

Embracing Diversity and Inclusion in Recruitment: A Driving Factor for Organizational Success

Don-Baridam, Letam Queen (PhD)

Department of Employment Relations and Human Resource Management
Faculty of Administration and Management
Rivers State University
Letam.don-baridam@ust.edu.ng.

Okwu, Oroma

Department of Management
Faculty of Administration and Management
Rivers State University
oroma.okwu.ust.edu.ng

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Abstract

This paper explores the crucial role of diversity and inclusion in recruitment processes, emphasizing their impact on organizational success. Recognizing the evolving landscape of workplaces, the study delves into the significance of fostering diverse talent pools and creating inclusive environments. It examines the multifaceted benefits of a diverse workforce including improved creativity, innovation and overall performance. The paper also addresses potential challenges in implementing inclusive recruitment practices and proposes strategies to overcome them. It provides valuable insights for organizations striving to embrace diversity and inclusion in their recruitment strategies ultimately fostering a culture that empowers and celebrates differences.

Keywords: *Diversity, Inclusion, Organizational success, Recruitment.*

1. INTRODUCTION

In recent times, diversity and inclusion have emerged as a crucial element in fostering a dynamic and thriving workplace. As organizations become more aware of the advantages of diverse workforce, they have begun to prioritize the development of strategies to promote diversity and inclusion and foster a culture that values and supports diversity. The significance of diversity and inclusion in recruitment cannot be overstated. A diverse workforce contributes to various perspectives and experiences which can lead to innovative ideas, increased performance of employees and organizational success.

A workplace that values and supports diversity and inclusion in recruitment also promotes fairness and equity creating a more inclusive atmosphere where everyone feels valued and supported. However, achieving and maintaining a diverse workforce is challenging. Many organizations struggle to establish a diverse and inclusive culture and even those that succeed may find it challenging to sustain their gains over time. The current recruitment practices in many organizations lack a comprehensive approach to diversity and inclusion. They face challenges like unconscious bias, limited outreach, systematic barriers and overreliance on traditional channels this may lead to underrepresentation of various demographic groups in the workforce. This problem hinders organizational growth, success, innovation and employee satisfaction highlighting the comprehensive solutions to enhance diversity and recruitment practices.

This paper aims to unravel the intricate connection between recruitment strategies that prioritize diversity and inclusion and the subsequent effects on the performance of employees and organizational success. It goes further to discuss the challenges encountered in diversity and inclusion on recruitment and proffer solutions to these challenges.

11. LITERATURE REVIEW.

Diversity and Inclusion

Diversity and inclusion in recruitment is the practice of actively seeking and welcoming candidates from a wide range of backgrounds, experiences, and perspectives. It involves creating a hiring process that is fair, unbiased, and open to individuals from different races, genders, ages, sexual orientations, abilities and cultural backgrounds. Inclusion on the other hand, is the practice of creating an environment in which all individuals feel valued, respected, and supported. Inclusion involves actively seeking out and valuing diverse perspectives and experiences, and providing opportunities for all individuals to contribute and succeed.

Both diversity and inclusion are critical components of a healthy and productive workplace. When individuals feel included and valued in the recruitment process they are more likely to be engaged, motivated and committed to their work which leads to organizational success. When diverse perspectives and experiences are brought to the table, it leads to more creative and innovative ideas which can ultimately drive organizational success. For instance, a study carried out by Cox and Blake (1991) found out that diverse groups tend to outperform homogeneous ones.

