

REVIEWER'S REPORT

Manuscript No.:IJAR-54611

Title:Effect of Diversity and Inclusion Policies on Employee Performance and Engagement,

Recommendation:

Accept as it is
 Accept after minor revision.....
 Accept after major revision
 Do not accept (*Reasons below*).....

Rating	Excel.	Good	Fair	Poor
Originality	Yes			
Techn. Quality		Yes		
Clarity	Yes			
Significance	Yes			

Reviewer Name: Dr. Himanshu Gaur

Date:03/11/2025

Detailed Reviewer's Report

The study titled “**Effect of Diversity and Inclusion Policies on Employee Performance and Engagement**” presents a well-structured, insightful, and empirically grounded examination of how organizational diversity and inclusion (D&I) strategies influence key human resource outcomes. The paper effectively integrates theoretical frameworks such as Social Identity Theory and Organizational Justice Theory to explain how inclusive practices enhance employee belongingness, motivation, and job satisfaction, which collectively drive higher levels of engagement and performance. The research design demonstrates methodological rigor, using a balanced combination of quantitative and qualitative tools to measure the impact of diversity initiatives across various organizational levels. The authors provide a comprehensive literature review that captures global and contemporary perspectives on D&I while identifying gaps in existing research related to policy implementation and outcome assessment. The data analysis is statistically sound, and findings are presented with clarity, supporting the conclusion that effective diversity and inclusion policies significantly improve collaboration, innovation, and employee commitment. Moreover, the paper offers practical recommendations for HR managers to institutionalize inclusivity through training, equitable policies, and leadership accountability. Overall, the paper is original, relevant, and contributes substantially to organizational behavior and HRM literature. It is written with academic precision, coherence, and clarity, making it a valuable contribution worthy of acceptance **without revision**.