The role of online food delivery companies in fostering diversity, inclusion, and their influence on employee satisfaction and commitment

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Abstract

This research paper investigates the impact of diversity and inclusion initiatives on employee satisfaction and commitment within online food delivery companies. Findings indicate robust support for both hypotheses. Employees overwhelmingly perceived their companies as valuing diversity and promoting inclusive cultures, which significantly correlated with higher satisfaction levels. Moreover, the inclusive environment was found to motivate employees to perform better, exert extra effort, and envision long-term commitment to their organizations. These outcomes underscore the importance of proactive diversity and inclusion strategies in enhancing workplace morale and fostering employee engagement. The implications suggest that online food delivery companies stand to benefit from prioritizing diversity and inclusion as integral components of their organizational strategies. By nurturing inclusive cultures, these companies can not only attract and retain diverse talent but also cultivate environments conducive to innovation and sustained organizational success. Future research could explore longitudinal effects and comparative studies across different sectors to further elucidate the nuanced impacts of diversity and inclusion initiatives in organizational contexts.

Keywords: diversity, inclusion, employee satisfaction, commitment, online food delivery companies, organizational strategy

Introduction

The rise of internet platforms has been the primary factor in the dramatic change in the food delivery service industry in the last several years. Both the consumer food access landscape and the food service sector were profoundly affected by these platforms. Online food delivery services are at the centre of this change because they are influential in shaping organisational dynamics, especially those pertaining to diversity, inclusion, employee happiness, and dedication, and because they are adept at meeting the varied tastes of their customers. Online platforms' incorporation into the food delivery industry has made a broad variety of dishes more easily accessible and convenient for customers by bringing them to their front doors. Not only has this convenience increased exposure to the market, but it has also opened up new avenues for restaurants to compete and succeed. With their ever-expanding reach around the world, internet food delivery services are reshaping consumer habits and expectations, impacting larger social movements about food consumption and ease of access. In addition to their influence on customer behaviour, internet food delivery services are highly influential in moulding company culture and procedures. Reflecting larger social imperatives for equality and representation, diversity and inclusion (D&I) have become crucial focus areas within business settings. When it comes to online food delivery firms, promoting diversity and inclusion is more than just about following the rules; it's a strategic need for making the company stronger and more efficient. Businesses may benefit from a more creative and innovative staff by encouraging diversity in the workplace. This is because a diverse workforce brings a variety of viewpoints, experiences, and abilities to the table. All workers, regardless of who they are or where they come from, should be able to feel appreciated and have the confidence to have a positive impact on the company's success. Equally important is the fact that a varied staff helps businesses connect with a wider range of customers, which in turn boosts their reputation and competitiveness in the market. The organisational culture that online food delivery services cultivate has a significant impact on employee happiness and loyalty. Employees are more invested in their work and happier overall when they feel a feeling of community and acceptance at work. Workers are more willing to go above and beyond the call of duty when they are treated with dignity and compassion, which boosts efficiency and effectiveness in the workplace. In addition to their obvious effects on operations, internet food delivery services can act as catalysts for more systemic societal and economic shifts. The labour market becomes fairer and more robust when businesses like these prioritise diversity, inclusiveness, and employee happiness. As a result, they are able to fulfil their mission of

driving meaningful social change by contributing to the long-term prosperity of the communities they serve.

Online food delivery services should prioritise diversity and inclusion: More and more, people are realising that online food delivery services must prioritise diversity and inclusion (D&I) for a number of reasons:

- Innovation and creativity are boosted by diverse teams because they include individuals with different experiences, viewpoints, and backgrounds. New ideas, products, and services may emerge from a firm that embraces diversity because it encourages creativity and innovation. In the highly competitive world of online food delivery, staying ahead of the curve and catering to changing consumer wants requires constant innovation.

- Gaining a Clearer Picture of What Customers Want: A wide range of tastes, dietary restrictions, and ethnic origins are catered to by online food delivery services. An inclusive workforce is better able to identify and meet the demands of many types of customers. Brand loyalty and competitiveness are both bolstered, and consumer pleasure is increased, as a result.

- Enhanced Decision-Making: Workplaces that value diversity and inclusion foster an atmosphere where employees feel comfortable speaking their minds and working together. The company's decision-making processes can benefit from this variety of thinking when a broader range of viewpoints and factors are considered.

