identify weak items.
- Consider whether the items measure a **single construct** or multiple dimensions (e.g., psychological safety vs. job satisfaction).
- You might also run **exploratory factor analysis (EFA)** to check dimensionality before computing Alpha.

which includes six items:

- Diversity Climate
- Inclusion Practices
- Psychological Safety
- Leadership Commitment to D&I
- Job Satisfaction
- Organizational Belongingness

To improve reliability, check:

Cronbach's Alpha if Item Deleted

- SPSS and Python can show how Alpha changes if you remove each item.
- If Alpha increases significantly when an item is removed, that item may be weakening the scale.