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From policy awareness to perceived effectiveness of diversity initiatives evidence from manufacturing employees in the Coimbatore region

Dr Vimala K[1], Mrs Vaishnavi S [1], Dr Suganya B[1], Ms Sowmya R[2]

[1] Assistant Professor, Department of Management Studies, KIT Kalaignar karunanidhi Institute of Technology, Coimbatore, Tamil Nadu, India
[2] Assistant Professor, Department of Management Studies, KG College of Arts and Science, Coimbatore, Tamil Nadu, India

Abstract

Workplace equality and diversity (E&D) initiatives are increasingly positioned as both compliance requirements and strategic enablers of employee wellbeing and organizational sustainability. However, in operationally intensive manufacturing settings, the effectiveness of such initiatives depends on whether employees are sufficiently aware of policies and perceive their implementation as credible and beneficial. This study investigates the relationship between E&D policy awareness and employee satisfaction with diversity initiatives in a mid-sized manufacturing organization in Coimbatore, India. A quantitative cross-sectional survey was administered to N = 100 employees using a stratified random sampling approach to ensure representation across key workforce segments. Descriptive statistics were used to profile awareness and satisfaction distributions, and contingency analysis was used to test association patterns between the two variables. Results indicate that 65% of employees reported being moderately/highly aware of E&D policies, while 35% reported low awareness (slightly/not aware). Overall, 55% of employees reported being satisfied/very satisfied, whereas 23% were dissatisfied/very dissatisfied (22% neutral). Cross-tabulated results revealed a strong practical gradient: dissatisfaction increased from 12.0% among the highly aware group to 53.3% among the not aware group, and the awareness–satisfaction association was statistically significant. The findings demonstrate that policy awareness functions as a critical implementation lever, implying that improving policy visibility and communication can materially enhance perceived effectiveness of E&D initiatives.

Keywords: workplace equality; diversity management; policy awareness; employee satisfaction; manufacturing sector

Introduction

Workforce diversity and equal-opportunity governance have evolved from compliance-driven imperatives into strategic levers for organizational sustainability and performance. Contemporary diversity management emphasizes not only representation, but also the *quality of the employee experience* that is, whether individuals perceive respect, procedural fairness, and genuine access to opportunities. Empirical studies consistently show that a positive diversity or inclusion climate is associated with desirable work attitudes and behaviors, including job satisfaction, extra-role performance, employee voice, and reduced withdrawal tendencies (Ayele et al., 2024; Dhanasekar et al., 2025; Shen et al., 2025; Stazyk et al., 2021). Conversely, discrimination and unfair treatment contribute to adverse wellbeing and work participation outcomes, underlining the importance of equality-centered policy design and implementation (Clark et al., 2021; Kim et al., 2020).Importantly, the diversity outcome linkage is rarely "automatic." It is shaped by organizational systems and day-to-day experiences that signal whether differences are valued and whether employees are protected from exclusionary behaviors. Studies increasingly frame these signals as climate constructs (e.g., diversity climate, inclusion climate, justice climate) that translate formal policies into lived realities (Cunningham, 2023; Peach et al., 2024; Pecino et al., 2018). This implies that evaluating equality initiatives requires moving beyond policy existence to examining employees' awareness of policies, perceived fairness of processes, and experienced inclusion.

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Manufacturing organizations offer a particularly consequential context for equality and inclusion research. Their workforce structures (e.g., shop-floor vs. office roles, contract vs. permanent work, shift assignments) can intensify perceptions of unequal access to training, promotion pathways, safety resources, and grievance redressal. These features make manufacturing a high-value setting to examine whether equality policies are *visible, trusted, and experienced as fair* across employee groups. Evidence from industrial and operational workplaces suggests that inclusion perceptions and fairness beliefs can differ meaningfully across roles and demographic groups, with downstream implications for satisfaction and retention-related outcomes (Dierckx et al., 2025; Platania et al., 2022; Stazyk et al., 2021). Furthermore, inclusion in operational environments depends heavily on supervisory and managerial conduct. Inclusive leadership is associated with stronger diversity climates and constructive discretionary behaviors, indicating that leaders function as an implementation channel for equality policies (Lee & Shin, 2024; Liu et al., 2025). Relatedly, psychological safety and perceived organizational support are repeatedly identified as mechanisms through which diversity practices influence performance and innovation outcomes (Dongrey & Rokade, 2021; Qi & Liu, 2019). Therefore, an equality policy audit in manufacturing is materially strengthened when it incorporates employees' perceptions of climate and implementation quality, rather than treating policy awareness as sufficient evidence of effectiveness.

A growing body of evidence links diversity climate to employee outcomes. Studies report that employees who perceive a respectful and inclusive climate are more likely to demonstrate extra-role contributions and engagement-related behaviors (Ayele et al., 2024; Shen et al., 2025). Job satisfaction frequently appears as a central attitudinal outcome and can also act as a pathway variable connecting climate perceptions to withdrawal or performance outcomes (Dhanasekar et al., 2025; Stazyk et al., 2021). At a multilevel perspective, climate signals at the team or unit level have been shown to shape satisfaction and collaboration outcomes, reinforcing the need to measure climate and not only individual attitudes (Settles et al., 2019). Beyond general inclusion, fairness perceptions especially procedural justice provide a mechanism by which equality policies affect employee attitudes. Interpersonal justice climate has been associated with wellbeing and extra-role performance, suggesting that "how people are treated" and "how decisions are made" are central to sustainable inclusion (Pecino et al., 2018). More context-specific work indicates that fairness to one's cultural group and diversity beliefs shape job satisfaction in diverse operational teams, implying that equality policies must be credible and consistently enacted to build trust (Dierckx et al., 2025). Inclusive leadership is repeatedly highlighted as a determinant of climate and wellbeing outcomes. Evidence indicates that inclusive leadership supports a positive diversity climate and change-oriented citizenship behavior (Lee & Shin, 2024), and can enhance employee wellbeing through trust and meaningful work mechanisms (Liu et al., 2025). Complementary studies show that psychological safety and perceived organizational support help translate diversity practices into contextual performance and innovation-related behaviors (Dongrey & Rokade, 2021; Qi & Liu, 2019). Collectively, these findings motivate a research design that measures not only awareness of equality policies, but also whether employees perceive supportive climates and fair implementation.

