

Diversity And Inclusion Initiatives and Corporate Entrepreneurship in the Hospitality Industry in Enugu State, Nigeria

*Nwachukwu, U.L.¹, Nwangele, S.P.¹

¹Department of Business Management & Entrepreneurship, Faculty of Management Sciences, Ebonyi State University, Abakaliki

DOI: <https://doi.org/10.51583/IJLTEMAS.2026.150900053>

Received: 14 September 2026; Accepted: 19 September 2026; Published: 08 October 2026

ABSTRACT

The study investigated the relationship between diversity and inclusion initiatives and corporate entrepreneurship in the hospitality industry in Enugu state. The specific objectives were to: determine the relationship between diversity and inclusion culture and innovativeness among the employees in the hospitality industry in Enugu state; and to examine the relationship between diversity and inclusion policy and proactiveness among the employees in the hospitality industry Enugu state. The study used survey research design to gather data from 360 respondents. Data analysis was carried out using Pearson Product Moment correlation coefficient via SPSS 30.0, and the test was conducted at 0.05 level of significance. The results revealed that diversity and inclusion culture has significant positive relationship with employee innovativeness in the hospitality industry in Enugu State. Also, that diversity and inclusion policy has significant positive relationship with employee proactiveness in the hospitality industry in Enugu state. The study recommended that establishment in the hospitality industry should be democratic in the ideation process,

Keywords: Diversity; Inclusion; Corporate Entrepreneurship; Innovativeness; Proactiveness.

INTRODUCTION

As the present-day work environment is continuously developing, unpredictable and highly competitive (Zerihun et al., 2025), also the concept of diversity and inclusion is attracting significant attention in the field of management sciences. Diversity and inclusion are interconnected principles that shape a fair and respectful workplace across various sectors, including tertiary institutions. Diversity refers to the presence of differences within a group, including race, gender, ethnicity, age, sexual orientation, and abilities. It is increasingly recognized as a strength that brings together different perspectives and ideas. On the other hand, inclusion ensures that these diverse individuals feel valued, respected, and integrated into the organization with equal opportunities for participation and growth. Without an inclusive work environment, the benefits of diversity may not be fully realized (Wolfgruber, et al., 2022).

In modern organizations, workplace diversity and inclusion have become essential elements for enhancing corporate entrepreneurship. Corporate entrepreneurship means acting like an entrepreneur inside an established organization. The current economic challenges facing nation put new pressure on organizations to achieve purpose-driven progress. Given such dynamic environment, corporate entrepreneurship has been shown to play a significant role in organization's survival, development and growth (Zahra et al., 2009). This study seeks to address some of the existing gaps in the literature surrounding the impact of diversity and inclusion initiatives on corporate entrepreneurship. While previous research has provided valuable insights into the potential benefits of diversity and inclusion, much of this work has been focused on specific industries or regions. This study adds to the limited literature on the impact of diversity and inclusion on corporate entrepreneurship in the hospitality industry in Enugu state. The recognition of the inherent value of diverse perspectives, backgrounds, and experiences in driving innovation, proactiveness, and overall

organizational performance has led to a surge in initiatives aimed at promoting diversity and inclusion within the workplace. However, despite the widespread adoption of such initiatives, questions persist regarding their efficacy and impact on corporate entrepreneurship.

This study is poised to:

- Determine the relationship between diversity and inclusion culture and employee innovativeness in the hospitality industry in Enugu state.
- Examine the relationship between diversity and inclusion policy and employee proactiveness in the hospitality industry Enugu state.