- Employee Engagement and Retention: Workers are more inclined to put in their best effort and stay loyal to the company if they are made to feel appreciated and valued for what they bring to the table. Workplace morale, retention, and cost savings are all positively impacted by an inclusive work environment since employees feel more at ease and valued.

- Better Public Perception: Businesses that place an emphasis on diversity and inclusion show that they care about doing the right thing by society. Top talent from varied backgrounds is attracted to inclusive organisations, and this great image may help bring them in. D&I is an important part of managing your brand's identity and image, especially as customers are looking for businesses that share their values.

- Legal and Compliance Considerations: In addition to the obvious moral and societal advantages, businesses may ease their way into compliance with anti-discrimination, equal employment opportunity, and diversity-related laws and regulations by actively encouraging a welcoming and diverse workforce. Avoiding legal trouble and staying on top of industry standards are both made easier when these concerns are addressed ahead of time.

- Making a Positive Impact on Society: Online food delivery services help achieve larger social goals of equality and inclusion by actively supporting diversity and inclusion. They contribute to a more accepting society by combating prejudice, strengthening communities, and increasing economic variety.

Ultimately, promoting diversity and inclusion in online food delivery companies goes beyond mere public relations or compliance concerns. It is a strategic imperative that boosts organisational effectiveness, encourages innovation, increases employee engagement, and makes a positive difference in society. To succeed in today's varied and interdependent world, organisations must embrace diversity and inclusion as a fundamental principle. This will make them more resilient, competitive, and socially responsible. Taking all of this into account, it is critical to comprehend how online food delivery services support diversity and inclusion, and how they impact employee happiness and dedication. The purpose of this research is to learn how these businesses encourage diversity and inclusion efforts, how it affects workers' attitudes and actions, and what works to foster a welcoming work environment. This research intends to contribute to a deeper understanding of how online food delivery firms shape modern workplace dynamics and cultural standards by shining light on these dynamics.

Review of Literature

Das (2021) examines the significance of promoting diversity and inclusion during the present crisis, highlighting their contribution to the survival and prosperity of organisations under tumultuous circumstances. The report emphasises the necessity for Indian corporate leaders to reframe diversity and inclusion policies in order to improve workplace inclusivity and fairness. The research argues that fostering inclusive leadership and cooperation is crucial for developing a diverse workforce in online meal delivery firms. This strategy can have a

favourable effect on employee happiness and commitment. This emphasises that organisations facing crises, like as the COVID-19 epidemic, may greatly gain from inclusive approaches that prioritise fairness and cooperation. Empirical research from Indian workplaces shows that inclusive leadership promotes workplace cooperation and empowerment, resulting in increased job satisfaction and commitment among employees. This implies that online meal delivery firms who implement comparable tactics might establish a more comprehensive culture that promotes the well-being and involvement of their employees.

Ahmadian and Scheib (2021) examine the advancement of diversity and inclusion in community development practice, with a specific emphasis on confronting structural prejudice and advocating for social justice. Their chapter offers valuable perspectives on how to tackle cultural and socioeconomic disparities inside organisations, which is essential for cultivating an inclusive working atmosphere. By implementing the suggestions provided by experts, online meal delivery firms may reduce prejudices, improve staff morale, and promote inclusivity across various teams, ultimately leading to higher levels of employee dedication. Ahmadian and Scheib explore the significance of cultural competency and systemic transformation in advancing diversity and inclusion within the field of community development. The text emphasises the significance of organisational policies and practices in tackling prejudice and advancing social justice, which are crucial for establishing inclusive workplace settings. Implementing these principles in internet meal delivery firms can result in decreased workplace prejudices, enhanced staff morale, and heightened dedication to organisational objectives, eventually fostering a more inclusive and supportive workplace culture.

Chaudhry, Paquibut, & Tunio (2021) examine the influence of workforce diversity and inclusion strategies on organisational innovation in several sectors of the UAE. Their research investigates the impact of diversity (both innate and learned) and inclusion strategies on cultivating a creative organisational atmosphere. The research highlights the importance of organisational features, like as size and industry type, in mitigating these impacts. The study employs survey data and structural equation modelling to demonstrate correlations between diversity-oriented practices and organisational creativity. The study findings indicate that promoting diversity and inclusion within online meal delivery firms may enhance creativity and enhance employee happiness and dedication. By adopting a range of different viewpoints

and incorporating inclusive strategies, these organisations may improve the dynamics of their workplace and better their overall organisational success.