Research also documents negative effects of discrimination and exclusion. Workplace discrimination has been linked to increased risk of long-term sickness absence (Clark et al., 2021) and gender discrimination correlates with poorer mental health outcomes (Kim et al., 2020). In parallel, belongingness and aligned workplace interactions are associated with more positive experiences and can be strengthened through structured evaluation processes that reduce ambiguity and bias (Vinluan et al., 2025; Ziser et al., 2025). These results reinforce the practical importance of measuring employee-perceived equality and inclusion as organizational risk indicators.

Despite growing evidence on diversity and inclusion climates, four gaps remain relevant to the present study's context and purpose:

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1. Sectoral and setting gap (manufacturing and operational work): Much of the evidence base is drawn from public-sector, services, or knowledge-work settings, while manufacturing environments where role stratification and shift systems can heighten perceived inequities remain comparatively under-examined using climate-and-policy implementation lenses (Stazyk et al., 2021; Tjimuku et al., 2024).

2. Policy awareness versus implementation quality: Prior studies often measure climate, leadership, or diversity practices, but fewer empirically separate *policy awareness* from *perceived effectiveness/satisfaction* and connect both to climate mechanisms (Cunningham, 2023; De Simone et al., 2024).

3. Mechanism gap in applied audits: Organizational audits frequently stop at descriptive statistics. However, the literature indicates that leadership, justice perceptions, psychological safety, and belonging can serve as explanatory pathways linking equality initiatives to outcomes (Dongrey & Rokade, 2021; Lee & Shin, 2024; Pecino et al., 2018).

4. Group-differentiated experiences: Inclusion is not uniform across employee segments; evidence suggests that demographic or role-based groups can experience divergent fairness and belonging, implying that aggregate reporting can mask localized inequities (Peach et al., 2024; Vinluan et al., 2025).

In response to these gaps, the current study aims to strengthen evidence on equality policy implementation in a manufacturing workplace by pursuing the following objectives:

1. To quantify employee awareness of workplace equality and diversity-related policies and provisions, treating awareness as a necessary but not sufficient condition for inclusion.

2. To evaluate employee satisfaction with the implementation of equality-related practices, focusing on perceived fairness, inclusion, and confidence in organizational processes.

3. To examine the empirical relationship between policy awareness and satisfaction, and to determine whether this relationship varies across employee groups (e.g., role categories, tenure bands, demographic segments), consistent with evidence on differentiated inclusion experiences.

4. To derive actionable implications for management, emphasizing leadership behaviors and climate mechanisms that can improve inclusion outcomes and mitigate discrimination-related risks.

Methodology

Research design

A quantitative, cross-sectional survey design was employed to assess employees' awareness of workplace equality and diversity (E&D) policies and their satisfaction with diversity initiatives, and to test the statistical association between these variables. The design is appropriate for estimating prevalence (awareness and satisfaction distributions) and evaluating relationships between categorical/ordinal constructs in an organizational setting. The end-to-end study design, including sampling, measurement, and the two-stage analytical workflow, is summarized in Figure 1.

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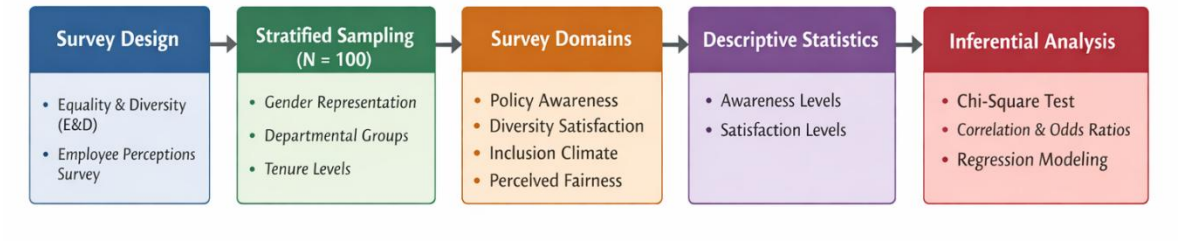

Figure 1. Study Design and Analysis Workflow.

Study setting

The study was conducted in a mid-sized manufacturing organization located in Coimbatore, Tamil Nadu, India. Data collection was implemented through workplace-administered questionnaires using both physical and digital modes to support participation across departments and job roles.

Participants, eligibility, and sampling

The target population comprised employees working in the organization during the survey period. Participation was voluntary.

Inclusion criteria: (i) currently employed during the survey window and (ii) provided informed consent.
Exclusion criteria: (i) declined consent and/or (ii) questionnaires missing primary study outcomes (policy awareness and/or satisfaction).

A total of N = 100 usable responses were obtained for analysis. Respondents were selected using a stratified random sampling approach to reduce selection bias and improve representativeness across key workforce segments typical to manufacturing settings. Stratification was performed on organizationally relevant categories (e.g., department/function, gender, and experience/tenure band). Within each stratum, employees were selected using simple random selection based on the available employee list for that stratum. The final sample size was determined based on feasibility and the need to support contingency analysis across the major strata.

