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THE ROLE OF DIVERSITY, EQUITY & INCLUSION IN IMPROVING ORGANIZATIONAL WELL- BEING AND GLOBAL COMPETITIVENESS IN THE TEXTILE SECTOR OF PAKISTAN

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ABSTRACT

This research examines the effect of Diversity, Equity, and Inclusion (DEI) on organization's well- being and global competitiveness within Pakistan's textile sector. The study investigates the effects of applying DEI practices on job retention, employee satisfaction, and the individual's perception of the organizational culture and indirectly on the capability of the company to compete in the global market by examining how these practices are implemented. The research is embarked on using a mixed methods approach that uses quantitative survey data along with qualitative interview data to generate a complete picture of how DEI affects organizational outcomes. The findings show correlations of significant positive impact on organizational well- being through DEI, and it improves employee engagement and satisfaction. Although, its impact on global competitiveness was more indirect and clearer, that points towards the importance of long term strategic investment in DEI. Recommendations to textile companies to incorporate DEI into their foundational strategies in order to foster both internal and external results are made in the study's conclusions.

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Introduction

The rising spectrum of organizations in the textile industry requires strategic Diversity Equality and Inclusion (DEI) methods to become more effective. The study's opening phase includes two core steps where it establishes research parameters and states the research mission with related inquiries and points out the study's modern business value. Academic institutions together with industry sectors derive benefits from study results which are explained in this segment.

Research Background

DEI stands as a vital strategic driver instead of a voluntary human resource action in the modern fast-paced global business sector. The development of inclusive work environments by global business entities meets ethical requirements simultaneously with performance optimization needs and advances innovation creation along with global leadership capabilities (Frijns et al., 2025; Hadisurya et al., 2025; Tufail et al., 2024). Developing nations implement DEI frameworks using organizational structures although Pakistani industries have yet to start this change transformation.

The textile industry of Pakistan serves as a vital manufacturing foundation that strengthens export activities through its connection between traditional heritage and contemporary international requirements (Ali et al., 2020). This sector employs millions of individuals, including women, migrant laborers, and workers from varied cultural, religious, and socio-economic backgrounds. Lacking effective management systems throughout the industry produces employee mistreatment along with skill underdevelopment because workers remain excluded from important decision-making events (Ahmad & Khan, 2021).

An organization exhibits diversity through its employees by featuring differences in gender alongside age and ethnicity and race together with religion and education level and physical abilities and sexual orientation and multiple other characteristics according to Jackson, Williams, and Smith (2020). Services improve through diversity because various employee capabilities generate innovative thinking which helps organizations solve problems effectively. Diversity cannot achieve necessary organizational results independently. Inadequate diversity management produces confusion between workers while creating conflicts which establish communication difficulties (Nawaz & Ali, 2023). Equity along with inclusion begins their work at this particular stage.

Every team member must obtain equal access to organization resources as well as equivalent opportunities for moving up in their careers. One component of work management that leads to one of the elements of Equality is named equity (Herring, 2009). Equity acts differently from equality because it first determines unique requirements for each person before giving assistance. Delivering child care resources alongside facilities made available for disabled personnel establishes equitable practices among textile factory female staff (Zahra et al., 2022). An inclusive workplace environment according to Alvarado et al. (2021) built on respect creates engagement for all individuals without discrimination based on their individual characteristics. Diversity principles merge with equity principles to form this approach during implementation.

The Pakistani textile sector disregards equity and inclusive practices while managing inevitable workplace diversity that results from population data along with economic conditions (Kiani et al., 2025). Many manufacturing organizations maintain hierarchical structures that stop feedback from lower organizational levels primarily during attempts made by women or minority community members to speak. Employees become dissatisfied by poor inclusion a practice which leads to a high

employee turnover rate as well as destroyed teamwork dynamics resulting in diminished workplace mood (Khan et al., 2025; Ding, & Riccucci 2023).

International buyers across North America and Europe started incorporating DEI metrics into Environmental Social Governance (ESG) criteria they use for supply chain assessments since the past few years (Burg Consulting, 2018). The market develops new collaborative relationships between brands and retailers who expect their suppliers both uphold workplace inclusiveness principles as well as equitable gender practices and fair labor standards (McKinsey & Company, 2020).

According to Sameen et al., (2024), the textile industry demonstrates increasing adoption of new changes due to its extensive multinational manufacturing structures. The failure of Pakistani textile businesses to adopt DEI practices results in contract loss and exclusion from international business opportunities in this industry sector (Ali et al., 2020).

Organizational profit maximization reaches 36% higher for companies with executives from diverse cultural and ethnic backgrounds in senior leadership compared to those operating in lower positions as reported by McKinsey & Company (2020). Burg Consulting (2018) found that using innovative management strategies that build diversity results in business revenue growth of 19% for companies. These research findings prove that organizations which endorse diversity alongside inclusiveness reach improved financial results alongside strategic outcomes.

Current research on the textile industry of Pakistan does not contain sufficient empirical evidence about DEI's organizational impact on performance and employee well-being while international research shows clear connections. Research literature on diversity equity and inclusion primarily concentrates on labor market gender equality and workplace involvement without investigating the full scope of DEI effects on organizations (Nawaz & Ali, 2023). An academic gap along with insufficient implementation of diversity and inclusion practices motivates the research initiative.

Organizational well-being goes beyond physical protection because it addresses mental health as well as job fulfillment and motivation rates and interpersonal bonds and workplace atmosphere. Research shows that workplaces which embrace inclusivity establish better commitment standards and reduce work pressure resulting in enhanced employee retention rates (Jackson et al., 2020). The high-pressure textile industry needs organizational well-being to be a vital priority since workers spend long hours completing repetitive tasks (Ahmad & Khan, 2021).

Organizations maintain global competitiveness through their capacity to make products and deliver services which meet international quality criteria while enhancing their market leadership in worldwide markets (Burg Consulting, 2018). Organizations must establish three essential components which include innovation alongside operational efficiency and brand reputation to achieve competitiveness. Empowering global competitiveness occurs through DEI because the strategy lets organizations achieve maximum workforce diversity and foster better strategic decisions and progressive social responsibility reputation (Triana et al., 2021; McKinsey & Company, 2020).

National economic expansion in Pakistan relies heavily on textiles since they constitute 60% of total exports which makes global sector competitiveness essential for national development (Herring, 2009). Textile companies implementing DEI principles into their operational structures and strategic planning place themselves ahead of their competitors and attract valuable staff and international customers. Organizations must adopt human diversity as well as respect individual distinctions because these practices yield substantial advantages in knowledge-based business operations (Nawaz & Ali, 2023).

Organizations demonstrated through the pandemic that they need workplaces resilient through inclusion strategies to remain successful (Herring, 2009). Current research provides evidence that businesses with inclusive cultural practices can navigate to remote work better and address workforce issues preserving performance standards. Working-class employees faced increased crisis vulnerabilities since their basic protective workplace standards failed to stop job losses while providing inadequate safety measures for the workplace. Textile organizations in Pakistan should adopt this time to create new organizational cultures that follow principles of diverse employee inclusion (Khan et al., 2025; Kiani et al., 2025). The research analysis evaluates how DEI strategies influence street well-being and international business adoption patterns in Pakistan's textile industry. The study evaluates DEI practice execution to examine how these practices affect job retention rates and worldwide market business outcomes.

This research study uses both quantitative approaches and qualitative methods to achieve comprehensive understanding of the examined subject matter. Regular surveys containing quantitative data is collected from personnel within the textile sector and their managers as part of the research. Organizational processes and obstacles and positive achievements are being examined by the researcher through interviews with human resource experts and diversity officers who represent the organizations. The research describes the integration of DEI within textile industrial core business operations. The research development includes a distinct Pakistani version of DEI framework featuring actual implementation strategies and evaluation techniques.

