E-HRM's Influence on Diversity and Inclusion: The Mediating Role of Organizational Culture and Employee Digital Engagement

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Abstract

Aim: The study investigated the impact of E-HRM on diverts and inclusion and with focus on the role of organisational culture and employee digital involvement serving as mediators.

Methodology: Quantitative research as the data was collected through 387 employees from IT sector Islamabad, Pakistan. Collected data through questionnaire was analysed using Smart PLS as Confirmatory Factory Analysis (CFA), and Structural Equation Modeling (SEM) were used.

Findings: A positive relationship between E-HRM and diversity and inclusion was discovered (β = 0.662) which was mediated by company culture (β = 0.293) and employee digital engagement (β = 0.276). The study discovered that electronic human resource management promotes diversity and inclusion when combined with a positive business culture and significant employee digital involvement. Diversity and inclusion can be promoted through E-HRM solutions that improve employee digital engagement, culture, and diversity and inclusion goals.

Recommendations and Implications: Organizations must provide training and support to employees and management on E-HRM tools, as well as diversity and inclusion. You should consider inclusive communication and unconscious prejudice. In the future, however, researchers may look into other elements that could reduce the diversity and inclusion benefits of electronic human resource management. The study's findings can help businesses foster diversity and inclusion by addressing injustice, bias, and discrimination.

Keywords: *E-HRM, Diversity and Inclusion, Organisational Culture, Employee Digital Engagement.*

Abbreviations *Electronic Human Resource Management* **(***E-HRM***)***, Human Resource (HR)*

Confirmatory Factory Analysis (CFA), and Structural Equation Modeling (SEM)

Introduction

Globalization has led to the emergence of vast international businesses that are expanding their activities around the globe. Technology has enabled businesses in today's globalized and competitive environment to boost their production without any geographical boundaries. According to Martins et al. (2023), human resource executives and managers are encouraged to improve their management of diversity due to the complexities of issues such as national regulatory requirements, diverse staff members, and respect for human rights. Blom, Kazeroony, and Du Plessis (2019) define Electronic Human Resource Management (E-HRM) as a type of HRM implementation in which technology replaces human activities and procedures. According to Al-Hmouze, and Salameh, (2016) use of electronic human resource management has some conflicts with the formation of interpersonal relationships within organizations, especially when diverse employee groups collaborate. Thus, to examine both interpersonal and organisational fit, companies are forced to reconsider the ways in which diversity is managed. Waseem and Zeeshan (2023) have defined E-HRM as the utilisation of web-based technology in the provision of human resources management services among businesses. These services can be provided to a variety of organizational stakeholders such as the HR department, managers and employees (Berber, 2018). According to Iqbal et. According to al (2019), the availability of such platforms means that organisations with such access may effort to come up with more innovative and innovative human resource management techniques for the realization of strategic goals. The implementation of electronic human resource management (E-HRM) systems is considered to be important for many organisations in terms of increasing innovative capabilities through knowledge sharing and creation. When trying to initiate innovation within an organization it is crucial to understand the significance of E-HRM practices and knowledge repositories as well as how and why these practices and repositories enhance the concept of organizational innovation.

Organisational culture influences of simply how diversity and inclines practices are perceived and incorporated at the workplace. E-HRM enable to standardize D&I practices and integrate them organisational culture by leveraging data-driven techniques and network platforms. The study by Ezeafulukwe et al (2024) argued that, providing training and unconscious bias,

equitable talent management and open performance reviews plays a critical role towards implementing D&I in the organisation. While there are E-HRM systems integrated with business values, which are retained for supporting diversity and inclusion as a core value, it is different from mere compliance with the legal mandate. The employment sector has become much more complex as the businesses have developed and created links with other international firms. Therefore, in order to achieve the competitive advantage, these organisations have to learn how to effectively cope and utilise the diversity of employees. Thus, in today's world of work, organisations have to ensure that they can offer a workplace that would be inclusive and engaging for talented and diverse employees (Kundu and Mor 2017). Employee digital engagement is also another important factor that links the E-HRM programs to diversity and inclusion. Hunitie et al. (2023) argued that, employees use the digital HR solutions provided by their business which is known as digital engagement. Participation in diversity and inclusion programs can be strengthened by implementing user-friendly, accessible, and incisive E-HRM systems. It has been stated that, employees with a high level of digital involvement are likely to be aware of diversity and inclusion programs and actively advocate for them (Turi et al. 2022). The use of customised learning pathways, interactive forums, and feedback mechanisms enhances debate and participation in diversity-related issues.