In today's global and interconnected world, organizations are increasingly recognizing the importance of diversity and inclusion in recruiting. Organizations that embrace diversity and inclusion in their recruitment processes are more likely to attract and retain top talent, foster innovation, and gain a competitive advantage. Diversity and inclusion lead to a broader pool of talent, enabling organizations to attract individuals with different backgrounds, perspectives and experiences. Research by Richard et al (2019) highlights that diverse teams bring a variety of skills and knowledge, leading to enhanced problem-solving and decision-making abilities. By recruiting individuals from diverse backgrounds, organizations can tap into a wider range of ideas and perspectives which can lead to innovative solutions, improved performance and organizational success. In addition, inclusion in recruitment ensures that all employees feel valued, respected, and empowered to contribute their unique perspectives and talents. A study by Nishii et al (2018) found

out that inclusive recruitment practices positively impact on employee engagement and job satisfaction. When employees feel included and supported, they are more likely to be motivated, productive and committed to the organization's goals. This, in turn, contributes to higher levels of organizational success. Diverse teams bring a variety of perspectives and ideas to the table, fostering innovation and creative problem solving. According to Barak (2016) a diverse workforce enhances adaptability and resilience in the face of challenges, positioning organizations for long-term success in today's rapidly evolving business landscape. Organizations that prioritize diversity and inclusion in recruitment often experience improved overall performance.

Despite the benefits of diversity and inclusion in recruitment; research (Richard et al, 2019) indicates that achieving these goals can be challenging. The challenges may arise in the implementation process. The next section discusses common challenges and presents best practices for overcoming them, ensuring a seamless integration of diversity and inclusion into recruitment strategy.

Challenges of Diversity and Inclusion in Recruitment.

Unconscious bias: Unconscious bias in recruitment refers to the unintentional and automatic judgments made by hiring professionals based on factors like race, gender, age or other irrelevant characteristics. A study conducted by Kochan et al (2003) emphasizes the role of unconscious bias in hiring processes. They stated that this bias can influence decisions during resume screening, interviews and candidate evaluations, hindering diverse candidate selection.

Stereotyping: Stereotyping in diversity and inclusion during recruitment can hinder the development of a truly inclusive workplace. Research by Cox and Blake (1991) emphasizes the negative impact of stereotypes on hiring decisions, highlighting how preconceived notions can limit opportunities for underrepresented groups. Konrad (2017) also maintained that stereotyping about certain groups may affect decision making during recruitment, preventing the selection of candidates based on their individual merits and qualifications.

Geographical limitations: Cox (2001) maintained that there could be inadequate efforts to reach diverse candidates due to geographic or other limitations. Candidates from underrepresented regions may face barriers due to limited opportunities, making it crucial for organizations to adopt inclusive hiring practices that transcend geographic boundaries.

Insufficient training: Insufficient training in diversity and inclusion poses a challenge in recruitment by hindering the ability of hiring teams to recognize and address biases. This can lead to unintentional discrimination, limiting the diversity of the workforce.

Difficulty in creating an inclusive culture: Creating an inclusive culture in recruitment involves addressing biases, promoting diversity and fostering an environment where everyone feels valued. Studies (Shukla & Patnaik, 2020) have shown that organizations may struggle with fostering an inclusive culture, making it challenging for diverse candidates to feel welcomed and valued during the recruitment process. The recruitment process itself, from job descriptions to interview formats, may inadvertently discourage diverse candidates from applying or succeeding in the hiring process.

Addressing these challenges is crucial for creating a more equitable and inclusive recruitment process that reflects the diverse talents and perspectives of the broader population. Promoting diversity and inclusion in recruitment involves adopting intentional strategies to attract a diverse pool of candidates.

Strategies for promoting diversity and inclusion in recruitment.

Promoting diversity and inclusion in recruitment involves implementing strategies that go beyond traditional practices. Addressing these challenges, requires a multifaceth approach. Based on this, researchers (Richard et al, 2019) have suggested several effective approaches or best practices for diversity and inclusion in recruiting. Some of them include:

Creating an inclusive workplace culture: this has to do with creating an inclusive workplace culture that values and respects people from all backgrounds. This means taking concrete action to promote diversity and inclusion such as offering diversity training, providing opportunities for underrepresented groups, and ensuring that employees feel valued and included.

