

INFLUENCE OF INCLUSIVE WORK ENVIRONMENT AND PERCEIVED DIVERSITY ON JOB SATISFACTION: EVIDENCE FROM POLAND

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Abstract

Organizations are increasingly operating with a multicultural and diverse workforce. Researchers and practitioners have recognized that diversity is a double-edged sword and can result in many significant benefits but can also present challenges in organizations. Therefore, the goal of the paper is to analyse the influence of perceived diversity, a perceived inclusive organizational culture and an inclusive diversity paradigm on employee job satisfaction. In order to analyse the research problem, a quantitative approach was chosen. The research was conducted on a representative sample ($n = 1\,035$) of Poles using a research panel. The data analysis showed a statistically significant, positive correlation between perceived diversity and job satisfaction, as well as a statistically significant, positive correlation between an inclusive work environment (defined as an inclusive organizational culture and an inclusive diversity paradigm) and job satisfaction. The paper broadens our understanding of the role of diversity and inclusion for job-related attitudes. It shows managers that developing an inclusive, diverse workplace can have an influence on job satisfaction. The paper contributes to research into diversity, inclusion and job satisfaction by addressing diversity, an inclusive work environment and its consequences for an organization from the perspective of the employees and their perception of the analysed issues.

Implications for Central European audience: Central European countries are rather homogenous in terms of socio-demographic diversity dimensions, especially in comparison to the US and Western European context, where the vast majority of diversity and inclusion research has been conducted. When analysing employee attitudes, it may be important to look not only at objective variables but turn towards their perception by the employees, who in this case are raised in the homogenous Polish society. Thus, the paper contributes to the literature by presenting a CEE context and gives managers operating in this region insight into how diversity and inclusion affect job satisfaction.

Keywords: inclusion; inclusive work environment; diversity; perceived diversity; job satisfaction

JEL Classification: M14, M12, D23

Introduction

Organizations are increasingly operating with a multicultural and diverse workforce (Tsui, Nifadkar & Ou, 2007). Socio-demographic processes such as migration are causing countries that were previously rather homogeneous to become immigration countries and thus grow more diverse in terms of the cultural, ethnic, linguistic or religious backgrounds of their inhabitants (Solga & Kubiciel-Lodzinska, 2017). This, of course, results in an ever-increasing diversity of the workforce. Researchers and practitioners have recognized that diversity is a double-edged sword and thus presents challenges in organizations (Bodla et al., 2018). As pointed out by Post et al. (2021), diversity requires further analysis and more complex theorizing as it is at a critical juncture in management studies (Nkomo et al., 2019). The impact of employee diversity on organizational (Choi et al., 2017; Kundu et al., 2019) and team performance (Higgs et al., 2005; Qi et al., 2022) has been the subject of many studies (Horwitz & Horwitz, 2007). Multiple analyses of the influence of diversity on, e.g., employee satisfaction (Creek et al., 2019), work engagement (Tuan et al., 2019), organizational citizenship behaviour (Moon, 2016), financial performance (Beraki et al., 2022) but also innovation (Abiew et al., 2021; Mothe & Nguyen-Thi, 2021; Ostergaard et al., 2011) have been conducted. However, those analyses dealt mostly with objective diversity and not diversity as it is perceived by employees.