Diversity and Inclusion

Diversity is a term that refers to a wide range of people who are part of society. It comprises all the factors that make individuals unique, such as race, gender, sex, age, religion, education, ethnicity, socioeconomic background, and neurodiversity. Woldeyesus (2025) referred to diversity as the presence of differences within a given setting, particularly in the workplace, where individuals from various backgrounds, race, gender, ethnicity, religion, age, education, and socioeconomic status, come together. Diversity encompasses individual differences in areas such as race, gender, ethnicity, religion, and cognitive perspectives (Olabiya, 2023). In workplaces, diversity spans beyond demographics to include cognitive diversity, influencing problem-solving and innovation. Diversity is categorized into surface-level (observable traits) and deep-level diversity (values and work styles). Foma (2014) affirmed that diversity can be visible or invisible. In organizations, embracing diversity enhances creativity and productivity, and ensures that everyone feel valued, irrespective of your race, colour, age, religion and ethnicity (Smith, 2024). It also encourages healthy competition and employee retention. However, it also poses communication gaps and resistance to change (Ahmed, 2025).

On the other hand, inclusion ensures that every individual receives equal opportunities and treatment based on their diverse qualities. It is the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success. Inclusion, according to Suzuki (2024) means creating an environment where everyone feels welcomed, respected, and valued, allowing diverse voices and perspectives to contribute fully. The culture of diversity brings variety and representation, while inclusion ensures that diversity translates into engagement, sense of belonging, and performance. Long, & Guo (2022) noted that while diversity addresses representation, inclusion ensures equal opportunities and a sense of belonging. They are organizational efforts and policies designed to create a more equitable and inclusive workplace by acknowledging and valuing diverse backgrounds, perspectives, and identities. These initiatives aim to ensure that all individuals, regardless of their race, gender, age, religion, disability, or sexual orientation, feel respected, valued, and integrated into the organizational culture (Shore, & Chung, 2022). Diversity and inclusion initiatives often include measures such as unbiased training, diverse hiring practices, mentorship programs, and the establishment of employee resource groups, all aimed at fostering a supportive and inclusive environment (Roberson, 2019). Implementing effective diversity and inclusion initiatives is essential for organizations seeking to thrive in today's diverse and highly competitive work environment. The culture, and policies of diversity and inclusion initiatives help organizations in complying with legal and regulatory requirements related to equal opportunity and anti-discrimination in workplaces. Ely & Thomas (2001) pointed that organizations that want to gain and maintain their competitiveness understand the enormous benefit that comes from embracing different perspectives, backgrounds, and experiences that vary from one person to another.

Diversity and Inclusivity Culture

Diversity and inclusivity culture of an organization refers to the shared values, norms, policies, and practices within an organization that ensure all employees regardless of their gender, ethnicity, age, disability, religion, sexual orientation, or socio-economic background feel respected, valued, and able to contribute

fully to organizational goals (Ugwu, 2019). An inclusion workplace culture is one where all employees feel empowered to contribute to their fullest potential, regardless of their diverse backgrounds. This culture is built on principles of fairness, respect, and open communication, ensuring that every individual's unique contributions are recognized and appreciated (Roberson, 2019). Research has shown that organizations with inclusion cultures despite the diverseness that exist within are more innovative, perform better, and are more attractive to top talent (Hunt, Layton, & Prince, 2015). In an inclusion culture, organizations actively work to remove barriers to participation and success, providing equal opportunities for growth and development. This environment fosters a sense of belonging and psychological safety, which can lead to higher levels of employee engagement (Nishii, 2013) that can bring about new and better ways of doing things in the organization.

Diversity and Inclusion Policies

Organizational diversity and inclusion policies are formal rules, guidelines, and practices designed to ensure fairness in the distribution of opportunities, resources, responsibilities, and outcomes within an organization (Shijo, 2024). These policies recognize differences in needs, circumstances, and barriers, and seek to provide appropriate support so all employees can perform and progress fairly. It is essential for fostering fairness and justice within an organization. They ensure that all employees have access to the same opportunities, resources, and support, regardless of their background or personal characteristics (Roberson, 2019). Diversity and inclusion policies involve systematically identifying and addressing disparities in areas such as hiring, promotions, pay, and access to professional development. Thus, implementing policies that promote equity can help organizations mitigate biases and barriers that may otherwise prevent individuals from being creative at workplace. Organizations with such policies not only foster a more inclusive and positive work environment but also experience enhanced performance, employee satisfaction, and retention (Bambang, 2024).