Diverse Hiring Panels: Studies such as those by Kalev et al (2006) highlight the importance of having diverse hiring panels. This reduces biases and ensures a more comprehensive evaluation of candidates. Similarly, a variety of recruitment methods should be used to reach a diverse pool of candidates. This may include attending job fairs that are targeted at underrepresented groups using social media to reach a wider audience and partnering with diversity focused organizations.

Implicit Bias Training: Greenwald & Krieger (2006) suggested that training should be provided for recruiters to recognize and address implicit biases in the hiring process. This awareness equips recruiters with the tools to recognize and mitigate biases that may unconsciously influence decision making during the recruitment process.

Unbiased job descriptions: Research by Gaucher et al (2011) underscores the significance of using gender-neutral language in job descriptions to appeal to a broader audience. Crafting job descriptions with inclusive language helps attract a diverse range of candidates.

Blind Recruitment: Implementing blind recruitment practices involves removing personal information such as names, gender, or ethnicity from job applications. This helps reduce unconscious biases fostering a more inclusive hiring process based on skills and qualifications rather than demographic factors. The national bureau of economic research found out that blind recruitment processes where information about a candidate's demographic is hidden helps mitigate bias in hiring.

Organizational Success

The notion and impression of success fit in to the purported ancient precinct and are not visibly distinct in the milieu of economics (Barhatov & Pletnjev, 2014). Success is an impermanent characteristic which may change over the sequence of organizational development phases or series (Likierman, 2006). Many business managers aim for the success of their companies, yet, it is not clear how this goal can be gotten, as it is hard to evaluate or even recognize success. There exist innumerable lines to launching organizational success in the fields of philosophy, psychology and

economics, but the most mutual is the concentration of the definition of organizational success from the standpoint of the economy. The success of an organization depends on countless factors that are appraised by means of dissimilar methods, but there still is no widespread arrangement that permits organizations' performance to be evaluated successfully. Currently, emergence of new companies on the market is a vital part of procedures in the economic space.

Barhatov (2016) defined organizational success as capability revealed in cost-effectiveness, latent for growth and aptitude to be better than competitors. Miljohina and Adova (2014) have resolved that "the concept of success is a classical linguistic variable, whose semantics depend on the individual" The kernel of the impression of an organization lies in its aptitude to be sustainable while being vigorous, generating worth and attaining its goals (Barhatov & Pletnjev, 2014). Therefore, organizational success is an all-purpose notion that is deficient of an in-depth, generally satisfactory characterization.

Conventionally, organizational success was primarily measured based on financial indicators (e.g., turnover, profit, cost-effectiveness) (Kaplan & Norton, 1992; Maltz et al., 2003), nevertheless in recent years, other factors have started to be engaged into justification when defining success. The chief motive behind this is the increasing demand for observing the organization's success not in the setting of the history, but as an alternative to be more future-focused, sensing that organization's longterm success and development become important (Gorenak & Kosir, 2012). Measuring an organization's success allows to draw conclusions about to what extent an organization serves its function and achieves its objectives, which, in turn, enables its leaders to take these data into consideration, make changes and adjust activities.

Measuring the success of diversity and inclusion efforts in recruiting is critical to ensuring that companies are achieving their goals. There are many metrics that companies can use to track their progress such as the percentage of diverse hires, retention rate of diverse employees, employee satisfaction surveys, representation in leadership role and feedback from underrepresented groups.

Another key metric for measuring success is employee engagement and satisfaction. When individuals feel included and valued they are more likely to be engaged and satisfied with their work. Organizations can use employee surveys and other feedback mechanisms to measure employee satisfaction and identify areas for improvement. They could gather feedback from employees on their experiences with diversity and inclusion initiatives during the recruitment process. Organizations can also use external recognition and rewards to showcase their commitment to diversity and inclusion. This may include participating in organization awards and ranking, as well as partnering with diversity-focused organizations.

