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## Effect of Adopting Progressive Diversity and Inclusion Initiatives Based On Sexual Orientation on Employee Loyalty: A Study on Multinational Workforce in Egypt

A dissertation submitted in partial fulfillment of the requirements of the degree of  
Doctor of Business Administration

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### 1.1 Abstract

*In recent decades, diversity and inclusion (D&I) have gained significant traction as vital components of organizational success, especially for multinational corporations operating in diverse global markets. The importance of D&I stems from its potential to foster a collaborative workplace culture where individuals feel valued, respected, and empowered regardless of their gender, ethnicity, race, or cultural background.*

*In Western countries, progressive D&I practices have been widely embraced, leading to positive outcomes such as improved employee engagement, higher innovation rates, and greater customer satisfaction (Hofstede, 2011; Lloren & Parini, 2017). In contrast, the implementation of such initiatives in non-Western contexts, including Egypt, remains relatively underexplored.*

*Egypt presents a unique cultural landscape where traditional societal norms coexist with the modern aspirations of a growing corporate sector. For multinational corporations operating in Egypt, balancing global diversity standards with local cultural expectations poses significant challenges. While many organizations acknowledge the value of D&I in enhancing employee loyalty and organizational success, there is limited empirical evidence on how these initiatives impact key outcomes in the Egyptian context (Hofstede, 2011).*

### 1.2 Keywords

*Effect of Diversity and Inclusion on Employee loyalty in multinational companies in Egypt,*

### 1.3 Problem Statement

In today's interconnected business landscape, multinational companies are increasingly adopting progressive Diversity and Inclusion (D&I) initiatives to foster an inclusive workplace culture and gain a competitive advantage (Hofstede, 2011; Shore et al., 2018). These initiatives aim to enhance organizational performance by addressing diverse employee needs and leveraging the unique perspectives of underrepresented groups, including marginalized communities such as the lesbian, gay, bisexual, transgender, queer, and other gender and sexual minority community (LGBTQ+). However, in Egypt, where societal, cultural, and legal frameworks surrounding issues such as sexual orientation differ significantly from global norms, the adoption of these initiatives by employees and their overall effectiveness remain uncertain.

This research seeks to bridge these gaps by examining the role of personal attitudes, social norms, and perceived behavioral control in shaping employees' intentions to adopt progressive D&I initiatives. Additionally, it aims to evaluate how these initiatives influence employee loyalty within Egypt's sociocultural context..

## 1.4 Research Motivation

The motivation for this research stems from the increasing significance of diversity and inclusion in the global business landscape. As organizations expand their operations across borders, the ability to manage diverse workforces effectively becomes a critical factor in achieving competitive advantage (Lloren & Parini, 2017).

Egypt, as a key player in the MENA region, offers a unique opportunity to explore the complexities of diversity management in a non-Western context. Despite the presence of numerous multinational corporations in Egypt, there is a lack of empirical research on how D&I initiatives influence employee attitudes and organizational outcomes in this setting (Hofstede, 2011). Employee loyalty, a critical determinant of organizational performance, is particularly relevant in this context, as it reflects the extent to which employees feel valued and engaged within their workplace.

## 2.1 Literature Review: Diversity and Inclusion

Diversity and Inclusion (DI) are now key concepts in contemporary human resource management (HRM) discussions. Companies increasingly recognize that promoting diverse and inclusive workplaces is not only ethical but also enhances creativity, innovation, and overall employees' performance (Cox & Blake, 1991; Cox, 1994). Diversity, equity, and inclusion are used simultaneously. However, it is important to discuss each term alone to get more focus on the definition and the theoretical background of each term (Roberson, 2006).

### 2.1.1 Diversity

Diversity refers to the broad spectrum of differences among individuals, including attributes such as race, ethnicity, gender, age, sexual orientation, physical abilities, and more (Cox & Blake, 1991). It encompasses both visible and invisible aspects of identity and personal experiences.

In the context of the workplace, diversity denotes the presence of employees originating from different backgrounds and social standards. The objective of having a diversified workplace targeted to have an equal opportunity for large group of people. This broad cycle of choice enables the organization potentially enhancing their efficiency and effectiveness, thus preventing talent loss. Generally, diversity management involves the structured and intentional effort of an organization to engage, retain, recognize, and advance a varied workforce (Grobler et al., 2006).

### 2.1.2 Inclusion

Inclusion means creating an environment where diverse individuals are valued, respected, and empowered to contribute their unique perspectives and skills (Cox, 1994). It goes beyond plain representation, fostering a genuine sense of belonging. The level of inclusion typically fluctuates across organizations due to the differing organizational systems, policies, environment and climates regarding inclusivity (Roberson, 2006). Inclusion refers to the achievement of a work environment, in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources and can fully contribute to the organization's success (Adamson et al.2021)

The inclusion can be represented by the organization development which focuses on the aim and vision of the organization to develop their process, systems, and remove any kind of barriers or obstacles that face the employees from different backgrounds or different sexual orientations (Cox, 1994).

Enabling diversity and inclusion in the working environment supports HR in their search for talent. A wider range of selections is now available without restriction to race, ethnicity, gender, age, sexual orientation, or physical abilities. This open market enables the organization to have different talents with different backgrounds which reflects on the organization vision and success (Jauhari & Singh, 2013).

## 2.2 LGBT Workplace Diversity

The LGBT term is used to represent a group of minorities and stands for Lesbian, Gay, Bisexual, and Transgender. This group of minorities received a lot of support world-wide in USA, Australia, and European countries especially UK. The LGBT support world-wide reflects on the corporate equality initiative in the workplace especially the one related to employee's equality. Employees equality initiative indicates a welcoming and inclusive workplace environment where everyone has an equal opportunity for advancement regardless of their gender or sexual orientation (Pichler et al. 2018).

There is a relationship between implementing workplace diversity programs particularly concerning LGBT employees and innovation. Adhering to LGBT-supportive workplace policies can result in a major significant advantage, positively influencing the company's financial performance, retaining top talent, and fostering innovative ideas by harnessing the diversity of the workforce (Hossain et al., 2020).

## 2.3 Progressive D&I Initiatives

Progressive Diversity and Inclusion (D&I) initiatives are advanced practices that go beyond traditional diversity efforts to create a more inclusive and equitable organizational culture. These initiatives often involve comprehensive strategies that address systemic issues, promote deep cultural change, and drive meaningful outcomes.

Progressive organizations understand the critical role that inclusive organizational policies and practices play in fostering a supportive and equitable workplace. To this end, they consistently review and update their policies to ensure they align with their commitment to inclusivity. This involves developing comprehensive anti-discrimination policies that explicitly address various forms of discrimination and harassment, ensuring that all employees can work in a safe and respectful environment. Additionally, these organizations offer flexible work arrangements to accommodate diverse needs. Flexible arrangements might include options such as telecommuting, flexible hours, or compressed workweeks, which can be particularly beneficial for employees with caregiving responsibilities, religious practices, or other personal commitments. Inclusive policies also extend to accommodating specific needs, such as providing accessible workspaces for employees with disabilities and offering parental leave that supports all types of family structures (Nishii, 2013). Organizations that implement these inclusive practices recognize the importance of addressing issues such as religious accommodations, where policies might allow for flexible scheduling around religious observances or providing support for employees dealing with health challenges.

The landscape of organizational strategy has evolved significantly with the integration of Diversity and Inclusion (D&I) initiatives. Once viewed primarily as legal requirements, D&I efforts are now recognized as pivotal drivers of organizational success and employee satisfaction. Embracing diverse perspectives and creating inclusive environments are not only ethical imperatives but also strategic advantages in today's competitive business environment. In response to societal demands for equity and inclusivity, organizations are increasingly adopting D&I initiatives to cultivate environments where all employees feel valued and respected. These initiatives encompass policies, practices, and cultural norms aimed at promoting diversity in all its forms and providing equal opportunities for growth and contribution. By fostering such inclusive cultures, organizations aim to enhance job satisfaction, improve organizational performance, and ultimately cultivate strong, lasting bonds of job loyalty among their employees (Shore et al., 2009).

## 2.4 Employees' Loyalty

In literature, for many years, there has been an ongoing potential discussion regarding the definition of a loyal employee and their features and characteristics. The common denominator, in all the discussion, appears to be that the loyal employee is less likely to leave the organization; he/she is expected to stay on the short and long terms. The organization didn't expect a complaint from the loyal employees as he/she always expects that the future will be better and wrong things will be better with time. A loyal employee will always recommend his/her employer to others as they feel proud of working for the company. Loyal employees are interested in developing their own skills and performance to better serve the company's objectives. In short, loyal employees are the cornerstone needed for developing the company's performance; they act as the driving engine for the rest of the employees towards achieving business results and success (Ammari *et al.*, 2017).

To sustain a business with proficient employees, organizations allocate substantial resources to training programs, policy development, and attractive compensation packages to foster employee loyalty. As a result, it is important to keep employee's loyalty and avoid pursuing alternative employment opportunities (Murali *et al.*, 2017).