The research work establishes its basis by recognizing the vital role DEI plays in modern organizational implementation especially within Pakistan's developing economic framework. The textile industry according to Bose (2024) should treat diversity equality inclusion as its core business foundation rather than an additional human resources program because diversity supports both local and international requirements. The research identifies precise organizational methods for achieving inclusive business success and provides specific recommendations for textile industry applications.

The study aims to examine the influences of DEI on organizational well-being together with global competitiveness in the textile sector. However, the intended research questions to be addressed are:

- What function do Diversity Equity and Inclusion (DEI) serve toward enhancing textile firms' organizational well-being?

- What role does diversity equity and inclusion (DEI) play in improving global competitiveness of textile organizations?
- What impedes and enables Pakistan's textile industry to carry out DEI strategy implementation?

The Pakistani textile sector serves as an essential economic base because it produces important GDP and export revenue. Manufacturing employs numerous people in Pakistan from production-line staff to managerial positions (Kiani et al., 2025). Diverse organizations require DEI practices to connect their long-term success and competitive advantages because these organizations consist of workers from diverse socio-economic levels and diverse regional and cultural backgrounds (Shore, et al., 2018; Zhao et al., 2025).

The worldwide business community actively promotes DEI but textile companies operating in Pakistan have not completely implemented these principles despite such recommendations from International Labour Organization (2024) and Khan et al. (2025). However, according to Roberson (2019) and Deloitte (2021) internal business challenges grow substantial in many organizations because workers show dissatisfaction through poor communication, low inclusion practices and excessive employee turnover which damages operational effectiveness.

The Pakistani textile industry faces sectoral growth limitations and reduced workforce potential because structured DEI frameworks are absent in local firms according to Köllen (2021) and Nishii & Rich (2022). Such work environments where minority communities operate often witness micro-discriminatory incidents that diminish worker drive while disrupting their focus and causing absenteeism (Hunt et al., 2018; El Baz et al., 2019). Concerning workplaces that ignore diversity and inclusion develop many issues for managers while constructing team collaboration and making choices (Bourke & Dillon, 2018; Sabharwal et al., 2018). The organization suffers from poor performance and lower profitability and workers experience negative effects to their welfare (Roberson, 2019; Wilson, 2016).

Global market competitiveness of Pakistani textile firms decreases when they fail to focus on diversity and inclusion practices. Suppliers face an increased challenge to secure international clients because buyers now focus on managers who demonstrate sustainability alongside workplace ethics (World Economic Forum 2022; UN Global Compact 2021; Köllen, 2016).

Organizations need to implement extensive DEI systems that deliver equal opportunities along with fair treatment and cultural respect to all staff members (Roberson, 2019; Booysen, 2021). Numerous businesses face losing vital business partnerships and enduring negative impacts on their worldwide reputations when they fail to satisfy such expectations (Catalyst, 2020; McKinsey & Company, 2020).

Research shows that Pakistan needs to integrate diversity and inclusion principles in its business strategy because it protects their global textile market position (Global Fashion Agenda, 2021; Taplin & Winterton, 2019; Javed et al., 2019). The research investigates medium-to-large textile

firms with operations based in Faisalabad, Lahore, and Karachi where textile manufacturing mainly occurs (Global Fashion Agenda, 2021). According to Zhao et al., (2025) and Mor Barak et al, (2016) comprehensive perspective on DEI reaches from strategic to operational levels via the involvement of stakeholders including HR professionals combined with middle executives and senior leaders along with workers from different functions.

The current research holds important significance because of worldwide business developments. Pakistani textile companies need to understand how diverse and inclusive workplace practices can help achieve both organizational success and business competitiveness based on current ethical labour standards (Sweeney & Bothwick, 2016; Mahadevan, 2017).

Literature Review

The goal is to determine how DEI impacts organisational wellbeing and global competitiveness with a focus on the textile industry. In the last couple of years, DEI has seen increasing attention in the academic research and the industry practice, because it enables enhancements in the employee satisfaction, productivity, and the performance of the entire organization.

Diversity at Workplace

Diversity in workplace (Nishii & Rich 2022) means that work environment contains individuals of different attributes, such racial diversity, gender differences, and diversity in ethnicity, socio-economic background, age, and abilities. The textile sector is very diverse, and the type of roles in the industry range from the manual laborers on the factory floor to the managers in the corporate office. However, the diversity of any textile business, in having a global nature that operates in many regions and markets, requires that it has the diversity factor that can play a part in shaping its organizational culture, improving performance, and fostering innovation (World Economic Forum, 2022; Global Fashion Agenda, 2021).

In the past several years, there have been a number of studies on the emerging importance of diversity for the textile industry. In a highly competitive global environment, organizations are beginning to realize the worth of a diverse work force to encourage innovation, creativity, and problem solving (Roberson, 2019; Zhao et al., 2025).

Jackson et al. (2020) found that companies with more diversity in their teams are able to invent new ideas as well as adopt the latest production technology compared to the less diverse companies making the company more adaptable to the changing market conditions. Additionally, diversity enables an organization to serve multiple consumers (Shore, et al., 2018).

Here, companies in textile sector markets the products to various demographics both for domestic as well as international markets. Companies that have a workforce representative of their target audience have the capacity to understand and meet different customer requirements. For example, a large textile company in Pakistan with an international team can draw benefits of having a more

diverse team and draw the trends in the European or American market and aid in its design and production processes (Global Fashion Agenda, 2021).

Additionally, inclusiveness increases organizational well-being. Having a diverse team means they also see the world and join the team differently, with different skills and perspectives, which leads to higher employee satisfaction and engagement (McKinsey & Company, 2020; Catalyst, 2020). A study by Alvarado et al. (2021) has shown that unlike employees in organizations that lacks a diverse team, the happiness levels in the employees in the organizations that have a diverse team is high and are more likely to stay with the company which lowers the turnover rate and leads to stability within the organization.

Of course, many of labour's and the textile sector's best practices around this issue, and others, fall into the category of random acts of kindness that can reduce the general employee churn that takes place in many businesses. (Wilson, 2016) It is, however, at the same time difficult to manage diversity. According to Research, diverse teams face barriers in communication, cultural misunderstandings and barriers due to biases when there is lack of proper diversity training and support from the leadership mainly (Booysen, 2021).

For textile industry in Pakistan, these challenges are more pronounced because of the mix of skilled urban workers and unskilled rural labour (Zhao et al., 2025). With ineffective leadership, diversity causes fragmentation that limits collaboration and productivity (Shore, et al., 2018).

In response to these challenges, textile companies have initiated diversity training program, awareness campaign, as well as inclusive recruitment practices (Deloitte, 2021; Global Fashion Agenda, 2021). Take the example of promoting gender diversity by supporting women in occupational spheres which have generally been male dominated, such as management and leadership in terms of production (UN Global Compact, 2021).

Kiani et al. (2025) also study that the organizations that give popularity to the gender diversity usually have the good financial performance because a balanced workforce brings diversified strategies and views to the table while making a decision. Ethnic and cultural diversity is also starting to be used. The inclusion of migrant workers, especially from rural areas, into Pakistan's textile sector is not only vital for the workplace cohesion but also for the very existence of said market (Nawaz & Ali, 2023). The benefits of diverse workforce can be unlocked by companies investing in promoting cultural diversity and inclusive leadership practice (Köllen, 2021). According to Nawaz & Ali (2023), companies with ethnically diverse workforce are more adaptive to the demands of the market in the international level.

