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Promoting Inclusive Organizational Culture through Community Engagement and Diversity Training in Indian IT Companies

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Abstract. Building an inclusive organizational culture has become increasingly important in Indian IT companies due to growing workforce diversity and the need to foster equitable participation in workplace communities. Despite the widespread adoption of diversity and inclusion (D&I) policies, many organizations continue to face challenges in translating formal commitments into meaningful inclusive practices. This community service initiative aimed to strengthen employees' awareness, participation, and commitment to inclusive workplace culture through community engagement and diversity training activities. The program employed a Community-Based Research (CBR) approach involving 200 employees from IT companies in Hyderabad, India. Participants were actively engaged in identifying inclusion challenges, sharing workplace experiences, and co-developing practical solutions. The intervention consisted of needs assessments, diversity awareness training, collaborative discussions, peer-learning activities, and participatory reflection sessions. Data were collected through questionnaires, observations, and participant feedback and analyzed using descriptive statistics and thematic analysis. The findings revealed that the program significantly improved diversity and inclusion awareness, with 58% of participants reporting high or very high awareness of D&I initiatives and 66% demonstrating familiarity with organizational policies. Furthermore, 73% reported a strong sense of belonging, 74% perceived equal opportunities for professional growth, and 77% expressed satisfaction with organizational D&I initiatives. However, participants also identified structural challenges, including uncertainty regarding organizational responsiveness to microaggressions (30%) and the limited availability of long-term inclusion mechanisms such as mentoring programs and employee resource groups. Community engagement and diversity training effectively enhanced awareness, participation, and inclusion within workplace communities.

Keywords: Community engagement; Community-based research; Diversity and inclusion; Capacity building; Workplace community; Organizational culture

1. Introduction

The development of an inclusive organizational culture has become an essential

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component of sustainable workforce development in the digital era (Cahyono, 2025; Dyachkova et al., 2019; Manao & Hadi Senen, 2024). In knowledge-intensive industries such as information technology (IT), diversity and inclusion (D&I) are increasingly recognized as strategic assets that contribute to innovation, collaboration, employee well-being, and organizational competitiveness (Bolter & Martens, 2025; De Souza & Gama, 2020; Nichols & McAuliffe, 2025). Ideally, workplaces should provide equitable opportunities, psychological safety, and meaningful participation for all employees regardless of gender, age, ethnicity, language, disability status, or socio-economic background. Within this perspective, diversity is not merely represented by workforce composition but is reflected in the extent to which individuals feel valued, respected, and empowered to contribute to organizational decision-making processes.

Despite growing institutional commitments to D&I, the implementation of inclusive practices remains uneven across many organizations. Al Adwan et al. (2025) and Haley et al. (2023) found that organizations frequently adopt formal diversity policies and awareness campaigns; however, these initiatives often fail to produce substantive cultural transformation. Employees may be aware of organizational commitments to inclusion while simultaneously experiencing exclusion, microaggressions, unequal access to opportunities, and limited participation in decision-making processes. This discrepancy suggests that policy adoption alone is insufficient to create genuinely inclusive workplace communities.

The scholarly literature consistently highlights the importance of inclusive organizational cultures in improving employee engagement, innovation, and organizational performance. Previous studies have demonstrated positive relationships between diversity management and employee well-being, organizational commitment, and retention (H. Wang et al., 2023; Y. Wang, 2024). However, much of the existing literature has focused on measuring employee perceptions, evaluating organizational policies, or examining diversity outcomes from a managerial perspective. Research in the Indian IT sector similarly emphasizes workforce diversity and organizational performance but provides limited attention to participatory approaches that actively engage employees as contributors to organizational change (Chand & Mishra, 2025; Honnamane et al., 2023; Sharma & Choubey, 2024).

A review of previous studies reveals a significant gap. Most D&I initiatives are implemented through top-down organizational programs, while employee participation in identifying challenges and co-creating solutions remains limited. Furthermore, existing studies predominantly employ survey-based methodologies and rarely investigate how community engagement, collaborative learning, and capacity-building activities can strengthen inclusion within workplace communities. As a result, there is insufficient evidence regarding the effectiveness of community-based interventions in fostering sustainable organizational inclusion.

This community service initiative offers a novel contribution by applying a Community-Based Research (CBR) approach to diversity and inclusion within the workplace setting. Rather than treating employees as passive respondents, the program actively involved participants in identifying inclusion challenges, sharing experiences, engaging in collaborative learning, and developing practical strategies for promoting inclusive organizational culture. The intervention integrated diversity training, reflective



discussions, peer-learning activities, and community engagement processes to strengthen employees' capacity as agents of inclusion.