Having recognized the potential benefits of a diverse workforce, organizations face the challenge of developing an inclusive work environment that would help them enjoy the benefits that such a diverse workforce may bring. As research shows, the stakes are high, as diversity is shown to be positively connected, among others, with innovation (West, 2002), team creativity (Hoever et al., 2012), team performance (Horwitz & Horwitz, 2007; Peters & Karren, 2009), firm performance (Roberson et al., 2017), effectiveness and task outcomes (Taras et al., 2019). However, it should be noted that under certain circumstances, diversity may lead to negative effects (Garrison et al., 2010; Stahl et al., 2010). There are many possible reasons for such ambiguity. One of them may be that some studies do not take into account the diversity context, which helps better understand the effects it has for and in an organization (Joshi & Roh, 2007). When considering context, we need to remember that it may be macro-level context such as the mentioned socio-political context (Nkomo et al., 2019), which may also be referred to as the distal context, but we should also remember about proximal contexts, such as organizational culture, structure, and discrete contexts, such as team climate (Post et al., 2021). Carefully analysing context may help better understand the role of diversity in an organization. The second possible reason for ambiguity in research about the effects of diversity in organizations may be the complexity of diversity itself (Harrison & Klein, 2007). Also, as research suggests, the differences may result from differences in the perceived diversity and the actual diversity of employees. The literature on the influence of perceived diversity is rather sparse, especially when it refers to perceptual data from individual respondents on how similar they think they are compared to other employees (Jaiswal & Dyaram, 2020; Shemla et al., 2016). Scholars focus rather on actual diversity, while there is scant research on perceived diversity (Kaur et al., 2022). Therefore, a research gap regarding the influence of perceived diversity on job satisfaction has been identified. An analysis of this relationship is the first goal of the present paper.

When we speak about employee job satisfaction, it is important to analyse not only employee diversity but also how an organization handles and manages those differences. Social

exchange theory has been used in order to explain how investments in HR and managerial practices or the organizational environment may influence positive organizational behaviour and work attitudes (Hur, 2020). Recently, inclusion has received much attention from researchers and practitioners due to its positive consequences on employee behaviour and attitudes, including employee job satisfaction and organizational commitment (Hur, 2020; Mor Barak, 2008). The focus of the paper is two aspects of inclusion: an inclusive organizational culture and an inclusive diversity paradigm and how they influence employee satisfaction. Organizational culture determines how an organization relates to employee diversity (Findler et al., 2007). Research shows that the perception of being accepted influences job satisfaction (Brimhall, 2019). Furthermore, research shows that lack of support from managers produces dissatisfied employees (Blanchard et al., 2019; Lai et al., 2020). Thus, the paper intends to contribute to the existing literature by analysing the influence of an inclusive organizational culture and an inclusive diversity paradigm on employee job satisfaction, as the author believes it is necessary to highlight the importance of examining not only approaches towards inclusion but also its effects on the employees themselves.

The outline of the article is as follows. In the next section, the theoretical framework is presented, explaining the concept of job satisfaction, different approaches to diversity and how it may affect organizational outcomes and especially employee job satisfaction. Also, the possible influence of an inclusive organizational culture and an inclusive diversity paradigm on job satisfaction are elaborated. Next, the data and methods used are described, followed by a presentation of the research results. In the final section, the findings are discussed, and a conclusion drawn.

1 Theoretical Background

1.1 Job satisfaction

Job satisfaction is one of the most researched and analysed job-related attitudes in management (Kianto et al., 2016). It can be defined as a pleasant emotional state, which is a result of the assessment of job experience made by an individual (Locke, 1969) or the degree to which employees like their jobs (Spector, 1997). As a dynamic construct, it may change over time in response to, among others, personal and environmental (thus also organizational) conditions (Westover & Taylor, 2010). Job satisfaction entails a variety of factors such as motivation, benefits and rewards, work-life balance, opportunities for professional development, organizational support (Hameed et al., 2018; Walton, 1973) and many more. Researchers have shown that job satisfaction is crucial for employees as well as employers. It entails many benefits, including employee performance (Idris et al., 2020), lower turnover (Chen, 2006), employee motivation and organizational commitment (Spector, 1997).

However, as Andrade and Westover (2022) have shown there is no universal model for job satisfaction, and research into job satisfaction should include a country-specific variation.