While the implementation of E-HRM in organizations has been extensively studied in previous researches, the emphasis through which E-HRM influences diversity and inclusion remains to be properly studied. In this case, study by Blom, Kazeroony, and Du Plessis, (2019) shed light on the role of E-HRM in optimising and enabling diversity, but the study failed to highlight the direct impact of E-HRM on diversity and inclusion. In addition, the mediating role of organizational culture and employee digital engagement in shaping the effectiveness of E-HRM on D&I has not been adequately addressed. Excising study by Gupta, and Gomathi (2022) only considered the effect of inclusion and perceived organisational diversity by considering the role of employee engagement. Therefore, the gap is pivotal since organisational culture and employee engagement are critical aspects that determine whether E-HRM trust encourages an inclusive environment ort just serve as a compliance tools. Closing this gap is critical to understand the basic dynamics of driving effective E-HRM based diverse and inclusion programs. Without this understanding, organisations may fail to fully leverage E-HRM's ability to develop a truly diverse

workplace culture. The study aims to examine the impact of E-HRM on diversity and inclusion by focusing on the role of organizational culture and employee digital engagement. Furthermore, comprehending the mediating role of such components appears to be useful for the organisations striving to implement E-HRM not for the purposes of improving the administrative efficiency but for creating an inclusive environment and promoting diversity. The insights into how E-HRM contributes to D&I through culture and engagement that can be obtained from this study can prove useful for extending more knowledge that may be helpful in creating improved and sustainable D&I solutions that will promote organisational performance and social responsibility.

Literature Review

Looking at successful diversity management becomes necessary as cultural diversity increases internationally and advancement in technology affect the work place. According to Blom, Kazeroony, and Du Plessis (2019), there are potential benefits for the organisations if diversity will be incorporated more intentionally into the strategic management of the work environment that is becoming more technologically driven, but without prioritizing it into a mere functionalism. As it was highlighted by Irim, Salman, and Rauf (2024), the E-HRM plays a crucial role in promoting inclusion and diversity in the organisations. Also, Okoronkwo (2021) argued that the E-HRM system simplifies the delivery of the hiring, choosing, and on boarding processes while ensuring that applicants of all genders receive equal opportunities. It can be used by HR professionals to track the diversity metrics such as; age, gender, and ethnicity and get to notice any gaps in the workforce. In the same context, the training and development systems and modules are also part of the HR management software that can allow the businesses to provide various training programs to the staff members and support growth mindset culture. However, Kusku et al. (2022) pointed out that for the purpose of creating this culture of diversity and inclusion practice in workplace, E-HRM is essential especially in supporting diversity and inclusion related practices. It is evident that anti-discrimination and equal opportunities practice policies have to be created and coordinated by the Human Resource professionals through their system with an understanding of zero tolerance to any form of bias. According to Wood (2021), E-HRM can also affect organisational culture by driving training and development programs that enhances employees and staff members' competence, awareness and cultural sensitivity.

E-HRM practices ensure consistent D&I procedures throughout the organisations speed up HR procedures and reduce bias in hiring and promotion. Automated solutions can help identify gaps and track progress by providing data driven insights on diversity and inclusion and metrics. Muzaffar, (2024) stated that, E-HRM platform also promote inclusivity through awareness campaigns and training programs. However, Junnonen, (2020) pointed out that, E-HRM's capacity to increase D&I is contingent on how well it interacts with a positive company culture. Without this association, E-HRM risks becoming a compliance tool that lacks the depth required to address subtle forms of discrimination and bias. However, employees' level of digital engagement vary, which may result in equal participation in diversity and inclusion initiatives (Highton, 2021). If not addressed properly, the digital divide has the potential to worsen existing inequalities. Additionally, if technology is used excessively, it can replace human empathy and understanding in diversity and inclusion activities. As a result, E-HRM has a lot of benefits for advancing D&I, its effectiveness is strongly dependent on an organisational culture that actively promotes diversity and supports employee involvement on digital platforms.