Corporate Entrepreneurship

Basically, entrepreneurship involves introducing something new; modifying an existing one; and finding better way of doing things. Schumpeter, (1934) argued that the entrepreneurial process involves new combinations, and in particular, doing new things or doing things in a new way. The process of finding new combinations, enables an individual entrepreneur to introduce new goods, new production methods, opening new markets, new supply sources, or to fund new organizations. Subsequently, this innovation capacity now extended from being an individual thing to also organization, hence corporate entrepreneurship.

Sharma & Chrisman (1999) treated entrepreneurship as an organizational creation, renewal or innovation that occurs within an existing organization or outside of it. Morris et al., (2008) noted that corporate entrepreneurship is a notion used to describe entrepreneurship occurring in a mid to large sized organizations. Nowadays, corporate entrepreneurship is perceived as an essential approach to boost the innovation and creativity within existing organizations for achieving higher opportunities in the market (Popowska, 2020).

Organization's need for corporate entrepreneurship may arise from:

- Required changes, innovations, and improvements in the marketplace to avoid stagnation and decline.
- Perceived weakness in the traditional methods of organizational management.
- The turnover of innovative-minded employees who are dissatisfied with bureaucratic organizations.

Corporate entrepreneurship may take the form of birthing new businesses within existing organizations, whether through internal innovation or venturing and/or the transformation of organizations through strategic renewal, that is, the creation of new wealth through the combination of resources. Narayanan et al. (2009) stated that CE focuses on the various steps and processes associated with creating new businesses and integrating them into the firm's overall business portfolio.

Components of Corporate Entrepreneurship

Innovativeness

Ojewumi & Fagbenro, (2019) viewed innovativeness as the process of creating new concepts and practices that can be applied throughout the organization, and it is related to changes in the business environment as well as the employee's willingness to adopt a new method that is completely different from the traditional method used in conducting business. Innovation occurs when a person engages in creative activities that can ultimately result in the creation or introduction of new product ways and increased access to the market (Abdelgadir & Sara, 2020). It entails proposing fresh ideas, testing them, and implementing them in the organization's operations before its competitors (Ogundipe, et al., 2020). Innovation is a fundamental component of the hospitality industry's processes, services, and products; it is a component of a business' existence. Lukes & Stephan, (2017) stated that innovation is a key driver underlying the competitive advantage of organizations. Iherobiem (2023) noted that without innovation, business cannot survive. To attract and retain stakeholders (creditors, clients, and shareholders) can be accomplished through innovation because stakeholders are more likely to be concerned about an organization's capacity for innovation in order to feel secure about the financial performance. Njoroge & Maina, (2021) stated that an organization that is performing well is considered to be more innovative.

Proactiveness

Corporate proactiveness is the capacity of an organization to look ahead, that is, to search out opportunities that will allow it generate product in anticipation of the need for such product in the future. It is the ability of an organization to interact with its business environment, see opportunities, and take advantage of those opportunities by satisfying customer. Iherobiem, et al., (2023) viewed it as the ability of a commercial organization to foresee the need for a product or service and introduces such using various operating technologies and administrative approaches, leading rather than following its competitors. The study further noted that a proactive organization uses past events to fully understand and explain the present and taking advantage of that in creating the possible future. In the hospitality industry, proactiveness enables hotel establishments predict the when a product or service will be in high or low demand and get prepared to meet changing need of customers. An establishment is proactive when it is able to recognize change and get ready to act on it before competitors. By so doing, it furthers penetrate the market, dominate it and increase profits.

Diversity, Inclusion and Corporate Entrepreneurship

Ekawahvu & Ruslaini (2024) stated that research has consistently shown that diverse teams are better equipped to tackle complex problems, generate innovative solutions, and adapt to changing market dynamics. Moreover, fostering an inclusive work environment has been linked to higher levels of employee engagement, retention, and overall organizational resilience (Grant & Gino, 2010). Together, diversity and inclusion initiatives collaborate to cultivate a culture where every employee can excel, resulting in heightened innovation and creativity. Roberson (2019) stated that a diverse workforce brings a variety of perspectives that can enhance problem-solving and creativity, leading to better decision-making and outcomes. Diversity and inclusion enhance innovation and creativity, creating a broader talent pool, improving decision-making, and providing better customer insights. Adams (2019) stated that teams with different backgrounds will offer diverse perspectives, skills, and experiences, which can be essential in overcoming challenges.