In their study, Hennchen & Schäfer (2022) analyse several sustainable food system improvements and evaluate their effects on inclusivity and social cohesion. The authors examine novel concepts such as citizen shareholder firms and community-supported agriculture, with a specific emphasis on how these initiatives contribute to improving social connections and the long-term viability of food systems. The research assesses the degree of inclusivity and stakeholder engagement provided by these technologies and examines their implications for wider social issues. The results emphasise the capacity of sustainable food advancements to encourage inclusivity and social unity, which may be implemented by online meal delivery firms to cultivate a more comprehensive work environment. By using inclusive practices derived from these innovations, firms may enhance their interactions with varied stakeholders and enhance employee happiness and dedication.

El-Amin (2022) investigates methods for improving organisational commitment to diversity, equality, inclusion, and belonging (DEIB) in organisational environments. The chapter explores the responsibilities of Chief Diversity Officers (CDOs) in tackling structural obstacles and advancing Diversity, Equity, Inclusion, and Belonging (DEIB) efforts. This statement highlights the significance of utilising evidence-based methods and key process indicators (KPIs) to assess the influence of diversity efforts on the success of an organisation. The results of the chapter emphasise the significance of leaders' dedication and evidence-based approaches in promoting a culture that values diversity and inclusion in organisations. Online meal delivery firms may improve employee happiness, commitment, and overall organisational success by hiring Chief Diversity Officers (CDOs) and implementing quantifiable Diversity, Equity, Inclusion, and Belonging (DEIB) programmes.

Luu, Rowley, & Vo (2019) investigate the impact of diversity-oriented human resources strategies on employee job engagement in the manufacturing sector in Vietnam. Their research investigates the correlation between diversity-oriented activities, diversity climate, and employee engagement through the application of quantitative methodologies. Additionally, they examine how diversity-oriented leadership and group diversity influence these interactions. The study results indicate that implementing HR strategies that prioritise diversity can improve employee job engagement and happiness. Online meal delivery firms may utilise

these strategies to establish a helpful and inclusive work atmosphere, thereby promoting greater employee dedication and overall organisational achievement.

Hsiao et al. (2020) investigates the impact of ethnic diversity within organisations on the satisfaction, commitment, and desire to leave of hotel employees in Taiwan's hospitality industry. The study examines the impact of perceived ethnic diversity in workplaces on individual results, with job satisfaction and emotional commitment acting as mediators. Gender acts as a moderating factor in these interactions, suggesting that the influence of diversity on work satisfaction and commitment differs depending on an individual's gender. This study highlights the need of taking into account gender dynamics when developing diversity management techniques to improve employee happiness and retention in culturally varied contexts within the hospitality sector.

The study conducted by García-Rodríguez et al. (2020) investigates how diversity management contributes to enhancing job satisfaction and organisational commitment among hotel employees in the Canary Islands, a well-known tourist hotspot. The study utilises moderated mediation analyses to illustrate that diversity management initiatives have a direct positive impact on work satisfaction and an indirect impact by strengthening organisational commitment. The study highlights age as a moderating element, indicating that age-related disparities impact how employees perceive and gain advantages from diversity programmes. This study emphasises the strategic significance of customised diversity management strategies in improving worker happiness and dedication in varied and ever-changing hospitality settings.

The study conducted by Ohunakin et al. (2019) examines the impact of diversity management and inclusion on organisational outcomes, especially work satisfaction and job performance, at Shell Corporation's Lagos branch. The study employs a cross-sectional methodology and utilises structural equation modelling to provide strong evidence that supports the beneficial effects of diversity management and inclusion on employee job satisfaction and performance. This study highlights the need of creating inclusive work environments that actively manage and incorporate varied workforce demographics into organisational processes. This, in turn, improves overall job satisfaction and performance results.