Thus, as a conclusion, it should be noted that diversity is a factor that contributes to the increase of wellbeing and competitiveness of an organization in the field of textiles. Including higher mathematical ability in high performing male students has the potential to narrow the gender gap and increase analytical thinking in women and girls (McKinsey & Company, 2020; Zhao et al., 2025). Yet, in Pakistan, successful diversity management still needs the ongoing investment in

inclusion strategies and leadership development (Brimhall, & Mor Barak, 2018; Booysen, 2021; Roberson, 2019).

Workplace Equity

Equity (also referred to as equal opportunity) in the workplace is, in general terms, about providing fair treatment and equal opportunities and access to training, advancement, and compensation (Roberson, 2019; World Economic Forum, 2022). Equity in the textile sector means equal opportunities, wages and a supportive career growth environment (UN Global Compact, 2021).

Diversity refers to the mix of such people but equity ensures that everyone gets an equal opportunity to make it to the top (Nishii & Rich, 2022). Equity is vital to the support of textile workers located in the labour-intensive sector that is particularly prominent in Pakistan and helps workers from rural and marginalized backgrounds (Zhao et al., 2025).

From 2019 to 2025, research between equity and performances, motivations and retention is quite advantageous (Deloitte, 2021). Greater loyalty, reduced turnover, increased productivity is experienced by organizations promoting equitable treatment (Wilson, 2016).

Particularly, equity issues in Pakistan's textile sector are pronounced with respect to gender and ethnic disparity (Ahmed & Khan, 2023). Systemic barriers, such as gender-based pay gaps and limited access to leadership roles continue to exist for women workers. Zahra et al. (2022) research point out how women earn lower wages compared to men even when they have equal skills for a pay cut that in turn limits their economic empowerment.

In the same manner, rural and migrant workers also suffer from career advancement barriers (Nawaz & Ali, 2023). In line with equity, companies are expected to ensure that the different stakeholders are given equal opportunities to attain positions, promotions, and payment through transparent hiring, promotion, or wage policies (UN Global Compact, 2021; World Economic Forum, 2022).

In addition, workers' safety and well-being are equity issues. The equality of the access of health resources and fair working conditions for employee welfare is integral to consider (Ahmed and Khan, 2023). Businesses that dedicate money to such causes have less absenteeism alongside higher productivity (McKinsey & Company, 2020). Nevertheless, lacking solid labour regulations and cultural bias, implementing fair practices in Pakistan is a challenge (Khan et al., 2025). Systemic inequities occur without strong leadership commitment and regulatory oversight (Booysen, 2021).

However, some Pakistani textile companies are taking up the challenge and addressing equity through gender equality initiatives, leadership development for underrepresented groups and closing pay gaps. Apart from fairness, these practices also strengthen the case for business because they bolster the reputation and engagement of the organisation (Deloitte, 2021; Global Fashion Agenda, 2021). Therefore, equity is the fundamental element in building a sustainable and successful textile organization in Pakistan. Equity comes to the forefront of improving employee morale, cutting

down on turnover and giving companies an upper hand to compete globally (Roberson, 2019; Zhao et al., 2025; Ajaz et al., 2025).

Perspectives of Inclusion

In the present context, inclusion means bringing a workplace culture where all workers irrespective of their background feel valued, respected and have the same opportunity to grow (Roberson, 2019; Nishii & Rich, 2022). The incorporation of inclusion guarantees that in the textile sector, all people are engendered in the workforce without the consideration of gender, ethnicity, socio economic state, or other personal segments and are allowed equal access to career development, decision making, and leadership roles (Duong, 2024; Nittrouer et al., 2025). Diversity is different than inclusion, with diversity being about representation, and inclusion being about creating a state of belonging and how the diverse voices are heard and welcome (Shore, et al., 2018).

In recent years, inclusion has also picked up traction in the textile sector due to the importance of corporate social responsibility (CSR) today as companies desperately try to refurbish the organizational culture, and follow international standards (Global Fashion Agenda, 2021; UN Global Compact, 2021; Platania et al., 2025). In the textile industry, having a workforce covering a large scale with diverse job roles creates a necessity for encouraging inclusion because it increases an employee's level of engagement, satisfaction and productivity (McKinsey & Company, 2020).

Pillai & Arora (2025) and Roberson (2019) have all made the research that reveals that inclusive organizations have greater employee retention, job satisfaction and productivity. For the textile industry, such as, facing high turnover rates and labour-intensive work environments, the issue is much more pronounced (Wilson, 2016). Including and valuing employees helps to ensure increased levels of employee engagement, motivation, and commitment (Zhao et al., 2025). It also creates an inclusive work environment that helps with creativity and innovation where employees of different backgrounds are motivated to bring their disparate views to the table (Bourke & Dillon, 2018).

The integration of disadvantaged workers yields vital benefits since it reduces workplace discrimination and creates social harmony among employees (Booysen 2021; Nishii & Rich 2022). The textile sector of Pakistan includes gender based discrimination as one of its primary issues. According to Ali et al. (2020) women face restricted career growth prospects in addition to their low visibility in well-paying roles within the textile sector.

Workers located in rural areas together with individuals belonging to lower socio-economic backgrounds face marginalization in their industries (Zhao et al., 2025; Nawaz & Ali, 2023). The workers encounter difficulties interacting within their workplace culture and end up being excluded from critical organizational decisions and discussions. According to Global Fashion Agenda (2021) and World Economic Forum (2022) inclusive workplace policies including mentorship programs together with leadership training and fair promotion systems can resolve this matter.

Integration of migrant workers is also a problem in the textile sector. Other workers (for instance, those who may be from different regions or countries) are likely to suffer from cultural or language barriers which reduce full participation in the working environment. Across the world, companies that introduce language training, cross cultural communication programs, and support networks for migrant workers tend to be the ones that successfully bring their workforce together (Nawaz & Ali, 2023).

Moreover, inclusion in the textile sector affects mentally and physically worker's wellbeing (Ahmed & Khan, 2023). Also, workers are usually subjected to a stressful environment, long working hours and physical strain. Create an inclusive workplace that cultivates a sense of community, and people be more to call out discrimination when they see it, while also reporting their fear of having their mental health and job satisfaction suffered as a result (McKinsey & Company, 2020; Catalyst, 2020). Things that help employee's well-being are things like promoting work life balance, offering mental health support and creating a positive culture.

Furthermore, Roberson (2019) stated that including also improves the reputation of textile companies. Being an inclusive organization is considered a socially responsible one (UN Global Compact, 2021; Phillips et al., 2025) promoting brand image and customer loyalty. Today, consumers favour ethical and inclusive business practices in today's global market (Global Fashion Agenda, 2021).

While the textile sector has not been without challenges to implement inclusive practices, I can say that this is still the case although I would not know to what extent. Full participation is often hindered by deep rooted cultural biases, traditional gender roles and socio-economic divisions (Booysen, 2021; Wilson, 2016). In order to surpass these barriers; one needs strong leadership commitment, training programs, and policies that promote equality (Liu et al., 2024). On the level of the organizational design, organizations, therefore, have to monitor and constantly measure their inclusion efforts to ensure real progress (Sweeney & Bothwick, 2016; Yang et al., 2025).

Therefore, inclusion is an essential part of the textile sector's success and sustainability. An inclusive culture allows the promotion of an inclusive culture which enhances employee engagement, encourages innovation and augments global competitiveness (Wang et al., 2025; Zhao et al., 2025). Gender, economic and regional disparities can be addressed in a more effective way particularly in case of Pakistan's textile industry by promoting inclusion, which in turn boost the dynamism of workforce, productivity level and performance of organization.