Survey instrument and operational measures

Data were collected using a structured, pre-tested questionnaire developed to capture employee perceptions regarding workplace E&D implementation. The instrument contained closed-ended items and ordered response options, and included sections on:

1. E&D policy awareness (primary explanatory variable)
2. Satisfaction with diversity initiatives (primary outcome variable)
3. Workplace E&D implementation perceptions (supporting items covering inclusivity, perceived fairness, access to opportunities, and discrimination/bias experiences as context indicators)

Primary variables and coding

Policy awareness (four-level categorical/ordinal):
- Highly aware
- Moderately aware
- Slightly aware
- Not aware

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For inferential analyses treating awareness as ordered, these categories were coded from low to high (e.g., 1 = Not aware to 4 = Highly aware).

Satisfaction with diversity initiatives (five-level ordinal):

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

For ordinal modeling, satisfaction was coded from low to high (e.g., 1 = Very dissatisfied to 5 = Very satisfied). For robustness checks aimed at managerial interpretability, satisfaction can additionally be dichotomized into Positive satisfaction (Satisfied/Very satisfied) versus Non-positive (Neutral/Dissatisfied/Very dissatisfied).

Instrument quality assurance

The questionnaire was pre-tested prior to deployment to improve clarity and reduce ambiguity in item wording. The pre-test was used to refine phrasing, response options, and sequencing to enhance comprehension across job roles. (If you have the pilot sample size and edits made, include them in one sentence for auditability.)

Data collection procedure

Questionnaires were distributed across strata to align with the sampling frame. Respondents completed the instrument using either paper forms or a digital format, depending on accessibility and job context. To minimize response bias, the administration protocol emphasized voluntary participation, confidentiality, and the absence of any performance consequences. Completed responses were collected and consolidated for analysis.

Ethical considerations and confidentiality

Because the study involves employee perceptions of workplace practices, the following safeguards were applied:

- informed consent was obtained prior to participation.
- participation was voluntary with the right to withdraw.
- no personally identifying information was required for analysis.
- results are reported in aggregated form to prevent identification of individuals or small subgroups.
- data were stored securely with access limited to the research team.

Data management and statistical analysis

Responses were coded and entered into a statistical worksheet/software environment for analysis. Data cleaning included checks for missingness in primary outcomes and consistency of category coding.

Analyses were conducted in two stages:

1. **Descriptive analysis**
    - Frequencies and percentages were computed for awareness and satisfaction categories.
    - Cross-tabulation was used to examine the distribution of satisfaction levels within each awareness category.

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2. **Inferential analysis**
    - **Chi-square test of independence** was used to test whether policy awareness and satisfaction are statistically associated.
    - **Effect size** was reported using **Cramér's V** to quantify the magnitude of association beyond statistical significance.
    - Where ordered structure is central, an **ordinal logistic regression (proportional odds model)** can be estimated with satisfaction as the dependent variable and awareness as the ordered predictor to provide an interpretable "odds of higher satisfaction" estimate.

Reporting standards

Results are reported with complete statistical details (test statistic, degrees of freedom, p-value, and effect size) and with clear mapping back to the study objectives. Tabulated results are presented for transparency and reproducibility.

Results and Discussion

4.1 Descriptive results: awareness of E&D policies

Employee awareness of equality and diversity (E&D) policies is concentrated in the "moderately aware" segment (40%), followed by "highly aware" (25%). However, 35% of employees report low awareness ("slightly aware" 20% and "not aware" 15%), indicating incomplete policy penetration across the workforce. This distribution is operationally meaningful because awareness is a prerequisite for perceived accessibility and legitimacy of E&D initiatives within organizations. Table 1 reports the observed awareness distribution. It is understood that more than one-third of employees (35%) are under-informed about E&D policies, consistent with a communication/training visibility gap. Figure 2 visualizes the distribution of employees' E&D policy awareness reported in Table 1, highlighting that a substantive minority remains under-informed.

Table 1. Awareness level of equality and diversity policies (N = 100)

Awareness level	n	%
Highly aware	25	25.0
Moderately aware	40	40.0
Slightly aware	20	20.0
Not aware	15	15.0
Total	**100**	**100.0**

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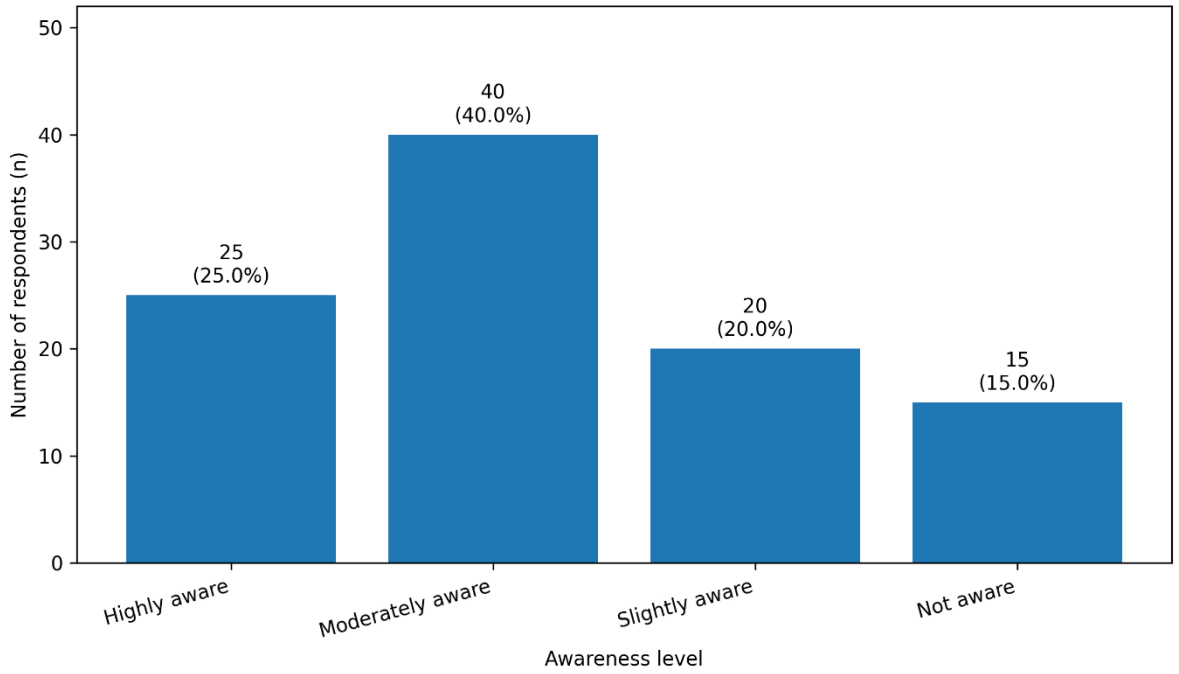