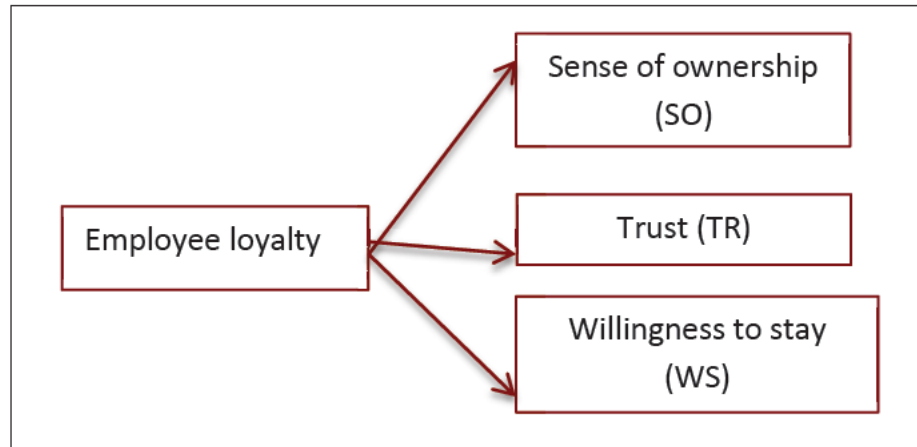
Reducing attrition rate is the main concern of Human resources (HR) in most of the organizations in any industry. The overall organization performance including its financial key performance indicators (KPI), marketing position and overall customer satisfaction is impacted by the employees' loyalty (Dhir *et al.*, 2020).

### 2.4.1 Employee's Loyalty Dimensions and Measurement

Literature review has resulted in identifying different approaches in defining the methodology of measuring employee's loyalty. The simplest methodology is adopting the Employee Net Promoter Score ENPS. Being a one-question survey designed to measure employee loyalty-gives this approach an edge over others. However, according to Harvard Business Review, ENPS is designed to measure employee loyalty and not loyalty behavior. The ENPS asks employees: *How likely would you recommend us as an employer?* or *How likely would you refer a friend or a contact to work for us?* (Dinesh & Rajasekaran, 2018).

The Net Promoter Score provides a quantitative measure which is simple and easy to attain as it is just a one-question survey. However, it will not be very helpful to identify details about the drivers which have led to that score. Accordingly, it can be used to identify the presence of an employee loyalty issue, yet it will not shed any light on the potential root cause (Dinesh & Rajasekaran, 2018).

On the other side, Dutta, and Dhir (2021) have identified different criteria to measure the employee's loyalty. These criteria would provide a more comprehensive identification of the drivers and essential dimensions for a better comprehension of the factors that affect the employee's loyalty to any given firm. There are three main dimensions that describe the employee's loyalty at the workplace; these three dimensions are: the sense of ownership, the sense of trust and the sense of willingness to stay. The next figure 2.1 presents the three dimensions of the employee's loyalty.



**Figure 2.1.** *Employee Loyalty as a Function of Sense of Ownership, Trust, and Willingness to be with the organization.*  
 Source: Dutta, and Dhir (2021)

Each one of these dimensions will be described in the following sections.

#### 2.4.1.1 *Sense of Ownership*

Regarding the sense of ownership, it is the first dimension to measure employee's loyalty. It is of paramount importance for employees to feel that loyalty goes in both directions; they are loyal to the company, and the company is loyal to them. The sense of ownership and loyalty is nurtured by empowering the employees and giving them a sense of control and involvement in the daily activities (Dutta & Dhir, 2021).

The loyal employee would go the extra mile and exert the needed effort to remain within the organization and contribute to long-term success. When employees feel that the effort, they bring to the company is appreciated and they are treated with the respect they deserve, this fosters the sense of belonging and encourages them to act as the agent of motivation in the workplace and affect all other individuals within the organization (Allen & Mayer, 1990).

Eventually, this is reflected in the quality of results, services, customers experience and culture of the organization. Thus, a sense of ownership is a key cornerstone in the bloom of employee loyalty (Dutta & Dhir, 2021).

#### 2.4.1.2 *Trust*

The second dimension of measuring the employee's loyalty is Trust. Trust is a key ingredient in employee loyalty. Besides, it plays a vital role in creating a strong healthy bond between the organization and employees which is considered as a great asset in building a productive and successful business (Dutta & Dhir, 2021).

Trust is composed of three elements: first, the belief that the exchange partner will act with goodwill; second, the risk of the partner not meeting this expectation; and third, the reliance on this belief. A common conclusion, in most literature, suggests that a low level of trust in a certain organization leads to psychologically stressing situations; such a situation will, eventually, lead to worse business results. Therefore, it is the organizational leadership role to foster a trustworthy work environment if they inspire for having loyal employees who can achieve great business results (Dutta & Dhir, 2021).

### 2.4.1.3 Willingness to Stay

According to Dutta and Dhir (2021), willingness to stay is the third and last dimension in measuring employee's loyalty. Over the past decade, willingness to stay within the same organization has been on a decline trend due to the stressful economic situation around the globe, which had its toll on the employee's loyalty. This situation kept on pushing individuals to seek a better opportunity beyond their organizations.

During tough times in business or global financial crunches, the role of loyal employees stands out. This is because their role in the organization is the key to sustaining the business during these tough times. This role is applied by motivating and inspiring other employees to keep delivering their best possible performance. Loyal employees express a very strong willingness to stay in the organization in both good and bad times while highlighting the importance of having as many as possible loyal employees in the organization (Dutta & Dhir, 2021).

Organizations often prioritize reducing the factors that lead employees to leave over enhancing those that encourage them to stay. Loyal employees, however, tend to take a solution-oriented approach rather than focusing on problems. They demonstrate a strong commitment to remain with the organization through both positive and negative circumstances, highlighting the crucial role of employee loyalty (Prabhakar, 2016).

## 2.5 Effect of Progressive D&I toward Job Loyalty

Numerous organizations are actively working to integrate a more diverse workforce, which includes LGBT employees. They employ diversity management practices to harness the full potential of a diverse workforce. The business rationale for diversity emphasizes that employees from various backgrounds bring unique talents and capabilities, such as language proficiency, that can enhance overall work performance. However, understanding what specifically fosters loyalty among LGBT employees and contributes to their retention and engagement remains an ongoing challenge (Ng & Rumens, 2017).

Employees perceive companies through both instrumental functions and symbolic meanings (Lievens and Highhouse, 2003). The instrumental function is related to the tangible, factual and measurable things. These tangible measurements can take different forms like salaries, company-based location, job stability, and opportunities for advancement. The employees think deeply about these different instrumental attributes for the sake of increasing the benefits and at the same time reducing the cost. The instrumental attributes are pure mathematical calculation based on benefits against cost (Lievens, 2007).

Progressive D&I initiatives significantly influence job satisfaction and employee engagement. Organizations that actively promote diversity and inclusivity create environments where employees feel valued and respected. This fosters a sense of belonging and emotional connection to the organization, thereby increasing overall job satisfaction. Employees who perceive themselves as integral parts of inclusive cultures are more likely to be engaged in their work and committed to achieving organizational goals, thereby enhancing job loyalty (Andreassen and Lanseng, 2010).

In conclusion, progressive Diversity and Inclusion (D&I) initiatives exert a substantial impact on job loyalty through multiple mechanisms. They significantly enhance job satisfaction by fostering environments where employees feel valued and respected (Shore et al., 2009). Effective D&I practices are also associated with reduced turnover and higher retention rates, as inclusive cultures support professional growth and career advancement (Kochan et al., 2003). Additionally, these initiatives strengthen organizational commitment by aligning employees with the organization's values and goals (Pitts et al., 2010), and diverse teams drive innovation and improve overall performance (Herring, 2009). Furthermore, a strong commitment to D&I enhances employer branding, attracting top talent and reinforcing loyalty among existing employees (Kochan et al., 2003). Organizations that prioritize D&I not only build inclusive workplaces but also create environments where employees are deeply committed to long-term engagement and success.

## 2.6 The Theory of Planned Behavior

Ajzen (1986,1991) had developed the theory of planned behavior (TPB) as an extension of the theory of reasoned action (TRA); he has developed it with Fishbein (1975). The TPB model is flexible and can be tailored to various cultural, social, and situational contexts. Researchers can modify TPB components to suit specific populations or behaviors (Ajzen, 2002).

TPB aids in developing targeted interventions by identifying key behavior determinants. For example: changing attitudes, influencing subjective norms and enhancing perceived behavioral control. Changing attitudes can be found in educational campaigns to highlight the benefits or drawbacks of a behavior. Influencing subjective norms can be highlighted in engaging influential figures or peer groups to endorse or discourage certain behaviors. Enhancing PERCEIVED BEHAVIORAL CONTROL IS SHOWN IN providing resources, training, or removing barriers to make the behavior easier to perform (Hardeman et al., 2002).

The theory of planned behavior serves as an effective framework for understanding the complexities of human social behavior. It integrates key concepts from social and behavioral sciences and defines them in a way that allows for the prediction and comprehension of specific behaviors in particular contexts. Attitudes toward the behavior, subjective norms, and perceived control over the behavior consistently predict behavioral intentions with high accuracy. These intentions, combined with perceived behavioral control, account for a significant portion of the variance in actual behavior (Ajzen, 1991).

### 2.6.1 Attitude

Attitude is whether the individual is in favor or unfavorable of doing this action or adopting certain behavior of interest (Ajzen, 1991). Attitude is also a perception of pleasant or unpleasant, when focusing on behavior (Fishbein and Ajzen, 1975). Attitude refers to a person's positive or negative assessment of engaging in the behavior. This involves evaluating the potential outcomes and the importance placed on them. If someone believes that the behavior will result in positive outcomes, they are more likely to form a strong intention to perform it (Jaén & Liñán, 2013). From this point, attitude reflects the degree to which the individual believes that performing the behavior will lead to desirable outcomes or avoid undesirable outcomes (Ajzen, 1991)

Social psychologists believe that attitudes can be categorized into affective and cognitive components. The affective component reflects an individual's emotions towards an object, such as their enjoyment or dissatisfaction with their work. The cognitive component considers whether the object aligns with personal thoughts and beliefs, such as whether the job meets their aims and expectations. Therefore, the attitude toward an object can be a predictor of how likely they are to engage in a particular behavior (Fishbein and Ajzen, 1975).