The significance of this initiative lies in its potential to bridge the gap between organizational policy and everyday workplace practice. By leveraging existing organizational assets, employee networks, and collective learning processes, the program contributes to capacity building, professional development, and sustainable organizational transformation. Furthermore, the initiative expands the application of community engagement principles beyond traditional community settings and demonstrates their relevance within professional workplace environments.

Therefore, the purpose of this community service program is to strengthen inclusive organizational culture in Indian IT companies through community engagement and diversity training activities. Specifically, the program seeks to (1) enhance employees' awareness and understanding of diversity and inclusion principles, (2) increase participation and collaborative problem-solving related to workplace inclusion, and (3) develop sustainable strategies that support equitable, inclusive, and supportive workplace communities.

2. Methods

This community service program adopted a Community-Based Research (CBR) approach to promote inclusive organizational culture among employees in Indian IT companies (Chupp et al., 2023; Hall, 2023; Rolin, 2025). The approach was selected because it emphasizes active collaboration between facilitators and community members in identifying challenges, developing solutions, and evaluating outcomes. In this program, employees were positioned not merely as respondents but as active participants who contributed their experiences, perspectives, and recommendations regarding diversity and inclusion (D&I) practices within their organizations. The implementation was conducted in Hyderabad, India, one of the country's major technology hubs with a highly diverse workforce.

The participants consisted of 200 employees from various IT companies representing different functional areas, including software development, project management, human resources, operations, and customer support. Participants were recruited through professional networks and organizational partnerships using voluntary participation principles. The program was designed as a capacity-building initiative that aimed to strengthen employees' awareness, understanding, and engagement in creating an inclusive workplace environment. Ethical considerations were addressed through informed consent, confidentiality assurances, and voluntary participation throughout the program.

The intervention was implemented through four integrated stages. First, a needs assessment was conducted to identify employees' perceptions and challenges related to diversity and inclusion. Second, diversity awareness training sessions were organized to enhance participants' understanding of inclusive workplace practices, unconscious bias, equity, and psychological safety. Third, collaborative discussion forums and peer-learning activities were facilitated to encourage participants to share experiences and collectively develop strategies for addressing inclusion-related issues. Finally, reflection and evaluation sessions were conducted to assess learning outcomes, participant engagement,



and opportunities for future organizational improvement.

Data were collected using questionnaires, participant observations, reflective feedback forms, and group discussion notes. Quantitative data were analyzed using descriptive statistics, including frequencies and percentages, to examine changes in awareness and perceptions of inclusion. Qualitative feedback from participants was analyzed thematically to identify recurring issues, experiences, and recommendations. The integration of quantitative and qualitative evidence enabled a comprehensive evaluation of the effectiveness of community engagement and diversity training activities in fostering an inclusive organizational culture.

Table 1 Community Service Implementation Stages

Stage	Activity	Objective	Expected Outcome
1	Needs Assessment	Identify inclusion challenges and employee needs	Baseline understanding of workplace inclusion issues
2	Diversity Awareness Training	Improve knowledge of D&I principles and practices	Increased awareness and understanding of inclusion
3	Collaborative Discussions and Peer Learning	Encourage participation and collective problem-solving	Development of employee-driven inclusion strategies
4	Reflection and Evaluation	Assess learning outcomes and program effectiveness	Recommendations for sustainable organizational improvement

Table 1 illustrates the four stages of the community service program implemented through a Community-Based Research approach. The activities were designed sequentially to ensure meaningful participant engagement, beginning with problem identification and continuing through capacity building, collaborative learning, and participatory evaluation. This process enabled employees to actively contribute to the development of practical inclusion strategies while strengthening their knowledge, skills, and commitment to fostering a more inclusive organizational culture.

3. Results and Discussion

The community service program was implemented to strengthen employees' capacity to foster a more inclusive organizational culture through community engagement, diversity training, and collaborative learning activities. Using a Community-Based Research (CBR) approach, participants were actively involved in identifying workplace inclusion challenges, sharing experiences, and developing practical strategies for improving diversity and inclusion practices within their organizations. The evaluation of the program focused on three key dimensions namely awareness and understanding of diversity and inclusion principles, employee participation and sense of belonging, and organizational readiness to sustain inclusive workplace practices.