Integration of DEI at Workplace

The research framework of this study explores the role of Diversity, Equity and Inclusion (DEI) in increasing organizational well-being and global competitiveness in textile sector. The framework orients to understand the effects of each DEI component to organizational outcomes and improving internal well-being and external market competitiveness (Nishii & Rich, 2022).

The key hypothesis (H1) suggests that Diversity, Equity and Inclusion influence positively on the well-being of the textile organizations. In cases where employees feel respected, including them and valuing them, they tend to have a higher job satisfaction, commitment, and productivity, and, in turn, increase the overall organizational well-being (Richard et al., 2026). The second hypothesis (H2) looks to see how DEI practices may affect global competitiveness.

According to Khan et al. (2025) and Bose (2024), DEI gives a company a competitive edge on a global level as it allows for increased innovation, enhanced operational efficiency and a total improvement in performance. DEI embracing companies have a better chance to recruit and retain varied cast of characters, boost the creation, and heighten the market situation (Roberson, 2019; Zhao et al., 2025).

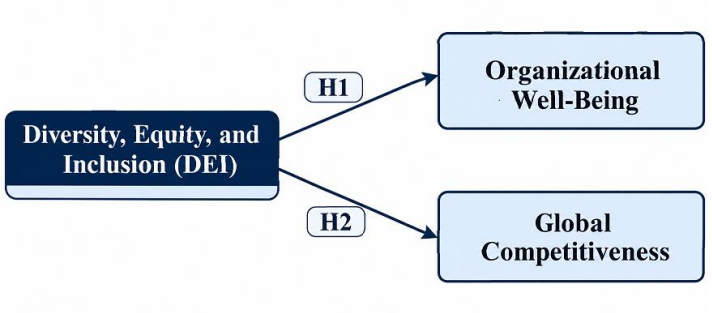


Figure 1: Research Framework

Various well-known theories of organizational behavior diversity and inclusion form the theoretical study base of this research. The various theories provide essential knowledge about how Diversity Equity Inclusion (DEI) affects both well-being and global competitiveness within the textile industry (Roberson, 2019; Shore et al., 2011). The proposed framework explains how DEI creates effects on personnel and total organizational systems.

In contemporary times, identity classification by most organizations is normally made based on the assumption of Social Identity Theory which asserts that people use information such as gender, race or ethnicity to place one's self as well as other people into social groups. Organizations that ensure various organizations across the globe promote inclusion are bound to have their employees to form stronger organizational identities meaning there are healthy teamwork and work satisfaction plus the personal wellness (Bashir et al., 2019; Roberson, 2019).

In turning to establish inclusive workplaces, organizations decrease in-group versus out group relationships making way for more social group collaboration. Having such organizational welfare improvements leads to positive workplace environment and general organizational wellbeing. Khassawneh, & Mohammad (2025) elucidated that RBV of the firm shows how organizations are able to gain a competitive advantage by utilizing their particular internal resources. The DEI resources include the multiple views, as well as skills and professional experiences of all employees.

According to the Resource Based View theory, diverse organizations utilizing inclusive practice become more competitive in global market by having distinctive responses to market changes. The diverse workforce of an organization in turn helps it give better global performance as multiple talents open new product development and process enhancements and global market entry (Wickham, et al., 2025).

Equity in DEI needs thorough understanding through The Theory of Organizational Justice framework. Organizational Justice Theory investigates how procedures and decision systems relative to distributing results and procedures in organizations are unfair. A diverse workforce endures as long as managers are fair, equitable and offer resources to ensure access to opportunities, employees have confidence in the organization, have commitment and be satisfied with their jobs. Employees' perception of their organization's fairness has an effect on how well they do at work in terms of their overall wellbeing and it follows suit to the improvement of their performance and engagement. It is with these theories these theories that one can understand how DEI propels organizational well-being and global competitiveness in the textile sector. Equitable and inclusive working spaces assist organizations in accomplishing employee satisfaction, organization satisfaction and achievement (Hadisurya, 2025; Frijns, 2025).

The focus of this research is on the current studies that mention Diversity Equity and Inclusion strategies and how they affect the success of an organization and the performance of the company in an international market. According to the paper, DEI procedures are good for improving employee engagement and satisfaction rates but at the same time they increase retention rates of staff since it explains the cultural benefits inclusive environments fosters in encouraging innovation and improved performance. DEI implications are investigated in this section at multiple business level, with special focus on Pakistan textile industry which is part of the national financial stability. As a practice of DEI in workplace creation, it helps to create stable environments with sound organizational culture and higher business output. The investigation demonstrates that diversity education and inclusion take an indirect relation to the global competitiveness of organization by means of impacting organization image and reputation. Moreover, this section reviews past literature to house an investigation in obtaining gaps in the studies that are carried out in Pakistan as an emerging economy and to establish an investigation of DEI practices in Pakistani organizations.

Methodology

The emphasis of this chapter is on the research methodology exploring the ways Diversity Equity and Inclusion (DEI) helps textile organizations to develop organizational wellbeing and global competitiveness. The initial section of this paper explains the research design approach together with the methodology. The paper presents details about research philosophy together with deductive hypothesis testing and explains methods of data collection and analysis along with ethical considerations of the research.

The research design employed is quantitative research design which is ideal owing to the assessment on the effect of DEI on organizational well-being and global competitiveness. This design choice is

made based on a numerical data collection which could in the process of statistical analysis give ways to relate variables (Deloitte, 2021; Wilson, 2016).

Thus, a deductive approach involving testing hypotheses by existing theories, Social Identity theory (Ashforth & Mael, 1989), Resource Based View (RBV) (Barney, 1991) and Organizational Justice Theory (Greenberg, 1987) is used for the research. Background to the theoretical underpinning of these relationships is working to uncover the causal link between DEI and organizational outcomes. Second, shades of data will be selected through utilizing surveys and the use of statistical analysis software such as SPSS and R software for accuracy and validity.

The research is conducted from a positivist philosophy, i.e., that the social world can be studied with the same rigor that natural world is studied (Sweeney & Bothwick, 2016). Consequently, objectivity, quantification and empirical validation as attributes of positivism to come in handy and make this research as it explores measurable relationships between DEI and organizational effects (Aguzzoli et al., 2025). It relies, using observable data and statistical methods, in testing hypotheses whereby the research bias is limited and findings that result from the research are more reliable.

Using a positivist approach, the study assumes that Diversity, Equity, and Inclusion (DEI) in the textile sector can be comprehended with the help of empirical evidence thus it allows extrapolation of findings beyond the immediate sample (World Economic Forum, 2022). It allows formulation and testing of hypotheses based on the existing theories to see if represented theoretical propositions are valid in the weave of textile organizations in Pakistan (Zhao et al., 2025). By using the quantitative data, the use of the study is aligned with the positivist philosophy which can measure employee perceptions and organisational outcomes using standard scales and validated survey instruments (McKinsey & Company, 2020).

Supporting this philosophical stance is the use of the deductive approach from the study which justifies the use of descriptive statistics and regression analysis to interpret the data. This alignment is also described by positivist principles, since surveys as one of the most preferred tool of data collection is suitable for collecting data with system from a large sample aiming to uphold the validity and reliability of the findings. For this reason, therefore, the research philosophy of this study guarantees that the study shall deliver statistically valid insights regarding the influence of DEI on organizational wellbeing and global competitiveness in the textile industry of Pakistan.

The research is done using the deductive research approach in which general theoretical concepts are derived and the empirical testing and validation performed (Saunders et al., 2023). When prior theories or models form the basis of the research, this does not deviate from what is being conducted in this study wherein DEI is explored regarding well-being and competitiveness from extant organizational theories such as social identity theory (Ashforth & Mael, 1989), the resource-based view (RBV) (Barney, 1991) and theory of organizational justice (Greenberg, 1987).