E-HRM plays a role in the development of human capital through exchange of experience and information which is supported by advance technology and change of culture for electronic work. With the help of E-HRM, the recognition of the self of employees could be possible as well as the formulation of new visions and techniques of work; E-HRM enhances the management of employees, modelling of procedures, and minimization of administrative burdens (Raman, 2020). On the other hand, the studies done revealed that the electronic human resource management approaches enhanced capacity organization through encouraging the contacts among employees which enhances the knowledge and integration in the organization. Therefore, core functionalities of the E-HRM enhance communication and employees' collaboration. In addition, it is crucial in the process of enhancing the organizational culture by adding value to the assimilation of employees' attitude and knowledge systems. This is achieved through enhancement of emotional and behavioural aspects that create extra-role motivation among the workers (Hunitie et al. 2023).

The literature on workforce diversity highlights its huge influence on diverse organisational variables including performance, productivity and employee promotion (Kundu, 2017; Jekelle, 2021). These studies provide support to the practice of diversity management; improving organisational climates, increasing engagement, productivity and maintaining valued staff.

However, the problems of diversity and inclusion like perception of employee's diversity as a problem and potential effects on the organisational productivity for organisational efficiency calling for a supportive organisational culture (Inegbedion et al. 2020; Iqbal and El-Gohary, 2014). However for E-HRM to achieve the objective of giving diversity and inclusion, it must be supported by an appropriate organisational culture that will support diversity and handle issues that are likely to arise such as marginalization (Ezeafulukwe et al. 2024). Further, the advantages of diversity in increasing flexibility, creativity and the variety of competencies in an organisation can be achieved to a greater extent by E-HRM systems employees' use. Blom, Kazeroony, and Du Plessis, (2019) also also highlighted the importance of E-HRM to reinforce these diversity values in the organisational culture. According to Meng and Berger (2019), employee engagement demonstrates positive views about the organization and its ideals. This is accomplished by being aware of the work setting and working together with co-workers to improve performance Therefore, trait and attitude engagement motivates employees to commit to and be loyal to the organization's mission and vision. Psychological state engagement enhances communication between co-workers and managers by fostering a sense of appreciation and respect for the effort that is put in. Behavioral engagement, on the other hand, leads to actions that go beyond the requirements of the job and respect the organization.

According to Ellemers, and Haslam, (2012), Social Identity Theory (SCT) states that, social behaviour is demonstrated through characteristics and behaviours of the individual as well as the by the group membership of the individual. An effective social identity is directly related to their self-esteem and general well-being, individuals try to beneficially separate their in-group from out of groups (Davis, Love, and Fares, 2019). The theory implies that employees' engagement with diversity initiatives is shaped by their self-concept and they identify with and within organisations. Cox, (2017) argued that, E-HRM systems can play an important role in shaping and reinforcing these identities by promoting inclusive practices that resonate with diverse employee backgrounds. E-HRM plays a key role when effectively aligned with D&I goals, it allows employees observes them as valued and important members of the organization, reinforcing their identity within a supportive and inclusive culture. For example, E-HRM techniques help to facilitate fair recruitment, unbiased performance evaluations and diverse leadership development as these enable employees from underrepresented groups feel recognized an included, and this

recognition boosts their organizational identity, and leading to greater commitment and engagement (Ali et al. 2022; Iqbal, 2020). Moreover, SCT focuses on the value on the HRM measures in increasing willingness of employees to oppose discriminatory actions (Jansen, and Delahaij, 2020). Additionally, employer social identities can become more visible in the organization when D&I are prioritized in the E-HRM practices. It develops a sense of share responsibility for advancing divest and inclusion where employees are strongly identified within their workgroups, believing that human resource practices support theory social identities and are more likely to face prejudiced practices.

Methodology and Framework

Quantitative method was employed to investigate the influence of E-HRM on diversity and inclusion with organisational culture and employee digital engagement as mediating variables. Data was collected from IT employees from the sector in Islamabad, Pakistan. 387 employees were recruited through survey questionnaire using convenience sampling, as study's focus was on IT sector firms due to their emphasis on digital HR initiatives and their growing reliance on promoting diversity and inclusive environment at workplaces. The study targeted individuals across wide range of roles, hierarchal levels and departments within the firms to ensure a representative sample of employees. Recruitment process was conducted through HR departments, who facilitated access to employees willing to participate. Survey links were distributed through company intranets and professional networks, ensuring broad participants across targeted forms.

