



WORKPLACE INCLUSIVITY WITH SPECIAL REFERENCE TO ACCENTURE COMPANY

Kurapati Kavitha^{1*}, Goda Rajitha², K Pravalika³

Original Article

¹GITAM Deemed University, 502329 Hyderabad, India^{2,3} Vidya Jyothi Institute of Technology, 500075 Hyderabad, India*Corresponding Author's Email: kurapatikavitha@gmail.com

Abstract

When individuals feel included at work, it boosts their motivation, leading to better job performance through innovative ideas exchange. Inclusive environments lower staff turnover by nurturing a culture of success where everyone can thrive, bringing stability to the workforce. Enhancing innovation through diverse perspectives boosts creativity, as teams develop creative solutions with varied viewpoints, leading to effective problem-solving that benefits organisational competitiveness. This study aims to understand how inclusive practices are being implemented at Accenture. The study dives into hiring, diversity training, backing for under-represented groups, and inclusive leadership. By concentrating on these domains, it seeks to identify strengths, areas requiring improvement, and best practices for fostering an inclusive environment and enhancing the company's performance. The demographic profiles of the respondents have been presented under the general information schedule. Also, the chi-square test is employed to verify the relationship between the employee gender and the effectiveness of inclusion at the company. It is found that gender impacts the effectiveness of perceptions of inclusivity.

Keywords: *Better Performance; Employee Diversity; Inclusion; Organizational Measures*

Introduction

In a workplace, inclusion is all about how a company acts to ensure that everyone feels like they belong and are respected, regardless of who they are. It's not just about hiring different people but making sure everyone feels comfortable, supported, and included in everything the company does. Inclusion is key to creating a fair workplace where everyone can thrive and contribute their best.

Inclusion means making everyone feel valued and important regardless of who they are. There are various types of inclusion:

Diversity and Inclusion

Having people from different backgrounds like race, gender, age, religion, and abilities brings unique perspectives and experiences to the workplace. It ensures everyone feels seen and appreciated.

Equity Inclusion

Focusing on fairness and justice means removing barriers that some groups face so that everyone has equal opportunities to succeed.

Social Inclusion

Making sure everyone feels like they belong encourages participation from all members without anyone feeling excluded.

Cultural Inclusion

Respecting and integrating different cultural traditions enriches the organization with various perspectives, promoting mutual respect among community members.

Economic Inclusion

Providing fair access to jobs, wages, and financial services helps reduce poverty and inequality, ensuring everyone benefits from economic growth.

Digital Inclusion

Ensuring equal access to digital technologies addresses the digital divide, helping more people access online resources in today's digital world.

Policy Inclusion

Creating rules that support inclusive practices promotes diversity and equity in organisations and ensures lasting change.

Employee engagement rises as employees feel valued, leading to higher productivity [1], lowering turnover rates, and securing a stable workforce for the long-term benefit of the organization.

Prioritizing inclusion leads to overall better organizational performance attracting top talent, fostering teamwork, and enhancing customer satisfaction, which results in higher profitability and a stronger industry reputation.

By focusing on diversity goals and supporting ERGs for diverse groups, Accenture shows its commitment to an inclusive workplace [2], valuing employees from various backgrounds for innovation and keeping them competitive globally.

Through setting equality goals, promoting women's and LGBTQ+ rights, and investing in training workshops, Accenture actively fosters an inclusive workplace, appreciating diversity and better benefiting both employees and company success professionally within English language standards [3].

Rebecca Mattina mentioned in his blog in 2025 that Delta Airlines credits a 10% boost in global market penetration in 2024 to its stronger focus on diversity and inclusion.

71% of leaders with improved DEI strategies say that they usually beat competitors to market.

The “Diversity and Inclusion (D&I): Global Strategic Business Report” [4] testifies that new generations of job seekers prefer companies with inclusive workplaces. Job seekers actively seek information to gain insights into a company’s work culture before deciding to apply for a job [5].

Scope of the study

The research on workplace inclusion at Accenture looks into how including everyone affects the company and its workers. It checks how Accenture's push for inclusivity impacts teamwork, morale, engagement, and overall success.

Literature Review

Miminoshvili and Cerne [5] showed why knowledge hiding happens in diverse teams and how it helps minority employees manage things.

O'Donovan [6] looked into diversity and inclusion in workplace internal branding in Poland. It identifies gaps in research on how diversity management affects the corporate image both inside and outside the company.