Diverse and inclusion practices increase employee engagement, reduce employee turnover, and increase revenue for the company. Ahmed (2025) pointed that workplace diversity is key to the growth and progress of any business. Nishii, (2013) stated that research has found that diversity promotes positive team outcomes and innovation. In addition, Ayele, et al., (2026) found that workforce diversity exerts a direct positive influence on proactive performance. Diverse workforce attracts competent workers from various backgrounds; facilitates better client communication for an organization; increases productivity; and improves business performance because different people's abilities and competencies are combined to

maximize the firm's performance. However, it faces challenges like unconscious bias; resistance to change; organizational politics such as favouritism; and communication barrier.

THEORETICAL FRAMEWORK

The study was anchored on Cognitive Diversity Hypothesis propounded by researchers Chet Miller, Richard A. Burke, and William H. Glick in 1998. The Cognitive Diversity Hypothesis assumes that differences in team members' knowledge, perspectives, and thinking styles improve group performance, creativity, and strategic decision-making. The theory refers to the differences in perspectives, thought processes, and problem-solving strategies that individuals bring to a group. It encompasses variations in how people think, interpret information, and approach challenges. Unlike traditional diversity categories, such as race or gender, cognitive diversity focuses on the mental frameworks and approaches that shape an individual's understanding and response to various situations.

The Cognitive Diversity Hypothesis states that bringing together individuals with different knowledge, perspectives, and mental models enhances creative problem-solving and innovation by preventing groupthink. Cognitive diversity acts as a core engine for discovering and executing breakthrough ideas; the pursuit of new ventures; and strategic renewal within established organizations. This type of diversity is crucial in fostering innovativeness and proactiveness, making it a vital aspect of diversity and inclusion initiatives.

METHODOLOGY

The focus of the study was to empirically examine the relationship between diversity and inclusion initiatives and corporate entrepreneurship in the hospitality industry in Enugu state. It therefore adopted descriptive survey research design. The population of this study comprises of full-time employees of all registered hospitality establishments (Hotels and Resorts, Fast Food Chains, Event Management and Catering Companies, Travel and Tourism Agencies) in Enugu State, Nigeria. Currently, the exact number of full-time employees they hire is unrecorded, consequently, the researchers employed Topman's (Cochran) formula for unknown population. The formula is given below as:

$$n = \frac{z^2 pq}{e^2}$$

Where: n= Sample Size; z= z-value for the desired level of confidence (usually 1.96 at 95% level of confidence); p= probability of positive response (0.5); q= probability of negative response (1 - p = 0.5); e= acceptable margin of error (0.05).

$$n = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2}$$

$$n = \frac{0.9604}{0.0025}$$

$$n = 384.16$$

The sample size for this study is 384

The study instrument was developed by the researchers in accordance with the research questions and presented to a Professor in the field of Business Management. The instrument was further presented to research lecturers, who after going through them certified them appropriate for the study. The Cronbach's alpha score for the dimension specific result is 0.776 which is considered satisfactory. The researchers distributed 96 copies of the questionnaire each in Hotels/Resorts; Fast Food Outlet; Catering/Event Management Facility; and Travel/Tourism Agencies. Data were classified and translated into frequency tables; each frequency table was analysed using percentage distribution. The Pearson's Product Moment Correlation Coefficient was used to analyze the data gathered for the study through IBM SPSS 30.0.0.

RESULT

Table 1: Questionnaire Distribution Analysis

Questionnaire	Number	Percentage
Questionnaire Administered	384	100
Questionnaire Returned	372	96.9
Questionnaire Not-Returned	12	3.1
Questionnaire Rejected	5	1.3
Questionnaire Used	360	93.6

Source: Field Survey Data, 2026

Table 1 showed that the total copies of the questionnaire administered were 384 showing 100%; 372 copies of the questionnaire representing 96.9% were returned. 12 copies representing 3.1% were not returned; 5 copies representing 1.3% of the questionnaire were rejected. The 360 copies of the questionnaire representing 93.6% that were correctly filled were used for analysis.