### 2.6.2 Subjective Norm

Subjective norm is how much social pressure the individual feels pushing him/her to do something or not to do something (Ajzen, 1991). The subjective norm is a combination of normative belief and the motivation to cope with such belief (Jaén & Liñán, 2013). Subjective norm stems from beliefs about whether important family, friends or colleagues approve or disapprove of the behavior. If the family and friends significantly support the behavior, the individual's intention to perform is strengthened (Ajzen, 1991).

While subordinates are generally expected to follow their supervisors' directives, they can also influence the norms through their collective behaviors and attitudes. Supervisors may adjust their expectations based on the prevailing norms among their subordinates to maintain a cohesive and productive work environment (Jaén & Liñán, 2013).

Overall, subjective norms in the workplace are a dynamic interplay of expectations and behaviors among all levels of employees, shaping individual actions and contributing to the overall organizational culture.

### **2.6.3 Perceived Behavioral Control**

Perceived behavioral control is the individual sensation that he/she is in control of their action regarding this issue or behavior (Ajzen, 1991). The perceived behavior control is also the individual's perception of the ease or difficulty of performing the behavior (Fishbein and Ajzen, 1975). Perceived behavioral control is shaped by previous experiences and expected challenges. When individuals have a higher sense of control, they are more likely to develop a strong intention to perform the behavior, as they feel more confident in their ability to do so (Jaén & Liñán, 2013).

Perceived behavioral control is a crucial element in the Theory of Planned Behavior, influencing both the intention to engage in a behavior and the actual performance of that behavior. It reflects the individual's perception of the ease or difficulty of carrying out the behavior, shaped by both internal and external factors. Understanding PBC helps in designing interventions and strategies to promote desired behaviors by addressing the factors that enhance individuals' control over these behaviors (Ajzen, 1991).

### **2.6.4 Intention**

According to Ajzen (1986, 1991) The intention is a predecessor of the behavior and on the same side, the intention is affected by the three variables attitude, subjective norma and perceived behavior control. To be able to predict and anticipate an individual intention to do something, it is essential to know its three predictors (attitude, subjective norm, and perceived behavior control). The TPB is discussed in different domains to predict the employees or customers' intentions which in turn reflect the behavior. In the health industry, the TPB is used for predicting parents' intention to use online health information to manage the health care of their children (Walsh et al. 2015).

The three predictors to intention vary in its criticality and importance according to the situation and behavior. Attitude can be the most important predictor to intention in some applications, both of attitude and subjective norm can be the strong predictors for certain behavior and in other situations or behavior, all the three predictors (attitude, subjective norma and perceived behavior control) are necessary for predicting intention (Ajzen, 1991).

### **2.6.5 Behavior**

The TPB is used for the anticipation of diversity-related behaviors at work. Hiemstra et al. (2017) focused on the factors influencing the intentions of managers and employees to promote cultural diversity within their organization. In the field of diversity and inclusion in the school, the TPB is used to investigate the social justice behavior toward the diversity in sexual orientation like lesbian, gay, bisexual, and transgendered youth (McCabe & Rubinson, 2008).

By interchanging between these three predictors (attitude, subjective norm, and perceived behavior control), it is possible to increase or decrease the chance that the individual intends to do the desired action and, thus, increase or decrease the chance of this individual doing the desired action or adopting the desired behavior (Ajzen & Madden, 1986).

In conclusion, if individuals are given sufficient actual control over their behavior, they are expected to proceed with their intentions as soon as the opportunity presents itself. This is why intentions are assumed to be the immediate predecessor of behavior (Ajzen, 1991).

## **2.7 Linking The Theory of Planned Behavior with the Progressive D&I**

The Theory of Planned Behavior (TPB), developed by Icek Ajzen, is a valuable psychological framework for understanding and predicting human behavior in various contexts, including workplace dynamics. Applying TPB to evaluate the impact of progressive Diversity and Inclusion (D&I) initiatives on employee loyalty provides a robust and comprehensive approach.

TPB offers a comprehensive framework to understand how attitudes, subjective norms, and perceived behavioral control collectively influence employees' intentions and behaviors regarding loyalty. It allows organizations to identify the most influential factors in promoting loyalty in a diverse and inclusive environment (Armitage & Conner, 2001).

Using TPB, organizations can measure the effectiveness of their D&I initiatives by assessing changes in employees' attitudes, perceived norms, and perceived control. This approach provides actionable insights into how D&I initiatives are impacting employee loyalty and where further improvements can be made (Ajzen, 2011).

In summary, the Theory of Planned Behavior is instrumental in measuring the impact of progressive D&I initiatives on employee loyalty because it offers a structured approach to understanding some of the psychological factors that drive loyalty behaviors. By examining attitudes, subjective norms, and perceived behavioral control, organizations can gain deep insights into how D&I initiatives influence employee loyalty and can develop more effective strategies to foster a loyal and inclusive workforce.

### 3 Research Methodology and Design

#### 3.1 Research Conceptual Framework

In the light of the literature review conducted by the researcher, and for the sake of reaching and achieving the research objectives by engineering a systematic and methodological investigation, the researcher seeks to construct the below proposed framework to present the relationship between the Diversity and Inclusion progressive initiatives adoption and the Employee's loyalty in the context of the Egyptian multinational professionals. The aim of the research is to test this relationship between variables and facilitate measuring the effect of each variable separately and collaboratively through an empirical field study.

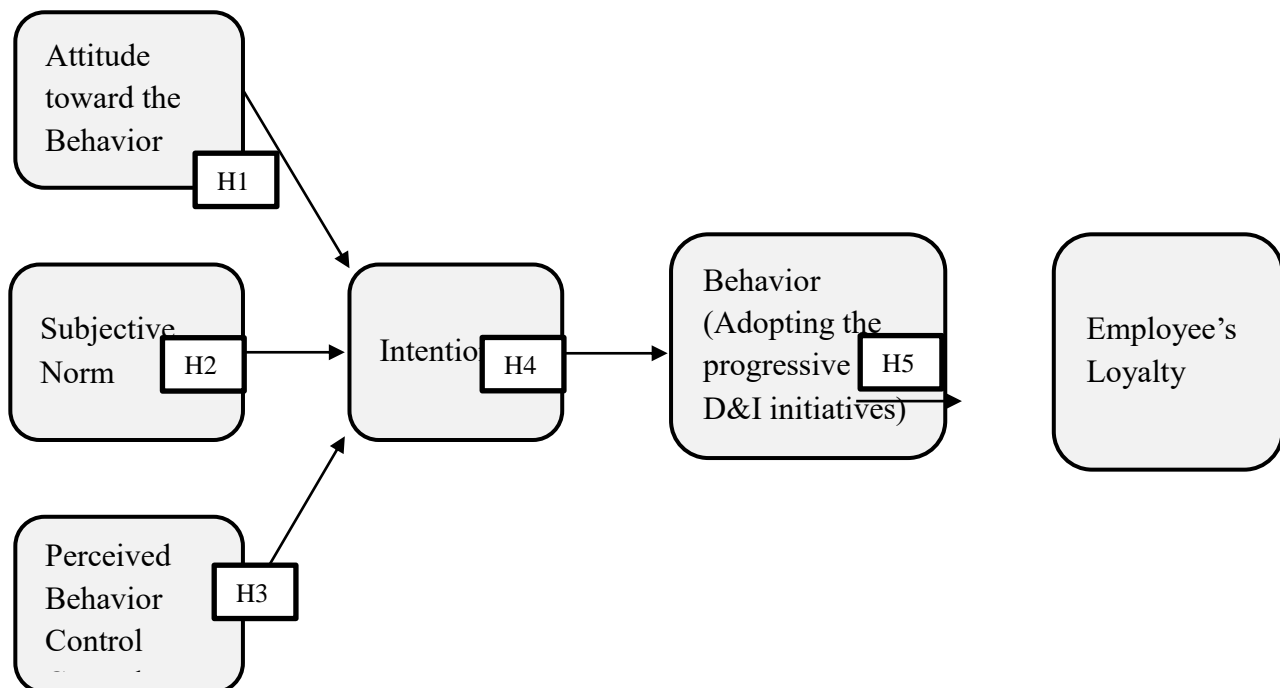


Figure Error! No text of specified style in document.-1: Proposed Research Framework

Source: Prepared by the Researcher adapted from (Ajzen, The theory of planned behavior, 1991)

The researcher has decided to use the Theory of Planned Behavior as a base for this research because this theory will shed light on the different factors affecting the intension of employees towards the behavior of adopting progressive D&I initiatives and its relationship with employee's loyalty.

### 3.2 Hypotheses Development

Accordingly, the researcher proposes five hypotheses. The first four hypotheses are adapted from the Ajzen (1991) Theory of Planned Behavior and the fifth hypothesis is supported by Jauhari and Singh (2013).

H<sub>1</sub>: Personal attitude positively affects the intention to adopt the progressive D&I initiatives based on sexual orientation among workforce in multinational companies in Egypt.

H<sub>2</sub>: Subjective norms positively affect the intention to adopt the progressive D&I initiatives based on sexual orientation among workforce in multinational companies in Egypt.

H<sub>3</sub>: Perceived behavior Control positively affects the intention to adopt the progressive D&I initiatives based on sexual orientation among workforce in multinational companies in Egypt.

H<sub>4</sub>: The Intention to adopt the progressive D&I based on sexual orientation is positively related to subsequent Adoptive Behavior.

H<sub>5</sub>: adoption of progressive Diversity & Inclusion initiatives based on sexual orientation has a positive effect on employees' loyalty among workforce in multinational companies in Egypt.

#### 3.2.1 Variables Measurement

This section includes the variables measurements for independent, mediating, and dependent variables. The measurements tools are also included in addition to the references from the literature that is used in such measurements.