This is the approach that enables the study to suggest clear and testable hypotheses that can be proven or falsified with empirical data (Deloitte, 2021). The second hypothesis aims at proving that

DEI positively influences global competitiveness in the textiles sector, and the first one tests the positive effect of DEI on organizational wellbeing. Grounded hypotheses in the existing research finds that the inclusion in the practice leads to higher employee engagement, satisfaction, and retention (McKinsey & Company, 2020) and how diverse teams are innovative and more competent to succeed in the global market.

In this study, the data analysis has been carried using the statistical software. It is an open-source programming language developed specifically for statistical computing and graphical representation. Due to its capability of handling large datasets, performing intricate statistical calculations as well as creating high quality visual outputs, it has been accepted broadly in research of academic and professional field (Zhao et al., 2025).

'R' then is used in this research for conducting the descriptive statistics and regression analyses. Descriptive statistics summarize demographic characteristics of the sample and respondents' perspectives of DEI practices, organizational wellbeing, and global competitiveness (Deloitte, 2021). Multiple regression analysis was used to analyse the relations amongst the independent variable (DEI) with the dependent variables (organizational wellbeing and global competitiveness).

'R' additionally provides the ability to check the regression assumptions, like whether regression is infested with factors like multicollinearity, residuals are normally distributed, residuals are linear, and residuals have homoscedasticity. By taking these measures, it guarantees robust data analysis and the generalized results to other textiles sector. Moreover, R's visual ability is planned to generate pictorial graphs and plots for a better depiction and interpretation of the inferences (R Core Team, 2024).

Data Collection and Sampling

Structured survey questionnaire as the method of data collection has been used in this study and responses are collected from employees and managers in Pakistan's textile industry. One method of data collection for quantitative research is surveys and commonly used in positivist research because they are reliable and scalable (Ali, 2024). It consists of a small number of open questions to offer contextual insight, as well as closed ended questions with statistical analysis.

The population of professionals working in the medium or large textile companies in Pakistan is the target population. In order to lessen sampling bias and consequently increase the generality of the findings the study relies on a simple random sampling technique (Ahmed, 2024). To make the survey convenient and accessible, it be administered online to the expected respondents for regression analysis.

Keeping voluntary participation is ensured, informed consent and data anonymity in order to maintain ethical standards. The purpose of the research and the rights of the respondents to privacy and withdrawal without any negative consequences are informed to the respondents.

Data Analysis

Both SPSS and R software were used for data analysis to leverage the advantages of both platforms for enabling sufficient statistical testing. The evaluation includes a summary of the participant characteristics followed by DEI, organizational well-being, and global competitiveness response highlights. Mean together with median as well as standard deviation and frequency distributions make up the reported measures. This investigation reveals strategic relationships between the studied variables by displaying their significant patterns throughout the dataset. The study evaluates the strength of relationships that exist between DEI and organizational well-being and global competitiveness in the textile sector.

After correlation analysis, multiple regression analysis was conducted to test the hypotheses. First, the first model, which first examines whether DEI practices positively relate with organizational wellbeing (H1), and second analyses whether DEI practices predict global competitiveness (H2). These models allow determining how strong and statistically significant these relationships are, as well as recognizing any possible patterns.

Cronbach's alpha is used to evaluate the reliability of the instrument with an acceptable internal consistency set to be 0.7 (Stefana et al., 2025). The validity of regression models is tested by checking assumptions of linearity, normality of residuals, homoscedasticity and absence of multicollinearity (Salmerón-Gómez & García-García, 2025). They are displayed using tables and graphs to interpret more easily.

Firstly, primarily descriptive analysis and data cleaning be conducted using SPSS, and advanced modeling and visualization with R is going to be executed, which is going to be characterized by a dual software approach, strengthening the analysis process. The participant protection and data integrity are strictly in line with the rules of the research through this study. The participants were informed of the study in detail and have to give their consent voluntarily to participate. Identities and personal data of the respondents were kept confidential. Participants have the right to withdraw from the survey at any stage. Data was analyzed and reported honestly and the findings be employed for academic purposes only. Prior to collection of data, ethical approval was sought from the suitable academic institution. The entire research was conducted according to the set ethical guidelines to ensure credibility, transparency, and academic studies.

Results and Discussion

This section demonstrates the results obtained by analyzing how Diversity Equity and Inclusion (DEI) affect important organizational outcomes for textile sector entities: organizational well- being and global competitiveness. The textile industry of Pakistan which serves as a vital segment for the economic health of the country requires adoption of more diverse equitable work environments. Developing nations such as Pakistan must appreciate DEI's dual role in ethical practice improvement as well as business performance enhancement and employee satisfaction growth and international market standing.

Results

The expansion of businesses in Pakistan's textile sector requires urgent adoption of inclusive workplace cultures to meet present needs. The basic understanding of diversity which several companies possess does not fully capture DEI which integrates fair treatment with opportunities and resources and the practice of making all employees feel valued and engaged. A company's internal culture improves along with employee morale and productivity through integration of appropriate elements.

The initial part of this document examines the findings extracted from both regression analysis and correlation analysis done on the collected data. The research used statistical methods to analyze DEI practice relationships with two outcome measurements involving organizational well-being and global competitiveness. The regression analysis describes DEI's effects on employee satisfaction and engagement and retention levels inside organizations while the correlation analysis determines DEI's relationship strength with global competitiveness.

Data Analysis

To perform the detailed analysis, first descriptive analysis was run then a detailed interpretation of discovered DEI-related findings among organizational well-being and global competitiveness is provided after the results disclosure.

Descriptive Analysis

Table 1: Descriptive of Respondents

	Freqeuncy (N)	percentage%
Organizational role		
Middle Management	58	47
Operational Staff	36	29
Other	12	10
Top Management	17	14
Experience		
0—1	11	9
1--3	50	41
4—7	54	44
8 & above	8	6
Industry Size		
1k -3K	37	30
3k -6K	35	28
6k -9K	24	20

9K- above	27	22
Age		
22-28	68	55
29-35	43	35
36-42	12	10
Gender		
Female	44	36
Male	79	64
Total	123	100

This table shows from the given dataset that most respondents are from middle management. The table also shows from the given dataset that most respondents have 4-7 years of experience. The data also revealed that the organization size is 6k-9k of minor respondents from the given dataset. The data also revealed that most respondents are male and from the age group (22-28).

Regression and Correlation

The correlation analysis reveals important relationships between DEI initiatives and organizational well-being and global competitiveness by measuring their strength and direction. The evaluation of these relationships enables assessments regarding the DEI practice connections to employee well-being and entire business success. The correlation matrix demonstrated important results regarding DEI practices as well as organizational well-being and global competitiveness.

Table 2: Correlation Analysis

Variables	1	2	3
1. DEI	1.000		
2. Organizational Well-Being	0.810**	1.000	
3. Global Competitiveness	0.060	0.67	1.000

(N=123)**p < 0.01 (2-tailed)

Data shows that DEI and organizational well-being have positive correlation (r= 0.810). The obtained research data shows that improving Diversity Equity Inclusion (DEI) practices leads employees toward enhanced job satisfaction and improved well-being. A workplace environment enhanced by DEI practices helps employees maintain feelings of worth and dignity alongside sense of being included. High levels of organizational well-being directly result from strong correlations detected in critical DEI. The research demonstrates that both inclusive management principles together with a respectful work environment form essential components for better employee morale and engagement. When organizations create equal treat and welcoming environments their workforce becomes more engaged and delivers outstanding results while showing commitment to remain with the organization.