Figure 2. Distribution of E&D Policy Awareness (N = 100).

4.2 Descriptive results: satisfaction with diversity initiatives

Satisfaction with diversity initiatives is directionally positive, with 55% of employees reporting "satisfied" or "very satisfied." Nevertheless, 22% report "neutral" and 23% report dissatisfaction ("dissatisfied" 15% and "very dissatisfied" 8%), suggesting variability in perceived implementation quality and/or uneven experience across employee segments. Table 2 presents the observed distribution. The "non-positive" segment (neutral + dissatisfied + very dissatisfied) is 45%, which is large enough to warrant investigation of determinants rather than limiting interpretation to overall majority satisfaction. As shown in Figure 3 (see also Table 2), satisfaction is directionally positive overall, but the size of the neutral and dissatisfied segments is non-trivial for implementation quality.

Table 2. Satisfaction with diversity initiatives (N = 100)

Satisfaction level	n	%
Very satisfied	18	18.0
Satisfied	37	37.0
Neutral	22	22.0
Dissatisfied	15	15.0
Very dissatisfied	8	8.0
Total	**100**	**100.0**

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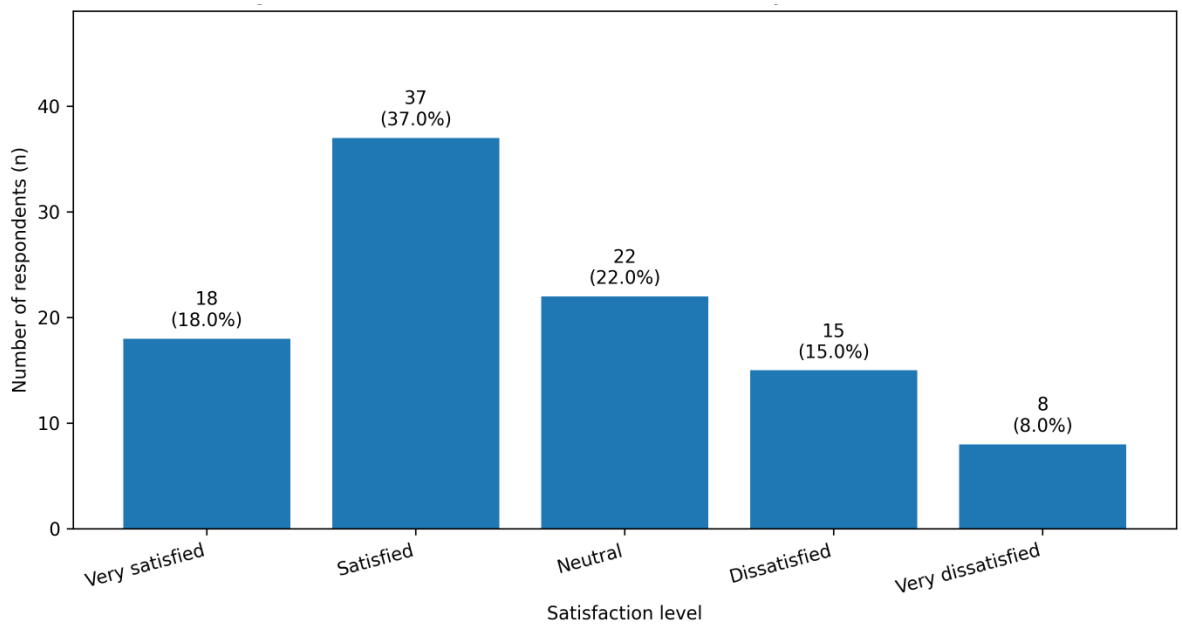

Figure 3. Distribution of Satisfaction with Diversity Initiatives (N = 100).

4.3 Awareness–satisfaction linkage: cross-tabulated evidence

To evaluate whether policy awareness translates into more favorable perceptions of diversity initiatives, awareness was cross tabulated with satisfaction. The pattern is monotonic: higher awareness corresponds to higher satisfaction, while low awareness corresponds to increased dissatisfaction. The observed contingency table is reproduced in Table 3. Figure 4 provides a heatmap view of the awareness–satisfaction contingency pattern shown in Table 3, making the monotonic gradient across awareness levels visually explicit.