The constructs for study's variables were measured through scales from the previous studies. E-HRM was evaluated using a 4-point Likert scale adapted from the study of Al-Hamouze and Salameh (2016). It measured the effectiveness of E-HRM applications in everyday HR tasks, decision-making procedures and overall performance. On the other hand, diversity and inclusion were measured using a 4-item scale from the Lennox et al, (2022) as the authors captured the extent to which employees perceive respect, fairness and recognition of diverse identities within the firm. Additionally, the scale further addressed the organisation's commitment to equitable treatment to which D&I is incorporated into its core values and practices. Organisational culture was measured using a 4-item scale from Van den Berg and Wilderom (2004) as the scale evaluated the shared values, practices and beliefs within the organisational that helps in shaping employees' interaction and behaviour. Moreover, employee digital engagement was measured using a 4-item scale from

Schaufeli and Bakker (2004), as the scale captured employees' enthusiasm, and dedication to their work in a digitally enabled work environment. The measure proved pivotal for the study reflecting how E-HRM systems can foster employee engagement through digital platforms, promoting environment based on D&I. Specifically, this research used SmartPLS 3, which is a useful tool for conducting exploratory confirmatory research. The acquired data was analyzed by using SMRT PLS since this method proved to meet complexities required for exploratory and confirmatory analysis. Consequently, before the structural model was tested, Confirmatory Factor Analysis (CFA) was used to make certain that all theoretical concepts are included in the measurement model. Similarly, a variety of metrics were examined, including Average Variance Extracted (AVE), composite dependability, and specific construct component loadings. To ensure that the predictor variables were independent, a multicollinearity test was used. Each independent variable was assigned a Variance Inflation Factor (VIF). Therefore, these statistical tools allowed the analysis of multiple relationships among E-HRM, diversity and inclusion, organizational and employee digital engagement, thus, providing a comprehensive understanding of the mediated effects.

Conceptual Model
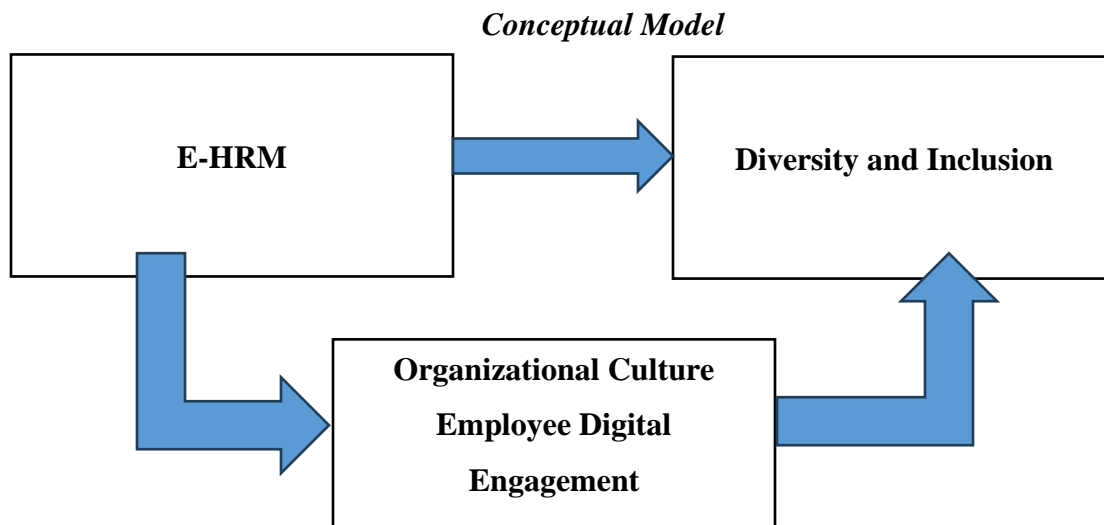
Results

Measurement model using confirmatory factor analysis (CFA)

