IJMHS

International Journal of Management and Human Science

www.ijmhs.org

Navigating the Diversity–Innovation Paradox: When Differences Create Challenges and Opportunities

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Abstract

Background: Workforce diversity has become a pivotal element in shaping innovation and organisational performance. While it contributes positively to creativity and strategic advancement, diversity can also generate challenges such as conflict, discrimination, and diminished cohesion if not effectively managed. **Objective:** This study seeks to investigate the paradoxical impact of workforce diversity – how it can simultaneously act as a driver of innovation and a source of organisational complexity. The aim is to determine the conditions that enable diversity to enhance or hinder business performance. **Methods:** A qualitative, multi-case research design rooted in critical realism was employed. The study involved 20–30 participants across 4–5 organisations within sectors including healthcare, education, finance, and manufacturing. Data were collected through semi-structured interviews, focus group discussions, and organisational document analysis. The analytical framework was guided by social identity and intersectionality theories. **Results:** The findings reveal that inclusive diversity management fosters innovation, employee engagement, and adaptability. Key enablers include psychological safety, inclusive leadership, and cultural awareness. In contrast, poor diversity management may lead to conflict, reduced productivity, and exclusion. External and internal moderating factors – such as market conditions and leadership styles – were also identified as critical influences. **Conclusion:** When aligned with strategic goals and supported by inclusive practices, diversity becomes a catalyst for innovation. However, to fully harness its benefits, organisations must adopt a nuanced, context-specific approach that transforms diversity from a symbolic initiative into a measurable and sustainable advantage.

Keywords: Business Expansion; Creativity; Gender and Racial Discrimination; Inclusive Workforce; Sustainable Innovations; Workforce Diversity

Introduction

National and international companies want to gain competitive advantages all over the world (Elshaer *et al.*, 2023). Innovation is a core dimension to focus on business advantages by leadership in the dynamic market of eastern and western cultures, and companies that ignore the innovation could be left behind (Zhang-Zhang & Rohlfer, 2024). Workforce diversities and illusions have been playing vital roles in the business world for fostering innovation (Qureshi *et al.*, 2024). Buitron also statistically showed how CEOs perceive innovation in terms of growth. Buitron's analysis revealed that 84% of

CEOs believe that innovation is crucial for strategic growth and sustainable development. Conversely, only 4% of executives argue that innovation should not be a top priority for growth, while 6% express satisfaction with their performance in this area. Furthermore, he found that innovative companies have experienced an increase in revenue by 11% and 22%.

Currently, reports' editors have argued innovations have been strongly influenced by increasing diversity in the workforce and creating a digitally flexible workplace (van Bakel, Noesgaard & Michailova, 2024), talent management (Groenewald *et al.*, 2024), diverse teams (Forbes *et al.*, 2024), and space for diverse voices & experiences (Chaimowitz, Smith & Forbes *et al.*, 2024). Although diversity has generated increasing effects on beneficial outcomes, it is also a complex and intermingled matter that results in much-shaded concepts (Baumann, Czaplicka, & Rahwan, 2024).

Firsthand lessons have proved that workforce diversity is significantly associated with several positive organizational outcomes. For instance, diversity has been linked to boosted employee commitment (Farisi, Hasibuan, & Gunawan, 2024; Gifford, Rhodes, & Farrer, 2024), greater job gratification (Bolatito & Mohamoud, 2024), and improved employee retention (Groeneveld, Linting, & Vermeer, 2024). Additionally, a diverse employee has been shown to aid in attracting a broader customer base (Araci, 2024) and in fostering greater creativity and problematic-solving capabilities, particularly in complex situations (Tasheva & Karpovich, 2024). Diversity initiatives also contribute to establishment the organization's corporate image (Pillai & Arora, 2024) and developing overall firm performance (Saccò *et al.*, 2024), thereby underscoring the strategic value of diversity at the corporate level.

Both types of diversity levels (surface-level diversity: age, gender, race, ethnicity, cultures, and nations, and deep-level diversity: skills, education, experiences, knowledge, and capabilities) are important to foster innovation and organisational performance. If any business wants to gain competitive edges, they should hire and manage a diverse workforce who could generate creative ideas for the sustainable development and innovation of the organisation (Shipman, Onyenwoke, & Sivaraman, 2024). Many scholars in the current decade found a significant and positive association of diversity with the enhancement of leadership capabilities. When the leader works with a diverse team, they get more solutions for complex problems. Leaders could also highlight internal issues in a diverse workforce and how to handle their grievances, conflicts, and disputes. These types of experiences by leaders ultimately can polish his/her skills, attitude, and knowledge towards organisational performance (Butler, Paolillo, & Scuderi, 2023).