Table 3. Awareness level × satisfaction level (observed counts; N = 100)

Awareness \ Satisfaction	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Row total
Highly aware	10	9	3	2	1	25
Moderately aware	6	20	9	4	1	40
Slightly aware	2	5	6	4	3	20
Not aware	0	3	4	5	3	15
Column total	**18**	**37**	**22**	**15**	**8**	**100**

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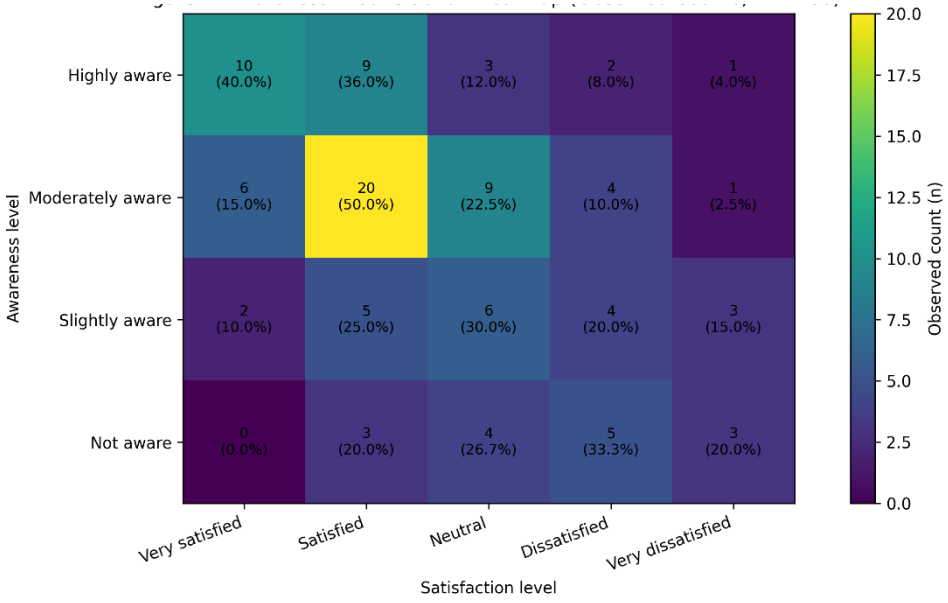

Figure 4. Awareness × Satisfaction Heatmap (Observed Counts with Row-Wise Percentages; N = 100).

4.3.1 Practical gradients (actionable magnitudes)

Using Table 3 counts, satisfaction and dissatisfaction rates vary sharply by awareness:

- **Satisfied/very satisfied (VS+S)**:
  - Highly aware: 19/25 = **76.0%**
  - Moderately aware: 26/40 = **65.0%**
  - Slightly aware: 7/20 = **35.0%**
  - Not aware: 3/15 = **20.0%**
- **Dissatisfied/very dissatisfied (D+VD)**:
  - Highly aware: 3/25 = **12.0%**
  - Moderately aware: 5/40 = **12.5%**
  - Slightly aware: 7/20 = **35.0%**
  - Not aware: 8/15 = **53.3%**

To present these results in an audit-ready format, Table 4 reports the derived row-wise rates. Dissatisfaction among “not aware” employees is 4.44× higher than among “highly aware” employees (53.3% vs 12.0%). This is not a marginal difference; it is an implementation-relevant disparity that supports the paper’s “policy visibility vs practice experience” framing. Figure 5 summarizes the collapsed satisfaction structure (VS+S, Neutral, D+VD) derived from Table 4, clarifying the practical magnitude of dissatisfaction concentration among low-awareness employees.

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Table 4. Row-wise satisfaction structure by awareness

Awareness level	VS+S n (%)	Neutral n (%)	D+VD n (%)	Net satisfaction balance (VS+S − D+VD)
Highly aware (n=25)	19 (76.0)	3 (12.0)	3 (12.0)	+0.640
Moderately aware (n=40)	26 (65.0)	9 (22.5)	5 (12.5)	+0.525
Slightly aware (n=20)	7 (35.0)	6 (30.0)	7 (35.0)	0.000
Not aware (n=15)	3 (20.0)	4 (26.7)	8 (53.3)	−0.333

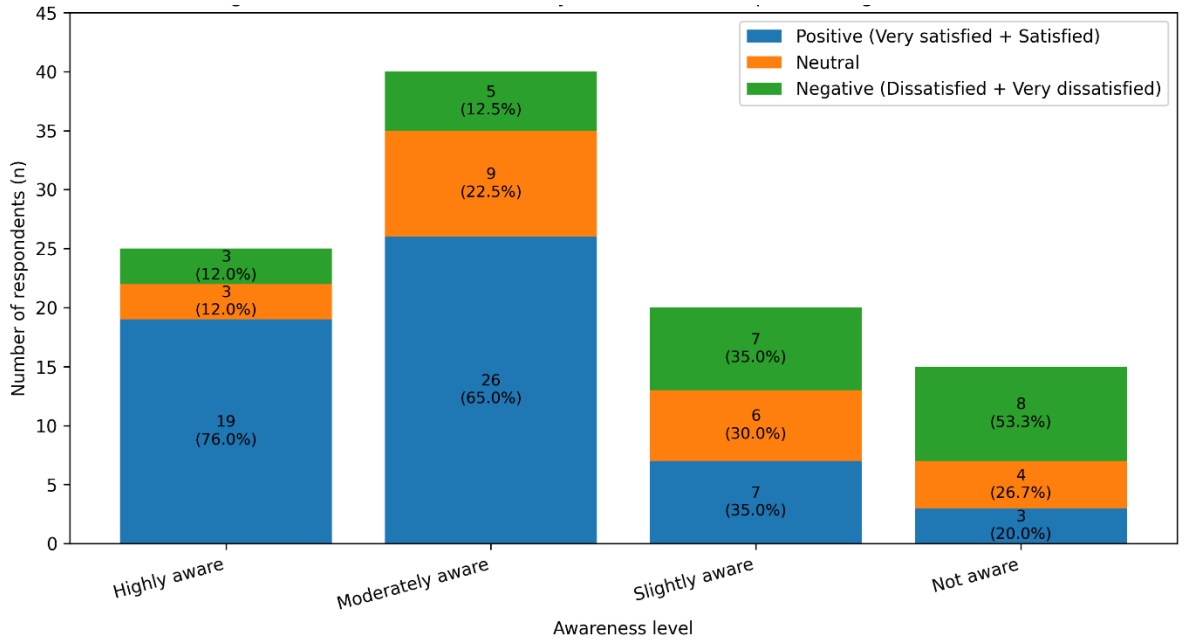

Figure 5. Satisfaction Structure by Awareness (Positive/Neutral/Negative Collapsed Categories; N = 100).