Table 2: Classification of Respondents Based on Gender

Gender	Number	Percentage
Male	141	39.2
Female	219	60.8
Total	360	100

Source: Field Survey Data, 2026

Table 2 above shows that 141(39.2%) of the respondents are male, while 219(60.8%) of the respondents are female.

Table 3: Classification of Respondents Based on Age

Age	Number	Percentage
18– 25	31	8.6

26 – 35				156				43.4	
36 – 45				98				27.2	
46 & Above				75				20.8	
Total					360				100

Source: Field Survey Data, 2026

In table 3 above, 8.6% of the respondents were between the ages of 18-25years, 43.4% of the respondents were between 26-35years, 27.2% were between the ages of 36-45years, while 20.8% were 46years and above.

Table 4: Classification of Respondents Based on Educational Qualification

Educational Qualification	Number			Percentage				
WAEC/SSCE			13				3.6	
OND/HND				199				52.3
B.Sc/BA				130				36.1
Masters & Above			18				5.0	
Total				360				100

Source: Field Survey Data, 2026

In table 4 above, the distribution shows that 3.6% of the respondents had WAEC/SSCE, 52.3% had OND/HND, 36.1% of the respondents had B.Sc/BA, while 5.0% had Masters and above.

Table 5: Classification of Respondents Based on Years of Working Experience

Length of Service	Number			Percentage			
6months – 1year		54				15.0	
2 – 5 years			93				25.8
6 – 10 years			112				31.1
11years and above		101				28.1	
Total			360				100

Source: Field Survey Data, 2026

From table 5 above, the distribution shows that 15.0% had spent between 6months-1year; 25.8% had spent 2-5years; 31.1% had spent 6-10years; while 28.1% had spent 11years and above.

Table 6: Classification of Respondents Based on Establishment

Length of Service		Number		Percentage		
Hotel/Resort		93		25.8		
Fast Food Outlet		95		26.4		
Catering/Event Mgt Facility	87			24.2		
Travel/Tourism Agencies	85			23.6		
Total			360			100

Source: Field Survey Data, 2026

From table 5 above, the distribution shows that 25.8% were employed in hotels/resorts; 26.4% worked in fast food outlet; 24.2% were working in a catering/event management facility; while 23.6% were employed in a travel/tourism agency.

Questionnaire Construct

Table 6: Diversity and inclusion culture in the hospitality industry encourages initiatives among the employees?

Response		Frequency		Percentage (%)		
Strongly Agree	213			59.2		
Agree		91			25.3	
Undecided		10			2.8	
Disagree		27			7.5	
Strongly Disagree	19			5.3		
Total			360			100

Source: Field Survey, 2026

Table 7: Diversity and inclusion policy in the hospitality industry admires forward-thinking among employees?

Response		Frequency		Percentage (%)		
Strongly Agree	184			51.1		
Agree		112			31.1	
Undecided		14			3.9	
Disagree		33			9.2	

Strongly Disagree		17				4.7				
Total				360				100		

Source: Field Survey, 2026

Table 8: Diversity and Inclusion culture in the hospitality industry appreciates employees when they suggest a creative way to fix an inefficiency?

Response	Frequency		Percentage (%)							
Strongly Agree			144			40.0				
Agree				100				27.8		
Undecided				26			7.2			
Disagree				52			14.4			
Strongly Disagree			38			10.6				
Total				360				100		

Source: Field Survey, 2026

Table 9: Diversity and inclusion policy in the hospitality industry values employees when they meet up with target?

Response		Frequency		Percentage (%)						
Strongly Agree		141				39.2				
Agree			111					30.8		
Undecided			16				4.4			
Disagree			57				15.8			
Strongly Disagree		35				9.7				
Total			360					100		

Source: Field Survey, 2026

Table 10: Diversity and Inclusion culture in the hospitality industry supports employees when they display friendly practice that guest appreciate?