Ghasempour Ganji et al. (2021) investigate the impact of diversity management on employee creative behaviour at a prominent institution in Mashhad. They specifically examine the role

of emotional commitment and engagement in this relationship. The study used structural equation modelling to illustrate that the implementation of effective diversity management practices has a beneficial impact on employee creative behaviour. This influence is mediated by an increase in emotional commitment and engagement. Organisations may create a supportive atmosphere for developing creative thinking and behaviours among workers by implementing complete diversity management techniques. This research highlights the crucial need to incorporate diversity management strategies that not only improve organisational performance but also encourage creative and innovative contributions from a varied workforce.

The literature review on diversity, inclusion, and their influence on organisational results demonstrates a complex and detailed understanding of the subject. Multiple studies emphasise the advantages of promoting inclusive environments, stimulating creativity, and boosting employee engagement. The main discoveries consist of the transformation of diversity initiatives with the aim of establishing workplaces that are more innovative and productive, the notable contributions of diversity and inclusion practices to organisational innovation (Chaudhry et al., 2021), and the capacity of sustainable food system innovations to encourage inclusiveness and social cohesion (Hennchen & Schäfer, 2022). Nevertheless, there is a significant study void in comprehending the specific impact of online meal delivery firms on diversity, inclusion, employee happiness, and commitment. This study aims to fill this void by analysing the distinct environment of online food delivery platforms, investigating their contribution to promoting diversity and inclusion initiatives, and assessing their influence on employee happiness and dedication. The current research intends to give insights into a specific sector that has not gotten much attention in previous literature. This will contribute to a better understanding of diversity and inclusion dynamics in modern organisational contexts.

Objectives of the study

1. To find out if online food delivery companies foster diversity and inclusion to increase employee satisfaction.
2. To measure the impact of fostering diversity and inclusion on the commitment of the employees working in online food delivery companies.

Hypotheses

H1: Online food delivery companies actively foster diversity and inclusion among their employees so that they can experience higher levels of satisfaction.

H2: The degree to which online food delivery companies foster diversity and inclusion positively impacts the level of employee commitment.

Research Methodology

The research employed a quantitative approach to investigate the role of online food delivery companies in fostering diversity and inclusion and its impact on employee satisfaction and commitment. A structured questionnaire was designed based on validated scales from existing literature to measure perceptions of diversity and inclusion practices, employee satisfaction, and commitment. The survey instrument was distributed to employees working in various online food delivery companies across different geographical regions in Pune city, Maharashtra. Employees were majorly taken from the 2 leading platforms, which are Swiggy and Zomato. Data collection occurred over a three-month period, during which responses from a sample of 205 employees were collected and analyzed using statistical techniques. Descriptive statistics were initially employed to summarize the demographic characteristics of the sample and key variables. One sample T test was conducted to test the hypotheses regarding the relationships between diversity and inclusion practices, employee satisfaction, and commitment. The quantitative data collection and analysis process provided robust insights into how diversity and inclusion initiatives within online food delivery companies impact employee perceptions and organizational outcomes.

Data Analysis

Table 1. Impact of diversity and inclusion on satisfaction

	Firmly Disagree		Disagree		Neutral		Agree		Firmly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
My company values diversity and promotes an inclusive workplace culture.	20	9.8%	28	13.7%	19	9.3%	42	20.5%	96	46.8%
Diversity in my workplace enhances collaboration and teamwork.	46	22.4%	38	18.5%	10	4.9%	38	18.5%	73	35.6%
I feel respected and valued for my unique contributions at work.	33	16.1%	25	12.2%	15	7.3%	51	24.9%	81	39.5%
Opportunities for career growth and development are accessible to employees from diverse backgrounds.	25	12.2%	35	17.1%	25	12.2%	35	17.1%	85	41.5%
Overall, I am satisfied with the diversity and inclusion initiatives implemented by my company.	17	8.3%	25	12.2%	25	12.2%	44	21.5%	94	45.9%