Table 1: Measurement model using CFA

Constructs	Indicators	Factor Loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
E-HRM	EHRM1	0.839			
	EHRM2	0.861	0.830	0.888	0.666
	EHRM3	0.845			
	EHRM4	0.710			
Diversity and Inclusion	DI1	0.764	0.810	0.875	0.637
	DI2	0.794			
	DI3	0.818			
	DI4	0.816			
Organisational Culture	OC1	0.831	0.905	0.934	0.78
	OC2	0.863			
	OC3	0.925			
	OC4	0.909			
	OC1	0.734			
Employee Digital Engagement	EDE1	0.822	0.843	0.893	0.677
	EDE2	0.811			
	EDE3	0.823			
	EDE4	0.835			

According to Brown's (2015) research, Confirmatory Factor Analysis (CFA) can be used to examine component structure based on discriminant convergence and reliability. Cronbach's alpha and composite reliability can also be used to improve conceptual dependability analysis. The above Table 1 shows how reliable the internal consistency is. However, according to Kline's (2023) study, composite reliability and Cronbach's alpha values must be greater than 0.7 to show reliability. The table relevels Cronbach's alpha coefficients for variables E-HRM (0.830), Diversity and Inclusion (0.810), Organisational Culture (0.905), and Employee Digital Engagement (0.843). Cronbach's alpha demonstrates that items are reliable. In addition, the table further provides composite reliability for the variables E-HRM (0.888), Diversity and Inclusion (0.875), Organisational Culture (0.934), and Employee Digital Engagement (0.893), as the values

implies that the instruments are found to be reliable. The indications were validated by using factor loadings. The research by Latan, Noonan, and Matthews (2017) advocated factor loadings must be greater than 0.6 to ensure validity. In this case, Table 1 shows that all of the indicators have factor loadings greater than 0.6. Therefore, it is not necessary to exclude or validate any of the indications. Further, Cheung et al. (2024) investigated and wrote on convergent validity using the Average Variance Extracted (AVE) approach with a 0.5 threshold to assess relationship. Since the values for the AVE in Table 1 are significantly greater than 0.5, it is possible to assume that convergent validity exists.

Table 2: Discriminant Validity

Variables	Diversity and Inclusion	EHRM	Employee Digital Engagement	Organisational Culture
Diversity and Inclusion				
EHRM	0.898			
Employee Digital Engagement	0.492	0.315		
Organisational Culture	0.471	0.335	0.766	

Heterotrait-monotrait ratio (HTMT) was utilized to assess the discriminant validity of the research's items as it demonstrates the distinctions between constructs. Voorhees et al. (2016) asserts that in order demonstrate discriminant validity while avoiding multicollinearity, HTMT ratios must be less than 0.85. Additionally, the discriminating validity of the model is confirmed by Table 3, which demonstrates how the construct has a higher correlation with its indicators than with other constructs. The discriminant validity analysis demonstrates that the variables are separate because their correlation values are less than 0.85. The findings shows that, there is a strong positive correlation between E-HRM and D&I with a coefficient of 0.898, and employee digital engagement shows a moderate association with D&I (0.492) and E-HRM (0.315) indicating that higher digital engagement contributes positively among these variables. Organizational culture is strongly connected to Employee Digital Engagement (0.766) and slightly associated with D&I (0.471) and E-HRM (0.335).

Structural Model

Table 3: Structural Model

Variables	Coefficient	T statistics	P values
EHRM -> Diversity and Inclusion	0.662	20.021	0.000
EHRM -> Employee Digital Engagement	0.276	4.611	0.000
EHRM -> Organisational Culture	0.293	4.481	0.000
Employee Digital Engagement -> Diversity and Inclusion	0.170	3.693	0.000
Organisational Culture -> Diversity and Inclusion	0.101	2.031	0.042

As per the Table 3 (structural model), it demonstrates that E-HRM influences important organizational outcomes. The coefficient for the association between E-HRM and Diversity and Inclusion is 0.662 with a p-value 0.000. E-HRM has been found to improve Employee Digital Engagement ($\beta = 0.276$, $p = 0.000$) an organizational culture ($\beta = 0.293$, p-value 0.000). Employee Digital Engagement has a beneficial impact on Diversity and Inclusion as evidence by ($\beta = 0.170$, p-value 0.042) implying that it holds significance in inclusion practices in the organization. Moreover, Organizational Culture also has a positive influence on Diversity and Inclusion ($\beta = 0.101$, p-value 0.042), however it is smaller as compared other factors.