Kiradoo [7] stressed the importance of building an inclusive environment that appreciates differences, supports fairness & provides everyone with the same chances. Ultimately, making DEI a priority is key for businesses to succeed in today's global economy, even with its tough parts.

Mousa [8] said hospitals should communicate better with nurses and have regular meetings, monthly reports, and diversity training. They also think adding enjoyable stuff like birthday parties and social events can make inclusion even better.

Parikh [9] talked about “microaggressions” - a term Dr Chester Pierce made up in 1970 to talk about small, not-on-purpose insults towards groups of people who are pushed to the outskirts, which keep going even though there are rules against them.

Oloo [10] showed that these programs help improve employees' feelings and actions toward diversity. Effective diversity training needs solid leadership and a work environment that appreciates diversity. Cool ways, like virtual reality, really make a difference in promoting inclusivity.

Oswal [11] showed that companies that care about DEI improve their workplace and do a lot better in things like getting more work done and making more money. In the end, the authors learn that putting DEI first is both the right thing to do and super important for companies to do well in a world full of many different people and changes.

Jha et al. [12] said by providing fair treatment, inclusive leaders can promote inclusivity in the organizational employees and can enhance performance.

Research gap

There is less literature on inclusive practices of IT companies; there is limited research specifically focusing on Accenture [13, 14, 15]. It's crucial to figure out how they implement it and how employees feel about it. Understanding the challenges and successes within this global company can offer more information about effective inclusion strategies [16].

Objectives

1. To understand the concept of inclusion in the workplace.
2. To know the measures followed by the organization to support inclusion in the workplace.
3. To analyse the relationship between gender and inclusion effectiveness perception [17].
4. To analyse the relationship between years of experience and workplace inclusivity [18].

Hypothesis

1. H0: The gender of the employee has no impact on inclusion effectiveness perception.
H1: The gender of the employee has an impact on inclusion effectiveness perceptions.
2. H0: Years of experience and workplace inclusivity are not significantly related.
H1: Years of experience and workplace inclusivity are significantly related.

Methodology

There are different kinds of information collected in this study. Primary facts come from researchers who obtain data straight from the source. This data is fresh and unique, gathered through surveys, chats, group discussions, tests, or observations. This method makes sure the details are very fitting and precise for the research's requirements, making it important for in-depth understandings and choices.

Sample size: 100

Data collection tool: Structured Questionnaire

Respondents: Accenture company employees

Sampling method: Simple Random Sampling

Sampling area: Hyderabad

Analytical tool: SPSS (Statistical Package for the Social Sciences)

Applied tested statistics: Chi-square test

Independent: Age, gender, years of experience

Dependent: Workplace inclusivity

Result

General information schedule (GIS): Information about the demographic profile of the respondents of the sample (refer to Table 1).

Table 1: General Information Schedule (GIS)

Variable	Indicator	Frequency	Mean
Gender	Male	38	3.9
	Female	62	6.1
	Prefer not to say	0	0
	Total	100	
Age	18-24 Yrs	42	4.2
	25-34 Yrs	48	4.8
	35-44 Yrs	6	0.6
	45-54 Yrs	4	0.4
	Total	100	
Educational Qualification	Bachelor's degree	40	4.0
	Master's degree	25	2.5
	Professional	30	3.
	Doctorate	5	0.5
	Total	100	
Job Title	System Analyst	21	2.1
	Software Engineer	43	4.3
	Network Administrator	6	0.6
	Project Manager	10	1.0
	Other	20	2.0
	Total	100	
Years of association with the company	Less than a year	26	2.6
	1-3 years	41	4.1
	4-6years	30	3.0
	7-10 years	2	0.2
	More than 10 years	1	0.1
	Total	100	

Source: Designed and Developed by the Authors (Not any Copyrighted or Proprietary Material)

Chi Square Test: To check the relationship between gender and perception of inclusion effectiveness (refer to Table 2(a) to 2(e)).