Barak (2016) suggested that organizations can collect feedback from hiring managers on the effectiveness of diversity and inclusion strategies in the recruitment process. They could also assess the organization's reputation and brand perception in relation to diversity and inclusion efforts, which can impact recruitment outcomes. By evaluating these metrics, organizations can gauge the success of their diversity and inclusion efforts in recruiting and identify areas for improvement.

From the review of literature, the following conceptual framework was designed:

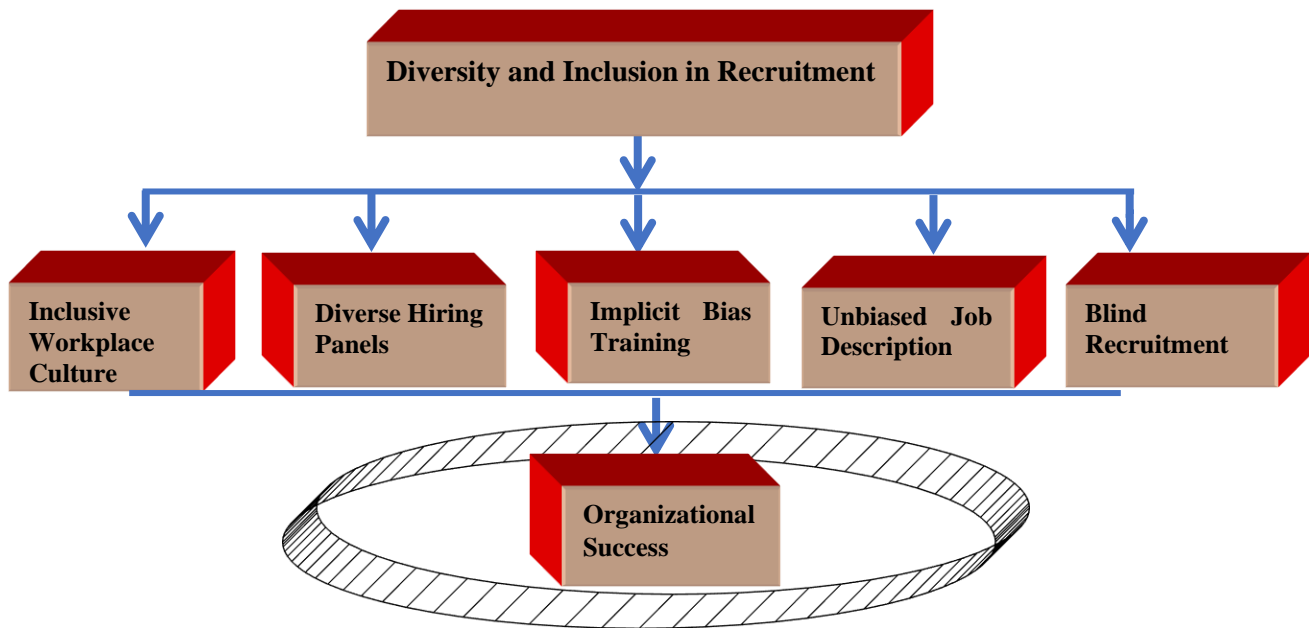


Figure 1. Conceptual Framework of Diversity and Inclusion in Recruitment and Organizational Success.

Source: designed by the Researcher, 2024

III CONCLUSION

In conclusion, diversity and inclusion are critical components of a healthy and productive workplace. When employees feel included and valued, they are more likely to be engaged, motivated and committed to their work. When diverse perspectives and experiences are brought to the table, it leads to more creative and innovative ideas which can ultimately drive organizational success. However, achieving diversity and inclusion in recruiting requires a deliberate and intentional effort. Organizations must be willing to take concrete actions to promote these values throughout the organization, including creating an inclusive workplace culture, using a variety of recruitment methods and monitoring progress through data and analytics.

By leveraging on these strategies and best practices, organization can create a more diverse and inclusive workforce that is better equipped to meet the needs of a diverse customer base, attract and retain top talent and ultimately drive organizational success.

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