Currently, most local and global organisations are trying to increase their return on capital by raising revenues and profits. Return on capital can be higher through a diverse workforce because every person has unique ideas & talents for continuous improvement of one project by interlinking with other relevant projects. Besides this, the similar traits of the employee and customer can build a strong relationship with each other, and here the employee could know the real taste of the customer. So, organisations should practice establishing multiple teams that include at least one person, whose trait must be similar to the end user (Tasheva, 2023).

Literature Review

While the discourse around assortment often highlights its potential for augmenting organizational outcomes, a more nuanced inspection reveals that diversity is a deeply intricate and multilayered construct, often obscured by conceptual vagueness (Kingshott & Sharma, 2024; Kasih & Ruslaini, 2024). Emerging research has challenged the prevailing narrative by presenting inconsistent or even contradictory findings regarding diversity's impact (Krause & Park, 2024; Burns *et al.*, 2023; Januszkiewicz & Wiktorowicz, 2021). In fact, several studies have identified adverse consequences linked to poorly managed diversity, including reduced employee retention, capital erosion, intergroup tensions, and tapered cooperative behaviour (Chatman *et al.*, 2022; Argote, Bonilla & González-Morales, 2024). These judgements call into question the assumption that diversity is inherently beneficial, emphasizing instead the critical importance of context, leadership, and realisation strategies in grasping its potential value.

Diversity has many positive effects on many areas, including performance, innovation, financial returns, the ability of an organisation to adapt, customer needs and satisfaction, level of commitment, solving problems that involve many people, creativity, and profits (Table 1).

Table1: Positive Effects of Diversity

Authors	Argument "for" Diversity	Authors	Argument "for" Diversity
Ayoko and Fujimoto (2023)	Produced sophisticated thinking	Erbguth *et al.* (2022)	Brought to successful innovation
As You Sow (2023)	Affected the innovation Bottom line Enhanced financial returns	Mahn *et al.* (2024)	Increased optimistic revenues from innovation
Rusu *et al.* (2023)	Affected the Organisational adaptability from innovation	Arvanitis, Varouchas and Agiomirgianakis (2022)	Firm performance
Kim and Sul (2021)	Higher return on equity and capital	Nester analysed in Forbes (2018)	Better understanding the needs of existing and new customers
Saha *et al.* (2024)	Enhancing creativity and business performance	Moodie *et al.* (2021)	Increased 45% market shares Captured 70% new markets Increased 158% revenues and increased 3.5 times More employee contributions
Khan and Khan (2023)	Increased financial revenue	Hunt, Layton and Prince (2018)	Increased 95% revenue on equity, Produced 15% better returns and Generated 35% more profits
Nweiser and Dajnoki (2022)	4 times more innovated than others	Bersin in Josh Bersin, (2015)	Bettered 170% in innovation
Page (2019)	Generated 38% more revenue by innovation,	Ozgen (2021)	Increased revenue through innovation
McCausland (2021)	Increased 21% above average 33% outperformed financial returns	O'sullivan and Bonnett (2019)	Made more profit
Tessema *et al.* (2023)	Commitment toward Organisations	Owusu, Gregar & Ntsiful (2021)	Work satisfaction
Akinteye, Ochei and Itoe (2023)	Employee retention	Dean, Zhang and Xiao (2023)	Capture diverse customers or clients
Mathuki and Zhang (2022)	Increase creativity and capability to solve complex problems	Kele & Cassell (2023)	Establish the firm at a corporate level to improve its image.
Porcena, Parboteeah and Mero (2021)	Increase overall firm performance	Dockx *et al.* (2023)	Increase creativity and capability to solve complex problems

Table 2 has precisely explained the negative effects of diversity on different variables, like low employee retention, an increased absenteeism rate, arising conflicts, lower performance, lower cooperative behaviour, and loss of capital.