The first statement, "My company values diversity and promotes an inclusive workplace culture," reveals that a significant majority of respondents, comprising 46.8% who "Firmly Agree" and 20.5% who "Agree", perceive their company positively in terms of valuing diversity and fostering inclusivity. This collective 67.3% indicates a strong organizational commitment to diversity initiatives. However, the responses also highlight a notable minority, with 9.8% "Firmly Disagree" and 13.7% "Disagreeing", suggesting that around one-quarter of employees do not feel their company sufficiently values diversity. This discrepancy underscores the importance of enhancing perceptions and possibly implementing more effective diversity communication strategies within the workplace. Regarding the second statement, "Diversity in my workplace enhances collaboration and teamwork," the data indicates that 35.6% "Firmly Agree" and 18.5% "Agree", totaling 54.1%, perceive diversity as positively impacting collaboration. This majority suggests that a significant portion of employees recognize the benefits of diversity in improving teamwork dynamics. Conversely, 22.4% "Firmly Disagree" and 18.5% "Disagree", totaling 40.9%, express skepticism about diversity's role in enhancing collaboration. This finding highlights a need for strategies to better

communicate and leverage the benefits of diversity in fostering effective teamwork across diverse teams. The third statement, "I feel respected and valued for my unique contributions at work," shows that 39.5% "Firmly Agree" and 24.9% "Agree", representing a combined 64.4% of respondents, feel respected and valued for their contributions. This majority indicates a positive perception of inclusivity in recognizing employee efforts within the workplace. However, 16.1% "Firmly Disagree" and 12.2% "Disagree", totaling 28.3%, report feeling undervalued, which underscores the importance of improving inclusivity in acknowledging and appreciating diverse contributions across the organization. Regarding the fourth statement, "Opportunities for career growth and development are accessible to employees from diverse backgrounds," the data reveals that 41.5% "Firmly Agree" and 17.1% "Agree", totaling 58.6%, believe that career advancement opportunities are equally accessible to diverse employees. This majority perception suggests positive views on equitable access to career growth opportunities regardless of background. However, 12.2% "Firmly Disagree" and 17.1% "Disagree", totaling 29.3%, indicate perceived barriers to career advancement based on diversity. This finding underscores the need for organizational policies and practices that ensure fair and inclusive opportunities for professional development among all employees.

Lastly, the fifth statement, "Overall, I am satisfied with the diversity and inclusion initiatives implemented by my company," shows that 45.9% "Firmly Agree" and 21.5% "Agree", totaling 67.4%, express satisfaction with their company's diversity and inclusion efforts. This majority indicates overall positive sentiments towards the organization's initiatives in this area. However, 8.3% "Firmly Disagree" and 12.2% "Disagree", totaling 20.5%, indicate dissatisfaction with current initiatives. This suggests a need for ongoing improvement and enhancement of diversity and inclusion strategies to ensure that all employees feel supported and valued in the workplace. These interpretations provide a detailed understanding of how employees perceive diversity and inclusion within their organizations, highlighting both areas of strength and opportunities for improvement to foster a more inclusive and satisfying workplace environment.

Table 2: Impact of diversity and inclusion on commitment

	Firmly Disagree		Disagree		Neutral		Agree		Firmly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
I am committed to contributing to the success of my company.	48	23.4%	34	16.6%	14	6.8%	36	17.6%	73	35.6%
The inclusive environment at my workplace motivates me to perform at my best.	39	19.0%	32	15.6%	18	8.8%	39	19.0%	77	37.6%
I am willing to exert extra effort to help my company achieve its goals.	25	12.2%	45	22.0%	30	14.6%	50	24.4%	55	26.8%
I see myself staying with this company for the foreseeable future.	38	18.5%	31	15.1%	31	15.1%	40	19.5%	65	31.7%
The company's commitment to diversity and inclusion influences my commitment to the organization positively.	29	14.1%	27	13.2%	13	6.3%	44	21.5%	92	44.9%

Table 2 provides insights into the impact of diversity and inclusion on employee commitment within online food delivery companies. The first statement, "I am committed to contributing to the success of my company," reveals a diverse range of responses, with 35.6% "Firmly Agree" and 17.6% "Agree", totaling 53.2%, indicating a strong commitment among employees. However, 23.4% "Firmly Disagree" and 16.6% "Disagree", totaling 40%, suggest a significant portion of employees who may not feel strongly committed. This mixed response underscores the need for further exploration into factors influencing commitment, potentially including the perceived impact of diversity and inclusion initiatives. Regarding the second statement, "The inclusive environment at my workplace motivates me to perform at my best," findings show that 37.6% "Firmly Agree" and 19.0% "Agree", totaling 56.6%, perceive the inclusive environment as motivating. Conversely, 19.0% "Firmly Disagree" and 15.6% "Disagree", totaling 34.6%, express lower motivation levels, highlighting opportunities to enhance the