Table 2(a): Chi Square Test

S. NO	OPTIONS	NO. OF RESPONDENTS	PERCENTAGES
1	Ineffective	14	14%
2	Neutral	20	20%
3	Effective	66	66%

Source: Designed and Developed by the Authors (Not any Copyrighted or Proprietary Material)

Table 2(b): Case Processing Summary

Valid			Cases Missing		Total	
N		Percent	N	Percent	N	Percent
GENDER * OPTIONS	100	100.0%	0	0.0%	100	100.0%

Source: Designed and Developed by the Authors (Not any Copyrighted or Proprietary Material)

Table 2(c): Cross Tabulation

OPTIONS						Total
Effective				Ineffective	Neutral	
GENDER	Female	Count	45	7	10	62
		Expected Count	37.8	9.9	14.3	62.0
	Male	Count	16	9	13	38
		Expected Count	23.2	6.1	8.7	38.0
Total		Count	61	16	23	100
		Expected Count	61.0	16.0	23.0	100.0

Source: Designed and Developed by the Authors (Not any Copyrighted or Proprietary Material)

Table 2(d): Chi-Square Tests

Value		df	Asymptotic Significance (2- sided)
Pearson Chi-Square	9.198 ^a	2	0.010
Likelihood Ratio	9.186	2	0.010
N of Valid Cases	100		

Source: Designed and Developed by the Authors (Not any Copyrighted or Proprietary Material)

- a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.08.

Table 2(e): Symmetric Measures

Value			Approximate Significance
Nominal by Nominal	Phi	0.303	0.010
	Cramer's V	0.303	0.010
	Contingency Coefficient	0.290	0.010
N of Valid Cases		100	

Source: Designed and Developed by the Authors (Not any Copyrighted or Proprietary Material)

Since, chi square calculated value is greater than the chi square tabulated value i.e. (9.176>5.991).

Interpretation

Therefore, the authors reject the null hypothesis. Hence, the Gender impacts the perception of overall effectiveness of the inclusivity in the company.

Table 3: Mean comparison of employees' years of experience with workforce inclusiveness (Chi square)

	Variables	Years of experience					Chi square value	p-value
Sl. No		Less than a year	1-3 years	4-6 years	7-10 years	More than 10 years		
1.	Workforce inclusivity	2.6	4.1	3.0	0.2	0.1	0.177	0.823

Source: Designed and Developed by the Authors (Not any Copyrighted or Proprietary Material)

Interpretation

Therefore, the authors accept the null hypothesis stating there is no significant relationship between the years of experience and the workplace inclusivity (refer to Table 3).

Discussion

- Around 86% of the employees in the organization are feeling a sense of belongingness and inclusiveness [19].
- There are inclusive policies in the company.
- It is observed that employees feel gender is one of the most important impacting elements in inclusion.
- It is found that most of the respondents believe workplace inclusion is important for organizational success [5].
- They feel inclusion policies can impact the day-to-day work environment positively [20].
- It was found that 48% of respondents believe that their organisation addresses and responds to concerns or conflicts related to inclusion very effectively [8].
- Employees are feeling that their organization addresses and responds to inclusion-related concerns or conflicts [21].
- Their supervisors and managers are supportive regarding inclusion practices.
- It is found that 85% of respondents feel that their organization promotes cross-cultural understanding and collaboration among employees effectively.
- Employees think that company Programs such as employee resource groups, mentorship programs and flexible hours can promote inclusion.
- It is found that most of the respondents think the company handles the discrimination or bias very well.

Conclusion

This study shows how important inclusion practices are in the company's efforts to boost employee satisfaction and work better. The organization is very good at maintaining the inclusion practices to support inclusion.

It concludes that employees at Accenture truly feel valued and respected and have equality. The authors can observe employee dedication to diversity and inclusion sparks innovation, creativity, and problem-solving. Listening to employee feedback helps shape inclusion efforts effectively and ensures everyone's voice is heard.

Accenture uses diversity training, inclusive leadership, and employee groups to eliminate biases and guarantee equal opportunities for growth. These efforts lead to a more cohesive and collaborative workplace. Key elements in maintaining inclusion at Accenture include strong leadership, continuous education, and a culture of openness. Overall, Accenture's commitment to inclusion benefits both individuals and the entire company.

Conflict of Interest

The authors declare that they have no conflict of interest.

Acknowledgement

The authors are thankful to the institutional authority for completion of the work.