The findings demonstrate that the intervention generated positive outcomes in enhancing employees' awareness, engagement, and commitment to inclusive



organizational values. Participants reported increased understanding of diversity-related issues, stronger perceptions of belonging, and greater willingness to contribute to inclusive workplace environments. At the same time, the evaluation identified several structural and cultural challenges that require continued organizational attention. The following sections present the three major findings that emerged from the implementation of the community engagement and diversity training program.

3.1. Community Engagement Significantly Improved Diversity and Inclusion Awareness

One of the primary objectives of the community engagement program was to enhance employees' awareness and understanding of diversity and inclusion (D&I) principles within their workplace communities. Prior to the intervention, discussions conducted during the needs assessment stage revealed that although many employees had heard of D&I initiatives, their understanding was often limited to compliance requirements or organizational policies. Participants demonstrated varying levels of familiarity with concepts such as unconscious bias, inclusive communication, psychological safety, and equitable participation. This finding highlighted the need for structured learning activities that could bridge the gap between policy awareness and practical understanding.

The diversity training sessions and collaborative learning activities provided participants with opportunities to explore D&I concepts through interactive discussions, case studies, and experience-sharing forums. Unlike conventional training programs that rely on one-way communication, the Community-Based Research (CBR) approach encouraged employees to actively reflect on workplace experiences and identify inclusion challenges within their own organizational contexts. As a result, participants developed a deeper understanding of how diversity contributes to innovation, teamwork, employee well-being, and organizational effectiveness. The participatory nature of the program also fostered a stronger sense of ownership over inclusion-related initiatives.

The evaluation results indicate a substantial increase in awareness of diversity and inclusion practices. A total of 58% of participants reported high or very high awareness of organizational D&I initiatives, while 66% stated that they were familiar with their company's D&I policies. These findings suggest that community engagement activities effectively improved participants' knowledge of organizational efforts to promote inclusion. Increased awareness is particularly important because employees who understand organizational values and policies are more likely to support and participate in initiatives that foster equitable and respectful workplace environments.

Beyond awareness of organizational initiatives, the program also influenced participants' attitudes toward the importance of diversity and inclusion. Approximately 79% of respondents considered D&I to be important or very important for organizational development and long-term success. During reflective discussions, participants frequently emphasized that diverse perspectives improve problem-solving, creativity, and collaboration within project teams. Many participants also acknowledged that inclusive workplace environments contribute to higher employee satisfaction and stronger interpersonal relationships. These findings demonstrate that the intervention not only increased knowledge but also strengthened positive attitudes toward diversity and inclusion.

The results indicate that community engagement serves as an effective strategy for building inclusion awareness within workplace communities. The combination of diversity training, peer learning, and collaborative dialogue enabled participants to move



beyond passive awareness toward a more meaningful understanding of inclusive workplace practices. However, participants also emphasized that awareness alone is insufficient to achieve sustainable organizational change. Continuous learning opportunities, leadership commitment, and integration of inclusion principles into everyday organizational practices remain necessary to translate awareness into long-term behavioral and cultural transformation.

Table 2 Participants' Diversity and Inclusion Awareness After the Community Engagement Program

Indicator	Percentage (%)
High or Very High Awareness of D&I Initiatives	58
Awareness of Organizational D&I Policies	66
Perceived D&I as Important or Very Important	79
Unaware of Organizational D&I Policies	15
Uncertain About Organizational D&I Policies	19

Table 2 demonstrates that the community engagement and diversity training program produced positive outcomes in strengthening participants' awareness and appreciation of diversity and inclusion. The highest percentage was recorded for the perceived importance of D&I (79%), indicating strong normative support for inclusive workplace values. Meanwhile, 66% of participants reported awareness of organizational D&I policies and 58% demonstrated high levels of awareness regarding D&I initiatives. Although the results suggest substantial progress in knowledge and understanding, the presence of participants who remained unaware or uncertain about organizational policies indicates the need for more consistent communication, engagement, and capacity-building efforts to ensure that inclusion initiatives reach all members of the workplace community.

3.2. The Program Strengthened Employees' Sense of Belonging and Inclusive Participation

A key objective of the community engagement and diversity training program was to foster a stronger sense of belonging and encourage inclusive participation among employees. In contemporary organizations, belonging is recognized as a critical component of employee well-being, engagement, and organizational commitment. Employees who feel accepted, respected, and valued are more likely to contribute actively to organizational goals and collaborate effectively with colleagues from diverse backgrounds. Therefore, the program was designed not only to increase awareness of diversity and inclusion principles but also to create opportunities for meaningful interaction, dialogue, and relationship-building among participants.

