

Inclusive Human Resource Practices in Special Education Institutions: Strategies for Workforce Diversity and Organizational Effectiveness

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ABSTRACT:

The study examines the relationship between human resource (HR) practices, workforce diversity, and organizational effectiveness using a secondary HR analytics dataset. Drawing on Social Exchange Theory and Human Capital Theory, the study investigates how HR practices specifically training and development, work-life balance, performance management, and job involvement along with demographic diversity factors, influence employee outcomes such as job satisfaction and attrition. A quantitative research design was employed using data from 1,470 employees, and statistical techniques including descriptive analysis, correlation, ordinary least squares regression, and logistic regression were applied. The findings reveal that HR practices do not significantly affect job satisfaction; however, they have a direct and significant impact on reducing employee attrition. Job involvement and job satisfaction emerge as strong predictors of retention, while age also significantly reduces turnover likelihood. The study further finds no mediating role of job satisfaction between HR practices and attrition, suggesting that HR practices operate through direct behavioral mechanisms rather than indirect psychological pathways. These findings contribute to the literature by demonstrating the value of HR analytics in understanding employee behavior and organizational outcomes. The study provides practical implications for organizations seeking to enhance retention strategies through targeted HR interventions.

Keywords: HR practices, workforce diversity, organizational effectiveness, employee attrition, HR analytics

1. Introduction

The past few years have seen increasing focus by organisations on inclusive human resource (HR) practices, aimed at improving employee and organisational outcomes. Inclusive HRM embeds principles of diversity, equity, and inclusion (DEI) within conventional HR processes such as hiring, development, and appraisal, creating fair and inclusive workplace cultures that celebrate differences (Ezeafulukwe et al., 2024; Eshete & Birbirssa, 2024). Employee diversity, encompassing differences in age, gender, educational and professional experiences, has been shown to contribute to innovation, better decision-making processes and a competitive edge (Makhdoomi & Nika, 2018; Olabiyi, 2023). But the positive effects of diversity are not guaranteed and hinge on the role of HR practices in fostering an inclusive work environment (Chukwudi & Eusebius, 2023; Johnson, 2023).

While research has increased on this topic, much of it focuses on HR practices and workforce diversity separately, which hinders our understanding of their joint contribution to organisational performance. Moreover, there is a lack of empirical research that uses real HR analytics to investigate their effects on outcomes such as employee turnover and satisfaction (Zulmi et al., 2021; Offermann & Basford, 2013). This is a key gap given that organisations are relying on data analytics to decide which HR strategies to use to improve retention.

The present study seeks to address this gap by examining the relationship between HR practices, diversity and performance using secondary HR analytics data. The current study intends to theorise that favourable HR practices positively impact job satisfaction and negatively impact turnover intentions (Social Exchange Theory). The study's inclusion of diversity measures in HR practice measures provides a comprehensive approach to predicting employee behaviour. The study's findings are expected to contribute to empirical research using real data, theory by extending HRM theories and practice by offering information for the design of effective and

diverse HR strategies to enhance organisational performance.

Research Objectives

1. To assess the effect of human resource practices on organizational effectiveness (employee attrition and job satisfaction)
2. To examine the influence of workforce diversity on employee outcomes
3. To analyze the mediating role of job satisfaction between HR practices and employee attrition

2. Literature Review

2.1 Theoretical Framework

This study combines Social Exchange Theory (SET), Human Capital Theory and Diversity Management Theory to explore the consequences of HR practices and diversity on organisational outcomes. Social Exchange Theory states employees reciprocate favourable treatment by the organisation with positive organisational attitudes and outcomes, such as job satisfaction and reduced turnover (Ahmad et al., 2023). Organisations' provision of positive HR practices (perceived organisational support) boost organisational commitment and lower turnover.

Human Capital Theory also proposes employees' knowledge, skills and abilities (KSAs) are vital resources for improving productivity and performance (Wuttaphan, 2017). HR practices such as training, development and appraisal improve skills and enhance organisational performance. Similarly, Diversity Management Theory underscores the need to manage sociodemographic differences in the workforce to enhance innovation, creativity and competitive advantages (Yadav & Lenka, 2020). These theories offer a strong foundation for understanding the interactions between HR practices and diversity in the workplace on employee outcomes.

2.2 Inclusive Human Resource Practices

Inclusive human resource practices are defined as organizational practices that foster equity,

learning and engagement among diverse employee groups (Offermann & Basford, 2013). In this research, we measure inclusive HR practices using variables from the data set. Training and development, measured by frequency of training, represents efforts by the organisation to invest in employee development and skills. Performance management, captured by performance ratings, reflects formal processes of evaluation and feedback to support employee performance.