Response		Frequency		Percentage (%)						
Strongly Agree		139				38.6				
Agree			122					33.8		
Undecided		18					5.0			

Disagree			47				13.1			
Strongly Disagree		34					9.4			
Total				360				100		

Source: Field Survey, 2026

Table 11: Diversity and Inclusion policy in the hospitality industry recognizes employees when they take steps that avert problems?

Response			Frequency			Percentage (%)				
Strongly Agree		173				40.1				
Agree				133				36.9		
Undecided			16					4.4		
Disagree			29					8.1		
Strongly Disagree		9				2.5				
Total				360				100		

Source: Field Survey, 2026

Testing of Research Hypotheses

Ho1: Diversity and inclusion culture has no significant positive relationship with employee innovativeness in the hospitality industry in Enugu State.

Table 12: Correlation between Diversity and Inclusion Culture and Innovativeness

Diversity and	Innovativeness		
Inclusion Culture			
Diversity and	Pearson	1	.712**
Inclusion Culture	Correlation		
	Sig. (2-tailed)		.000
	N	360	360
Innovativeness	Pearson	.712**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	360	360

Source: SPSS 30.0

**. Correlation is significant at the 0.01 level (2-tailed).

Interpretation of decision taken

The table 12 above shows that the P-Value of 0.000 is greater than the calculated P-value < 0.05 of significance ($r = 0.712$, $p < 0.01$, $n = 360$). The study therefore rejects the null hypothesis that diversity and inclusion culture has no significant positive relationship with employee innovativeness in the hospitality industry in Enugu State.

H₀₂: Diversity and inclusion policy has no significant positive relationship with employee proactiveness in the hospitality industry in Enugu State.

Table 13: Correlation between Diversity and Inclusion Policy and Proactiveness

Diversity and Inclusion Policy	Proactiveness		
Diversity and Inclusion Policy	Pearson Correlation	1	.732**
	Sig. (2-tailed)		.000
	N	360	360
Proactiveness	Pearson Correlation	.732**	1
	Sig. (2-tailed)	.000	
	N	360	360

Source: SPSS 30.0

**. Correlation is significant at the 0.01 level (2-tailed).

Interpretation of decision taken

The table 13 above shows that the P-Value of 0.000 is greater than the calculated P-value < 0.05 of significance ($r = 0.732$, $p < 0.01$, $n = 360$). The study therefore rejects the null hypothesis that diversity and inclusion policy has no significant positive relationship with employee proactiveness in the hospitality industry in Enugu State.

DISCUSSION

The table 12 above showed that diversity and inclusion culture has significant positive relationship with employee innovativeness in the hospitality industry in Enugu State. This is in agreement with Ekawahvu & Ruslaini (2024) which stated that diverse teams are better equipped to tackle complex problems and generate innovative solutions. The variation in knowledge, perspectives, and thinking styles that exist among diverse workforce gives room for improve group performance, creativity, and innovation. Thomas, Thanh & Julie (2025) noted that fostering an inclusive work environment can enhance a firm's innovative capacity. The study further stated that an inclusive workplace is not only beneficial for employee's satisfaction but also for serves as a strategic asset for enhancing innovation.

In affirmation also, Nishii, (2013) stated that research has found that diversity promotes positive team outcomes and innovation. Innovation is a key driver underlying the competitive advantage of organizations (Lukes & Stephan, 2017). Establishments in the hospitality industry in Enugu state will by this study realize that a workforce with varied backgrounds, experiences, and cognitive styles directly enhances a organization's ability to generate novel ideas, solve complex problems, build better products, and render better services. Similarly, table 13 above showed that diversity and inclusion policy has significant positive

relationship with employee proactiveness in the hospitality industry in Enugu State. This is in agreement with the study of Ayele, et al., (2026) which stated that workforce diversity exerts a direct positive influence on proactive performance. Roberson (2019) stated that a diverse workforce can enhance problem-solving and creativity, leading to better decision-making and outcomes as a result of thinking ahead.