**Table Error! No text of specified style in document.-1: Variables Measurement Tools and Definitions**

Variables	Number of Questions	Measurement Tool	References
Personal Attitude	Three	5 – point Likert Scale	(Ajzen, 1991)
Subjective Norm	Three	5 – point Likert Scale	(Ajzen, 1991)
Perceived Behaviour Control	Three	5 – point Likert Scale	(Ajzen, 1991)
Intention	Three	5 – point Likert Scale	(Armitage & Conner, 2001)
Behaviour	Three	5 – point Likert Scale	(Ajzen, 1991).
Employee's Loyalty	Thirteen	5 – point Likert Scale	(Ammari et al., 2017)

### 3.3 Research Methodology and Design

There are different classifications of each research according to its purpose, logic, process and outcome. Each research type is summarized in the research methodology section. This section includes the research approach in addition to the data collection types.

### 3.3.1 Research Approach

The researcher chose to utilize a mixed research approach for his study. This approach employed a descriptive cross-sectional design to evaluate and measure the relationship between the implementation of progressive Diversity and Inclusion initiatives and employee loyalty to the organization.

The following table summarizes the different research methodology used.

**Table** Error! No text of specified style in document.-2: *Research Classifications*

<b>Purpose:</b>	Descriptive
<b>Outcomes:</b>	Applied
<b>Logic:</b>	Deductive
<b>Process:</b>	Qualitative/Quantitative
<b>Methodology:</b>	Interviews/Questionnaires

### 3.3.2 Profile of Participating Multinational Corporations

The survey data was collected from employees working in various multinational corporations (MNCs) operating in Egypt. These organizations span a range of industries, including information technology, pharmaceuticals, fast-moving consumer goods (FMCG), financial services, and telecommunications. Participating companies are characterized by their global operations, standardized human resource practices, and adoption of corporate diversity and inclusion policies. These MNCs typically operate regional offices in Egypt and employ diverse talent pools that reflect both international standards and local cultural dynamics.

### 3.4 Research Population and Sample Type

This section includes the definition of the used research population in addition to the sampling techniques utilized by the researcher.

Multinational corporations (MNCs) are defined as companies that operate in multiple countries, maintain international headquarters, and implement standardized global business practices, including human resource and diversity management policies. The rationale for selecting employees from such organizations lies in their structured approach to diversity and inclusion (D&I), which is often aligned with international norms and regulations. This makes them appropriate candidates for examining the adoption and impact of progressive D&I initiatives—especially those related to sexual orientation—within the Egyptian context. Unlike local companies, MNCs are more likely to implement formalized D&I programs and have sufficient infrastructure to support cultural sensitivity and inclusive leadership training. Furthermore, their workforce often comprises employees from varied cultural backgrounds, increasing the relevance and richness of the data regarding perceptions of inclusion, behavior intention, and employee loyalty. This sampling approach ensures a more valid and meaningful analysis of the research questions, particularly given the cultural complexities surrounding sexual orientation-based inclusion initiatives in Egypt.

#### 3.4.1 Research Population

The targeted research population comprises individual employees working for multinational companies in the Egyptian market. This includes employees across all industries and at all organizational levels, provided the companies operate within the local market. According to the Central Agency for Public Mobilization and Statistics (CAPMAS) publication reports from July 2024, the total number of employees in Egypt as of 2023 is 29 million (CAPMAS, 2024).

### 3.4.2 Research Sampling

In this section, the researcher will determine the sampling unit, sample frame, sample size and the sample design and techniques as mentioned by Sekaran and Bougie (2016). They stated that “The more representative of the population the sample is, the more generalizable are the findings of the research” (P. 244). This would help the researcher to reach the objective of achieving the required generalizability of the research findings of the entire population.

#### 3.4.2.1 Sampling Unit

The research’s sampling unit or element of analysis is the white-collar individuals working for multinational companies from all sectors operating in Egypt with a minimum of 6 months tenure in the same organization.

#### 3.4.2.2 Sample Size

Based on the generalized and simplified scientific guidelines for sampling size decisions for a given population provided by Sekaran and Bougie, (2016), the total sample size, pertaining the quantitative part, is 384 individual sample since the population of employees (working for multinational companies in Egypt) is assumed to be more than 100 K employees.

#### 3.4.2.3 Sample Design and Techniques

According to Sekaran and Bougie (2016) and Saunders *et al* (2009), the used sampling design is non-probability convenience sampling that refers to the selection of a sample from a population when this selection does not guarantee that every member of the population has a chance of being selected. In the convenience sampling technique, Samples are chosen based on their availability and ease of access

### 3.5 Data Collection Phases

The researcher employs a mixed approach beginning with a qualitative phase, which is then followed by a quantitative phase.

#### 3.5.1 Qualitative phase

The qualitative phase aimed at gathering in-depth insights and understanding the intricacies of the research topic. This phase typically utilizes methods such as interviews, focus groups, or open-ended surveys to capture detailed participant perspectives and identify potential issues with the study design.

In this study, the researcher conducted face-to-face interviews with three employees and two subject matter experts from various multinational companies working in telecommunications and oil and gas sectors. The selected employees are from managerial and non-managerial levels. This process was essential for assessing the face validity of the questionnaire, ensuring it was appropriately tailored to the study's context and sensitive to Egyptian cultural norms

#### 3.5.2 Quantitative phase

The quantitative phase starts with a pilot study then the distribution of the final questionnaire.

##### 3.5.2.1 Pilot Study

The pilot study involved in the quantitative phase is designed to rigorously test the finalized questionnaire, incorporating the feedback obtained from the qualitative phase. For this stage, the researcher utilized online platforms, including Facebook, LinkedIn, and WhatsApp, to distribute the survey, thereby reaching a diverse sample population efficiently.

The first benefit of pilot studies is Feasibility Testing. Pilot studies are crucial for assessing whether the proposed research methods and procedures are practical and can be effectively implemented. This process involves evaluating key components such as the recruitment process, data collection techniques, and overall study logistics. By conducting a pilot study, researchers can identify and address potential issues early in the research process. (Baker, 2000; Van Teijlingen & Hundley, 2001).

The second benefit is Cost and Time Estimation. Conducting a pilot study allows researchers to estimate the resources necessary for the full-scale study, including time, funding, and personnel. This initial phase provides valuable insights into the actual costs and time requirements, which are essential for accurate budgeting and scheduling. By identifying these needs early on, researchers can adjust their research plan accordingly and secure the appropriate resources needed for the successful execution of the main study (Lancaster, Dodd, & Williamson, 2004).

The third benefit is Risk Identification. Pilot studies are instrumental in uncovering potential risks and unintended consequences that may arise during the main study. By conducting a pilot phase, researchers can identify these risks early and develop strategies to address them effectively. This proactive approach helps mitigate potential issues, reducing the likelihood of encountering significant problems during the full-scale study (Thabane et al., 2010).

The fourth benefit is Refinement of Research Design. The data gathered during a pilot study can be instrumental in refining the research design. This includes the development and adjustment of survey instruments, modification of intervention protocols, and enhancement of data collection procedures. The pilot study serves as a testing ground for hypotheses and allows researchers to make iterative improvements based on preliminary findings. By analyzing the results from the pilot phase, researchers can ensure that the study is well-designed and effectively addresses the research questions (Julious, 2005).

The fifth benefit is Enhanced Validity and Reliability. Conducting a pilot study on a smaller scale allows researchers to test the research design and methods before the full-scale implementation. The insights gained from the pilot study contribute significantly to enhancing the validity and reliability of the main study, ensuring that it yields credible and trustworthy results (Thabane et al., 2010).

A convenience sampling technique was employed, which allowed the researcher to access participants readily. The pilot sample consisted of 30 individuals who completed the survey, providing a preliminary dataset for analysis. The data were subjected to a basic statistical evaluation, which revealed a high reliability of the questionnaire, with Cronbach's alpha value greater than 0.7. This indicates that the instrument consistently measured the intended constructs across responses.

Additionally, the analysis showed that the standard deviation for all variables was below 1.01, suggesting that there was minimal variation in responses around the mean, which indicates a high level of consensus among participants. However, the results also highlighted a general disagreement with the proposed variables, shedding light on cultural differences between the Egyptian and European contexts. This discrepancy underscores the need for contextual sensitivity in questionnaire design. The correlation analysis further illuminated the relationships between independent and dependent variables, revealing varying strengths and directions of these relationships. These findings suggest that the variables interact differently in the Egyptian context compared to other regions.

Overall, the outcomes from the preliminary studies confirm the ease of use and clarity of the questionnaire. The high levels of validity and reliability reported underscore that the questionnaire is well-suited for the main study. The pilot analysis not only validated the research instrument but also provided valuable insights into cultural nuances that will enhance the overall robustness and contextual relevance of the full-scale study.

### 3.5.2.2 Data Collection and Research Type

The researcher will collect information related to the respondents' demographics in addition to the questions related to each variable. This data might help in future research to further understand and explore if demographics influence the relationship investigated.

The online survey questionnaire includes screening questions to ensure the respondents' and the organizations' eligibility. The screening questions confirm the organization grade and the years of experience in the same organization. The researcher has used two reverse questions in the data collection tool (Questionnaire) as reverse questions are the best tool for measuring attitudes and opinions in a more extensive way. Besides, they keep the responders from answering automatically in addition to aiding in the correction of any agreement biases.

The questionnaire is divided into eight sections. Section one included the two filtering questions to make sure the right responses are included in the study. Section two includes three demographic questions related to the responded gender, age and marital status. Section three includes three questions related to personal attitudes. Section four includes three questions related to the subjective norm. Section five includes three questions related to Perceived Behavior Control. Section six includes three questions related to Intention. Section seven includes three questions related to Behavior. Section eight includes thirteen questions related to Employee's Loyalty dependent variable.