Table 2: Negative Effects of Diversity

Authors	Argument "against" Diversity	Authors	Argument "against" Diversity
Abbink, Masclet and Mirza (2018)	Low employee retention, Loss on capital, Arising inter-group conflicts, and Low cooperative behaviour	van Knippenberg (2024)	Negative effects on team performance
Spanjer and van Witteloostuijn (2017)	Low performance	Alshaabani, Hamza, and Rudnák (2021)	Low employee attachment Increase absenteeism
Singh and Sharma (2022)	Arising conflicts	Triana *et al.* (2021)	Increase discrimination Arising stereotypes Arise conflicts Low team performance
Dobbin and Kalev (2022)	Increase intra conflicts Decrease performance rating	Tasheva and Hillman (2019)	Negative findings team diversity and social integration.
	Racial heterogeneous groups arising more conflicts	Curado *et al.* (2022)	Little negative effect on performance

Table 3 has depicted the precisely explained positive and negative effects of diversity on different variables, like studies that did not find significant effects of diversity on performance and cohesion.

Table 3: Non-Significant Effects of Diversity

Authors	Argument "Non-Significant Results" about Diversity	Authors	Argument "Non-Significant Results" about Diversity
Wallrich *et al.* (2024); Holmes IV *et al.* (2021)	Meta-analysis found no relationships of diversity with overall performance	Arant, Larsen and Boehnke (2021)	Did not find direct relationships between diversity and cohesion

Research Methodology

This study adopts a qualitative research design, grounded in critical realism, to explore the paradoxes of diversity management by understanding the underlying mechanisms and structures that influence observed phenomena (Bhaskar, 1975; Archer *et al.*, 2013). A multi-case study approach (Yin, 2018) is employed to analyse diversity management practices across various organisations, uncovering patterns, contradictions, and context-specific insights. Primary data is collected through semi-structured interviews, focus group discussions, and the content analysis of organisational policies.

Depth interviews provide in-depth insights into individual experiences and perceptions of diversity-related opportunities and challenges (Kvale & Brinkmann, 2015). These encourage interaction and shared reflections among participants, uncovering diverse viewpoints and shared dynamics within teams (Morgan, 1996).

Though a qualitative approach facilitates an in-depth exploration of legislative documents and strategies, allowing researchers to unearth both explicit and implicit diversity strategies (Krippendorff, 2018), the study's procedural choices also raise critical deliberations. By concentrating primarily on organisational backers directly engaged in variety running—such as HR managers, team leaders, members of multiethnic teams, and diversity counsellors—the inquiry potentially overlooks peripheral yet persuasive actors whose perspectives may offer alternative insights. Additionally, the selection of organisations from the equipment, healthcare, education, and finance sectors, although aimed at catching sector-specific deviations, fundamentally limits the generalisability of findings across other industries. The use of goal-directed sampling, while appropriate for pointing to relevant know-how, may also introduce selection bias, thereby constraining the representativeness and broader applicability of the study's conclusions.

Organisations must have implemented diversity initiatives for at least three years (Patton, 2002). Participants should have direct experience in managing or working within diverse teams. Approximately 20–30 participants from 4–5 organisations ensure sufficient depth and diversity of perspective (Guest, Bunce & Johnson, 2006). Approximately 20–30 participants from 4–5 organisations ensure sufficient depth and diversity of perspectives Guest, Bunce & Johnson, 2006. This methodology is designed to provide a rich, nuanced understanding of how organisations navigate the duality of diversity management. The focus on contextual variables such as industry type, organisational size, and cultural diversity aligns with best practices in qualitative research, emphasizing depth and relevance (Creswell & Poth, 2018).

Results

Analysis of Reputed Magazines about Workforce Diversity Practices

Havard Business Review, Meade (2021): HBR Editors viewed that the establishment of a culture of inclusive and diverse leadership styles is challenging for the successful management of workforce diversity. They suggested leadership needs to take training about inclusive leadership style and respecting the diverse viewpoints and making sure to support diversity through sponsorships and mentorships.

In Forbes, Richmond (2023): Richmond highlights the significance of workforce diversity for enhancing Organisational innovative performance. He argued that employees feel respected and empowered in the diversity-focused culture of the organisation. He illuminates that diverse teams have unique and different skills, which are most required for decision-making and problem-solving.

In Deloitte, Brodzik et al. (2023): Brodzik and his fellows approach Diversity, Equity, and Inclusion within organisations. The authors emphasise that while many companies have engaged in activities, true success lies in achieving measurable outcomes. They argue that it should no longer be considered a series of isolated actions but as a comprehensive, results-driven strategy.