Employees are not isolated players, and their behaviours, perceptions and attitudes are influenced by their interactions with their environment (Beuren et al., 2022; Meneghel et al., 2016). Researchers have found that ethical climate affects job satisfaction (Tsai & Huang, 2008). Also, other organizational factors may be responsible for variations in job satisfaction (Westover & Taylor, 2010). Therefore, it is important to analyse not only job satisfaction in different, under-researched national contexts such as the Polish context, but also how the

environment influences employees' job satisfaction. In the case of the present paper, the focus is on other employees and their perceived diversity as well as the inclusiveness of the work environment. For the purpose of this study, we focus on job satisfaction as employee net promoter score (eNPS) (Sedlak, 2020), which measures the employee's likelihood to recommend their employer to others as a place to work. We are aware that job satisfaction is a multi-faceted concept that encompasses many aspects such as benefits, opportunities for growth, working conditions, etc. However, as diversity and inclusion are important for the perception of employer attractiveness (Jonsen et al., 2021), we believe that the extended eNPS measure is justified.

1.2 Diversity and job satisfaction

Research into diversity has led to the identification of different types and dimensions of diversity, including the typology presented by Harrison and Klein (2007), which distinguished three different understandings of diversity: (1) diversity as variety, which refers to qualitative differences in a categorical attribute such as functional background, industry expertise, professional experience; (2) diversity as separation, which refers to differences between people among a single continuous attribute such as attitudes, beliefs, opinions, etc.; and (3) diversity as disparity, which refers to differences in access to or share of socially valued and desired resources. Another commonly used typology identifies "surface-level" diversity and "deep-level" diversity. There is a significant body of research on the effects of both diversity types on organizational outcomes (Acar, 2010; Coetzee & Veldsman, 2016; Kaufmann & Wagner, 2017; Triana et al., 2021; Wu et al., 2019). The third significant typology of diversity distinguishes functional and demographical diversity. Demographical diversity is very often equated with surface-level diversity (Wang, 2021) and includes a range of dimensions, e.g., gender, age, ethnicity, nationality and marital status (Lin et al., 2014; Peters & Karren, 2009). Functional diversity refers to differences in job functions (Zhang, 2016) but also educational level or background, professional tenure and expertise domain (Dahlin et al., 2005; Lin et al., 2014).

As already stated, research shows positive as well as negative effects of diversity on organizational performance and other organizational outcomes. It has been described as a double-edged sword with the potential for positive and negative outcomes (Chrobot-Mason & Aramovich, 2013; Cox, 1994; Shore et al., 2011). To better understand the effects of workforce diversity, different theoretical approaches have been used. Social identity and self-categorization are used to explain the negative outcomes of diversity. These theories denote that individuals tend to self-categorize into groups based on attributes that are of relevance to them, which may be gender, age or ethnicity (Tajfel & Turner, 2004; Turner et al., 1987). The similarity attraction approach suggests that individuals are more willing to interact with others like themselves, and thus a more heterogeneous workforce may trigger conflict and lower employee satisfaction (Byrne, 1971). Therefore, diversity may lead to interpersonal conflict, which may have further negative organizational implications (Choi et al., 2017). On the other hand, the information elaboration theory suggests the benefits of diversity on organizational performance. Greater variety in a team results in a greater variety of resources such as knowledge and experience, which in turn may result in better performance (Mannix & Neale, 2005) and job satisfaction. Research focusing specifically on the relationship between diversity and job satisfaction has shown mixed results. Hauret and Williams (2020) found a negative correlation between nationality and job satisfaction. Other empirical

research has shed light on the relationship between other diversity constructs and job satisfaction, leading to contrary results. Ibidunni et al. (2018) found a positive relationship between functional diversity (education, job position) on job satisfaction. A negative correlation between ethnicity, race and job satisfaction has been established, among others, by Choi (2017). Other research shows no significant relationship between race and job satisfaction (Maume & Sebastian, 2007) or a U-shaped relationship between relational demography measure and job satisfaction (Enchautegui-de-Jesus et al., 2006). However, research into other diversity dimensions, such as gender, shows that higher diversity positively correlates with job satisfaction (Fields & Blum, 1997). Research shows that the relationship between demographic diversity and job satisfaction is mixed and may be moderated by other variables such as organizational characteristics and human resource policies (Fields & Blum, 1997).

