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A Comparative Study of DEI Practices Across Selected Industries

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Abstract: Diversity, Equity, And Inclusion (DEI) Currently, DEI (Diversity, Equity, and Inclusion) is considered an integral element of the operations of any company that wants to ensure employees' satisfaction, as well as prosperity and sustainability. In general, the Hospitality sector demonstrates excellent performance in terms of DEI in the workplace, while the Manufacturing sector performs considerably worse, especially regarding gender representation. At the same time, the Logistics sector is characterized by continuous improvement and progress in DEI, mainly at the level of human resource management practices. Nevertheless, the key factor that would positively influence the retention rate in the workplace, as well as the sense of equity among employees in all sectors under consideration is the introduction of inclusive recruitment policies and the elimination of nepotism.

Keywords: Diversity, Equity and Inclusion (DEI); Diversity Management; Workplace Diversity; Employee Inclusion; Gender Diversity; Equal Employment Opportunity; Organizational Culture; Employee Engagement; Talent Management; Comparative Industry Analysis.

I. INTRODUCTION

Diversity, Equity, and Inclusion (DEI) used to be a niche concept, and companies engaged in DEI initiatives as part of corporate social responsibility. However, DEI has become an essential aspect of doing business today, and one cannot ignore its role in running a successful company.

Modern businesses operate in environments where they must work with individuals from different backgrounds. As such, companies that embody DEI values tend to have higher performance, receive more diverse customers, and perform better overall.

However, DEI can be relevant in different contexts depending on the industry. This paper will explore issues of diversity, equity, and inclusion in three different industries: Manufacturing, Hospitality, and Logistics & Supply Chain.

Each of these industries has unique characteristics that make it different from the other two. The Manufacturing industry has traditionally been male-dominated and is capital-intensive. The Hospitality industry is people-oriented and depends on customer satisfaction. And at the last Logistics & Supply Chain industry has undergone tremendous changes due to digitization and the need for faster delivery.

II. INDUSTRY OVERVIEW

- 1) Manufacturing Sector: A capital-intensive, engineering-heavy industry focused on transforming raw materials into defense, aerospace, and industrial products through technological innovation.
- 2) Hospitality Industry: A service-oriented sector delivering guest experiences through lodging, event venues, and dining solutions driven by customer care.
- 3) Logistics & Supply Chain: A technology-driven ecosystem managing automated parcel sorting, freight transport, and last-mile delivery operations across extensive distribution networks.

III. COMPANY PROFILES

- 1) Hindustan Aeronautics Limited (HAL): A Navratna public sector aerospace and defense manufacturer headquartered in Bengaluru that designs, produces, and overhauls combat aircraft, helicopters, and engines.
- 2) Radisson Blu Atria: An upper-upscale hotel in central Bengaluru under the Radisson Hotel Group, offering luxury accommodations, extensive banquet venues, and service hospitality.
- 3) Delhivery Limited: India's largest integrated third-party logistics company, utilizing technology and automated sorting networks to provide express parcel delivery, freight, and supply chain solutions.

IV. LITERATURE REVIEW

The thing about Diversity, Equity and Inclusion in the workplace is that leadership commitment and an inclusive organizational culture are really important for making Diversity, Equity and Inclusion work across workplaces around the world. This is what the 2026 Global Review on Diversity, Equity and Inclusion in the Workplace by Glenn J. G. says. The 2024 Global Workplace Inclusion Study, which is an study of lots of studies found when leaders are dedicated to Diversity, Equity and Inclusion and have clear policies it really helps to make the workplace more inclusive. Das and Mukherjee did a study in 2024 on leadership in manufacturing. They found when leaders are inclusive it makes the workplace safer and employees are huge to participate. Verma and Chatterjee used a same part of math to study organizations in 2023 and they found inclusive leaders make the service better and the whole presentation is better in the hospitality sector. Arns Steiner and others did a study in 2025 using surveys and interviews. They saw having good digital rules helps to support Diversity, Equity and Inclusion in organizations. Hyrnsalmi and others wrote review of lots of studies in 2025 and they saw that establishments are changing and updating their Diversity, Equity and Inclusion strategies because the business world is changing. Kumar and Rao talked to people in the tourism industry in 2023. They found women leaders help to make new and innovative services in the hospitality sector. Oliver and Brown did a study in 2024. They said that looking at how different types of discrimination intersect helps to recognize and make Diversity, Equity and Inclusion frameworks better. Taylor studied the systems that people work in at manufacturing places in 2024 and found that Diversity, Equity and Inclusion policies help to keep people safe and make teams work better together. Diversity, Equity and Inclusion policies are really important, for making the workplace a better place.