Predictive Relevance and Quality Assessment

Table 4: Predictive Relevance and Quality Assessment

Variables	R-square	R-square adjusted
Diversity and Inclusion	0.601	0.597
Employee Digital Engagement	0.076	0.074
Organisational Culture	0.086	0.084

As per Table 4, it shows R-square value of 0.601 and an R-squared adjusted value of 0.597, indicating that the model correctly predicts Diversity and Inclusion. The fact that the model accounts for 60% of the variance in Diversity and Inclusion is explained is by the variables in the model reflecting a strong predictive capability. With R-square values of 0.076 and 0.086,

respectively, and adjusted R-square values of 0.074 and 0.084, Employee Digital Engagement and organisational Culture has less predictive power as compared to other factors.

Table 5: Multicollinearity

Constructs	Indicators	VIF
E-HRM	EHRM1	2.129
	EHRM2	2.486
	EHRM3	2.125
	EHRM4	1.328
Diversity and Inclusion	DI1	2.001
	DI2	2.135
	DI3	2.583
	DI4	2.562
Organisational Culture	OC1	2.178
	OC2	2.715
	OC3	15.002
	OC4	13.633
Employee Digital Engagement	EDE1	1.623
	EDE2	1.988
	EDE3	1.998
	EDE4	1.963

The results presented in Table 5 demonstrate that all of the Variance Inflation Factor (VIF) values are lower than the threshold of 5.0 that was established by Hair et al. (2019). This demonstrates that there is no such thing as multicollinearity. The table provide range 15.002 being the highest and 1.328 being lowest for E-HRM, Diversity and Inclusion, Organizational Culture, and Employee Digital Engagement. Based on these observations, it can be concluded that the model does not exhibit multicollinearity behavior because none of its components are higher than the threshold. Therefore, the stability of the model as well as the reliability of the regression coefficient are both ensured.

Discussion

The findings from the study provide validity and favourable benefits of E-HRM systems have on Diversity and Inclusion in IT firms. The findings indicated that E-HRM have found to be enhance the HR procedures, eliminate biases, and also increase data-driven decisions-making as these aspects significantly contribute towards a diverse and inclusive workplace. According to Irim, Salman, & Rauf (2024), E-HRM systems assists in eradicating biasness particularly in the

selection and training of employees resulting to diversity. This is in line with Okoronkwo (2021) and Kusku et al. (2022) who have postulated that E-HRM plays a critical role of enabling the HR professionals and managers to identify and manage diversity issues. According to the findings, e-HRM can be useful to improve diversity and inclusion by minimizing biasness and maximizing integrity and farinas of the HRM process. The study also showed that E-HRM is supposed to facilitate training and development processes that enhance the level of staff's, including cultural, knowledge.

As noted by Wood (2021) such programs aid in building a diverse group of people and improve the workplace diversity. E-HRM assists in managing the relationships between employees and their diverse colleagues to make them understand how to conduct themselves in the working environment through tailored courses. E-HRM solutions play a role in enhancing organisational culture and diversity and inclusion through having their workforce that is more culturally sensitive. On the other hand, the results stress the importance of the organisational culture and the employee digital engagement in the process of improving diverts and inclusion by means of E-HRM. This was backed by the literature by pointing out that positive culture within an organisation fosters diversity and inclusion (Meng, and Berger, 2019).The study by Inegbedion et al. (2020) argued that, an inclusive and diverse culture is necessary for diversity and inclusion programs. In the light of the study's findings, E-HRM can shape a culture. Additionally, Ezeafulukwe et al. (2023) stated that, electronic human resource management holds potential towards promoting inclusivity by means of transparent E-HR practices and data-driven insights; hence, reducing possibilities of downgrading and unconscious discrimination. The study by Highton (2021) discovered that diversity and inclusion measures are driven by employee engagement, since digitally engaged employees are more likely to participate in promoting diversity programs. The study's findings further revealed that, E-HRM boosts employee digital engagement, which in turn increase diversity and inclusion involvement and organisational belonging. E-HRM is effective in promoting diversity and inclusion when is combined with a company culture that is supportive and a high level of digital involvement of employees.