An approach differentiating between functional or task-related diversity and demographic (relational) diversity has been adopted in previous studies in order to explain the mixed effects of diversity on organizational performance (Choi, 2007). However, demographic diversity dimensions are also used as proxies for more abstract diversity dimensions, such as intellectual diversity, as they reflect the variety of experiences of individuals (Morrison & Steltzer, 2021; Rodriguez, 2016). As indicated, there is a significant body of research which analyses the influence of diversity on job satisfaction and organizational outcomes. Kaur et al. (2022) suggested a negative impact of perceived diversity on job satisfaction. On the other hand, Hsiao et al. (2015) suggested a positive relationship between perceived ethnic diversity and job performance. However, there is scant work on the role of perceived diversity and its influence on job satisfaction. Due to the adopted focus on the perceived differences between individuals and the suggested similarity attraction approach tendency to prioritize relationships with similar people, the following hypothesis is formulated:

H1: Perceived demographic diversity (PDD) negatively influences job satisfaction.

However, considering the benefits of functional, job-related diversity, explained by the information elaboration approach, a second hypothesis is formulated:

H2: Perceived functional diversity (PFD) positively influences job satisfaction.

1.3 Inclusive work environment

Inclusion has been defined as “the degree to which an employee perceives that he or she is an esteemed member of the group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness” (Shore et al., 2011, p. 1265). An inclusive organizational culture could therefore be characterized as being open and appreciating diversity and differences between employees (Ashikali & Groeneveld, 2015; Hofhuis et al., 2012). Research suggests a possible positive influence of an inclusive organizational culture on employee affective commitment (Ashikali & Groeneveld, 2015), team knowledge sharing and team creativity (Bodla et al., 2018), creative performance (Rashid et al., 2021) or organizational citizenship behaviour (Panicker et al., 2018). Exclusion, on the other hand, can have negative effects on psychological and physical health (Jones et al., 2016). Mor Barak (2010) developed a theoretical model showing that the perception of organisational culture as inclusive or exclusive affects, inter alia, job satisfaction. Madera et al. (2016) found a positive relationship between psychological diversity climate and job satisfaction. This

relationship may be explained by a psychological contract or employees' implicit expectations that they will be treated fairly in an inclusive organization (McKay & Avery, 2006; McKay et al., 2011; Turnley & Feldman, 2000). An inclusive organizational culture may be a signal that the organization is free of bias and discrimination and thus cares for the well-being of its employees (McKay et al., 2011). Ely and Thomas (2001) showed that working in a pro-diversity environment may enhance positive organizational attitudes, including job satisfaction. Therefore, replicating those findings, and shifting the focus onto inclusion, the research presented in this paper intends to test and provide empirical verification of the relation between an inclusive organizational culture and employee job satisfaction by testing the following hypothesis:

H3: An inclusive organizational culture (OC) positively influences employee job satisfaction.

An important inclusion construct is an organization's diversity paradigm, which can be defined as an "...organization's approach to diversity management [...] the paradigms represent an organization's normative beliefs and expectations about employee diversity and its role in the organization" (Kulik, 2014, pp. 131-132). The diversity paradigm is a set of values and norms about how diversity should be managed in an organization. It is a foundation based on which a diverse climate and diverse culture are built (Chrobot-Mason & Aramovich, 2013). Thomas and Ely (1996) distinguished three paradigms: discrimination and fairness, access and legitimacy, and integration and learning. Dass and Parker (2017) added the fourth paradigm: resistance. The integration and learning paradigm acknowledges similarities and differences as dual aspects of workforce diversity. By adopting active strategic initiatives, it seeks multiple objectives from diversity, including job satisfaction (Dass & Parker, 2017). It is also the most inclusive diversity paradigm. As the diversity paradigm influences the action, the policies undertaken by an organization will also affect organisational outcomes. Thus, the final hypothesis is formulated:

H4: An inclusive diversity paradigm (DP) positively influences employee job satisfaction.