Finally, work-life balance policies are essential in promoting employee well-being, reducing work-related stress, and improving job satisfaction. Employee engagement, captured by job involvement, represents psychological commitment to work roles. This set of practices helps establish an inclusive workplace environment conducive to employee satisfaction and retention, as outlined in Social Exchange Theory.

2.3 Workforce Diversity

Diversity in the workplace refers to differences in demographic attributes like gender, age and education. These diversity factors affect organisational processes and outcomes by bringing diverse perspectives, experiences and problem-solving strategies to the workplace. Existing studies show that diversity has a positive impact on organizational performance by driving innovation and quality of decisions (Verma, 2020). Yet, diversity can only have a positive impact with good management. In the absence of supportive HR practices, diversity could generate interpersonal tension or decreases in team cohesion. Thus, companies need to adopt inclusive approaches to leverage the advantages of workforce diversity. In this research, workforce diversity is measured through demographic indicators, allowing an exploration of its effects on employee satisfaction and turnover.

2.4 Organizational Effectiveness

Organizational effectiveness is defined as the degree to which an organisation achieves its aims, while preserving employee well-being and

efficiency (Cameron, 2015). On the individual level, effectiveness can be measured using variables such as attrition, job satisfaction and performance. Turnover is a key indicator as excessive attrition can result in financial loss and knowledge loss. Job satisfaction is a psychological measure of employee well-being, and is related to retention and performance. Performance appraisal is an objective measure of employee productivity. Existing research indicates that HR practices play a crucial role in these areas by increasing engagement and decreasing turnover intentions. Therefore, in this study, we consider organizational effectiveness to be a result of HR practices and workforce diversity.

2.5 Conceptual Framework

Drawing on the theoretical underpinning and review of the literature, this study presents a conceptual model that sees human resource practices and workforce diversity as independent variables that affect organisational effectiveness, as measured by employee attrition. It also includes job satisfaction as a mediating variable to explain how HR practices impact attrition. This model assumes that positive HR practices improve job satisfaction, which leads to lower attrition, in line with Social Exchange Theory. At the same time, workforce diversity plays a direct role in shaping employee outcomes through its impact on the workplace, as well as an indirect role via its interaction with HR practices. This holistic framework offers a systematic way to test the relationships between HR practices, diversity and organizational effectiveness, using HR analytics data.

3. Methodology

3.1 Research Design

This study is a quantitative explanatory study examining the links between human resource practices, diversity and performance. This is an appropriate design for statistically testing relationships between variables. The design is cross-sectional as the data is a point in time employee data. This allows for exploration of relationships between variables.

3.2 Data Source and Sample

The study uses the IBM HR Analytics Employee Attrition data set from Kaggle, which has 1,470 employee cases. It includes information on employee attributes, HR practices and performance indicators. It provides a good starting point for analysing workforce retention. The data covers different roles and levels of employment in the organisation, increasing its representativeness.

3.3 Variables and Measurement

The study uses variables from the data set to represent certain constructs. HR practices are measured using training and development, performance appraisal and work-life balance and job involvement. Diversity is captured by gender, age and level of education. Job satisfaction is used as a mediator variable and organizational effectiveness via attrition. These variables are in line with the literature and theory.

3.4 Data Analysis Techniques

The data are analysed through statistical methods such as descriptive statistics, correlation and regression. Multiple regression is used to analyse the impact of human resource processes and diversity on job satisfaction. Logistic regression is

used to model employee turnover. Moderation is used to determine the influence of job satisfaction. SPSS, R or similar packages are used to improve accuracy.

3.5 Ethical Considerations

This study uses a publicly accessible secondary data set, which lacks any personal identifiers. So, there are few ethical concerns with the use of data. The study upholds transparency in data collection and analysis. The results are presented honestly and without bias. The source of the data is appropriately credited.

4. Results

4.1 Descriptive Statistics

Table 1 shows the descriptive statistics of the main variables in the study. The mean age of the employees is 36.92 years (SD = 9.13), which suggests they are relatively experienced employees. The average job satisfaction is 2.73 (SD = 1.10) and average work-life balance is 2.76 (SD = 0.71), also indicating moderate levels of employee perceptions. The turnover rate is 16.12%, implying a significant turnover rate. The average frequency of training is 2.80 times per year (SD = 1.29), suggesting a moderate level of training opportunities provided by the company.