Table 6: Table of Hypothesis

Hypothesis	Result	Supported By Previous Literature	Key References

H1: E-HRM positively influences diversity and inclusion (D&I).	Accepted	E-HRM systems streamline HR processes, reduce bias, and promote fairness, leading to enhanced D&I.	Irim et al. (2024), Okoronkwo (2021), Kusku et al. (2022)
H2: Organizational culture mediates the relationship between E-HRM and D&I.	Accepted	Supportive organizational culture is crucial for D&I success, with E-HRM contributing to inclusivity.	Inegbedion et al. (2020), Ezeafulukwe et al. (2024)
H3: Employee digital engagement mediates the relationship between E-HRM and D&I.	Accepted	Engaged employees are more likely to participate in D&I initiatives, enhancing E-HRM effectiveness.	Highton (2021)
H4: The combined influence of organizational culture and employee digital engagement enhances the impact of E-HRM on D&I.	Accepted	The synergy between a supportive culture and digital engagement amplifies the positive effects of E-HRM on D&I.	Kundu (2017), Jekelle (2021)

Conclusion and Implications

The study investigated the impact of E-HRM on diverts and inclusion and with focus on the role of organisational culture and employee digital involvement serving as mediators. The study concluded a significant favourable relationship between E-HRM and diversity and inclusion was discovered which was mediated by organisational and culture and employee digital engagement. The study revealed that when combined with a supportive company culture and a high level of digital engagement among employees, electronic human resource management promotes diversity and inclusion. E-HRM systems can effectively promote diversity and inclusion by enhancing employee digital engagement, promoting a culture and aligning with diverse and inclusive objectives. It is recommended that, organizations must provide training and support to

employees and also managers to on how to effectively use E-HRM tools and promote diversity and inclusion. Topics on unconscious bias, and inclusive communication can be considered. On the other hand, future studies can examine additional factors that may moderate the effectiveness of E-HRM in supporting diversity and inclusion. The study's findings can organizations towards promoting diversity and inclusion as it can have a significant influence in reducing inequality, biases, and discrimination.

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Appendix 1: Questionnaire

Questionnaire
1. Please specify your age:
    i) 18-25
    ii) 25-35
    iii) 35-45
    iv) 45-55
    v) More than 55 years
2. Please specify your Gender:
    i) Male
    ii) Female
    iii) Other
    iv) Not feeling comfortable to specify

Based on your knowledge and experience, select any one of the options given below each of the following statements.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
E-HRM *(Al-Hmouze, and Salameh, 2016).*					
The E-HRM application effectively supports my daily HR tasks, contributing to enhanced diversity and inclusion in my department.					
The E-HRM application aids in making HR-related decisions, such as developing personnel policies or processing employee awards, which positively influences diversity and inclusion within the organization.					
The E-HRM application improves HR forecasting, including recruitment strategies and job reclassification, which plays a significant role in promoting diversity and inclusion.					
The E-HRM application helps identify training needs within the company, fostering a more inclusive work environment.					
Diversity and Inclusion *(Lennox et al 2022).*					
I think the organization is fair to all employees, and this fairness is supported by our E-HRM system.					
I feel connected to the organization as a whole, thanks to the inclusive practices facilitated by our E-HRM tools.					
I believe the organization recognizes diversity, which is reinforced by the E-HRM applications we use.					
I feel respected by the organization, and our E-HRM system plays a key role in maintaining this inclusive environment.					
Organizational Culture *(Van den Berg, and Wilderom, 2004).*					
I believe that individuals working in different departments have a common view, which positively impacts diversity and inclusion within our organization.					

In my organization, employees have the freedom to deviate from the rules, fostering an inclusive environment supported by E-HRM practices.					
Our employees have the chance to introduce their ideas before management makes decisions, which is encouraged by our E-HRM system and supports a culture of inclusivity.					
Our employees have the chance to introduce their ideas before management makes decisions, which is encouraged by our E-HRM system and supports a culture of inclusivity.					
Employee Digital Engagement *(Schaufeli, and Bakker, 2004).*					
When I get up in the morning, I feel motivated to go to work because of the inclusive culture promoted by our E-HRM system.					
I am enthusiastic about my job, and the E-HRM tools available to me enhance my sense of inclusion within the organization.					
When I am working, I become fully absorbed in my tasks, supported by the inclusive practices fostered through our E-HRM system					
I feel that my engagement at work is positively influenced by the diversity and inclusion initiatives supported by our E-HRM system.					