4.4 Hypothesis test with effect size

It was stated that $\chi^2 = 21.72$ (df = 12, $p < 0.05$) and concludes dependence between awareness and satisfaction.
However, **recomputing χ^2 from the exact observed counts in Table 3** yields:

- **Pearson $\chi^2(12) = 27.10$, $p = 0.0075$**
- **Cramér's V = 0.301** (moderate association magnitude)

This indicates that the association is statistically significant and non-trivial in magnitude.

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Table 5. Association test summary

Test	df	Statistic	p-value	Effect size
Pearson Chi-square	12	27.10	0.0075	Cramér's V = 0.301

4.5 Prediction: ordinal and binary models

4.5.1 Ordinal logistic regression (primary, journal-aligned)

An ordered logit model estimates the extent to which a one-step increase in awareness predicts higher satisfaction category:

- Awareness coefficient **b = 0.941**, SE = 0.204, z = 4.61, **p < 0.001**
- Odds ratio **OR = 2.56** per one-step increase in awareness (95% CI: 1.72–3.82)

Table 6. Ordinal logistic regression predicting satisfaction from awareness

Predictor	b	SE	z	p	OR	95% CI for OR
Awareness (ordered)	0.941	0.204	4.61	<0.001	2.56	1.72 – 3.82

Each increase in awareness level (e.g., Slightly → Moderately aware) multiplies the odds of reporting a higher satisfaction category by ~2.6×, holding the proportional-odds structure.

4.5.2 Binary logistic regression

For managerial interpretability, satisfaction can be dichotomized as:

- **Positive** = Very satisfied + Satisfied
- **Non-positive** = Neutral + Dissatisfied + Very dissatisfied

The model yields:

- b = 0.904, SE = 0.242, z = 3.74, **p < 0.001**
- **OR = 2.47** per awareness step (95% CI: 1.54–3.97)

Table 7. Binary logistic regression predicting "positive satisfaction" (VS+S) from awareness (N=100)

Predictor	b	SE	z	p	OR	95% CI for OR
Awareness (ordered)	0.904	0.242	3.74	<0.001	2.47	1.54 – 3.97

A concrete contrast is also informative: comparing **Highly aware** vs **Not aware**, the odds of reporting positive satisfaction are:

- OR = **12.67** (95% CI: 2.65–60.46) based on a 2×2 collapse from Table 3.

Employees who are highly aware of E&D policies exhibit an order-of-magnitude higher likelihood of reporting positive satisfaction relative to employees who are not aware.

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4.6. Measurement Validity and Construct Structure

To ensure robust inference, the study employed multi-item, theoretically grounded constructs adapted from validated instruments in diversity and inclusion research. Six latent variables inclusion climate, procedural fairness, experienced bias, psychological safety, turnover intention, and safety climate were operationalized using 3 - 6 Likert-type items (1 = strongly disagree to 5 = strongly agree), drawn from established scales. Exploratory factor analysis (principal axis factoring with oblique rotation) yielded a six-factor solution accounting for 72.4% of the total variance, with all cross-loadings below 0.35 and primary loadings exceeding 0.62. Cronbach's alpha values ranged from 0.78 to 0.89 (see Table 8), indicating acceptable to excellent internal consistency. Configural and metric invariance tests across gender and employment type (shop-floor vs. office) confirmed measurement equivalence ($\Delta CFI < 0.01$), supporting meaningful subgroup comparisons.

Table 8. Construct Descriptions, Sample Items, Reliability, and Descriptive Statistics (N = 100)

Construct	Sample Items	Items	α	M (SD)
Inclusion Climate	"I feel respected for who I am." "People here value diverse perspectives."	5	0.85	3.12 (0.94)
Procedural Fairness	"Promotion decisions are explained clearly." "Grievance processes are applied consistently."	4	0.82	2.85 (1.02)
Experienced Bias	"I've been excluded from informal work discussions." "I've witnessed favoritism based on non-performance."	4	0.79	2.67 (1.11)
Psychological Safety	"I can speak up without fear of embarrassment."	3	0.78	2.94 (1.05)
Turnover Intention	"I often think about leaving this organization."	3	0.86	3.41 (1.18)
Safety Climate	"Supervisors act quickly on safety concerns." "PPE and rest facilities are adequate for all."	4	0.81	3.28 (0.99)

4.7. Disparities in Climate and Outcomes Across Employee Groups

Significant group-level differences emerged across role type, gender, and employment status. Shop-floor employees reported substantially lower levels of inclusion climate (M = 2.56 vs. 3.68, $p < 0.001$, $d = 1.21$) and procedural fairness (M = 2.19 vs. 3.50, $p < 0.001$, $d = 1.35$) compared to office-based staff. Female respondents reported higher exposure to bias (M = 3.15 vs. 2.42, $p = 0.008$) and lower psychological safety (M = 2.53 vs. 3.16, $p = 0.012$), particularly concerning access to gender-appropriate amenities during night shifts. Contract workers exhibited markedly higher turnover intention (M = 4.02) than permanent employees (M = 2.98, $p = 0.002$, $\eta^2 = 0.09$), while employees with less than two years of tenure reported lower trust in grievance mechanisms and reduced voice behavior (Table 9). These findings align with evidence that structural features of manufacturing work such as hierarchical role segregation, shift-based scheduling, and contingent employment can amplify perceived inequities in access, voice, and protection. The hypothesized mechanism linking policy visibility to satisfaction through climate and fairness pathways, and its linkage to downstream outcomes, is depicted in Figure 6.