The collaborative activities implemented during the intervention played a significant role in strengthening interpersonal connections within workplace communities. Through peer-learning sessions, group discussions, and reflective exercises, participants were encouraged to share their experiences, challenges, and perspectives regarding workplace inclusion. These activities created safe spaces where employees could openly discuss issues related to diversity, equity, and belonging. Many participants reported that the opportunity to engage in constructive dialogue helped them better understand the experiences of colleagues from different backgrounds and strengthened mutual respect within their teams. As a result, employees developed a greater appreciation for diversity as a valuable organizational asset rather than merely a compliance requirement.



The findings indicate that the intervention had a positive impact on employees' sense of belonging. Approximately 73% of participants reported a strong or very strong sense of belonging to their teams and organizations. This finding suggests that the program contributed to creating a more supportive and inclusive workplace environment where employees felt connected to organizational values and objectives. A strong sense of belonging is particularly important in the IT sector, where collaborative work, innovation, and knowledge sharing are essential for organizational success. Employees who feel included are generally more motivated to participate in organizational activities and contribute their ideas without fear of exclusion or discrimination.

The program also positively influenced perceptions of fairness and participation opportunities. Around 74% of participants agreed that employees within their organizations had equal opportunities for professional growth and career advancement. This perception is an important indicator of inclusion because equitable access to development opportunities strengthens employee trust in organizational systems and leadership. In addition, 59% of participants described their workplace culture as inclusive, while 77% expressed satisfaction with the diversity and inclusion initiatives implemented by their organizations. These findings indicate that participants generally viewed their organizations as making meaningful efforts to support inclusive practices and employee development.

The results demonstrate that community-based engagement activities can effectively strengthen social cohesion, trust, and participation within workplace communities. By providing opportunities for collaborative learning and shared reflection, the program helped employees develop stronger interpersonal relationships and greater confidence in contributing to organizational discussions and decision-making processes. Nevertheless, the findings also suggest that there remains room for improvement, particularly in expanding participation opportunities and ensuring that inclusive practices are consistently experienced across all organizational levels. Sustained engagement, leadership support, and continuous capacity-building initiatives are therefore essential to maintaining and strengthening inclusive organizational cultures over time.

Table 3 Employees' Sense of Belonging and Inclusive Participation After the Program

Indicator	Percentage (%)
Strong or Very Strong Sense of Belonging	73
Perceived Equal Opportunities for Professional Growth	74
Perceived Workplace Culture as Inclusive	59
Satisfaction with D&I Initiatives	77
Perceived Workplace Culture as Exclusive	4

Table 3 presents the outcomes related to employees' sense of belonging and inclusive participation following the community engagement program. The results reveal generally positive perceptions across all indicators. The highest percentage was observed in employee satisfaction with diversity and inclusion initiatives (77%), followed by perceptions of equal professional opportunities (74%) and a strong sense of belonging (73%). More than half of the participants also perceived their workplace culture as inclusive (59%), while only a small proportion (4%) viewed it as exclusive. These findings indicate that the program successfully strengthened employees' connection to their organizations and encouraged greater participation in fostering inclusive workplace



environments. Furthermore, the results suggest that community-based engagement activities can serve as an effective mechanism for enhancing social inclusion, organizational trust, and collaborative workplace relationships.

3.3. Participants Identified Structural Challenges Requiring Long-Term Organizational Commitment

Although the community engagement and diversity training program generated positive outcomes in terms of awareness, belonging, and participation, participants also identified several structural barriers that continue to limit the effectiveness of diversity and inclusion efforts within their organizations. During reflection sessions and collaborative discussions, employees acknowledged that organizational commitment to diversity and inclusion had increased in recent years; however, many participants believed that existing initiatives remained concentrated on awareness-raising activities rather than addressing deeper systemic issues. This perception suggests that while organizations have successfully established diversity and inclusion as important workplace values, translating these values into sustainable organizational practices remains a significant challenge.

One of the most frequently discussed concerns involved organizational responsiveness to microaggressions and subtle forms of exclusion. The evaluation results showed that 67% of participants perceived their organizations as proactive or very proactive in addressing exclusionary behaviors. However, 30% of respondents remained uncertain about how effectively their organizations respond to such issues. This uncertainty indicates that a substantial proportion of employees may not fully trust existing reporting mechanisms or may lack sufficient knowledge about organizational procedures for addressing workplace discrimination. The findings suggest that visibility of organizational commitment alone is insufficient; employees also require clear evidence that concerns related to inclusion are addressed consistently, transparently, and fairly.