### 3.6 Research Assumptions

To ensure the rigor and contextual relevance of this research, several foundational assumptions have been made:

1. **Assumption of Honest and Accurate Responses**
2. **Assumption of Awareness and Exposure to D&I Initiatives**
3. **Assumption of Cultural Impact on Perception and Behavior**

### 4.1 Data Analysis

A Statistical Data Analysis and different methodical tests will be conducted. The reliability test will be used to determine if the questions reflect consistency across the proposed data collection tool. The reliability analysis is tested using Cronbach Alpha. The validity measurement test of the scale reflects the true essence of the business phenomena and variables under research in an inclusive and exclusive manner. A different descriptive data analysis includes mean, median, mode and standard deviation will be performed to each question/variable to gain a more understanding of the collected sample.

The researcher collects a total of 445 samples and after excluding the non-eligible responses (28 responses of less than 6 months and 33 responses working in a non-multination organization), the final sample that is eligible for the analysis is 384 responses.

### 4.2 Demographics

To provide a comprehensive understanding of the study's participants, this section presents an analysis of the demographic characteristics of the respondents, focusing on gender, age, and marital status. Analyzing these demographic variables is crucial as they offer context for interpreting the data and understanding potential influences on employees' attitudes toward Diversity and Inclusion (D&I) initiatives. The breakdown of gender, age groups, and marital status helps to identify patterns and variations within the sample that may impact the

acceptance and adoption of D&I initiatives, as well as their effect on employee loyalty. This analysis sets the foundation for a more nuanced interpretation of the study's findings.

#### 4.2.1 Gender

The gender analysis reveals that out of the 384 respondents, 144 are female, making up 37.5% of the sample, while 240 are male, accounting for 62.5%. This distribution indicates a higher representation of male participants compared to female participants within the study.

#### 4.2.2 Age

The age analysis shows that the largest group of respondents falls within the 40–49 age range, with 191 participants making up 49.7% of the sample. This indicates a predominance of middle-aged employees in the study. The second largest group is the 30–39 age range, consisting of 147 respondents (38.3%). Together, these two groups represent most of the sample, suggesting that most participants are in their prime working years. The 20–29 age group comprises 26 respondents (6.8%), reflecting a smaller representation of younger employees. Meanwhile, the 50–59 age group includes 14 respondents (3.6%), and the 60+ age group has only 6 respondents (1.6%), indicating a limited presence of older employees in the study. This distribution highlights that the study sample is heavily weighted toward middle-aged professionals.

### 4.3 Reliability Analysis

Reliability analysis is a vital aspect of research that ensures the measurement instruments used are consistent, dependable, and capable of producing stable results. In this study, which explores the impact of personal attitudes, social norms, and perceived behavioral control on the acceptance and adoption of Diversity and Inclusion (D&I) initiatives—and the subsequent effect of these initiatives on employee loyalty—it is crucial to establish the reliability of the data collection tools. A rigorous reliability analysis confirms that the variables being measured are assessed consistently across the study population.

One of the most used metrics to evaluate reliability is Cronbach's alpha, which measures the internal consistency of a set of survey items. This value ranges from 0 to 1, where higher values indicate greater reliability.

By confirming that the measurement instruments used in this research are reliable, human resources professionals and organizational leaders can trust the study's outcomes, thereby informing effective decision-making regarding the implementation of D&I initiatives. This process ultimately strengthens the study's contribution to both academic literature and practical applications in multinational companies. The following table 4.1 presents the analysis of reliability using Cronbach's alpha.

**Table Error! No text of specified style in document.-3: Reliability Analysis Using Cronbach's Alpha**

Variable	Number of Questions	Cronbach's alpha	Evaluation
Attitude toward the Behavior	3	0.881	High
Subjective Norm	3	0.819	High
Perceived Behavior Control	3	0.766	High
Intention	3	0.837	High
Behavior	3	0.871	High
Employee's Loyalty	13	0.830	High

Source: SPSS Data Analysis

Cronbach's alpha values for all variables range from 0.7 to 0.9, indicating high internal consistency. This level of reliability suggests that the items within each construct are well-correlated and consistently

measure the intended concepts. A Cronbach's alpha in this range is generally considered desirable for research purposes, as it demonstrates that the measurement instruments are dependable and capable of producing stable results. High reliability (between 0.7 and 0.9) means that respondents' answers to the survey items are consistent, reflecting that the variables are being accurately assessed.

#### 4.4 Descriptive Data Analysis

Descriptive data analysis is a foundational step in any research study, providing essential insights into the characteristics of the data collected. This process involves using various statistical measures to summarize and describe the distribution, central tendency, and variability of the data. By employing descriptive statistics, researchers can gain an understanding of the data structure and identify patterns, trends, and any potential anomalies (Field, 2018).

Overall, descriptive data analysis using these measures allows researchers to make informed observations about the data and provides a foundation for subsequent inferential statistical analyses. Understanding the data's central tendency, variability, and distribution is crucial for accurately interpreting the results and drawing meaningful conclusions about the relationships and patterns within the dataset.

The following table 4.2 provides a summarized result for the research variables, a detailed view per question is included in the appendix.

**Table Error! No text of specified style in document.-4: Descriptive Analysis for the Questionnaire Questions and Model Variables**

Model Questions/ Variables	Mean	Median	Mode	Std. Deviation	Skewness	Min	Max	Percentiles		
								25	50	75
Attitude toward the Behavior	1.62	1.33	1.00	0.83	1.71	1.00	5.00	1.00	1.33	1.92
Subjective Norm	1.59	1.33	1.00	0.72	1.40	1.00	4.33	1.00	1.33	2.00
Perceived Behavior Control	1.98	1.67	1.00	0.92	0.97	1.00	5.00	1.33	1.67	2.67
Intention	1.55	1.33	1.00	0.82	1.87	1.00	5.00	1.00	1.33	1.67
Behavior	1.47	1.00	1.00	0.72	1.76	1.00	4.67	1.00	1.00	1.67
Employee's Loyalty	4.16	4.15	4.23	0.54	-1.91	1.00	5.00	3.92	4.15	4.54

Source: SPSS Data Analysis

The researcher can conclude the following per variable:

- **Interpretation of Descriptive Statistics for Attitude toward the Behavior:**

The variable "Attitude Toward the Behavior" was measured using three questions, and the descriptive statistics provide insights into how respondents perceive the behavior in question. The minimum value is 1 (Strongly Disagree), and the maximum value is 5 (Strongly Agree), indicating that respondents used the full range of the 5-point scale.

The mean value of 1.62 is consistent with these findings, suggesting that, on average, respondents are closer to the "Strongly Disagree" end of the scale. The standard deviation (SD) of 0.83 indicates moderate

variability, meaning that while the majority of respondents share similar views (toward disagreement), there is some variation, with a smaller group expressing more neutral or even favorable attitudes.

Overall, these descriptive statistics suggest that respondents generally exhibit negative or neutral attitudes toward the behavior in question, with a tendency toward "Strongly Disagree," but there is some diversity in the responses, as evidenced by the moderate standard deviation and the positive skewness.

- **Interpretation of Descriptive Statistics for Subjective Norm:**

The variable "Subjective Norm" was measured using three questions, and the descriptive statistics for this variable shed light on how respondents perceive the social expectations regarding the behavior in question..

The median and mode values of 1 suggest that most respondents strongly disagree with the subjective norm, reflecting a tendency toward negative or unfavorable perceptions of the social expectations related to the behavior. This is further supported by the 25th percentile value of 1, indicating that at least 25% of respondents strongly disagree with the perceived social norms.

The mean value of 1.59 is consistent with these findings, indicating that, on average, respondents strongly disagree with the subjective norm, further confirming a negative or neutral attitude toward the social expectations surrounding the behavior. The standard deviation (SD) of 0.72 shows moderate variability in the responses, meaning that while the majority of the respondents lean toward disagreement with the social norms, there is some degree of variation in the responses, with a smaller group expressing more neutral or favorable views.

Overall, the descriptive statistics suggest that most respondents do not perceive strong social support for the behavior in question, with a tendency to strongly disagree with the subjective norm. However, there is some variability, with a small portion of respondents holding more neutral or positive views toward the social expectations.

- **Interpretation of Descriptive Statistics for Perceived Behavior Control**

The variable "Perceived Behavior Control" was measured using three questions, and the descriptive statistics for this variable offer insights into how respondents perceive their ability to control or influence the behavior in question.

The median value of 2 suggests that the middle response lies between "Strongly Disagree" and "Disagree," indicating that, in general, respondents do not feel strongly in control of the behavior, with many perceiving limited controls. The mode of 1 (Strongly Disagree) further supports this, indicating that the most frequent response across participants is a perception of low control over the behavior.

The mean value of 1.98 supports this interpretation, indicating that, on average, respondents perceive only a modest level of control over their behavior. This aligns with the overall trend of the data, where most respondents report lower levels of perceived behavior control. The standard deviation (SD) of 0.92 reflects moderate variability in the responses, suggesting that while most respondents feel they have limited control, there is a degree of variation in how individuals perceive their ability to control their behavior.

In summary, the descriptive statistics suggest that the majority of respondents perceive a low to moderate level of control over the behavior in question, with many respondents rating their perceived behavior control at the lower end of the scale (closer to "Strongly Disagree" or "Disagree"). However, there is some variability, with a smaller proportion of respondents expressing more neutral or even positive views regarding their control over the behavior.

- **Interpretation of Descriptive Statistics for Intention**

The variable "Intention" was measured using three questions, and the descriptive statistics provide insights into respondents' intentions toward the behavior in question. The minimum value is 1, indicating that the lowest possible response is "Strongly Disagree," while the maximum value is 5, corresponding to "Strongly Agree".