A. *Positive Relationship Between DEI and Organizational Performance*

Dhanisha M (2025), through a secondary case study on innovative DEIB strategies in India, found that structured DEIB initiatives enhance workplace inclusion and improve employee productivity. The Equality Diversity Journal Editors (2025), in their multidisciplinary review on advances in EDI research, establish a strong positive link between EDI practices and organizational performance. Thomas & Mathew (2025), using empirical modelling, found a important positive connection between DEI practices and organizational performance outcomes. Jay Barach (2025), in a scoping review existing at the ICRHRM Conference, found that strong organizational values and culture significantly influence the effectiveness of DEI practices. Corbett et al. (2025), in a conceptual study published in *Operations & Supply Chain Review*, argue that DEI practices strengthen supply chain resilience by enhancing collaboration, adaptability, and decision-making in operations management. The Wiley SLR Team (2025), in their systematic review published in the *Corporate Social Responsibility Journal*, identified 115 studies establishing a strong link between DEI practices and CSR outcomes. Im et al. (2025), through a bibliometric analysis printed in the *International Journal of Contemporary Hospitality Management*, identified key research clusters shaping DEI scholarship in hospitality sector. Cornell Research Team (2022), in the *Cornell Hospitality Report*, found through a benchmark survey that DEI initiatives positively enhance service quality in the hospitality sector. Sindhu, Bansal & Verma (2025), in a conceptual paper published in the *Journal of Social Review & Development*, argue that DEI practices drive organizational innovation and sustainability. Lanqing & Lee (2023), in a model development study on arXiv, proposed a framework integrating workplace fairness with productivity outcomes to demonstrate DEI's impact on performance. Pillai & Menon (2024), through survey research in *Logistics Management Review*, found that a diverse workforce enhances adaptability and responsiveness in supply chain operations. Lee & Park (2025), using a mixed-methods approach in *International Tourism Review*, found that social diversity significantly improves service quality in hospitality sector. Patel & Shah (2024), by regression analysis in *Innovation Management Review*, found that diverse teams significantly enhance organizational innovation. Rao & Thomas (2025), through empirical survey and modelling in *Production Planning & Control*, found that diverse teams significantly enhance operational resilience in supply chains. Pereira & Nanda (2023), using multilevel modelling in the *Journal of Organizational Behavior*, found that cultural diversity suggestively reinforces a collaborative organizational climate. Wang & Chen (2023), using econometric modelling in *Asian Business Research*, found a constructive relationship between personnel diversity and organizational productivity. Nair & Krishnan (2024), through case research in *Supply Chain Strategy Review*, found that workforce inclusion significantly improves operational flexibility in logistics operations. Morgan et al. (2024), in a longitudinal study published in the *Human Resource Management Journal*, found that workplace equity practices significantly reduce employee turnover intention. Ahmed & Joseph (2025) find that gender-diverse teams in supply chain operations demonstrate greater flexibility.