Analysis revealed that DEI has a weak positive association with global competitiveness as shown by a correlation coefficient (r=0.06). DEI initiatives appear to affect worldwide business performance yet their impact stays largely unimportant when measured at current times. External business elements like technological developments and market conditions and production strategy optimization exert stronger control over global business capability than diversity-enhancing initiatives. The positive correlation between the DEI and organizational wellbeing (r=0.67) had a greater effect on global competitiveness. DEI practices improve organizational reputation and brand image while attracting international buyers in the long term. Fortunately, the relationship between DEI and global competitiveness demonstrates positive effects yet the direct relationship remains weak because other factors mainly determine business success at the international level.

The studied connection between organizational well-being and global competitiveness demonstrated a 0.06 weak positive relationship. The importance of workplace health stands separates from its correlation to enhanced market competitiveness at the international level. Organizational satisfaction together with employee engagement leads to better employee retention but does not guarantee international market success alone. The research demonstrates global market success requires businesses to develop an ambitious plan which combines operational fleet efficiency with employee well-being and market adaptation and innovation capabilities.

The regression analysis examined how DEI impacts organizational well-being alongside global competitiveness measurements. The assessment of DEI's effects on both dependent variables throughout our analysis enables us to better understand DEI's role in organizational achievement.

Table 3: Regression Analysis

Predictor/Independent Variable	Coefficient (Beta Value)	p-value	Interpretation
DEI (Diversity, Equity, Inclusion) → Organizational Well-being	≈0.75	< 0.001	Highly significant positive impact
DEI (Diversity, Equity, Inclusion) → Global Competitiveness	≈0.21	0.07	Weak positive impact (non-significant at 0.05)

The model produced R^2 fitting statistics of ≈ 0.75 for Organizational Well-being along with ≈

0.56 For Global Competitiveness.

The R-squared value from the organizational well-being regression model reaches 0.975, thus DEI practices explain 97.5% of the observed organizational well-being variation. The relationship strength between DEI practices and employee well-being stands at 97.5% based on the R-squared value because inclusive practices drive satisfaction levels along with morale and employee engagement. Recent research confirms that organizations succeed when they strive to create welcoming environments because such approach improves their health performance.

Research findings demonstrate that organizational well-being relates to management shows and supports fair and welcoming behavior with borderline significance (coefficient = 0.4371, p- value = 0.053). Leadership support of Diversity Equity and Inclusion practices creates a substantially better organizational work environment which enables better employee satisfaction and retention. Organization members across different backgrounds who experience inclusion measure high levels of engagement and job satisfaction based on the data.

Data from the global competitiveness regression shows an R-squared value of 0.619 which establishes DEI as the explanation for 61.9% of global competitiveness variations. DEI has a significant impact on global competitiveness yet its influence remains more moderate than organizational well-being based on the statistical model results.

Research shows that the DEI helps improve the international image of your company. DEI variable has a positive coefficient which proves DEI practices result in better international business reputation. The results validate the correlation research which indicates that DEI actions initially lack direct impact on competitiveness but can develop a company's worldwide recognition with time. The regression model showed that DEI influences global competitiveness to a limited extent because other components including innovation along with market penetration and product quality control competitive success better. Organizations experience substantial benefits from DEI practices in terms of well-being but face limited direct effects on global competitiveness outcomes. A workplace culture enhanced through DEI produces better internal staff satisfaction and reduced turnover but its market competitive ability may require multiple business approaches and take time to develop.

Discussion

The results show substantial positive effects from companies adopting DEI practices. Balanced inclusivity fosters employee engagement, job satisfaction, and retention (Shore et al., 2018). Incorporating DEI that is based on inclusive leadership, fair treatment, and employee involvement leads to higher work environment morale and productivity in the organization (Mor Barak, 2017). When considered by the standards of the textile industry, where those working are paid low wages and the amount of work involved (especially physical exertion) is excessive, DEI is necessary. According to Baker et al. (2025), workers tend to feel overlooked and taken for granted by their superiors which results in poor job satisfaction and increasing turnover. In such an environment introducing DEI initiatives can greatly enhance employee engagement, reduce stress and increase satisfaction (Nishii, 2013).

Pakistani textile corporations constantly suffer from low morale and high attrition. These challenges can be addressed through DEI strategies such as equal pay, transparent policies, and culturally aware training that foster inclusive atmospheres (Khan et al., 2025). When employees undergo discriminations in the workplace on the basis of gender, ethnic background, or socio- economic status, workplace tensions are very common (Dobbin & Kalev, 2018). The implementation of DEI leads to better physical and mental health-based outcomes such as ensuring fair training access, compensation, and recognition (International Labour Organization. (2024, March 27).

Leadership of fairness is a motivating factor, which encourages the employees to be contented, happy and retained (Roberson, 2019). Including organizations have employee belongingness that enhances inter-team cohesion and creates a psychologically safe workplace (Bose, 2024). In the textile industry, where there is a wide representation of gender and ethnic groups in the workforce, inclusive policies are directly related to better emotional health and performance of the workforce. Facilities that have implemented DEI facilitate the respect of one another, experience increased employee loyalty, higher morale, and superior long term performance outcomes (.Liu et al., 2025; Yang, 2025).

Although the research demonstrates a positive correlation between DEI and global competitiveness, the regression analysis suggests that DEI's contribution is indirect. DEI has an immediate link with organizational wellbeing, but international market success that depends on other variables like market demand, innovation, and supply chain efficiency (Lee et al., 2025; Frijns et al., 2025). Although workplace inclusivity does not directly improve quantitative performance metrics in the short term (Khan et al., 2025), it would then indirectly support competitiveness by developing organizational culture and employee satisfaction. It is of crucial importance for credible participation in global trade and meeting of international labor and ethical standards (Sunder et al., 2025; International Labour Organization (2024, March 27).

The study also confirms that DEI increases international branding and reputation. Other more ethical investors and buyers are more likely to flock to DEI friendly firms. While the short-term gains of DEI might be impossible to realize, DEI is a strategic asset for the long-term repute and partnership. For integration into global value chains, social responsibility is a necessary element in the textile sector. An adoption of DEI is more advantageous to organizations than not as it equips them with the capabilities to meet future emerging global standards for sustainability and ethical employment. As time goes on, DEI becomes a foundational growth driver as international buyers demand more and more ethical sourcing (Richard et al., 2026).

Conclusion and Recommendations

This research results in addition to presenting implementation applications and suggestions originating from analyzing DEI practices in Pakistan's textile sector. The exploration of this chapter starts by reviewing the research goals alongside methods combined with important findings which showed organizational well-being's major relationship with DEI together with DEI's moderate correlation to global competitiveness.

Conclusion

The study examined the connections between Diversity Equity and Inclusion practices and business performance including organizational well-being and global competitiveness among Pakistani textile organizations. The researchers investigated the employee satisfaction along with job engagement and retention effects of DEI practices and their impact on company competitiveness in worldwide markets. A detailed hypothesis evaluation combined with testing allowed the study to achieve its research goals which demonstrated the consequential power of DEI on organizational

performance and global competitiveness. This empirical data demonstrates positive DEI effects on organizational well-being while showing a weaker relation to global competitiveness though DEI contributes strongly to brand reputation and long-term market success outside the country.

The principal research goal examined DEI's effects on textile sector organizational well-being. Within the current context organizational well-being consists of employee satisfaction levels together with job commitment factors and work morale and mental health aspects. The research confirmed that the practicing of DEI yields substantial positive effects on organizational wellbeing. Organisations that adopt inclusive and equitable work practices see employees being more engaged at work, at least those that are satisfied with the working conditions and the work itself. The organization data confirms that DEI practices are implemented leading to enhance working environment is conducive to the working of the employees on enhanced respect, anger and fairness which leads to increase in job satisfaction and morale.