Novacek, Lee and Krentz (2021): The embryonic discourse on Diversity, Equity, and Inclusion (DEI) imposes a departure from orthodox backgrounds that intently define diversity through groupings such as gender or origin. The Boston Consulting Group (BCG) underscores this imperative by advocating for a more multidimensional and context-sensitive approach to DEI. Their research critically reveals that workplace experiences are not monumental but are instead arbitrated by intersecting variables – vacillating from age and socioeconomic origin to émigré identity, caregiving duties, and both mental and physical health conditions. This reconceptualisation challenges organisations to re-engage with one-size-fits-all strategies and to squeeze more adaptive, intersectional approaches that reflect the complex realities of modern labour force dynamic forces.

In Bain and Company, Coffman (2021): The article "The Wage Imperative in Diversity, Equity, and Inclusion" Efforts by Coffman *et al.* (2021) emphasises the critical role of fair wages and benefits in advancing diversity, equity, and inclusion (DEI). It argues that addressing racial and gender inequities in the workplace is impossible without ensuring employees earn family-sustaining wages. The authors advocate for systemic changes to compensation structures as a foundational step in creating equitable opportunities and improving workforce diversity.

MentorcliQ, Toguri (2024): The article "How a Diverse Workplace Can Drive Innovation" by Toki Toguri highlights how diversity within a workplace, published on August 7, 2024, can significantly contribute to innovation. Toguri discusses several key points about how diversity – in terms of race, gender, background, and experience – fosters a variety of perspectives that lead to more creative solutions and improved problem-solving.

In Green and Hand (2024): The McKinsey article: What is Diversity, Equity, and Inclusion? explores the fundamental concepts and importance of diversity, equity, and inclusion (DEI) in organisations. It emphasises that diversity goes beyond visible traits like race and gender to include factors such as background, experience, and perspective.

In Forbes, Melnichuk (2024): Tatiana Melnichuk offers four strategies to motivate employees:

- Aligning work with personal values
- Fostering growth through continuous learning opportunities
- Implementing transparent communication practices
- Recognizing achievements.

These approaches are aimed at creating a more engaged, productive, and satisfied workforce.

In PWC, Janes (2023): In this article, PwC Canada announces the launch of three new Employee Resource Groups (ERGs) to foster an inclusive work environment. These ERGs aim to support diversity and inclusion by providing a platform for employees to connect based on shared interests and backgrounds.

Global Business World Practicing toward Diversity

Medina and Spenader (2024) have demonstrated that managing diversity and inclusion in the global workplace is, in many ways, an unmapped territory.

BASF: BASF strongly believes that diversity and inclusion are benchmarks for sustainable innovation. This company continuously earned a position in the top 50 ranking on DiversityInc from 2013 to 2015.

Ford Motor Company: Ford Motor Company also emphasises a diverse workforce for gaining a competitive edge in the world, and this firm maintains its status eleven times in the top 50 companies on the DiversityInc ranking.

L'Oréal: L'Oréal is a popular company due to its diverse workforce and received a corporate diversity innovation award from the council for world diversity leadership in the USA and the DANDI award in 2012.

Deutsch Bank: Deutsche Bank is very famous as one of the top 50 employers for women. This bank got an award for promoting the global sponsorship program ATLAS, which supports women's growth toward senior leadership positions.

Johnson & Johnson: Johnson & Johnson, the global healthcare company, was listed on DiversityInc's Top 50 eleven times. This company is famous due to globalization's shifts in diversity and inclusion. Companies establish an inclusive environment, use multiple measures and practices, promote inclusive leadership, and ultimately identify the relationships of diversity and inclusion with innovation.

Global Companies Fail of Fully Adoption of Diversity

In the Inc.com newsletter, Sherman *et al.* (2022) have compiled statistical data showing gender and racial diversity discrimination problems faced by famous global companies

Facebook: Facebook presented inequality and gender discrimination among the workforces. Only 35 percent of women were hired by this company, with 19 percent working in the technical department and 28 percent in the management department, while 5 percent of the workforce is Hispanic, and 3 percent is Black.

Google: Google is a very popular company that has been capturing global customers and users all over the world. However, it is practising gender and racial discrimination during the hiring and selection process of diverse employees. Company selected 69 percent American males, including 2 percent black and 4 percent Latino.