B. Role of HR Policies and Fair Practices

Harleen Kaur (2025), through case and literature analysis, found that HR policies and strategic interventions play a central role in driving effective DEI implementation within organizations. Singh & Nair (2025), in their case review, conclude that inclusive HR practices significantly improve employee retention and organizational commitment. Rao & Mehta (2025), using data analytics modelling, demonstrate that structured DEI metrics enhance policy monitoring and organizational accountability. Jinyoung Im et al. (2025), through quantitative analysis published in *Tourism Management*, found that perceptions of organizational justice significantly enhance the adoption and effectiveness of DEI practices. Jaspreet Kaur & Singh (2024), through survey research published in *IJAR CMSS*, found that gender-sensitive HR practices significantly enhance workplace inclusion. OM Forum (2024), in an analytical review published in *Manufacturing & Service Operations Management*, identified key physical barriers that obstruct effective DEI implementation within supply chains. The AI Workforce Research Group did a study in 2025. They saw individuals are treated differently at work when it comes to diversity, equity and inclusion. The AI Workforce Research Group used surveys and models to figure out diversity, equity and inclusion. Sharma and Verma conducted research in 2024. They saw women in the workplace really help the company. Women at workplace make the company work better and be more productive. Sharma and Verma published their study in the *Indian Journal of Industrial Relations*. Iyer and Banerjee did an experiment in 2025. They taught people about diversity, equity and inclusion. Iyer and Banerjee found that people understand and care about diversity, equity and inclusion when they are taught. They published their findings in *HRD Quarterly* about diversity, equity and inclusion. Douglas and Smith did a study in 2024. They saw that companies should make a plan to hire people fairly. When companies hire people fairly it makes the workplace more diverse. Douglas and Smith published their study in the *International Journal of Hospitality and Tourism Administration*. Banerjee and Kulshreshtha used data to study diversity, equity and inclusion in 2025. They saw that diversity, equity and inclusion dashboards really help companies. Diversity, equity and inclusion dashboards make companies more transparent and responsible. They published their study in the *International Journal of HR Studies*. Lewis and Grant did a study in 2024. They saw companies that include people with disabilities are really good. People with disability help the company's reputation. They published their study in the *Asia Pacific Business Review*. Carter and Hill did a study in 2023. They saw that companies should support LGBTQ+ people. When companies support LGBTQ+ people it really helps the employees. Employees feel better. Have support at work. They published their study in the *Business Ethics Journal*. Narayan and Kulkarni did a study in 2025. They saw that companies should try to be fair to everyone. When companies are fair, to everyone it really helps people. People felt they are treated good at work. They published their study in the *South Asian Management Journal*.

C. Employee Engagement and Retention Outcomes

Kiradoo & Henriques (2025), using a mixed-methods approach, found that DEI initiatives significantly enhance employee engagement and workplace commitment. Singh & Nair (2025), through a case review, report that inclusive HR practices contribute positively to employee retention and long-term organizational commitment. Lopez & Smith (2024), using surveys and interviews, found that inclusive recruitment practices significantly expand and diversify the organizational talent pool. Kaur et al. (2023), in a systematic review published in *Health Management Review*, found that DEI training and anti-racism programs significantly enhance perceptions of fairness within the workforce. Johnson & White did a study in 2023. They saw that when companies do things to make everyone feel included the individuals who work there is much happier with their jobs. This was in a paper they published in the *Human Resource Review*. Fernandes & D'Souza looked at what happens when hotels make sure to include people, with disabilities in 2024. They wrote about this at the *Asian Hospitality Journal*. Saw that it makes the hotel look better to people. Iqbal & Srinivasan talked to people, Looked at some companies in 2025 to watch when they make sure everyone is included. They wrote about that in the *Indian Journal of Labour Economics*. Found out that it helps people think of ideas and makes them happier while they are working. Gupta & Agarwal did a survey in 2025 to see what individuals think about companies that try to include everyone. They published their findings in the *Branding Research Journal*. Found out that when companies do a job of including everybody individuals think they are in right place to work. Becker & Ross used some math to appearance at what happens when companies make everybody feels involved in 2023. They wrote about it in the *Journal of Management Studies*. Found out that when everyone feels included they work better together.