2 Research Methodology

In order to verify the hypotheses, a quantitative approach was chosen. The research was conducted on a representative sample ($n = 1035$) of Poles using a research panel with registered users. The mechanism behind the research panel is that every registered respondent receives an invitation to complete the survey, and for every completed survey the panellist receives a number of points, which then may be exchanged for money. The selection of respondents was not random but deliberate as the sample consisted of registered users, who considered the rewards to be sufficient compensation for their participation in the study. For this particular survey, the respondents were collected until a representative sample was reached. The respondents received 20 points for this survey. The sample structure is presented in Table 1.

Table 1 | Sample structure

Respondent characteristics		N	%
Gender	Women	636	61%
	Men	399	39%
	Total	1035	100%
Education level	Primary	3	0.29%
	Vocational	80	7.73%
	Secondary	449	43.38%
	Higher	503	48.60%
	Total	1035	100%
Age	up to 24 years	76	7.34%
	25-34 years	279	26.96%
	35-44 years	255	24.64%
	45-54 years	228	22.03%
	55 years and more	197	19.03%
	Total	1035	100%
Organization size	up to 10 employees	258	24.93%
	11-50 employees	228	22.03%
	51-200 employees	203	19.61%
	201-500 employees	135	13.04%
	501-1000 employees	62	5.99%
	more than 1000 employees	149	14.40%
	Total	1035	100%

Source: own elaboration

Dedicated measures were developed for the purpose of the research. In order to ensure the reliability of the measures, Cronbach's alpha was calculated, showing high reliability for all the measures: diversity paradigm (0.908), job satisfaction (0.887), organizational culture (0.942), perceived demographic diversity (0.836) and perceived functional diversity (0.822). To check face validity, understandability and possible ambiguity, the measures were discussed with diversity and inclusion experts. Organizational culture (OC) and diversity paradigm (DP) were measured on a scale from 1 for "I totally disagree" to 7 for "I totally agree". Organizational culture was measured using a 7-item scale adopted from Cox (1994) and Mor Barak (2010) and the diversity paradigm was measured using a 9-item scale. Diversity paradigm was measured using statements such as "In my organization, the board

and senior management value diversity”, “In my organization, the board and senior management are committed to diversity initiatives”, “In my organization, the board and senior management recognize and deal with instances of unequal treatment”, “In my organization, diversity is seen by the board and senior management as crucial to the success of the organization”, etc. Job satisfaction was measured using an 8-item scale, where the respondents were able to rate their satisfaction level on a scale from 1 to 10, where 1 was the lowest possible satisfaction level, and 10 was the maximum. Job satisfaction was measured using answers to questions such as “Taking into account all of your dealings with your current employer, how likely would you be to recommend them to your friends?”, “Do you feel that your professional skills are adequate for the duties of your position? “, “Do you feel that you are adequately and fairly rewarded for the contribution you make to the company through your work?” Perceived diversity was measured using a scale from 1 for “completely homogeneous” to 5 for “deeply diverse”. The scale of demographic diversity (PDD) included the following dimensions: gender, age, ethnic origin and religion. The scale of functional diversity (PFD) included the following items: educational level, field of education, professional experience length and dominant professional experience area. As the concept of demographic and functional diversity is measured on the employee level, the measure refers to individuals’ perception of diversity in their closest environment (team member diversity). The items were averaged to obtain the final score for each index. In the two-sided scales (organizational culture and diversity paradigm), negative values were used for negative answers. The neutral answer (“I don’t know”) was scored as zero. The analysis was conducted using the Statistica software.

3 Research Results

In order to verify the hypotheses, a regression analysis and a correlation analysis were conducted. The results of the regression analysis are presented in Table 2.