The median and mode values of 1 suggest that most respondents strongly disagree with having the intention to engage in the behavior, indicating a strong tendency toward low intention to perform the behavior. This is further reinforced by the 25th percentile value of 1, suggesting that at least 25% of the respondents expressed a lack of intention toward the behavior.

The mean value of 1.55 further supports this interpretation, indicating that, on average, respondents have low intention to engage in the behavior. This is consistent with the mode and median, which indicate that most respondents rated their intention at the lowest end of the scale. The standard deviation (SD) of 0.82 suggests moderate variability in responses, meaning that while the majority of respondents express little or no intention, there is still some variation in how strongly individuals expressed their lack of intention.

In summary, the descriptive statistics for "Intention" indicate that most respondents show little to no intention to engage in the behavior, with a significant portion rating their intention at the lowest level of the scale. The distribution is positively skewed, with a small portion of respondents holding slightly higher intentions, but the overall trend suggests a general lack of intention toward the behavior.

- **Interpretation of Descriptive Statistics for Behavior**

The variable "Behavior" was measured using three questions, and the descriptive statistics for this variable provide insights into respondents' actual behavior or their perception of engaging in the behavior. The minimum value is 1, indicating that the lowest possible response is "Strongly Disagree," and the maximum value is 5, corresponding to "Strongly Agree".

The median and mode values of 1 suggest that most respondents strongly disagree with engaging in the behavior, indicating that most individuals have not performed or do not intend to perform the behavior.

The mean value of 1.47 supports these findings, suggesting that, on average, respondents strongly disagree with engaging in the behavior. This aligns with the median and mode, which indicate that most respondents rate their behavior at the lowest end of the scale. The standard deviation of 0.72 indicates moderate variability in responses, meaning that while most respondents express a lack of engagement in the behavior, there is some variation in the responses, with a few individuals possibly rating their behavior as more positive.

In summary, the descriptive statistics for "Behavior" suggest that most respondents do not engage in the behavior in question, with a significant portion rating their behavior at the lowest level of the scale. The distribution is positively skewed, with a small group of respondents showing more favorable behavior. However, the general trend indicates a lack of engagement or performance of behavior among the respondents.

- **Interpretation of Descriptive Statistics for Employee's Loyalty**

The variable "Employee's Loyalty" was measured using thirteen questions, and the descriptive statistics for this variable offer insights into the respondents' general loyalty toward their organization.

The median value of 4 for most of the questions (with one question having a median of 5) suggests that, on average, respondents report relatively high levels of loyalty to their organization. A median of 4 indicates

that more than half of the respondents tend to agree or strongly agree with statements about their loyalty, reflecting a general trend of positive feelings towards their employer.

The mode is 5 for most of the questions, indicating that the most frequent response is "Strongly Agree" for several aspects of employee loyalty. However, for three questions, the mode is 4, indicating that for those aspects, respondents were more likely to agree, rather than strongly agree, with the statements about their loyalty.

The mean value of 4.16 supports these findings, indicating that, on average, respondents reported a high level of loyalty to their organization. The standard deviation of 0.54 indicates low variability in the responses, meaning that most respondents expressed similar levels of loyalty, with few reporting very low or very high levels of loyalty. This low standard deviation suggests a general consensus among respondents regarding their loyalty to their employer.

In summary, the descriptive statistics for "Employee's Loyalty" indicate that respondents generally report strong loyalty toward their organization, with most responses concentrated around "Agree" and "Strongly Agree." The negatively skewed distribution and the high mean value suggest a positive attitude towards the organization, with relatively little variation in responses.

#### 4.5 Correlation Analysis

Correlation analysis is a statistical technique used to determine the strength and direction of the relationship between two variables. One common method for assessing correlation is Spearman's rho, a non-parametric test that measures the rank-order relationship between variables. Unlike Pearson's correlation, which requires data to be normally distributed and linear, Spearman's rho is more flexible and can be used when these assumptions are not met (Field, 2018).

In this research, Spearman's rho is employed to assess the relationships between key variables, ensuring that the analysis remains reliable even when the assumptions of normality or linearity are violated. The interpretation of the results will help determine the strength and nature of the associations between variables, providing insights into how changes in one variable may correspond to changes in another.

Based on the correlation analysis, the researcher can test the proposed five hypotheses:

- H1: Personal attitude positively affects the intention to adopt the progressive D&I initiatives based on sexual orientation among workforce in multinational companies in Egypt:

The correlation coefficient of 0.610 suggests a strong positive relationship between the two variables. This means that as personal attitude toward D&I initiatives becomes more positive, the intention to adopt these initiatives also increases. The strength of this correlation indicates that personal attitudes are a meaningful factor influencing employees' willingness to support and embrace D&I practices related to sexual orientation in the workplace.

- H2: Subjective norms positively affect the intention to adopt the progressive D&I initiatives based on sexual orientation among workforce in multinational companies in Egypt

The hypothesis (H2) posits that subjective norms positively affect the intention to adopt progressive Diversity and Inclusion (D&I) initiatives based on sexual orientation among the workforce in multinational companies in Egypt.

The correlation coefficient of 0.606 indicates a strong positive relationship between subjective norms and the intention to adopt these initiatives.

- H<sub>3</sub>: Perceived behavior Control positively affects the intention to adopt the progressive D&I initiatives based on sexual orientation among workforce in multinational companies in Egypt

The hypothesis (H<sub>3</sub>) suggests that perceived behavioral control positively affects the intention to adopt progressive Diversity and Inclusion (D&I) initiatives based on sexual orientation among the workforce in multinational companies in Egypt.

The correlation coefficient of 0.424 indicates a moderate positive relationship between these variables. This implies that as employees' perceptions of having the resources, opportunities, or capabilities to implement D&I initiatives improve, their intention to adopt such practices also increases. However, compared to personal attitude and subjective norms, the strength of this relationship is relatively weaker, suggesting that while perceived behavioral control is important, it has a more moderate influence on employees' intentions compared to other factors.

- H<sub>4</sub>: The Intention to adopt the progressive D&I based on sexual orientation is positively related to subsequent Adoptive Behavior

The hypothesis (H<sub>4</sub>) states that the intention to adopt progressive Diversity and Inclusion (D&I) initiatives based on sexual orientation is positively related to subsequent adoptive behavior among the workforce in multinational companies in Egypt.

The correlation coefficient of 0.658 denotes a strong positive relationship between intention and adoptive behavior. This suggests that as employees' intentions to support and engage in D&I initiatives increase, there is a corresponding and substantial increase in actual behaviors that reflect the adoption of these practices.

- H<sub>5</sub>: Progressive adoption of Diversity & Inclusion initiatives based on sexual orientation has a positive effect on employees' loyalty among workforce in multinational companies in Egypt

The hypothesis (H<sub>5</sub>) suggests that the progressive adoption of Diversity and Inclusion (D&I) initiatives based on sexual orientation has a positive effect on employees' loyalty among the workforce in multinational companies in Egypt. However, the correlation analysis reveals a significant relationship with a p-value (Sig) of 0.000, which is below the 0.05 threshold, indicating that the relationship between the adoption of D&I initiatives and employee loyalty is statistically significant.

The correlation coefficient of -0.527 indicates a strong negative relationship between these variables. Contrary to the hypothesis, this negative coefficient suggests that as the adoption of D&I initiatives increases, there is a strong decrease in employees' loyalty. This unexpected finding implies that, in this context, the progressive adoption of D&I initiatives related to sexual orientation may be associated with lower levels of loyalty among employees.

#### 4.6 Regression Analysis

Regression analysis is a widely used statistical method to explore the relationship between a dependent variable and one or more independent variables. It enables researchers to assess how changes in predictors affect the outcome variable, and it is fundamental in drawing inferences and making predictions (Field, 2018). Traditional regression analysis assumes that the data, particularly the residuals, follow a normal distribution. This assumption is crucial for ensuring the validity of statistical tests, confidence intervals, and overall model performance.

However, in real-world data, it is common for variables to deviate from a normal distribution. While non-normally distributed data can complicate traditional regression methods, due to the large sample size in this study, the assumption of normality can be somewhat relaxed. According to the Central Limit Theorem, with sufficiently large sample sizes (typically greater than 100), the sampling distribution of the mean tends to approximate a normal distribution, even if the underlying data are not normally distributed. This makes it possible to proceed with regression analysis despite non-normality in the individual variables (Pallant, 2020).

The following table 4-5 presents the regression model summary which presents the R Square value for the predicted regression model.

**Table Error! No text of specified style in document.-5: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 <sup>a</sup>	.782	.780	.384683737413627
a. Predictors: (Constant), Perceived Behavior Control, Subjective Norm, Attitude toward the Behavior				

*Source: SPSS Data Analysis*

The R Square value of 0.782 indicates that 78.2% of the variance in the dependent variable is explained by the independent variables included in the regression model. This is considered a high R Square value, suggesting that the model does a good job of accounting for the variation in the outcome variable. In other words, the independent variables have a substantial impact on predicting or explaining the behavior of the dependent variable.

An R Square of 0.782 means that approximately 78% of the changes in the dependent variable can be attributed to the linear relationship with the predictors in the model, while the remaining 22% of the variance is due to other factors not included in the model or random error.

In the context of this study, this suggests that the independent variables, such as attitudes, subjective norms, and perceived behavior control, are important predictors of the intention to adopt progressive D&I initiatives, accounting for a significant proportion of the variance in employees' behaviors and loyalty.