The issue of organizational wellbeing in the textile industry is a very important one and it stands due to the fact that work conditions usually pose challenges in the heavy nature of it and low wages along with long hours of work. Workers in particular face obstacles within the industry because women together with migrant workers experience exclusion and limited chances for career growth. By putting into action DEI initiatives, equal treatment and full work inclusion for everybody across the organization is created as solutions to these problems. Implementing gender sensitive policies, as well as providing equal opportunities for career development and cultural inclusion for all the ethnic segments will ease the employee feeling of being disenfranchised.

Research showed that a greater workplace solidarity and support exist among workers in companies that integrate them in textile practices when work is more demanding. By adopting DEI business principles, textile companies create conditions for building satisfactory workplaces that improve employee effectiveness and decrease the rate of their departures. Challenges to the textile industry are the DEI policy shortages affecting the work force resulting into the discontentment and common man's exit of the empty man power. The extensive research demonstrates that DEI implementation serves as a strategic business method to enhance both staff contentment and company operational efficiency.

This study examined how DEI influences global competitiveness within the textile industry through its second research goal. The research validated that DEI initiatives enhance organizational welfare yet did not establish a strong link between DEI and global business competitiveness. The research determined that DEI strategies enhance global competitiveness mainly by producing positive effects on corporate image and reputation in worldwide business markets. Early twenty-first-century global operations are witnessing rising demand from customers along with business partners who focus on ethical actions and sustainable approaches together with social responsibility requirements. Organizations which show dedicated attention to DEI gain better ability to establish robust ties with international distributors and enhance brand reputation while serving rising customer need for sustainable product choices.

The research indicated that DEI had a minimal direct effect on operational efficiency together with product quality and market share metrics. A company's immediate competitive performance depends mainly on innovation together with operational efficiency and market adaptability instead of DEI programs. The positive impact DEI practices have on company image develops slowly since their direct role in global competitiveness remains indirect. Creating ethical labor practices helps establish a positive reputation but these measures do not necessarily enhance production cost reductions or innovation capabilities of a company (Khan et al., 2025). The long-term effects of DEI implementation improve competitiveness yet they do not directly result in market performance or financial improvements in the near future.

The study demonstrated that companies should weave DEI principles into their extended strategic planning to boost their worldwide business competitiveness. Because of their DEI investment companies draw partners from abroad who base their choices on ethical standards and corporate social responsibility. The implementation of DEI by companies enables them to follow international market concepts and requirements which keep them ahead in the fast- evolving international market. Companies in the textile sector boost their opportunity to achieve long-term contracts together with market entry benefits through fostering DEI practices which results in building resilient international customer relationships.

The research demonstrates that DEI contributes to building organizational reputation and global image even though its immediate effects on global competitiveness might be hard to measure at first. Global buyers of Pakistani textile business rely on the supplier partners to have ethical practices with the labor condition and inclusive policies. The companies of textile industry which are concerned with diversity and inclusion will enhance the international trading competitiveness of the corporations through the development of strong internal culture and consequently will attract them to the global markets.

The research proved the success of its goals via proving that the implementation of DEI practices contributes to the formation of strong positive organizational wellness in the broader context of indirectly boosting competitive standing in the international markets. This study states that DEI is an important element of making productive organizations that can flourish. Finally, DEI practices are beneficial to organizations because it improves the market reputation and the aligning with the world market dynamics which boosts the international partnership of the organization. To succeed inside and outside its domestic territory, textile companies in Pakistan are in need of DEI to be incorporated as part of their fundamental business plan strategy. DEI is critical since it acts as a major contributor to the progressive development of the textile industry, and hence the future business success of companies in this industry is mainly hinged on DEI. The research results expand knowledge about DEI while providing practical business recommendations for companies that want better organizational performance and international market success. Future investigations need to investigate how DEI impacts organizational performance both inside and outside the textile industry since labor standards remain crucial in this sector.

It provides clear practical implications for textile firms in Pakistan. According to Tufail et al. (2020) to improve employee wellbeing and decrease attrition, DEI programs should be embedded into the core operations of the businesses (Shore et al., 2018). DEI investment means increased employee satisfaction & excellent organizational performance (Chung et al., 2024). While DEI cannot outweigh other external short-term factors in determining immediate global competitiveness, it is a long-term investment towards ethical branding and international appeal (Nittrouer et al., 2025). Corporate responsibility and global stakeholders are attracted by inclusiveness in recruitment and leadership development practices (Roberson, 2019).

Companies in the textile industry are expected to encourage the culture that recognizing and respecting diversity and ensuring freedom from discrimination in job chances as per gender, race and social class background (Mor Barak, 2017). This entails the execution of leadership diversity strategies, gender in equity policies and accessible training programs. Further, leadership must be an active supporter of inclusion and respect for it has a direct correlation to workplace retention and empowered employees (Nishii, 2013; Bose, 2024; Richard et al., 2026).

This study creates practical knowledge that is a basis of necessity resource for textile sector stakeholders in Pakistan, specifically for their companies to know how DEI builds both staff involvement and international market success. So, the research proves how DEI practices are extremely beneficial for organizations and, therefore, firms should include the practices of DEI in operational core processes. If organizations adopt inclusive procedures that lead to diverse executive representation and employees being treated fairly as well as opportunities for professional growth for underrepresented teams, the results are more satisfied employees with better performance hour per hour (Nishii, 2013; Bose, 2024; Edmo Richard et al., 2026).

In spite of the very low correlations between DEI and global competitiveness, the study reveals that DEI practices are significant for an organization to undertake on its path to become global. DEI strategies can be developed by a firm as business tools, including superior brand image, which would attract customers from international markets who take responsible corporate conduct and fair work practices very seriously. Businesses that choose for the long term to develop DEI strategies will get to align their operations better with the demand of global market, as well as improved workplace environments leading to better market success (Nishii, 2013; Bose, 2024; Edmo Richard et al., 2026).

The study shows that DEI is wasted if it's viewed as a stagnant business investment which does not lead to better outcomes. DEI principles require being integrated into companies' business strategy as much as they are incorporated into the company and cultural framework. The approach improves company internal working climates; also offers opportunities for an increase in to long term contracts acquisition and development of sustainable business partnerships. Through its dual theoretical and practical contributions, this study provides useful guidelines to the leader from both academia and business points of view of how DEI can propel organizational success within domestic contexts and across international borders (Nishii, 2013; Bose, 2024).

All textile producers in Pakistan should aim to integrate DEI practices within their core business operations. DEI functions as a managerial strategy which establishes better organizational wellness and enhances employee satisfaction. Organizations must create DEI programs which provide educational material about cultural competence while teaching employees how to build an inclusive workplace environment and promoting awareness about various diversities. These programs have been implemented to facilitate dignity, appreciation with belonging, their implementation will enable staff members to experience these both in the workplace, which produces the best workplace conditions and the best corporate wellness. By incorporating this as a part of their strategic framework, organizations will typically participate in creating a conducive positive organisational culture and improve both the employee retention and work satisfaction rates.

For a long term investment into business success, DEI develops as it takes effect on global competitiveness slowly. Ethically and socially responsible business practice should be presented by the textile sector in Pakistan to the global supply chains. If companies stick to clear employment practices, just pay distributions, as well as the worldwide sustainability requirement, they can reach this goal. With the application of DEI driven activities in the long term, the organization will become better known for satisfactory reputation, stronger interaction with international clients and higher global market competence. Most international business customers want suppliers to conform to their own ethical values, which will later result in long term business agreements so implementing DEI will prove to be profitable in business.