Table 1. Descriptive Statistics

Variable	Mean	Std. Dev.	Min	Max
Age	36.92	9.13	18	60
Attrition	0.16	0.37	0	1
Job Satisfaction	2.73	1.10	1	4
Work-Life Balance	2.76	0.71	1	4
Training Times Last Year	2.80	1.29	0	6
Job Involvement	2.73	0.71	1	4
Performance Rating	3.15	0.36	3	4
Education	2.91	1.02	1	5

4.2 Correlation Analysis

Table 2 shows the correlations between the variables. It shows a weak pattern of correlations,

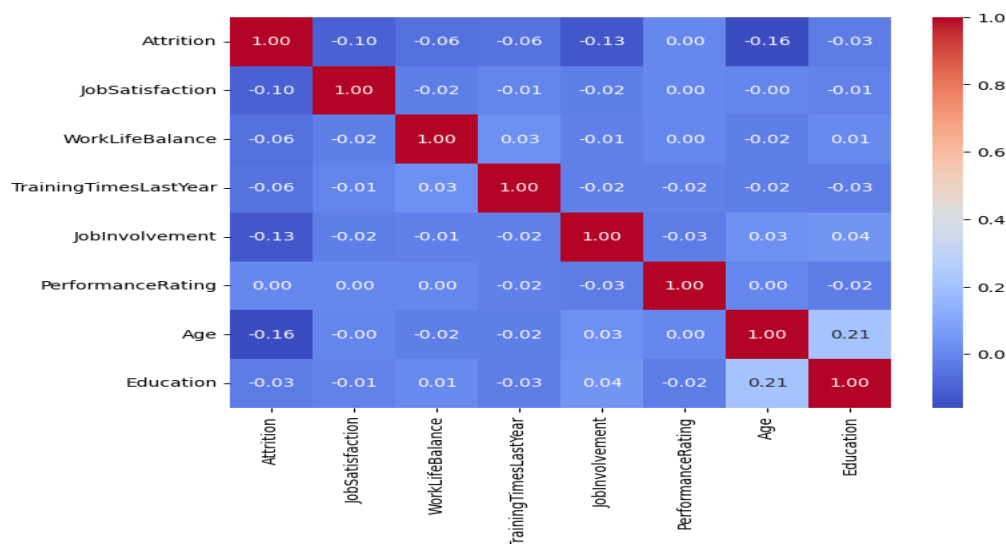
suggesting that multicollinearity is not a problem. Turnover is negatively related to job satisfaction ($r = -0.10$), job engagement ($r = -0.13$) and age ($r = -0.16$), suggesting that higher levels of

satisfaction, engagement and age are related to lower turnover. The other variables have weak

associations, justifying the use of a multivariate approach (Figure 1).

Table 2. Correlation Matrix

Variable	1	2	3	4	5	6	7	8
1. Attrition	1.00							
2. Job Satisfaction	-0.10	1.00						
3. Work-Life Balance	-0.06	-0.02	1.00					
4. Training	-0.06	-0.01	0.03	1.00				
5. Job Involvement	-0.13	-0.02	-0.01	-0.02	1.00			
6. Performance Rating	0.00	0.00	0.00	-0.02	-0.03	1.00		
7. Age	-0.16	0.00	-0.02	-0.02	0.03	0.00	1.00	
8. Education	-0.03	-0.01	0.01	-0.03	0.04	-0.02	0.21	1.00



4.3 Regression Analysis

4.3.1 Model 1: Determinants of Job Satisfaction

Table 3 shows the results of the Ordinary Least Squares (OLS) regression for the impact of HR practices and workforce diversity on job

satisfaction. The model is not statistically significant ($F = 0.244$, $p = 0.962$), with a very low explanatory power ($R^2 = 0.001$). None of the independent variables have significant effects ($p > 0.05$), suggesting that HR practices are not significant predictors of job satisfaction in the sample.

Table 3. OLS Regression Results (Dependent Variable: Job Satisfaction)

Variable	Coefficient (β)	Std. Error	t-value	p-value
Constant	2.946	0.336	8.781	0.000
Training	-0.005	0.022	-0.223	0.824
Work-Life Balance	-0.031	0.041	-0.748	0.454

Job Involvement	-0.033	0.041	-0.814	0.416
Performance Rating	0.004	0.080	0.054	0.957
Age	-0.0003	0.003	-0.104	0.918
Education	-0.011	0.029	-0.364	0.716

Model Fit: $R^2 = 0.001$, Adj. $R^2 = -0.003$, $F = 0.244$ ($p = 0.962$)

4.3.2 Model 2: Determinants of Employee Attrition

Table 4 shows the results of the logistic regression for attrition. The model is significant ($\chi^2 = 93.14$, $p < 0.001$) with a Pseudo R^2 of 0.072, suggesting reasonably good performance.

Training ($\beta = -0.150$, $p = 0.011$), work-life balance ($\beta = -0.270$, $p = 0.008$), job involvement ($\beta = -0.490$, $p < 0.001$), job satisfaction ($\beta = -0.279$, $p < 0.001$), and age ($\beta = -0.054$, $p < 0.001$) significantly reduce the likelihood of attrition. Performance rating and education are not significant predictors.