The analysis of organizational diversity and inclusion activities further revealed an imbalance between symbolic and structural initiatives. Cultural awareness events were the most commonly reported activity, with 63% of participants indicating involvement in such programs. In contrast, only 30% reported participation in employee resource groups (ERGs), and only 29% participated in diversity-focused workshops or training programs. While cultural celebrations can promote awareness and appreciation of diversity, they often provide limited opportunities for sustained behavioral change or organizational transformation. Participants emphasized that long-term inclusion requires continuous engagement, skill development, and institutional support mechanisms rather than occasional awareness campaigns alone.

Another important issue raised by participants concerned access to career development and leadership opportunities. Although many respondents perceived organizational cultures as generally inclusive, discussions revealed concerns about the availability of mentoring programs, transparent promotion pathways, and leadership representation from diverse backgrounds. Participants noted that diversity and inclusion efforts would be more impactful if integrated into recruitment, performance evaluation, succession planning, and leadership development processes. These observations indicate that inclusion should be embedded within organizational systems rather than treated as a stand-alone initiative managed separately from core business functions.



Achieving sustainable inclusion requires long-term organizational commitment beyond diversity awareness activities. Community engagement initiatives successfully created dialogue and increased awareness; however, participants emphasized that meaningful transformation depends on structural reforms supported by leadership accountability and continuous capacity-building efforts. Future organizational strategies should focus on strengthening mentoring systems, improving reporting and feedback mechanisms, expanding employee resource networks, and integrating diversity and inclusion objectives into organizational governance frameworks. Such efforts would enable organizations to move from symbolic support for diversity toward substantive and sustainable inclusion practices.

Table 4 Structural Challenges Identified by Participants

Indicator	Percentage (%)
Organizations Perceived as Proactive in Addressing Microaggressions	67
Participants Uncertain About Organizational Responsiveness	30
Participation in Cultural Awareness Events	63
Participation in Employee Resource Groups (ERGs)	30
Participation in Diversity Training Workshops	29

Table 4 highlights the structural challenges identified during the community engagement program. While a majority of participants (67%) perceived their organizations as proactive in responding to microaggressions and exclusionary behaviors, a considerable proportion (30%) remained uncertain about organizational responsiveness, indicating potential gaps in communication, trust, or accountability mechanisms. The findings also reveal that diversity initiatives are primarily concentrated on cultural awareness events (63%), whereas participation in more transformative activities such as employee resource groups (30%) and diversity training workshops (29%) remains relatively limited. These results suggest that organizations have made progress in promoting awareness of diversity and inclusion, but further efforts are needed to institutionalize inclusion through long-term structural mechanisms, leadership commitment, and equitable organizational practices.

3.4. Discussion: Community Engagement as a Strategy for Strengthening Inclusive Organizational Culture

The findings demonstrate that community engagement and diversity training significantly improved employees' awareness of diversity and inclusion (D&I) principles. This result is consistent with the theory of diversity management proposed by Cox & Blake (1991), which argues that organizations can gain competitive advantages when employees understand and value diversity as a strategic resource. The increase in awareness observed in this program suggests that participatory learning activities enabled employees to move beyond compliance-oriented understandings of D&I toward a more comprehensive appreciation of inclusion as an organizational value. Furthermore, the findings support the argument of Farndale et al. (2015) that effective diversity initiatives require continuous learning processes that engage employees at multiple organizational levels. Through collaborative discussions and reflection sessions, participants became more aware of how diversity influences organizational performance, teamwork, and innovation.



The improvement in employees' understanding can also be explained through the Community-Based Research (CBR) framework, which emphasizes active participation and collective knowledge creation. According to Chupp et al. (2023), community-based approaches are more effective than traditional top-down interventions because participants become co-creators of solutions rather than passive recipients of information. In the present program, employees were actively involved in identifying inclusion challenges and discussing practical solutions, which likely contributed to the high levels of awareness reported after the intervention. This finding suggests that workplace communities can benefit from community engagement strategies commonly used in social development and empowerment programs.

The second major finding revealed that the program strengthened employees' sense of belonging and inclusive participation. This outcome aligns with Social Identity Theory by Green et al. (2025), which explains that individuals derive part of their identity and self-esteem from their membership in social groups. When employees perceive themselves as valued members of an organization, they are more likely to demonstrate commitment, cooperation, and engagement. The high proportion of participants reporting a strong sense of belonging (73%) indicates that collaborative learning and peer engagement activities contributed to creating a more inclusive social environment. This finding is also consistent with the work of Jaiswal & Dyaram (2020), who found that perceptions of inclusion positively influence employee well-being and workplace satisfaction.