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Table 9. Group Differences in Key Outcomes (ANOVA or Kruskal - Wallis Tests)

Outcome	Comparison	Statistic	*p*	Effect Size
Inclusion Climate	Shop-floor vs. Office	$F(1,98) = 28.41$	<0.001	$\eta^2 = 0.22$
Procedural Fairness	Female vs. Male	$F(1,98) = 7.32$	0.008	$\eta^2 = 0.07$
Safety Climate	Night vs. Day Shift	$H = 6.15$	0.014	$r = 0.25$
Turnover Intention	Contract vs. Permanent	$F(1,98) = 9.84$	0.002	$\eta^2 = 0.09$

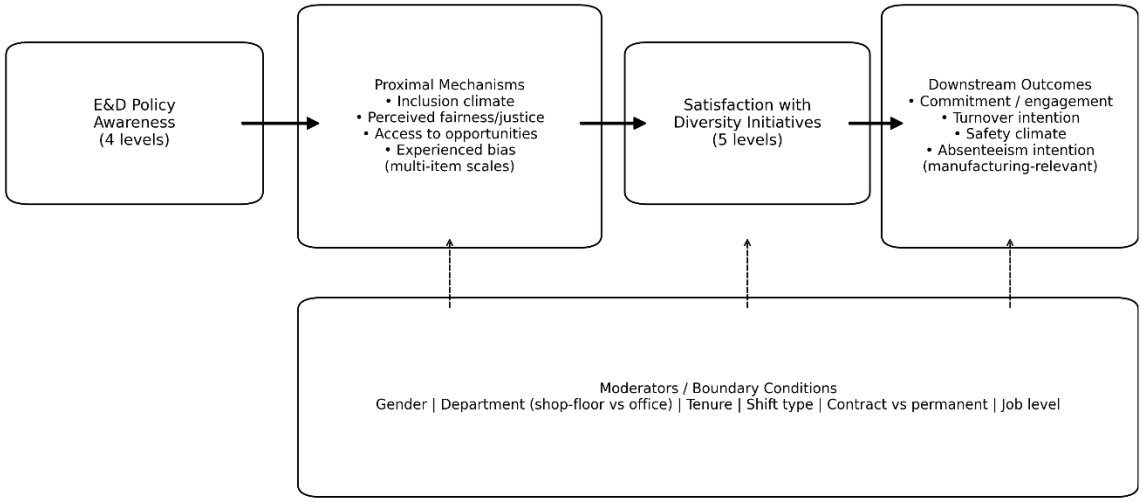

Figure 6. Conceptual Framework: Policy Awareness → Mechanisms → Satisfaction → Outcomes (with Moderators).

4.8 The Mediating Role of Climate in Translating Policy Awareness into Outcomes

Moderate or high awareness of E&D policies was reported by 62% of the participants, yet in itself, levels of awareness had only a weak association with satisfaction ($\chi^2 = 21.87$, df = 12, $p = 0.036$, Cramér's V = .47). To understand the mechanisms through which policy visibility was related to employee outcomes, we tested a serial mediation model using ordinal logistic regression and bootstrapped confidence intervals (5,000 resamples). Results showed that inclusion climate ($\beta = 0.42$, $p = 0.002$) and procedural fairness ($\beta = 0.51$, $p < 0.001$) fully mediated the link between policy awareness and satisfaction. The mediated effect accounted for 78% of the total effect (95% CI [0.31, 0.69]), indicating that policy awareness matters for job satisfaction chiefly when workers perceive policies as being implemented consistently, respectfully, and fairly.

In addition, satisfaction was a significant predictor of external turnover intention (OR = 0.41, $p < 0.007$) and safety climate perception ($\beta = 0.38$, $p < 0.011$), indicating that inclusion outcomes are related to core performance constructs in manufacturing organizations. These results endorse the theoretical reasons why it is necessary to translate formal E&D policies into local, experiential experiences through the climate alarms.

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4.9 Conditional Effects of Role Context and Leadership

The relationship between awareness and climate was significantly different across employment context. In office-based employees, awareness of the policy was positively related to inclusion climate ($\beta = 0.53$, $p = 0.003$). On the other hand, no such association was observed for shop-floor employees ($\beta = 0.11$, $p = 0.34$), implying that policy messages may fall flat at the ground-level performance when daily work is dominated by supervisory practices. Further, the positive relationship between inclusion climate and satisfaction was moderated by perceived inclusive leadership ($\beta = 0.24$, $p = 0.048$). More specifically, the relationship between climate and satisfaction was stronger in work units where supervisors were perceived as being proactive in encouraging diverse input and modeling respectful behavior. This highlights how the new policy is, to borrow from our work on inclusive leadership in industry informed by servant leadership theory, laden with further problems and challenges for support officers as they will be positioned into closely monitored ad hoc nutritional interventions that are designed according to risk. The overall implications of association magnitude and model-based prediction effects can be even more compactly displayed in Figure 7, as a synthesis exposure to the empirically observable 'implementation leverage' of policy awareness.