Table 4. Logistic Regression Results (Dependent Variable: Attrition)

Variable	Coefficient (β)	Std. Error	z-value	p-value
Constant	3.361	0.866	3.879	0.000
Training	-0.150	0.059	-2.532	0.011
Work-Life Balance	-0.270	0.101	-2.656	0.008
Job Involvement	-0.490	0.099	-4.926	0.000
Job Satisfaction	-0.279	0.066	-4.233	0.000
Performance Rating	0.002	0.202	0.011	0.991
Age	-0.054	0.009	-5.884	0.000
Education	0.025	0.074	0.340	0.734

Model Fit: Pseudo $R^2 = 0.072$, $\chi^2 = 93.14$ ($p < 0.001$)

5. Discussion

This study explored the associations between human resource (HR) practices, diversity, and firm performance using HR analytics data. The study offers valuable insights into the impact of HR practices on employee attrition and has significant theoretical and practical implications.

This research found that HR practices, such as training and development, work-life balance, and job involvement, have a direct and significant effect on employee attrition, but not on job satisfaction. This finding is only partly in line with previous research that indicates HR strategies are important in minimising attrition through their influence on employee behaviour and

organisational loyalty (Bhattacharya et al., 2024; Shripria & Poojashri, 2024). However, the lack of significant association between HR practices and job satisfaction contravenes the assertions of Social Exchange Theory, which states that supportive HR practices result in positive employee attitudes (Ahmad et al., 2023; Nunkoo & Ramkissoon, 2012). This implies that in the realm of HR analytics data, employee satisfaction could be driven by factors not captured in the HR data collection.

Furthermore, the results indicate that job involvement and job satisfaction are significant predictors of retention, with increased levels of both factors leading to lower turnover rates. These findings echo earlier research that

highlights the role of employee engagement and satisfaction in promoting retention and job stability (Das & Devi, 2020; Kiran et al., 2024). In fact, job involvement is found to be the strongest predictor, suggesting that employees who are psychologically engaged with their role are less likely to quit their job. This highlights the need to create an engaged workforce by providing meaningful work and positive work environments.

This study finds that diversity, measured through demographic factors, has mixed effects. Age is shown to have a significant negative effect on attrition, implying that older employees are more committed to the organisation (Kang and Lee, 2018). This aligns with the idea that human capital development boosts employee retention and lowers attrition intentions (Wuttaphan, 2017). But education does not affect attrition, suggesting that education diversity may not be a good predictor of retention. These findings shed light on the complex implications of diversity in the workplace and the need for appropriate diversity management strategies (Yadav & Lenka, 2020).

A further key finding of this study is the failure to find evidence for the role of job satisfaction as an intermediary between HR practices and attrition. Though job satisfaction plays a significant role in reducing attrition, there is no significant effect of HR practices on job satisfaction, precluding the mediating role (Chopra et al., 2008). This suggests that HR practices may directly influence behaviours, rather than indirectly through psychological factors, and adds a new dimension to the HRM field.

Pragmatically, the findings highlight the need for HR strategies to address employee turnover. Employers should focus on strategies that increase job involvement, work-life balance and employee training, as these variables have been shown to have a strong influence on turnover. Furthermore, the application of HR analytics offers a quantitative way to identify factors associated with attrition, allowing for more

informed and effective HR strategies (Bahuguna et al., 2024).

The research adds to the emerging field of HR analytics and effective organisations by showing that HR practices may not always impact employee attitudes, but they do have a significant impact on employee behaviour and retention. The results build on current theories and offer insights for researchers and practitioners interested in managing employee relations in modern organisations.

6. Conclusion

This study has used human resource (HR) analytics data to test the relationships between HR practices, diversity and organisational effectiveness. The findings show that HR practices such as training, work-life balance and job involvement are negatively related to attrition and therefore improve organisational effectiveness.

However, the practices are not significant predictors of job satisfaction, suggesting that other factors may be impacting employee attitudes, factors that are not available in the data. Moreover, the results reveal that job involvement and job satisfaction significantly contribute to predicting attrition, with job involvement and job satisfaction reducing turnover.

The impact of diversity management is mixed with age having a strong negative effect on attrition while education has no significant effect. The findings also show no mediation effect of job satisfaction on the link between HR practices and attrition, implying a direct (behavioural) rather than indirect (psychological) link in the relation between HR practices and attrition. Overall, the study adds to the growing body of HRM literature, with empirical evidence from secondary data, and highlights the usefulness of HR analytics in understanding employee behaviour. It offers valuable insights for organisations looking to develop effective HR strategies to attract and retain employees and to ensure organisational success.

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