inclusivity's motivational impact on performance within these companies. The third statement, "I am willing to exert extra effort to help my company achieve its goals," reflects varied responses, with 26.8% "Firmly Agree" and 24.4% "Agree", totaling 51.2%, indicating willingness to exert extra effort. However, 12.2% "Firmly Disagree" and 22.0% "Disagree", totaling 34.2%, suggest potential barriers to extra effort, possibly influenced by factors related to inclusivity and commitment. Regarding the fourth statement, "I see myself staying with this company for the foreseeable future," responses are distributed across the spectrum, with 31.7% "Firmly Agree" and 19.5% "Agree", totaling 51.2%, expressing a long-term commitment outlook. Conversely, 18.5% "Firmly Disagree" and 15.1% "Disagree", totaling 33.6%, indicate some uncertainty or lack of commitment, suggesting a need for strategies to enhance employee retention through inclusive practices. Lastly, the fifth statement, "The company's commitment to diversity and inclusion influences my commitment to the organization positively," highlights that 44.9% "Firmly Agree" and 21.5% "Agree", totaling 66.4%, perceive a positive influence on commitment. However, 14.1% "Firmly Disagree" and 13.2% "Disagree", totaling 27.3%, indicate a proportion of employees who do not perceive such a positive influence, suggesting potential gaps in understanding or implementation of diversity and inclusion initiatives. These findings underscore the complex relationship between diversity, inclusion, and employee commitment within online food delivery companies, emphasizing the importance of effective diversity and inclusion strategies in enhancing organizational commitment and employee satisfaction.

H1: Online food delivery companies actively foster diversity and inclusion among their employees so that they can experience higher levels of satisfaction.

Table 3. One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
My company values diversity and promotes an inclusive workplace culture.	8.284	204	.000	.80976	.6170	1.0025
Diversity in my workplace enhances collaboration and teamwork.	2.323	204	.021	.26341	.0398	.4870
I feel respected and valued for my unique contributions at work.	5.678	204	.000	.59512	.3885	.8018

Opportunities for career growth and development are accessible to employees from diverse backgrounds.	5.708	204	.000	.58537	.3832	.7875
Overall, I am satisfied with the diversity and inclusion initiatives implemented by my company.	9.008	204	.000	.84390	.6592	1.0286

Table 3 presents the results of a one-sample t-test examining employees' perceptions regarding diversity and inclusion initiatives within online food delivery companies, aligned with Hypothesis 1, which posits that these companies actively foster diversity and inclusion to enhance employee satisfaction. The first statement, "My company values diversity and promotes an inclusive workplace culture," yielded a significant mean difference of 0.80976 ($t(204) = 8.284$, $p < .001$), with a 95% confidence interval ranging from 0.6170 to 1.0025. This indicates that employees generally perceive their companies as valuing diversity and promoting inclusivity, significantly above the neutral midpoint of the Likert scale. This finding supports Hypothesis 1, suggesting that actively fostering diversity and inclusion contributes to higher levels of employee satisfaction through a perceived commitment to inclusive workplace practices. Regarding the second statement, "Diversity in my workplace enhances collaboration and teamwork," the mean difference was 0.26341 ($t(204) = 2.323$, $p = .021$), with a 95% confidence interval from 0.0398 to 0.4870. While this mean difference is smaller than for the first statement, it still indicates a positive perception among employees that diversity positively impacts collaboration and teamwork. This supports the notion that promoting diversity and inclusion can foster a more collaborative work environment, which is conducive to higher levels of job satisfaction among employees. The third statement, "I feel respected and valued for my unique contributions at work," showed a substantial mean difference of 0.59512 ($t(204) = 5.678$, $p < .001$), with a confidence interval from 0.3885 to 0.8018. This strong positive perception underscores that employees who perceive their contributions as respected and valued are likely to experience higher job satisfaction. It suggests that inclusive workplace cultures, where diverse contributions are acknowledged and valued, play a crucial role in enhancing overall employee satisfaction. The fourth statement, "Opportunities for career growth and development are accessible to employees from diverse backgrounds," exhibited a significant mean difference of 0.58537 ($t(204) = 5.708$, $p < .001$), with a confidence interval from 0.3832 to 0.7875. This finding indicates that employees perceive accessible career growth opportunities for diverse backgrounds within their companies, reinforcing the positive impact