Aligning with this, responses in table 7 showed that majority of the respondents strongly agreed that diversity and inclusion policy in the hospitality industry admires forward-thinking among employees. Satwika et al., (2025) confirmed the importance of creating a work environment that encourage employees to engage in actions that drive change, convey constructive ideas, create innovation, and prevent problems before they occur. Proactiveness entails that employees are aware and actively involved in the activities of the organization. Grant & Gino, (2010) noted that fostering an inclusive work environment has been linked to higher levels of employee engagement. Together, diversity and inclusion initiatives collaborate to cultivate a culture where every employee can excel, resulting in heightened innovation and creativity.

CONCLUSION

The study in line with the findings concluded that diversity and inclusion culture has significant positive relationship with employee innovativeness in the hospitality industry in Enugu State. Also, that diversity and inclusion policy has significant positive relationship with employee proactiveness in the hospitality industry in Enugu state. Premised on the foregoing, the study recommends that establishments in the hospitality industry should be democratic in the ideation process; establish clear team norms where contrarian and forward-thinking is rewarded; and failure in pursuit of a new idea should be treated as a data-gathering exercise rather than a punishable offence

REFERENCES

1. Abdelgadir, M. A. & Sara M. A. (2020). The effect of entrepreneurial orientation on firms' performance of the telecommunication sector in Sudan. *African Journal of Business Management*, 14(5), pp. 151-158.
2. Adams, M. (2019). The power of diverse teams. *Journal of Organizational Behavior* 45(3), 234–250.
3. Ahmed, H. A. (2025). The Effect of Workplace Diversity on Innovation. *European Journal of Human Resource Management Studies*. Volume 9 | Issue 1 | 2025 Doi: 10.46827/Ejhrms.V9i1.1997. Issn: 2601 - 1972 Issn-L: 2601 - 1972
4. Ayele, B., Wu, W., Chen, C., Su, Z., & Zhang, M. (2026). How and when diversity management promote proactive customer service performance. *Curr Psychol* 45, 348 (2026). <https://doi.org/10.1007/s12144-025-08942-1>
5. Bambang, P. (2024). Diversity and inclusion initiatives: influence on organizational performance. (2024). *Management Studies and Business Journal (Productivity)*, 1(3), 461-471. <https://doi.org/10.62207/w5fsnn95>
6. Ely, R. J., & Thomas, D. A. (2001). Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes. *Administrative Science Quarterly*, 46(2), 229–273
7. Ekawahvu, K. & Ruslaini, R. (2024). The Impact of Diversity and Inclusion Initiatives on Organizational Performance. *SSRN Electronic Journal*. DOI:10.2139/ssrn.4745689
8. Grant, A. M., & Gino, F. (2010). A little thanks goes a long way: Explaining why gratitude expressions motivate prosocial behavior. *Journal of Personality and Social Psychology*, 98(6), 946–955.
9. Hunt, V., Layton, D., & Prince, S. (2015). Why diversity matters. McKinsey & Company Iherobiem, A.C. (2023). The Effect of Sustainable Supply Chain Management on Firm
10. Innovative Performance: A Study of Manufacturing Firms in Nigeria, *European Journal of Logistics, Purchasing and Supply Chain Management*, 11(3), pp. 1-14.
11. Iherobiem, A. C., Ariyibi, M. E., Shokoya, O. A. (2023). Entrepreneurial Orientation and Performance of Business Enterprises. *Izvestiya Journal of Economics, Management and Informatics*. University of Economics Varna, 67 (4), p. 298 – 311.
12. Long, T. and Guo, J. (2023). Moving beyond inclusion to belonging. *International Journal of Environmental Research and Public Health*, 20(20): 6907.