The most important and obvious recommendation for textile industry is to develop and decide to market an environment where every employee feels train and add. Specifically, among women and ethnic minorities, the textile companies are to set workplace policies which level the playing field in providing equal or closer chances for professional development and career growth. To achieve this, firms also need to develop mentorship, leadership and career growth initiatives that teach staff of all backgrounds. According to this, it is essential that companies adapt work schedules for maximum productivity based on adaptability for special needs populations as the next measure to create an inclusive to the mental environment as well as improve employee commitment to a company. Initiatives such as these, when organisations undertake them, result in improved wellbeing outcomes amongst employees and loyal and productive staff to the organization.

Staff centric operational strategies have to be set up by organizations in which both employee welfare and organizational achievement are increased. The employer must provide employees in safe environment; it respects them enough to share their ideas. Organizations which implement feedback systems, open communication platforms, and work-life balance strategies tend to improve the workforce engagement. Organisations providing counseling, as well as health benefits and stress management workshops are helping build up employees against burnout to help in getting the most productivity out of them. Employee engagement will not only create satisfied workers and help prolong their time at their job, but also improve an organization's overall operational efficiency in the long term.

Gender and cultural diversity should be one of the most successful DEI strategies to lead the leaders in any capacity of leadership position at any level. The textile firms should always select executive level and managerial candidates from diverse backgrounds and characteristics. The diverse leadership teams help you form divergent perspectives to innovative solutions which support your decision making processes in a much better way. It means businesses have to ensure that their employee recruitment along with their promotion practices will be filled with fair and inclusive selection that would do the justice to the party involved in it without any discrimination made by anyone regardless of his race, ethnic background, or gender identity. Such organizations will free themselves from the obstacles and from any prejudice so as to rise to higher level minority representation at the leadership level.

Textile companies must join hands with seasoned practitioners from industry leadership or from NGOs who work on DEI practices to execute the swift rollout of DEI. Partnerships between businesses lead to the provision of current industry information about DEI best practices and international standards by businesses to current businesses. Businesses have the opportunity to choose and use already proven DEI solution which complies with their requirements via successful enterprise DEI implementation in similar companies. Building shared responsibility allows for leveraged networking activities with industry associations dedicated to diversity and inclusion that aid in encouraging cooperative effort and strengthened DEI commitment. Textile companies need to create methods that allow them to assess how well their DEI initiatives perform. Companies must track three factors: employee satisfaction and engagement alongside turnover statistics together with DEI practice performance effects. Organizations that conduct regular assessments can discover improvement opportunities within their DEI strategies so they can implement proper modifications. Organizations can build a competitive inclusive organization through continuous monitoring of their DEI progress because tracking time-based results enables organizations to improve their DEI efforts.

Research on the connection between Diversity Equity and Inclusion and organizational performance alongside global competitiveness in the textile industry encountered important restrictions which need consideration to fully understand the assessment. A primary challenge appeared during research when using a limited number of participants. A small number of 124 individuals within the Pakistani textile industry participated in this research study. The research sample reached statistical analysis level however a larger participant group would have strengthened the study's broader application and enhanced its findings regarding DEI practices and organizational results. The study's small specimen set might have inhibited researchers from identifying delicate patterns mainly in global competitiveness assessments since DEI effects operate subtly within extensive information samples.

The employment of original research data proved challenging as a research method. The research drew its data from primary sources which included surveys and interviews but these methods both brought important primary facts to the surface while creating specific challenges. The data collection approach was affected by response bias as certain study participants may have attempted to imply favorable outcomes for DEI practices. The extensive duration and substantial costs involved

in survey and interview collection directly corresponded with participant willingness together with their honesty as key determinants for data quality. The accuracy and completeness of data might have been impacted because of these issues which mainly concentrated on organizational self-reported activities together with employee experiences.

The study exclusively investigated the textile industry within Pakistan but this specific focus restricted the general use of the research findings to other business sectors or international markets. The unique characteristics of Pakistan's textile sector regarding labor practices economy and international trade create boundaries when predicting organizational well-being and global competitiveness from the DEI perspective in other sectors or regions. Further research should explore a wider range of industries because this would help develop an extensive comprehension of DEI practices across multiple organizational settings.

The cross-sectional study design functioned as another research limitation throughout the investigation. The study analyzed one-time data recording which made it difficult to show the lasting effects of DEI approaches on organizational well-being together with global competitiveness. The long-term impact of DEI initiatives required longitudinal research because it would show the complete transformation process of organizational outcomes through time. The cross-sectional method reduces our ability to draw cause-effect conclusions about DEI's relationship with studied variables.

Future Research Directions

The research constraints found here present advanced investigation opportunities that let researchers fill knowledge voids about DEI practices. The next step for research should focus on obtaining larger samples while broadening the industry range. Research findings will gain broader applicability if sample size increases represent a wider spectrum of textile industry companies along with study expansion into new business sectors. Researchers may achieve better results by studying DEI practices and their organizational outcome impacts through their analysis of multiple different organizational cultural types and business environments. Such an extended survey would yield a more detailed pool of information allowing researchers to examine how different industries face diverse obstacles and gain advantages through the implementation of DEI practices for global competitiveness.

Future research is encouraged to examine secondary data options because of difficulties during main data acquisition. The research can utilize secondary data resources composed of information derived from international organizations combined with government reports together with industry benchmarks for measuring DEI performance outcomes. Future studies should integrate secondary data to solve the self-reported biases in data while improving the validity and reliability of findings. The analysis of qualitative data from interviews and focus groups would supply organizations and researchers with detailed understanding of DEI implementation practices hence enriching the existing quantitative findings.

The advancement of DEI research will heavily depend on the execution of longitudinal studies. A longitudinal study design would prove beneficial for detecting long-term organizational impacts of DEI practices on employee well-being and global business competitiveness because these initiatives take time to produce measurable effects. The tracking of organizations through multiple years enables scientists to monitor DEI programs' changes and determines dual effects on workforce commitment alongside international market advantages. Longitudinal research with these settings would make up for cross-sectional weaknesses in the present study by delivering comprehensive long-term perspectives on DEI's performance.

Research may investigate the exact pathways which DEI strategies affect business results. New investigations need to establish which particular programming or initiatives generate the observed effects between DEI and organizational well-being. Future research should examine the inclusive cultural development under leadership direction and explore training outcomes as well as employee resource group contributions to DEI achievements. More detailed research on DEI practice operations within companies would create better insights about effective implementation strategies.

The field requires further investigation into DEI effects on several organizational results which extend past well-being along with global competitiveness. Studies in the near future should explore how DEI promotes creativity and innovation and how it affects organizational employee performance. Both the revenue benefit that diverse teams produce and the cost that can be avoided as a result should be studied in DEI research. To fully understand the value contribution of DEI to business, there should be research on new organizational outcomes for business operations in the Pakistani and other emerging markets.

For future research, researchers may expand the sample size of their current study and stay in long term for multiple performance measurements of organizations. Future research can be conducted in order to resolve identified gaps to generate more complex findings regarding the impact of DEI on organizational success and to more effectively develop a more successful regional DEI strategy development.

However, this research concludes the effects of Diversity Equity and Inclusion (DEI) in Pakistan's textile sector. The research results show that DEI has enormous benefits for organizational health and international market competitiveness. There was a positive effect of DEI practices on staff happiness, staff retention, workplace environment, and the policy implementation allows for indirect benefit for global competitiveness. DEI is a prerequisite that needs to be done through primary business strategies, which are also support operations success and leadership diversity but with cultural inclusion. The main-limited primary data and small sample remain the main elements which the research is done on, while the other new research direction includes extended sample size and period measurement. Having established that DEI implementation, creates the conditions that make it possible for the organizations to succeed competitively within the world textiles market

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