Table 2 | Regression analysis results

Statistics		Job satisfaction			
Intercept	4.927740	5.1532	5.916288	6.1307	
Independent variable	PDD	PFD	OC	DP	
Coefficient	0.5063	0.3373	0.6485	0.6473	
Standard error	0.0709	0.0586	0.0626	0.0894	
t (1072)	7.1308	5.7579	10.3636	7.2436	
p-value	0.0000	0.0000	0.0000	0.0000	
SSE	2.4424	2.4619	2.3832	2.4407	
R2	0.0453	0.0299	0.0911	0.0466	
F (1.1072)	50.849	33.153	107.400	52.470	

Source: own elaboration

The first hypothesis (H1) suggests that perceived demographic diversity would negatively influence job satisfaction. The analysis shows a statistically significant relationship between

these variables. However, the relationship between the variables is positive. The strength of the relationship is also weak. Therefore, the first hypothesis could not be supported, but a statistically significant relation between the variables was established. The second hypothesis (H2) suggested that perceived functional diversity (PFD) positively influences job satisfaction. The analysis shows a statistically significant relationship between variables, yet the relationship is very weak. However, the second hypothesis can be accepted. The third hypothesis (H3) suggested a positive relationship between an inclusive organizational culture and employee job satisfaction. Also, in this case, a weak yet statistically significant relationship between the variables is visible. Also, in regard to the fourth hypothesis (H4), stating that an inclusive diversity paradigm positively influences employee job satisfaction, a weak but statistically significant relationship was established. Next, a comprehensive model was tested, where the simultaneous effect of the variables (PDD, PFD, OC, DP) on job satisfaction was tested. The summary of the model analysis is presented in Table 3.

Table 3 | Model summary

Model summary								
R	R squared	Adjusted R squared	Std. error	Change statistics				
				R squared change	F change	df1	df2	Sig. F change
0.672	0.452	0.450	1.31031	0.452	193.826	4	940	0.000

Source: own elaboration

The analysis of the model shows that, when analysing the simultaneous effect of the variables on job satisfaction, the relationship is statistically significant and stronger than when analysing the effects for each variable separately. Furthermore, to test the differences between the observed response values and the values predicted by the regression model, the normality of residuals was analysed. The results are presented in Table 4.

Table 4 | Tests of normality

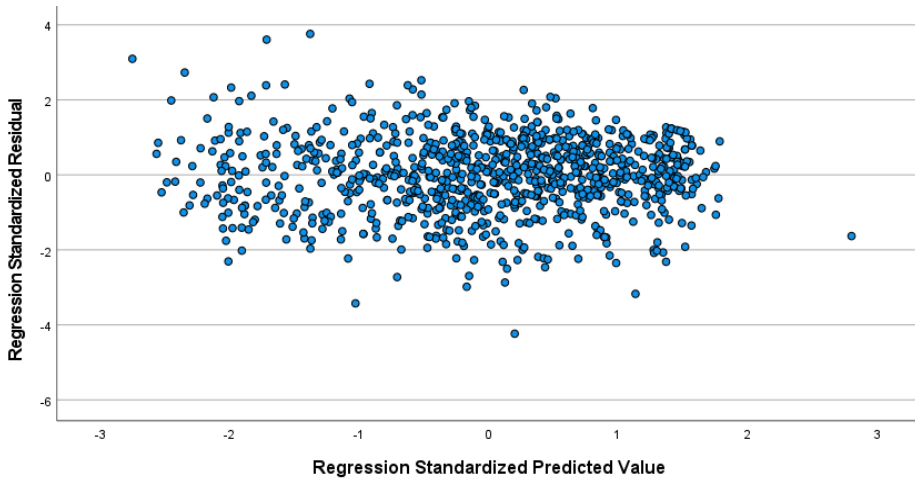
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized residual	0.034	945	0.013	0.993	945	0.000
Standardized residual	0.034	945	0.013	0.993	945	0.000

Source: own elaboration

Next, a multicollinearity analysis was conducted in order to detect possible correlations between independent variables and provide more reliable and robust results. The analysis showed no significant collinearity (the VIF value for the particular variables was as follows: PDD = 1.516, PFD = 1.508, OC = 1.845, DP = 1.849).