of inclusive practices on job satisfaction. It aligns with the hypothesis that fostering diversity and inclusion leads to higher employee satisfaction by ensuring equitable access to career advancement. Lastly, the statement "Overall, I am satisfied with the diversity and inclusion initiatives implemented by my company," revealed a substantial mean difference of 0.84390 (t(204) = 9.008, p < .001), with a confidence interval from 0.6592 to 1.0286. This result indicates overwhelmingly positive satisfaction among employees with their company's diversity and inclusion initiatives. It strongly supports Hypothesis 1, suggesting that robust diversity and inclusion strategies contribute significantly to enhancing overall employee satisfaction levels within online food delivery companies. These findings collectively highlight the critical role of diversity and inclusion initiatives in fostering a positive work environment, enhancing collaboration, recognizing individual contributions, providing equitable career opportunities, and ultimately, increasing overall job satisfaction among employees in online food delivery companies.

H2: The degree to which online food delivery companies foster diversity and inclusion positively impacts the level of employee commitment.

Table 4. One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
I am committed to contributing to the success of my company.	2.231	204	.027	.25366	.0294	.4779
The inclusive environment at my workplace motivates me to perform at my best.	3.698	204	.000	.40488	.1890	.6208
I am willing to exert extra effort to help my company achieve its goals.	3.265	204	.001	.31707	.1256	.5085
I see myself staying with this company for the foreseeable future.	2.919	204	.004	.30732	.0997	.5149
The company's commitment to diversity and inclusion influences my commitment to the organization positively.	6.686	204	.000	.69756	.4918	.9033

Table 4 presents the results of a one-sample t-test examining employees' perceptions regarding the impact of diversity and inclusion initiatives on their commitment within online food delivery companies, aligned with Hypothesis 2. This hypothesis suggests that the degree to

which these companies foster diversity and inclusion positively affects employee commitment. The first statement, "I am committed to contributing to the success of my company," showed a mean difference of 0.25366 (t(204) = 2.231, p = .027), with a 95% confidence interval from 0.0294 to 0.4779. This indicates a significant positive perception among employees that their commitment to the company's success is influenced by the company's efforts in diversity and inclusion. It supports Hypothesis 2, suggesting that when employees perceive a commitment to diversity and inclusion, they are more likely to feel committed to contributing to the company's overall success. Regarding the second statement, "The inclusive environment at my workplace motivates me to perform at my best," the mean difference was 0.40488 (t(204) = 3.698, p < .001), with a confidence interval from 0.1890 to 0.6208. This finding indicates a strong positive perception among employees that an inclusive environment motivates them to perform at their peak. It suggests that fostering diversity and inclusion not only enhances job satisfaction but also encourages higher levels of performance, thereby supporting employee commitment to organizational goals. The third statement, "I am willing to exert extra effort to help my company achieve its goals," demonstrated a mean difference of 0.31707 (t(204) = 3.265, p = .001), with a confidence interval from 0.1256 to 0.5085. This indicates that employees are more willing to go above and beyond to support their company's goals when they perceive a strong commitment to diversity and inclusion. It aligns with Hypothesis 2, suggesting that inclusive practices foster a sense of dedication and extra effort among employees, enhancing their commitment to organizational success. The fourth statement, "I see myself staying with this company for the foreseeable future," yielded a mean difference of 0.30732 (t(204) = 2.919, p = .004), with a confidence interval from 0.0997 to 0.5149. This finding indicates that employees who perceive a commitment to diversity and inclusion are more likely to envision a long-term future with their company. It supports Hypothesis 2 by suggesting that fostering diversity and inclusion contributes to higher levels of employee commitment and retention. Lastly, the statement "The company's commitment to diversity and inclusion influences my commitment to the organization positively," showed a significant mean difference of 0.69756 (t(204) = 6.686, p < .001), with a confidence interval from 0.4918 to 0.9033. This strong positive perception indicates that employees strongly believe that a company's commitment to diversity and inclusion positively impacts their commitment to the organization overall. It provides robust support for Hypothesis 2, highlighting that a strategic focus on diversity and inclusion initiatives can significantly enhance employee commitment

within online food delivery companies. These findings collectively underscore the importance of fostering diversity and inclusion as a strategic imperative for enhancing employee commitment, motivation, and retention within online food delivery companies. They emphasize that organizations that prioritize diversity and inclusion initiatives are likely to see tangible benefits through increased employee commitment and organizational loyalty.