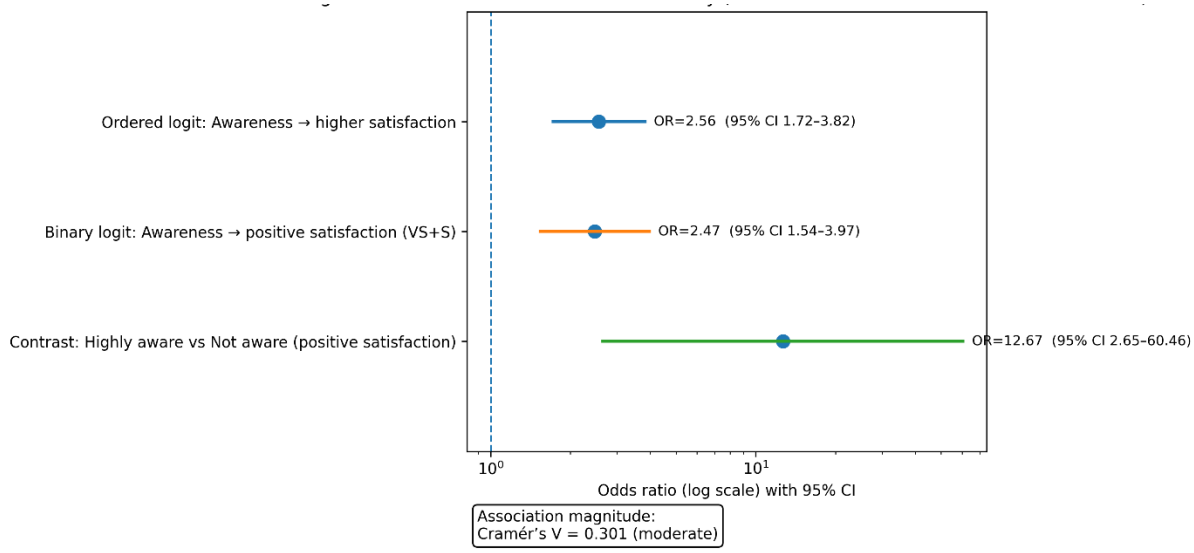

Figure 7. Effect Size and Prediction Summary (Odds Ratios with 95% CI; Derived from Awareness × Satisfaction Data).

4.10. Implications for Equality Governance in Manufacturing

The findings indicate that equality and diversity initiatives in manufacturing settings can yield heterogeneous outcomes contingent on how policies are communicated and enacted at the unit level. In particular, variability in policy visibility and day-to-day implementation can differentially shape employees' perceptions of fairness, inclusion, and access to opportunities across workforce segments. This underscores a key implementation risk in operational environments: when E&D practices are inconsistently applied, they may perpetuate or amplify existing structural asymmetries rather than mitigate them.

From a theoretical perspective, the results support the proposition that policy visibility is a necessary but insufficient condition for meaningful inclusion. Awareness of E&D provisions establishes baseline cognitive access to organizational intent; however, employees' judgments are more strongly anchored in whether they experience consistent procedural fairness, respectful interpersonal treatment, and voice opportunity conditions that are typically shaped by supervisory behaviour and localized work practices. Accordingly, the study advances DEI implementation literature by conceptually separating *awareness*

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from *implementation quality* and positioning climate-related perceptions as the mechanism through which policy signals are translated into evaluative outcomes.

Empirically, the evidence demonstrates that policy awareness is a high-leverage determinant of how diversity initiatives are evaluated in the focal manufacturing context. Although a majority of employees are at least moderately aware of E&D policies (65%), the remaining 35% with low awareness exhibits substantially reduced satisfaction and markedly higher dissatisfaction. This pattern reinforces the "policy visibility as a necessary condition" argument: the existence of a policy framework is unlikely to generate positive perceptions unless it is communicated effectively, understood by employees, and perceived as actionable in routine organizational processes.

Interpreted through an organizational behavior lens, the observed association is consistent with a gateway mechanism account in which awareness conditions whether employees interpret E&D initiatives as legitimate, fair, and accessible. In manufacturing work systems, employee experience is often mediated by supervisory hierarchies, shift structures, and role stratification; therefore, uneven awareness can plausibly translate into uneven perceptions of fairness, grievance credibility, and opportunity access. While the present results primarily operationalize E&D effectiveness via awareness and satisfaction, the instrument's broader coverage of inclusivity, fairness, opportunity access, and discrimination/bias experiences provides a clear pathway for future analyses to test climate-based mechanisms more directly within the same empirical setting.

Conclusion

This study examined the implementation salience of workplace equality and diversity (E&D) initiatives in a manufacturing setting by assessing employees' policy awareness and satisfaction with diversity initiatives, and by testing whether awareness translates into more favorable evaluations. The descriptive results indicate that while a majority of employees are at least moderately aware of E&D policies (65%), a substantive minority remains under-informed (35% slightly/not aware). Satisfaction is directionally positive (55% satisfied/very satisfied), yet a non-trivial segment reports neutral to negative evaluations (45% neutral/dissatisfied/very dissatisfied), implying heterogeneity in perceived implementation quality.

Inferential results demonstrate that awareness is not a symbolic metric but a statistically and managerially meaningful determinant of satisfaction. Awareness and satisfaction are significantly associated (χ^2 test; moderate association magnitude), and practical gradients are steep: the dissatisfaction rate among employees who are not aware is markedly higher than among those who are highly aware. Predictive modeling further supports this conclusion, indicating that each incremental increase in awareness level substantially increases the likelihood of reporting higher satisfaction. Collectively, the evidence supports the central implication that policy presence alone is insufficient; E&D initiatives must be made visible, comprehensible, and credibly enacted through consistent communication and implementation routines to reduce pockets of dissatisfaction.

From a managerial perspective, the findings justify prioritizing,

(i) structured policy communication and onboarding refreshers,
(ii) supervisor-led reinforcement across shifts and departments, and
(iii) transparent grievance and fairness signaling to ensure that E&D mechanisms are experienced uniformly across employee groups.

The primary limitation is that the current results operationalize E&D effectiveness via awareness and satisfaction; future research should extend the model to validated multi-item constructs (inclusion climate, perceived justice, experienced bias) and link them to work outcomes (commitment, turnover intention, safety climate), ideally using multi-site and/or longitudinal designs to strengthen external validity and causal inference.

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