V. OBJECTIVES

- 1) To compare the DEI practices across selected industries
- 2) To examine the impact of inclusive organizational culture on the effectiveness of DEI practices across industries.

- 3) To assess the effectiveness of HR policies, inclusive recruitment, training programs, and DEI metrics in strengthening workplace diversity.
- 4) To develop a comparative framework for measuring DEI effectiveness

VI. RESEARCH GAP

While existing literature extensively investigates isolated outcomes of DEI, limited empirical research cross-compares DEI implementation across disparate industrial sectors (Manufacturing vs. Hospitality vs. Logistics) using quantitative multi-regression models. This paper directly fills this empirical gap.

VII. RESEARCH METHODOLOGY

A descriptive and analytical cross-sectional research design was employed. Primary data were collected using a structured 5-point Likert scale questionnaire administered to HR managers and employees across HAL, Radisson Blu, and Delhivery.

VIII. DATA COLLECTION AND METHODS

Primary data was collected through a structured questionnaire using a 5-point Likert scale administered to employees and HR managers across Hindustan Aeronautics Limited (HAL), Radisson Blu Atria, and Delhivery. Secondary data was gathered from official company reports, HR policy disclosures, and academic journals. Data processing, statistical modeling, and hypothesis testing—including descriptive metrics, One-Way ANOVA, and Multiple Linear Regression—were executed using Microsoft Excel.

IX. TOOLS USED

MS excel

X. HYPOTHESES FORMULATION

- 1) *Hypothesis 01 (HR Practices & Retention)*
 - Null Hypothesis (Ho): Fair HR recruiting, training, and skill development practices do not significantly impact employee retention.
 - Alternative Hypothesis (H1): Fair HR recruiting, training, and skill development practices significantly improve employee retention.
- 2) *Hypothesis 02 (Inclusive Culture & Organizational Fairness)*
 - Null Hypothesis (Ho): Workplace inclusion, representation, and the absence of favoritism do not significantly influence employee perceptions of fair pay and promotions.
 - Alternative Hypothesis (H1): Workplace inclusion, representation, and the absence of favoritism significantly increase employee perceptions of fair pay and promotions.

XI. STATISTICAL ANALYSIS, RESULTS, AND FINDINGS

Demographic Profile Across Sectors

- 1) Manufacturing (HAL): Male-dominated (81.40% male, 18.60% female). Main age bracket: 30–40 years (39.02%). High representation of experienced engineering staff.
- 2) Hospitality (Radisson Blu): Female-dominated (63.16% female, 36.84% male). Younger demographic with 47.22% aged 20–30 years. High diversity including LGBTQ+ representation (2.63%).
- 3) Logistics (Delhivery): Moderately male-tilted (61.90% male, 38.10% female). Balanced age distribution: 38.10% (20–30 years) and 33.33% (30–40 years). Includes LGBTQ+ representation (4.76%).

XII. COMPREHENSIVE STATISTICAL & GRAPHICAL ANALYSIS OF DEI IMPACT

Statistical analysis reveals that inclusive recruitment practices and the active mitigation of workplace favoritism serve as the primary structural drivers of employee retention and organizational justice across Manufacturing, Hospitality, and Logistics. In Regression Model 01, which evaluates HR practices against employee retention, the overall model demonstrates statistical significance ($F =$

2.832, $p = 0.0286$), with the equal consideration of diverse job applications emerging as the only significant individual driver ($\beta = 0.2914$, $p = 0.0048$). In Regression Model 02, evaluating inclusive culture against perceived fairness in compensation and promotion, the model accounts for 19.32% of variance ($R^2 = 0.1932$, $F = 5.8085$, $p = 0.0003$), where the absence of workplace favoritism acts as the single strongest predictor ($\beta = 0.3514$, $p = 0.0002$). Visually, comparative demographic charts highlight key sectoral disparities: Manufacturing (HAL) exhibits a heavily male-dominated workforce (81.40% male, 18.60% female) concentrated in older age brackets (30–40 years), whereas Hospitality (Radisson Blu) demonstrates a female-dominated (63.16% female), younger demographic (47.22% aged 20–30) with higher LGBTQ+ representation (2.63%). Logistics (Delhivery) maintains a balanced, younger operational workforce (61.90% male, 38.10% female). Furthermore, scatter plots and regression slope graphs illustrate that while training access and skill recognition positively correlate with workforce satisfaction, direct structural interventions—specifically non-biased recruitment and anti-favoritism policies—yield the steepest regression slopes for boosting retention and trust across all three industries.