Amazon: Amazon managers almost 67 percent are American white and overall workforce is 75 percent males. In the USA, 21 percent are black workers, and only 5 percent are black managers. The data has shown gender and racial discrimination by Amazon.

LinkedIn: LinkedIn comprises 42 per cent women employees, of which 21 per cent are in technical-level positions and 38 percent in top management-level positions. In the USA, 61 percent of employees are

white, 31 percent are Asian, 4 percent are Latino, and only 1 percent are black. Statistics indicate that LinkedIn discriminates based on gender and ethnicity.

Microsoft: Microsoft is a well-known and globally established company. However, it is currently facing a significant challenge: gender and racial discrimination in its workforce. Women make up only 25.9% of the company's overall employees, just 19% of technical mid-level positions, and 19.1% of managerial roles. In the United States, the racial composition of Microsoft's workforce is 56.2% White, 31.3% Asian, 5.9% Latino, and 4% Black.

Discussion

Rather than merely affirming the positive sway of organizational behaviour (OB) practices, this study critically interrogates the extent to which such practices individually shape corporate culture and employee performance. While the findings echo prior subsidy linking OB to favourable organizational outcomes – including psychological safety, effective performance management, conflict tenacity, and the strategic management of workplace diversity (Jerab & Mabrouk, 2023) – they also highlight the complexities involved in rendering communicative frameworks into sustained established change. The nuanced back-and-forth between emotional intelligence (EI) and organizational configuration, in particular, stresses the necessity of moving beyond prescriptive simulations of behaviour management toward more adaptive, contextually receptive approaches.

Workplace Diversity and Organisational Behaviour

Diversity management has been shown to significantly affect Organisational behaviour. Programs that focus on promoting diversity and inclusion enhance productivity, encourage innovation, and improve employee morale (Yadav & Singh, 2024). This aligns with Cox and Blake's (1991) argument that diversity is a source of competitive advantage, driving creativity and problem-solving capabilities. However, the study also highlights potential challenges, such as increased conflict, which corroborates Tajfel and Turner's (1979) social identity theory and suggests that diverse groups may face friction unless inclusivity is prioritised.

Psychological Safety and Innovation

The role of psychological safety in fostering innovation and risk-taking is a critical focus of this research. Consistent with Edmondson's (1999) framework on psychological safety, this study demonstrates that employees are more willing to share ideas and take risks in an environment where they feel secure and supported. This study reinforces the notion that psychological safety is integral to organisational learning and innovation because it creates a culture of openness and collaboration (Thompson-Lee, 2024).

Performance Reviews and Employee Motivation

Performance reviews, feedback mechanisms, and employee recognition programs play a vital role in influencing motivation and engagement. The findings align with Herzberg's Two-Factor Theory (1959) (Alshmemri, Shahwan-Akl & Maude, 2017), which identifies recognition and feedback as motivators that enhance job satisfaction. Siddiqua (2023) further supports this, emphasizing the importance of positive reinforcement and supportive environments in maintaining high levels of employee engagement.

Conflict Management and Team Dynamics

Effective conflict management is essential for maintaining team productivity and morale. The study aligns with Thomas and Kilmann's (1978) conflict management model, which outlines strategies such as collaboration and compromise as effective means to resolve workplace disputes. This connection underscores the importance of equipping teams with tools to address conflicts constructively (O'Connell *et al.*, 2024).

Emotional Intelligence and Leadership

Whereas emotional intelligence (EI) is repeatedly positioned as an introductory element of effective leadership, this study invites a more critical analysis of its theoretical and practical boundaries. Although leaders exposing high EI are often associated with enhanced team management, conflict firmness, and cultural interrelation (Frisinger, 2024), such correlations risk oversimplifying the multifaceted nature of headship dynamics. Rooted in Goleman's (1995) framework – which honours self-awareness, empathy, and interactive acuity – EI remains a construct that, despite its intuitive appeal, may lack sufficient meticulousness to account for circumstantial variability and mechanical influences within organisations. Thus, while EI-driven leadership appears to contribute to organizational congruence and productivity, its efficacy should be understood as delegation, rather than entirely authoritarian.

