

A QUANTITATIVE STUDY ON PERCEIVED INCLUSION AND EMPLOYEE ENGAGEMENT IN UK TECHNOLOGY FIRMS

Background and Rationale:

Inclusion has become a core focus of organizational culture and talent strategy across UK technology firms. While many companies track diversity metrics, inclusion—the sense of psychological safety, belonging, and value—is less often quantified. This study seeks to understand how perceived inclusion impacts employee engagement, which is closely tied to retention, productivity, and organizational commitment.

Research Objectives:

- To measure the relationship between perceived inclusion and employee engagement in UK-based technology firms.
- To examine differences in perceived inclusion based on demographic factors such as gender, ethnicity, and role seniority.
- To explore whether psychological safety mediates the inclusion–engagement relationship.

Hypotheses:

- **H1:** Higher levels of perceived inclusion are positively associated with employee engagement.
- **H2:** Employees in minority demographic groups report significantly lower inclusion scores.
- **H3:** Psychological safety mediates the relationship between inclusion and engagement.

Survey Design:

- **Target Population:** Employees of mid- to large-sized UK technology companies
- **Sampling Method:** Voluntary response sampling via LinkedIn, internal mailing lists, and HR networks
- **Survey Platform:** Microsoft Forms
- **Sample Size:** 165 completed and valid responses

- **Questionnaire Structure:**
 - Section A: Demographics (gender, ethnicity, age, role level)
 - Section B: Perceived Inclusion Scale (adapted from Deloitte's Inclusion Index)
 - Section C: Psychological Safety Scale (based on Edmondson's validated tool)
 - Section D: Employee Engagement Scale (Gallup Q12-based items)

SPSS Analysis Plan:

- **Descriptive Statistics:** Frequency distributions and group means
- **Reliability Testing:** Cronbach's alpha for each scale
- **Independent Samples t-test/ANOVA:** For demographic comparisons on inclusion scores
- **Correlation Matrix:** To test relationships between variables
- **Multiple Regression:**
 - Engagement = $f(\text{Inclusion, Psychological Safety, Demographics})$
- **Mediation Testing:**
 - SPSS Process Macro – Model 4 with inclusion as predictor, psychological safety as mediator, engagement as outcome

Key Results:

- **Descriptive Findings:**
 - Inclusion scores averaged 3.8/5; engagement scores averaged 4.0/5
 - Women and ethnic minority respondents reported lower inclusion than male and white counterparts ($p < 0.05$)
- **Reliability Results:**
 - All scales showed strong internal consistency ($\alpha > 0.82$)
- **Correlation Results:**
 - Inclusion and engagement: $r = 0.58, p < 0.001$
 - Inclusion and psychological safety: $r = 0.61, p < 0.001$
- **Regression Results:**

- Inclusion significantly predicted engagement ($\beta = 0.45, p < 0.001$)
- Psychological safety was also a significant predictor ($\beta = 0.36, p < 0.01$)
- **Mediation Results:**
 - Psychological safety **partially mediated** the relationship between inclusion and engagement
 - Indirect effect was significant ($CI = [.12, .30]$, not containing zero)

Conclusion and Managerial Implications:

Perceived inclusion significantly enhances employee engagement, particularly when it fosters psychological safety. HR leaders in tech firms should not only implement inclusive policies but also focus on enabling safe spaces for open dialogue and collaboration. Measuring inclusion beyond demographics and using engagement as a strategic indicator can strengthen organizational health.

Report Structure (as submitted):

1. Introduction
2. Literature Review
3. Research Hypotheses and Model
4. Methodology and Survey Design
5. SPSS Analysis and Results
6. Discussion
7. Managerial Recommendations
8. Limitations and Further Research
9. References
10. Appendices (Survey Items, Output Tables)

Academic and Corporate Suitability:

- **Academic:** Suitable for dissertations in human resource management, organizational behaviour, and workplace psychology.

- **Corporate:** Applicable for DEI and HR teams in UK tech firms seeking data-driven insights into inclusion strategies.

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