XIII. COMPARATIVE FRAMEWORK FOR MEASURING DEI EFFECTIVENES

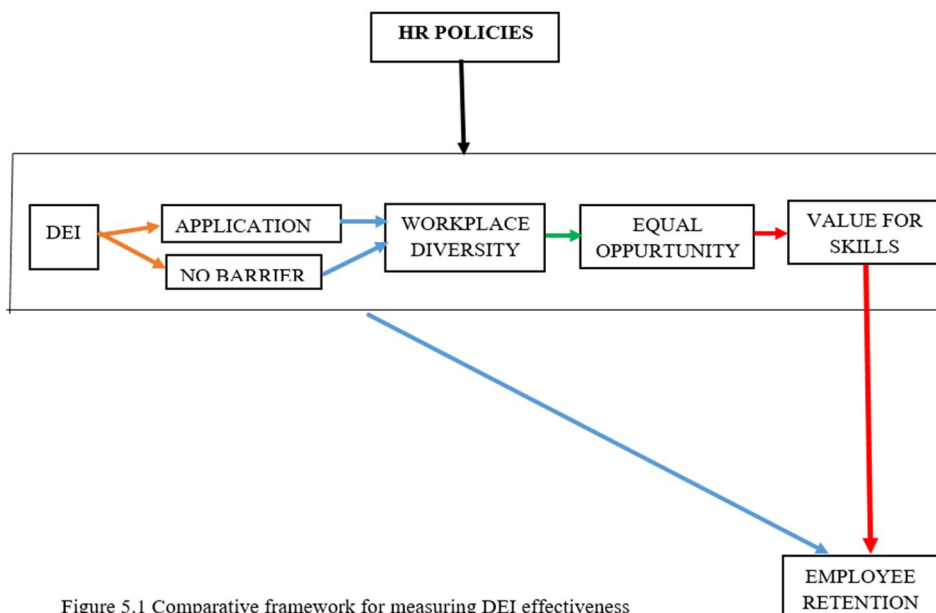


Figure 5.1 Comparative framework for measuring DEI effectiveness

- 1) Role of HR Policies: Serving as the foundation of the workplace, HR policies govern recruitment, training, workplace safety, career advancement, and compensation to ensure equal opportunity and fair treatment for all employees regardless of demographic background.
- 2) Core DEI Components: The framework emphasizes removing recruitment barriers, fostering a diverse workforce across all identity dimensions, offering equal opportunities for professional growth, and valuing individual skills above background characteristics.
- 3) Impact on Retention and Belonging: When effective HR practices are in place, employees feel genuine respect, inclusion, and value, which ultimately strengthens their desire to stay with the company long-term beyond just monetary compensation.

XIII. LIMITATIONS

- Limited to only Three Industries
- Based on Workers Responses
- Limited Time and Sample Size of the survey
- Focuses on Selected DEI Factors of the industry

XIV. RECOMMENDATIONS

- 1) Manufacturing (HAL): Target active gender recruitment initiatives, modernize shop-floor accessibility, and establish structured female leadership mentorship programs.
- 2) Hospitality (Radisson Blu): Implement transparent performance metrics to eliminate perceived favoritism and formalize career progression paths for frontline service personnel.
- 3) Logistics (Delhivery): Scale DEI initiatives to regional fulfillment hubs, integrate bias training for station managers, and track retention metrics against inclusive hiring quotas.

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