References

1. Saxena A. Workforce diversity: A key to improve productivity. *Procedia economics and finance*. 2014 Jan 1; 11:76-85. [https://doi.org/10.1016/S2212-5671\(14\)00178-6](https://doi.org/10.1016/S2212-5671(14)00178-6)
2. Nishii LH. The benefits of climate for inclusion for gender-diverse groups. *Academy of Management journal*. 2013 Dec;56(6):1754-74. <https://doi.org/10.5465/amj.2009.0823>
3. Nalini G. Employee Engagement Ideas for Remote Working Team. *International Journal of Advances in Business and Management Research (IJABMR)*. 2023 Sep 12;1(1):21-5. <https://doi.org/10.62674/ijabmr.2023.v1i01.003>
4. Turban DB. Organizational attractiveness as an employer on college campuses: An examination of the applicant population. *Journal of vocational behavior*. 2001 Apr 1;58(2):293-312. <https://doi.org/10.1006/jvbe.2000.1765>
5. Miminoshvili M, Černe M. Workplace inclusion–exclusion and knowledge-hiding behaviour of minority members. *Knowledge Management Research & Practice*. 2022 May 4;20(3):422-35. <https://doi.org/10.1080/14778238.2021.1960914>
6. O'Donovan D. Diversity and Inclusion in the Workplace. In *Organizational behaviour and human resource management: A guide to a specialized MBA course* 2017 Oct 27 (pp. 73-108). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-319-66864-2_4
7. Kiradoo G. Diversity, equity, and inclusion in the workplace: Strategies for achieving and sustaining a diverse workforce. *Advance Research in Social Science and Management, Edition*. 2022 Dec 20;1:139-51.
8. Mousa M, Ayoubi R, Massoud H. Gender, workplace fun and organisational inclusion: an empirical study. *EuroMed Journal of Business*. 2021 Oct 13;16(4):512-25. <https://doi.org/10.1108/EMJB-12-2019-0149>
9. Parikh AK, Leschied JR. Microaggressions in our daily workplace encounters: a barrier to achieving diversity and inclusion. *Pediatric radiology*. 2022 Aug;52(9):1719-23. <https://doi.org/10.1007/s00247-022-05307-9>

10. Oloo M. The Efficacy of Diversity Training Programs in Improving Workplace Inclusion. *International Journal of Human Resource*. 2023;1(1):48-58.
11. Oswal N, Siddiqui S, Sharma MS. Diversity, equity, and inclusion in the workplace: assessing the impact on organizational performance. *Boletin de Literatura Oral-The Literary Journal*. 2023;10(1):2931-41.
12. Jha IN, Pal D, Sarkar S. Unlocking the secret to happiness at work: the power of inclusive leadership, organizational justice and workplace inclusion. *Journal of Management Development*. 2024 Mar 26;43(2):200-21. <https://doi.org/10.1108/JMD-04-2023-0136>
13. Shekhar K, Srivastava S. Diversity, Equity, and Inclusion in the Indian IT Sector: A Rapid Literature Review. *Journal of Marketing & Social Research*. 2025 Jun 15; 2:153-62. <https://doi.org/10.61336/jmsr/25-04-21>
14. Kundu SC, Mor A. Workforce diversity and organizational performance: a study of IT industry in India. *Employee Relations*. 2017 Feb 13;39(2):160-83. <https://doi.org/10.1108/ER-06-2015-0114>
15. Shore LM, Randel AE, Chung BG, Dean MA, Ehrhart KH, Singh G. Inclusion and diversity in work groups: A review and model for future research. *J Manag*. 2011; 37(4):1262-89. <https://doi.org/10.1177/0149206310385943>
16. Roberson QM. Disentangling the meanings of diversity and inclusion in organizations. *Group & organization management*. 2006 Apr;31(2):212-36. <https://doi.org/10.1177/1059601104273064>
17. Shore LM, Cleveland JN, Sanchez D. Inclusive workplaces: A review and model. *Human resource management review*. 2018 Jun 1;28(2):176-89. <https://doi.org/10.1016/j.hrmr.2017.07.003>
18. Ferdman BM. The practice of inclusion in diverse organizations. *Diversity at work: The practice of inclusion*. 2013 Nov 8:3-54. <https://doi.org/10.1002/9781118764282.ch1>
19. Ruslaini EK, Santoso S, Marhandrie D. Diversity Management Strategies: Perspectives from Multinational Corporation. *Journal of Economics, Finance and Management Studies*. <https://doi.org/10.47191/jefms/v7-i3-18>. 2024. <https://doi.org/10.47191/jefms/v7-i3-18>
20. Confetto MG, Ključnikov A, Covucci C, Normando M. Diversity and inclusion in employer branding: an explorative analysis of European companies' digital communication. *Employee Relations: The International Journal*. 2023 Dec 18;45(7):121-39. https://doi.org/10.1108/ER-11-2022-0522?urlappend=%3Futm_source%3Dresearchgate
21. Guoqiang Z, Bhaumik A. Work-life harmony and retention of employees: a review of the impact of flexible work arrangements. *International Journal of Advances in Business and Management Research (IJABMR)*. 2024 Dec 12;2(2):31-8. <https://doi.org/10.62674/ijabmr.2024.v2i02.005>