Finally, we tested the results for homoscedasticity in order to determine whether the residuals in the regression analysis model have a constant variance across all levels of the predictor variables. The results are presented in Figure 1.

Figure 1 | Scatter plot for dependent variable



Source: own elaboration

The results show that the variability of the results is consistent across all levels of the predictor variables.

4 Discussion

In the case of increasing diversity, contemporary organizations face an important challenge: how to use diversity, and manage it to maintain employee job satisfaction. To meet this challenge, many organizations have implemented diversity management strategies focusing on different diversity dimensions such as gender, nationality, age, sexual orientation, etc. In Poland, national diversity (due to the country of origin) is an increasingly important topic (Kubiciel-Lodzińska, 2017). However, as we analyse employee attitudes, it may be of importance to look not only at objective variables such as objective differences between employees or diversity policies, practices or strategies, but turn towards their perception by the employees. This is why the focus of the paper was more on how people perceive diversity and feel included.

The presented findings extend research into job satisfaction, perceived diversity as well as inclusion. While much of the research into diversity has focused on actual differences between employees, the work presented in this paper shows that perceived diversity is an additional variable that may influence job attitudes. The paper contributes to the emerging research into perceived diversity and inclusion (Alexandra et al., 2021; Jansen et al., 2015). The present study adds to the existing scientific debate by addressing diversity and its consequences for an organization through employees' perceptions instead of analysing actual diversity.

The conducted research shows a statistically significant relationship between perceived diversity, inclusive organizational culture, diversity paradigm and job satisfaction. Although the influence is weak or moderate at best (if we look at the simultaneous influence), it still shows a positive connection between the variables, which is important in light of other research showing a negative correlation between diversity and job satisfaction (Wilks & Neto,

2013). However, as pointed out by some scholars, objective measures of diversity may not be identical to how employees perceive diversity, and the perception of diversity, the work environment and its inclusiveness may be more important for explaining diversity effects such as job satisfaction (Acar, 2010; Harrison et al., 2002).

Conclusion

The conducted research showed that not only objective diversity has a significant influence on job-related attitudes and results, but that employees' perception of the workforce also plays an important role. Thus, when analysing the influence of diversity on organizational outcomes such as innovation, creativity and decision-making, it would also be beneficial to analyse the perceived diversity and not only the objective one. The research showed that the feeling of being included may lead to higher job satisfaction.

The relationship between perceived diversity, an inclusive work environment and job satisfaction can theoretically contribute to understanding the workplace. The findings contribute to the debate on the importance of psychological climate. Perceived diversity affects psychological climate and thus may affect employee well-being. Furthermore, the findings shed new light on the impact of organizational culture on job-related attitudes and behaviours. By analysing how diverse individuals perceive diversity and inclusiveness, scholars may try to better understand the determinants of job satisfaction.

The present study is not free of limitations. The deliberate sample selection should be considered when analysing the results. Although the sample is representative, it needs to be emphasized that the sample consisted of respondents who considered the financial reward to be sufficient compensation for their participation in the study. While the study sample and results have some meaningful implications with respect to diversity management and inclusion, more complex modelling is necessary to identify key conditions under which perceived diversity and an inclusive work environment influence job satisfaction. Job satisfaction is a complex construct, and thus the analysed variables are only partially responsible for the level of job satisfaction.

However, the fact that the relationship is statistically significant has certain managerial implications. The research shows that if employees believe that their work environment is inclusive, it can contribute to their satisfaction. Organizations do not have to fear that working with diverse employees will definitely bring harm to the organization. Even if employees perceive their colleagues as diverse, it may still have positive consequences. Thus, managers pursuing greater employee satisfaction may be advised to make their workplace more diverse and more inclusive. A diverse and inclusive workplace is more likely to retain employees and attract new talents, reducing costs associated with turnover and helping to maintain a stable and growing work environment.

Overall, organizations promoting an inclusive work environment and an inclusive organizational culture are likely to see a range of benefits, including not only employee satisfaction, but also better performance and decision-making and, ultimately, customer satisfaction.

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