In addition, the finding regarding equal opportunities for professional growth supports the Inclusion Framework proposed by Shore et al. (2011), which emphasizes the simultaneous fulfillment of belongingness and uniqueness needs. According to this framework, employees experience inclusion when they feel accepted as members of the organization while also being valued for their individual contributions. The positive perceptions of equal opportunities and organizational support observed in this study suggest that community engagement activities encouraged employees to recognize and appreciate diverse perspectives within the workplace. Consequently, inclusive participation became not only a cultural aspiration but also a practical mechanism for strengthening interpersonal trust and collaboration.

The third finding revealed that participants continued to identify structural challenges despite improvements in awareness and participation. This result supports the distinction between diversity and inclusion emphasized by Dobbin & Kalev (2016), who argue that many organizations successfully implement visible diversity initiatives but often fail to address deeper organizational systems that reproduce inequality. The predominance of cultural awareness events over mentoring programs, leadership development initiatives, and employee resource groups suggests that organizations may still rely on symbolic approaches rather than systemic interventions. Participants' uncertainty regarding organizational responsiveness to microaggressions further indicates that formal commitments to inclusion do not automatically translate into employees' everyday experiences. This finding highlights the need for organizations to institutionalize inclusion through policies, accountability mechanisms, and equitable talent management systems.

From a community development perspective, the findings reinforce the principles of Asset-Based Community Development (ABCD) proposed by Lloyd (2021), which emphasize leveraging existing community strengths and relationships to generate sustainable change. The program successfully utilized employees' experiences, networks, and collective knowledge as organizational assets for promoting inclusion. However, the



results also demonstrate that sustainable transformation requires long-term organizational commitment beyond short-term awareness campaigns. Consistent with Bell et al. (2011), inclusive cultures are strengthened when organizations create structures that encourage voice, participation, and constructive dialogue. Therefore, future community engagement initiatives should integrate capacity building with structural reforms, including mentoring systems, leadership accountability, employee resource networks, and inclusive decision-making processes. Such an approach would enable organizations to move beyond symbolic diversity efforts and achieve meaningful, sustainable inclusion.

4. Conclusions

This community service initiative demonstrated that community engagement and diversity training can effectively strengthen inclusive organizational culture within Indian IT companies. The findings revealed three major outcomes. First, the program significantly improved employees' awareness of diversity and inclusion principles, with 58% of participants reporting high or very high awareness of D&I initiatives, 66% demonstrating familiarity with organizational D&I policies, and 79% recognizing the importance of D&I for organizational development. Second, the intervention enhanced employees' sense of belonging and inclusive participation, as reflected by 73% of participants reporting a strong sense of belonging, 74% perceiving equal opportunities for professional growth, and 77% expressing satisfaction with organizational D&I initiatives. Third, participants identified persistent structural challenges, including uncertainty regarding organizational responsiveness to microaggressions and the limited availability of long-term inclusion mechanisms beyond awareness-based activities.

The discussion highlights that community engagement serves as an effective strategy for promoting workplace inclusion by encouraging collaborative learning, participation, and collective problem-solving. The findings support theories of diversity management, social identity, and community-based participation, demonstrating that inclusion is strengthened when employees actively contribute to identifying challenges and co-creating solutions. However, the study also confirms that awareness and positive perceptions alone are insufficient to achieve sustainable inclusion. Organizations must complement community engagement activities with structural reforms, including equitable promotion systems, mentoring opportunities, leadership accountability, employee resource groups, and inclusive decision-making processes. These measures are necessary to translate symbolic commitments into meaningful organizational transformation.

Despite its contributions, this initiative has several limitations. The program involved participants from selected IT companies in Hyderabad, which may limit the generalizability of the findings to other industries and regions. In addition, the evaluation focused primarily on short-term outcomes related to awareness, perceptions, and participation, without measuring long-term behavioral or organizational changes. Future community service programs should adopt longitudinal approaches, involve broader stakeholder groups such as managers and organizational leaders, and integrate Asset-Based Community Development (ABCD) and Participatory Action Research (PAR) frameworks to strengthen sustainable inclusion practices. Further initiatives should also explore mentoring networks, leadership development programs, and community-led inclusion strategies to foster long-term organizational and social impact.



Conflict of Interest

The authors declare no conflict of interests.

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