**Table Error! No text of specified style in document.-6: ANOVA Test**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201.285	3	67.095	453.402	.000 <sup>b</sup>
	Residual	56.233	380	.148		
	Total	257.518	383			

a. Dependent Variable: Intention

b. Predictors: (Constant), Perceived Behavior Control, Subjective Norm, Attitude toward the Behavior

*Source: SPSS Data Analysis*

The ANOVA results show a significant F-value of 453.402 with a p-value (Sig) of 0.000, indicating that the regression model is statistically significant. Specifically, the p-value of 0.000 is well below the standard threshold of 0.05, which suggests that the independent variables collectively have a significant impact on the dependent variable.

The F-statistics measures the overall significance of the regression model, testing whether the model provides a better fit to the data than a model with no predictors. An F-value of 453.402 indicates a strong relationship between the predictors and the dependent variable, confirming that the independent variables, as a group, explain a significant amount of the variance in the outcome.

## 5.1 Discussion, conclusions and recommendations

### 5.2 Discussion of Findings

The demographic analysis provides essential insights into the study sample and allows for a deeper understanding of how different demographic groups perceive and respond to Diversity and Inclusion (D&I) initiatives in multinational companies in Egypt. The gender, age, and marital status distributions offer valuable context for interpreting the study's findings and their potential implications.

The gender composition of the study's participants reveals key information about how different gender groups may respond to D&I initiatives. Of the 384 respondents, 144 (37.5%) are female, and 240 (62.5%) are male. This disparity indicates a higher representation of male participants, which may reflect the broader gender distribution within the workforce of multinational companies operating in Egypt. The higher number of male respondents could be reflective of specific industries or organizational cultures that tend to have a larger male workforce, especially in sectors like telecommunications and oil and gas (Al-Asfour & Khan, 2014). Previous studies have shown that gender imbalances in the workforce can shape the response to D&I policies, with men and women possibly perceiving such initiatives differently (Ely & Meyerson, 2000). Gender differences in the perception and impact of D&I initiatives are crucial to explore, as they may uncover varying levels of awareness, acceptance, or even resistance to these initiatives.

Most respondents expressed negative or neutral attitudes toward the behavior, as indicated by the low mean value (1.62), the concentration of responses at the "Strongly Disagree" and "Disagree" categories, and the positive skewness (1.42 to 1.8). Although most respondents showed strong disagreement, a minority displayed more neutral or favorable attitudes, reflecting some diversity in the perceptions of the behavior. These results suggest a predominantly unfavorable view of behavior, with a small group of respondents holding more positive or neutral opinions. Previous studies have similarly indicated that attitudes toward behaviors can be highly polarized, with many individuals expressing negative views (Ajzen, 1991; Fishbein & Ajzen, 2011).

Like attitudes toward the behavior, the subjective norm was perceived negatively or neutrally by most respondents. The mean value of 1.59 and the skewness (ranging from 1.28 to 1.47) suggest that respondents generally did not perceive strong social support for the behavior. However, a small portion of the sample showed more favorable views of the social expectations regarding the behavior. This finding indicates a negative or neutral perception of the social norms surrounding the behavior, with some variation in how individuals perceived these expectations. This aligns with literature suggesting that subjective norms can significantly impact behavior, with individuals often influenced by perceived social expectations (Cialdini et al., 1991; Venkatesh & Davis, 2000).

The results for Perceived Behavior Control indicate that respondents generally perceived low to moderate control over the behavior in question, with the majority rating their control at the lower end of the scale (mean of 1.98). The skewness values (ranging from 0.99 to 1.01) suggest that most respondents felt limited in their ability to influence or control their behavior. However, a smaller group expressed more neutral or positive perceptions of their control, indicating a mild sense of empowerment among a minority of respondents. This finding supports the theory of perceived behavioral control, as proposed by Ajzen (1991), which posits that behavior is significantly influenced by the perceived ease or difficulty of performing the behavior.

Most respondents showed little to no intention to engage in the behavior, as evidenced by the low mean value of 1.55 and the positively skewed distribution (ranging from 1.84 to 2.01). The distribution suggests that most participants did not intend to perform the behavior, with only a small group expressing higher levels of intention. This trend highlights a general lack of intention toward the behavior, with few respondents displaying stronger intentions. These results are consistent with prior research demonstrating that intention is a significant predictor of actual behavior, with lower intention often correlating with lower likelihood of adoption (Fishbein & Ajzen, 2011; Schwarzer, 2008).

Like intention, most respondents reported that they did not engage in the behavior, as indicated by the low mean value of 1.47 and the highly positively skewed distribution (ranging from 1.77 to 2.01). These results suggest that most participants did not perform the behavior in question, with a small minority engaging in it to a greater extent. This further supports the general trend of a lack of engagement or performance of the behavior across the sample. This finding is aligned with the theory of planned behavior, which emphasizes the role of intention in determining actual behavior (Ajzen, 1991).

The results for employee loyalty indicate a generally high level of loyalty toward the organization as this loyalty is asked as a general loyalty without mentioning the progressive D&I in these questions. The mean value of 4.16 and the negatively skewed distribution (ranging from -0.68 to -1.44) suggest that most respondents reported strong loyalty, with responses concentrated around "Agree" and "Strongly Agree." The low standard deviation (0.54) indicates little variability, implying a consensus among respondents regarding their loyalty to the organization. These findings are consistent with research that suggests high levels of organizational loyalty can positively impact job satisfaction and performance (Meyer & Allen, 1991).

The correlation analysis results provide valuable insights into the relationships between personal attitude, subjective norms, perceived behavioral control, intention, and behavior regarding the adoption of progressive Diversity & Inclusion (D&I) initiatives based on sexual orientation in multinational companies in Egypt.

### **H1: Personal attitude positively affects the intention to adopt progressive D&I initiatives.**

The analysis confirms H1, showing a strong positive correlation between personal attitude and the intention to adopt D&I initiatives, with a correlation coefficient of 0.610 and a p-value of 0.000 ( $p < 0.05$ ). This result suggests that as employees' attitudes toward D&I initiatives become more favorable, their intention to engage with these practices also increases and vice versa.

### **H2: Subjective norms positively affect the intention to adopt progressive D&I initiatives.**

H2 is also supported by the analysis, with a strong positive correlation (0.606) and a p-value of 0.000, indicating a significant relationship between subjective norms and the intention to adopt D&I initiatives. This finding aligns with social influence theories, which suggest that individuals' behavior is heavily influenced by perceived social expectations (Fishbein & Ajzen, 2011).

### **H3: Perceived behavior control positively affects the intention to adopt progressive D&I initiatives.**

H3 is supported by the results, with a moderate positive correlation of 0.424 and a p-value of 0.000. This suggests that perceived behavioral control does influence employees' intention to adopt D&I initiatives, though the effect is weaker compared to personal attitudes and subjective norms.

### **H4: The intention to adopt progressive D&I initiatives is positively related to subsequent adoptive behavior.**

The findings strongly support H4, with a significant positive correlation (0.658) between intention and actual adoptive behavior, and a p-value of 0.000. As employees' intention to adopt D&I initiatives increases, their actual behavior toward embracing and engaging with these initiatives also improves. This underscores the importance of fostering strong intentions among employees, as it is likely to translate into real-world actions that support the progressive adoption of D&I practices.

### **H5: The progressive adoption of D&I initiatives based on sexual orientation has a positive effect on employees' loyalty.**

The correlation coefficient of -0.527 indicates a strong negative relationship between the adoption of D&I initiatives and employee loyalty, which contradicts the hypothesized positive effect. This finding suggests that, in the context of this study, the implementation of progressive D&I initiatives related to sexual orientation may lead to a decrease in employee loyalty. This outcome may be influenced by various factors, such as cultural resistance, perceived divisiveness of D&I initiatives, or a mismatch between employees' values and the organization's approach to diversity.

### 5.3 Conclusion

This research has undertaken a comprehensive exploration of the adoption and impact of progressive Diversity and Inclusion (D&I) initiatives based on sexual orientation within multinational corporations operating in Egypt. By employing the Theory of Planned Behavior (TPB) as a theoretical framework, the study examined how personal attitudes, subjective norms, and perceived behavioral control influence employees' intentions and behaviors toward these initiatives. Additionally, it investigated the implications of D&I practices for employee loyalty, integrating demographic insights and rigorous reliability analyses to ensure the credibility and validity of its findings.

The preliminary study, conducted in two phases (qualitative and quantitative), played a pivotal role in refining the research instrument and ensuring its cultural relevance. The qualitative phase involved interviews with employees from various managerial levels within multinational corporations, yielding critical feedback that informed the clarity and appropriateness of the survey design. Notably, participants recommended including definitions for key terms such as "sexual orientation" and "Progressive D&I Initiatives," addressing potential ambiguities within the Egyptian context. These adjustments enhanced the survey's face validity and ensured cultural sensitivity. The quantitative phase tested the revised questionnaire with a sample of 30 respondents. This step validated the instrument's reliability, yielding a Cronbach's alpha above 0.7, and revealed minimal standard deviations across variables, signifying strong consensus among participants. However, the analysis also identified cultural differences in perceptions of D&I initiatives compared to Western settings, emphasizing the need for localized strategies. These findings provided a robust foundation for the main study and highlighted the importance of contextually adapting global D&I frameworks to align with local cultural norms.

The reliability analysis confirmed the robustness of the study's measurement instruments. With Cronbach's alpha values exceeding 0.7 across all constructs, the study demonstrated strong internal consistency, ensuring that its findings are both valid and reliable. This methodological rigor strengthens the credibility of the conclusions and provides confidence in the relationships identified between the variables. The use of TPB as a guiding framework further solidifies the study's foundation, as the model is well-regarded for its ability to predict intention and behavior across diverse settings (Ajzen, 1991).

The descriptive statistics show a clear trend of negative or neutral perceptions regarding the behavior, subjective norms, intention, and actual behavior, suggesting a lack of engagement or performance. On the other hand, employee loyalty to the organization is reported to be strong, with high levels of agreement across most respondents. These findings provide valuable insights into the attitudes and behaviors of the respondents and offer a foundation for understanding the factors influencing the behavior in question.