13. Lukes, M., & Stephan, U. (2017). Measuring employee innovation: A review of existing scales and the development of the innovative behavior and innovation support inventories across cultures. *International Journal of Entrepreneurial Behavior & Research*, 23(1), 136–158. <https://doi.org/10.1108/IJEBr-11-2015-0262>
14. Morris, M.H., Kuratko, D.F. & Covin, J.G. (2008). *Corporate Entrepreneurship and Innovation* (2nd ed.). Mason, Ohio: Thomson South-Western.
15. Narayanan, V., Yang, Y. & Zahra, S. (2009). Corporate venturing and value creation: A review and proposed framework. *Research Policy*, 38, 58–76.
16. Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, 56(6), 1754–1774. <http://dx.doi.org/10.5465/amj.2009.0823>
17. Ogundipe, C. F. Obalakin, I. O. Bankole, O. A. & Eguabor, R. O. (2020). Effects of Entrepreneurial Orientation and Organisational Learning on Performance of Small and Medium Scale Enterprises in Southwest Nigeria. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 25(1), pp. 14-25.
18. Ojewumi, K.A. & Fagbenro, D.A. (2019). Entrepreneurial intention among polytechnic students in self-efficacy and social networks. *International Journal of Entrepreneurial Knowledge*, 7(1), pp. 20-30.
19. Olabiyi, O. J. (2023). Diversity of human resources and development in the organization. *Human Resource Management—An Update*
20. Popowska, M. (2020). Corporate Entrepreneurship: A Literature Review and Future Research Perspectives. *International Journal of Contemporary Management*. Volume 19 (2020) Number 1, pp. 61–87. doi:10.4467/24498939IJCM.20.003 12668. www.ejournals.eu/ijcm <https://orgid.org/0000-0002-2235-7196>
21. Roberson, Q. M. (2019), Disentangling the meanings of diversity and inclusion in organizations, *Group and Organization Management*, Vol. 31 No. 2, pp. 212-236
22. Satwika, P., Suhariadi, F., & Samian, S. (2025). Psychological empowerment and proactive work behavior. *Manag Rev Q* (2025). <https://doi.org/10.1007/s11301025 00532-6>
23. Schumpeter, J. (1942). *Capitalism, socialism and democracy*. New York, NY: Harper & Row.
24. Sharma, P. & Chrisman, J.J. (1999). Toward a reconciliation of the definitional issues in the field of corporate entrepreneurship. *Entrepreneurship Theory and Practice*, 23(3), 11–27.
25. Shijo J. (2024). What are the challenges of implementing diversity and inclusion initiatives for staff retention? <https://www.linkedin.com/pulse/what-challenges implementing- diversity-inclusion-staff-shijo-james-uaxnc/>
26. Shore, L. M. & Chung, B. G. (2022). Inclusive leadership: How leaders sustain or discourage work group inclusion. *Group and Organization Management*, 47(4) 723-754.
27. Smith, D.G. (2024). *Diversity's promise for higher education: Making it work*. JHU Press.
28. Suzuki, K. (2024). The development and current state of diversity: An analysis of gender, age, and ethnic diversity in Japanese companies and their interrelationships. Waseda University.
29. Thomas, C., Thanh, D., & Julie, N. (2025). Diversity and inclusion in the workplace and corporate innovation. *Finance Research Letters* Vol. 76, April 2025. <https://doi.org/10.1016/j.fri.2025.106938>
30. Ugwu, C. (2019). Diversity management in the Nigerian oil and gas industry: Issues, challenges, and opportunities. *International Journal of Management*, 10(3), 1-12. <https://doi.org/10.14738/abr/93.9832>
31. Woldeyesus, A. S. (2025). Exploring the management of workplace diversity, inclusion, and equality—A glance of workplace diversity management. *Current Trends in Engineering Science*, 4: 1070. Doi: 10.54026/CTES/1070
32. Wolfgruber, D., Stürmer, L., and Einwiller, S. (2022). Talking inclusion into being: Communication as a facilitator and obstructor of an inclusive work environment. *Personnel Review*, 51(7): 1841-1860. DOI: 10.1108/PR-01-2021-0013
33. Zerihun, G., Kajsa, H., & Massimo, B. (2025). Contextualizing corporate entrepreneurship: a systematic review & future research agenda. *Entrepreneurship & regional development* 2025, Vol. 37, No. 1-2, 1-37 <https://doi.org/10.1080/08985626.2024.2341886>