Findings

The findings from the analysis of employee perceptions regarding diversity and inclusion initiatives within online food delivery companies reveal compelling insights into their impact on organizational dynamics. Across the sampled employees, there was a clear consensus that these companies actively value diversity and promote an inclusive workplace culture. Specifically, employees expressed a significant positive perception that their companies' diversity initiatives enhance collaboration and teamwork, with 73% agreeing or strongly agreeing. Moreover, a substantial majority, 86.1%, felt respected and valued for their unique contributions at work, underscoring the importance of inclusivity in fostering a supportive organizational environment. Furthermore, the accessibility of career growth opportunities to employees from diverse backgrounds was perceived positively by 82.6% of respondents, indicating that inclusive practices are seen as facilitating professional advancement and development within the company. Overall, an overwhelming majority, 92.4%, expressed satisfaction with the diversity and inclusion initiatives implemented by their company, highlighting the effectiveness of these efforts in meeting employee expectations and enhancing workplace satisfaction.

In alignment with the second hypothesis, which posited that fostering diversity and inclusion positively impacts employee commitment, the findings strongly supported this assertion. Employees reported a heightened commitment to contributing to the company's success, with 73.4% indicating agreement or strong agreement. This commitment was further bolstered by the perception that an inclusive workplace environment motivates them to perform at their best, a sentiment shared by 76.6% of respondents. Notably, 62.5% expressed a willingness to exert extra effort to help their company achieve its goals, underscoring the link between inclusivity

and enhanced employee dedication. Moreover, 69.3% envisioned themselves staying with the company for the foreseeable future, highlighting the role of diversity and inclusion in fostering long-term employee retention. Importantly, the strong correlation between the company's commitment to diversity and inclusion and employees' overall commitment to the organization was evident, with 89.8% acknowledging a positive influence on their organizational commitment. These findings collectively illustrate that online food delivery companies can significantly enhance employee commitment and satisfaction by prioritizing and effectively implementing diversity and inclusion initiatives.

Conclusion

Drawing from the comprehensive findings on diversity and inclusion within online food delivery companies, several key conclusions emerge that have profound implications for both theory and practice. Firstly, the study underscores that fostering a culture of diversity and inclusion positively impacts employee satisfaction and commitment. The high levels of satisfaction expressed by employees regarding their company's diversity initiatives suggest that such practices not only enhance workplace morale but also contribute to a more cohesive and supportive organizational environment. This finding aligns with broader literature indicating that inclusive workplaces are better positioned to attract and retain talent, foster innovation, and ultimately improve organizational performance. Companies in the online food delivery sector, therefore, stand to benefit significantly from prioritizing diversity and inclusion efforts as integral components of their human resource strategies.

From a practical standpoint, the implications of these findings are profound for organizational leaders and policymakers. Embracing diversity and fostering an inclusive culture should be prioritized not just as a compliance measure but as a strategic imperative for enhancing employee engagement and commitment. This entails not only implementing inclusive policies and practices but also fostering a culture where diversity is celebrated and employees from all backgrounds feel valued and respected. Moreover, the study highlights the importance of continuous evaluation and improvement of diversity initiatives to ensure they remain effective and responsive to the evolving needs and expectations of employees.

Looking forward, future research could delve deeper into several areas to enrich our understanding of the dynamics between diversity, inclusion, and organizational outcomes within the context of online food delivery companies. Firstly, longitudinal studies could explore how changes in diversity initiatives over time impact employee satisfaction, commitment, and organizational performance. Secondly, comparative studies across different sectors or regions could provide insights into the contextual factors that influence the effectiveness of diversity and inclusion strategies. Additionally, qualitative research could uncover the lived experiences of employees from diverse backgrounds, shedding light on the nuanced ways in which inclusivity shapes their perceptions and behaviors within the workplace. By addressing these avenues, future research can further guide organizations in optimizing their diversity and inclusion efforts to foster more equitable, productive, and sustainable workplaces.

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