The findings reinforced the significant influence of personal attitudes, subjective norms, and perceived behavioral control on employees' intentions to adopt progressive D&I initiatives. Among these, personal attitudes emerged as the most powerful predictor, underscoring the importance of fostering positive perceptions of inclusiveness within the workforce. A workplace culture that actively promotes acceptance, respect, and equality is essential for cultivating favorable attitudes. This finding resonates with prior studies, which assert that positive attitudes toward diversity significantly enhance employee engagement with inclusivity programs (Ng & Rumens, 2017). For multinational corporations, this underscores the importance of sustained efforts to communicate the benefits of D&I initiatives, not only as ethical imperatives but also as drivers of innovation, collaboration, and overall organizational success.

Subjective norms also played a crucial role in shaping employees' intentions, highlighting the influence of organizational culture, leadership behavior, and peer expectations. Employees are more likely to engage with inclusive initiatives when they perceive these efforts as valued by their colleagues and supported by organizational leaders. This finding aligns with research emphasizing the role of leadership-driven inclusive programs in normalizing diversity as a core organizational value (Pitts et al., 2010). Organizations must recognize that fostering a supportive and inclusive environment requires leaders to visibly endorse and model inclusive behaviors.

Perceived behavioral control, while slightly less influential than attitudes and norms, emerged as a significant determinant of employees' intentions. This factor reflects employees' confidence in their ability to engage with D&I initiatives, shaped by the availability of resources, training, and organizational support. Literature underscored that employees' sense of empowerment directly affects their willingness to participate in inclusivity programs (Ajzen, 1991).

The study also validated the strong relationship between intention and behavior, demonstrating that employees with robust intentions to adopt D&I practices are more likely to translate those intentions into concrete actions. This reinforces TPB's predictive strength and underscores the importance of interventions that strengthen employee intentions.

Another finding of the study was the absence of a direct positive relationship between the progressive adoption of Diversity and Inclusion (D&I) initiatives and employee loyalty. Contrary to conventional expectations, this result highlights a more intricate relationship between inclusivity efforts and loyalty within the Egyptian corporate context. This unexpected finding implies that, in this context, the progressive adoption of D&I initiatives related to sexual orientation may be associated with lower levels of loyalty among employees.

In conclusion, the findings provide strong evidence supporting most of the proposed hypotheses, emphasizing the critical role of personal attitude, subjective norms, and intention in the adoption of D&I initiatives based on sexual orientation in multinational companies in Egypt. However, the negative relationship between D&I adoption and employee loyalty (H5) highlights the complexities of implementing such initiatives and suggests the need for further exploration into the factors influencing employees' responses to progressive D&I measures. These results contribute to the growing body of literature on D&I in the workplace and offer practical insights for organizations seeking to foster more inclusive environments.

Several factors could explain this result. Cultural resistance and perceived misalignment with local norms may lead some employees to view such initiatives as externally imposed or inconsistent with their values. Additionally, the limited integration of D&I initiatives with broader organizational practices, such as leadership development, career growth opportunities, and equitable policies, could diminish their perceived value. As discussed in Chapter Two, employee loyalty is not solely shaped by inclusivity but is influenced by a complex interplay of trust in leadership, perceptions of fairness, and alignment between organizational values and individual expectations (Cooke & Saini, 2010; Pitts et al., 2010).

These findings underscore the need for a more nuanced approach to D&I implementation. While inclusive initiatives can foster engagement and equity, their potential impact on loyalty requires careful consideration of cultural sensitivities and employee perceptions. Organizations must adopt holistic strategies that integrate D&I practices with broader human resource policies and address underlying concerns that may hinder their acceptance. By doing so, companies can maximize the effectiveness of inclusive efforts and strengthen their ability to build a loyal and committed workforce.

This research reaffirms the strategic importance of progressive Diversity and Inclusion (D&I) initiatives related to sexual orientation as tools for fostering inclusivity and shaping employee behavior. While the direct link between such initiatives and employee loyalty remains complex, this research suggests that their broader organizational benefits—ranging from enhanced employee engagement to the promotion of workplace equity—

underscore the value of inclusivity as a cornerstone of sustainable business practices. However, the findings also indicate that in the context of Egypt, the adoption of D&I initiatives related to sexual orientation requires careful consideration of cultural sensitivities and employee perceptions to avoid unintended effects, such as diminished loyalty.

By adopting culturally sensitive, employee-focused approaches, multinational corporations in Egypt can navigate these complexities and create environments where diversity is embraced and supported. Tailored strategies that align global D&I standards with local cultural norms can position organizations to leverage diversity as a strategic asset, driving innovation, fostering collaboration, and achieving long-term success in an increasingly interconnected global economy.

#### 5.4 Study Limitations

**Time Constraints.** One of the primary limitations of this study was the time constraint. Due to limited time for data collection and analysis, the sample size may not fully capture the diversity of opinions and experiences across different sectors, organizational levels, or regions. A longer data collection period could have allowed for a more comprehensive understanding of the dynamics at play in the adoption of D&I initiatives.

**Reluctance to Respond to the Questionnaire** Despite efforts to reach a broad audience, some employees may have been reluctant to participate in the survey due to concerns about the sensitivity of the topics covered, such as sexual orientation and D&I initiatives. This reluctance may have led to a lower response rate, potentially limiting the diversity of perspectives included in the sample.

**Limited Generalizability** The study focused on multinational companies in Egypt, which may limit the generalizability of the findings to other countries or regions with different cultural, social, and organizational dynamics. The specific context of Egypt, with its unique socio-cultural environment, may affect the way employees perceive and respond to D&I initiatives, meaning that the results may not be fully applicable to other settings.

**Self-Report Bias** As the study relied on self-reported data from respondents, there is the potential for self-report bias, where participants may have provided socially desirable responses rather than their true feelings or behaviors. This could affect the accuracy of the data, especially when it comes to sensitive topics like D&I practices and sexual orientation.

**Potential Cultural Sensitivity** Given the sensitive nature of diversity and inclusion topics, including sexual orientation, there could be cultural sensitivities that may have influenced how respondents answered the survey. Employees in Egypt might have varying levels of openness regarding these issues, which could have affected the accuracy of responses, especially in the context of personal attitudes toward D&I initiatives.

#### 5.5 Theoretical and Practical Contributions

From a theoretical perspective, this research makes a significant contribution to the discourse on diversity management in non-Western contexts. By focusing on Egypt, it addresses a critical gap in the literature, providing insights into how global D&I strategies can be localized to align with regional cultural norms. The findings reinforce the importance of culturally sensitive approaches, demonstrating that successful diversity management requires nuanced strategies tailored to the unique dynamics of each organizational context. This study adds to the growing body of literature that advocates for the adaptation of theoretical frameworks like TPB to reflect the complexities of diverse cultural environments.

Practically, the study offers actionable recommendations for multinational corporations seeking to enhance the adoption and impact of D&I initiatives in Egypt. By addressing cultural resistance, fostering

inclusive leadership, and designing interventions that resonate with employees' values and experiences, organizations can drive meaningful change. For instance, leveraging younger employees' enthusiasm for inclusivity while addressing the concerns of more experienced staff through targeted communication can bridge generational divides. Tailored strategies that align global diversity standards with local realities are essential for creating workplaces that support behavioral engagement and enhance organizational performance.

## 5.6 Recommendation

Based on the analysis of survey responses from employees in multinational corporations in Egypt, several targeted recommendations are offered to enhance the effectiveness of Diversity and Inclusion (D&I) initiatives related to sexual orientation and improve employee loyalty.

### a) Aligning D&I Initiatives with Local Cultural Norms

The study found that progressive D&I initiatives related to sexual orientation are associated with lower employee loyalty in the Egyptian context, possibly due to perceived misalignment with societal norms.

**Recommendation:** MNCs should contextualize their global D&I strategies to better align with local cultural values without compromising the principles of inclusivity. This could involve engaging local stakeholders, including employee representatives and cultural consultants, in designing communications and training that address D&I topics in a culturally sensitive manner.

### b) Focus on Shaping Positive Attitudes through Awareness and Education

Personal attitudes were identified as the strongest predictor of employees' intention to adopt D&I initiatives (H1 supported).

**Recommendation:** Organizations should invest in long-term awareness and sensitivity programs that focus on shaping employees' attitudes toward sexual orientation-based inclusion. Storytelling, employee resource groups, and real-life testimonials from within the company may help build empathy and reduce resistance.

### c) Address Perceived Behavioral Control by Empowering Middle Management

Perceived Behavioral Control (PBC) significantly influenced employees' intention to adopt inclusive behaviors (H3 supported).

**Recommendation:** Empower middle managers with practical tools and autonomy to implement inclusive practices confidently. This includes giving them discretion in handling sensitive situations and offering regular training in inclusive leadership, conflict resolution, and psychological safety.

### d) Leverage Subjective Norms Through Leadership Role Modeling

Subjective norms had a significant effect on intention (H2 supported), indicating the importance of perceived social pressure and peer influence.

**Recommendation:** Promote visible support for inclusion from top and middle management. Leaders should consistently demonstrate inclusive behaviors and explicitly endorse D&I initiatives, thereby influencing team norms and expectations.

### e) Foster Psychological Safety and Inclusive Dialogue

Despite strong intentions and behaviors among some employees, the overall loyalty levels decreased, suggesting a gap between action and emotional commitment due to cultural tensions (H5 not supported).

**Recommendation:** Establish regular employee feedback loops, listening sessions, and anonymous platforms to share concerns around D&I. This helps identify hidden tensions and improves trust. Creating safe spaces for open dialogue encourages psychological safety, which is key to loyalty and engagement.

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