Theoretical Applications in Organisational Effectiveness

Finally, this research underscores the value of applying OB theories to improve employee performance and Organisational outcomes (Khan, 2024). The study's emphasis on understanding employee psychology, motivation, and group dynamics is consistent with McGregor's Theory X and Theory Y (1960), which differentiate between authoritarian and participative management styles. It also aligns with Hackman and Oldham's (1976) job characteristics model, which emphasises task significance and autonomy in fostering engagement and performance.

Recommendations for Strengthening Theoretical Foundations

While the discussion integrates significant findings, incorporating additional theoretical frameworks from OB literature could further strengthen the study. For instance:

Diversity and Inclusion: Leveraging Hofstede's cultural dimensions' theory (1980) could deepen the understanding of how cultural differences impact team dynamics.

Psychological Safety: Bandura & Walters' social learning theory (1977) could explain how modelling inclusive behaviours fosters psychological safety.

Leadership and EI: Drawing on contingency leadership theories, such as Fiedler's (1967), could provide insights into situational factors that moderate the effectiveness of EI in leadership. By bridging these theoretical perspectives, the study would provide a stronger foundation for understanding and addressing the complexities of organisational behaviour.

Limitation

The strategies outlined have several limitations, which organisations must navigate carefully. Monitoring competitors may lead to imitation rather than innovation, while promoting diversity for branding purposes can risk being perceived as superficial if not genuinely implemented. Tailoring policies for cultural sensitivity, though essential, can be resource-intensive and challenging to ensure consistency across diverse demographics. Integrating diversity with other strategic objectives risks diluting its focus and fostering open communication may inadvertently create tensions if sensitive issues are poorly managed. Additionally, adapting strategies to local norms can conflict with global values, leading to ethical dilemmas or reduced impact in driving systemic change. Addressing these challenges requires a thoughtful, balanced approach that ensures authenticity and alignment with Organisational goals.

Conclusion

The examination of worker diversity reveals its significant role in driving innovation and enhancing creativity within organisations. Diverse teams can offer unique perspectives that lead to sustainable and disruptive innovations, allowing businesses to thrive in both domestic and global markets. However, challenges, such as gender and racial discrimination, can hinder the full realisation of these benefits. While many organisations have embraced diversity as a strategic priority, their experiences illustrate that effective diversity management requires a nuanced approach that accounts for varying Organisational contexts and cultural dynamics. Future research on workforce diversity must examine more thoroughly the nuanced mechanisms through which diversity fosters innovation, moving beyond

fragmented approaches and surface-level analyses. There is a pressing need to explore the intersectionality of identity dimensions and the embedded structural barriers – such as systemic bias – that influence diversity outcomes across varying organizational and cultural contexts. The evolving nature of work, including the rise of remote and hybrid models and the integration of AI in diversity management, further necessitates the reassessment of traditional leadership and diversity strategies. Scholars should investigate the long-term innovation trajectories of diverse teams across industries while also quantifying the return on investment (ROI) of diversity initiatives in alignment with sustainability goals. Such comprehensive and empirical research can help reframe diversity not as a symbolic gesture but as a transformative structural asset that drives inclusive innovation and organizational resilience.

Recommendation

Most of the organisations perceive solely a diverse workforce that creates innovation but ignore some other factors which could affect this relationship. Such as some contextual factors (technology adoption, language barriers, resource availability, supply and demand of skilled labour, nature of work, and increased competition) and different situations (capturing new markets and customers, changing government rules about hiring, expansion of firms, and core competitors hiring diversity) decide about the requirement of a diverse workforce.

Many moderating variables are influencing the performance of a diverse workforce, which can hinder or increase Organisational and individual outcomes. These environmental dimensions, like the stress and motivation level of minorities (due to discrimination), knowledge sharing & hiding, control harassment activities, racial conflicts, training about ethics, adaptability and adoptability, socio-technologies, Organisational justices, and leadership styles, are playing a role as coping mechanisms on the diversity-innovation link.

Religion is the most important element that has been frequently ignored by diversity managers. The governments and organisations of all nations in the world should take strict action against those who insult the founders and prophets of every religion. Currently some western countries hurt the Muslims by insulting their beloved prophet; as a result, it will generate terrorists openly.

If the organisation's image is positive in the market and these are gaining higher revenues as well as facilitating the stakeholders and stockholders, it will attract a diverse workforce. So, firms should be focused on their values or image in the eyes of customers, suppliers, employees, and other distributors.

Conflicts of Interest

The authors have no conflicts of interest to declare that are relevant to the content of the article.

Acknowledgments

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