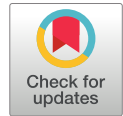


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Development of a Diversity, Equity, and Inclusion Scale



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Abstract

The aim of this study is to develop a valid and reliable scale to measure diversity, equality, and inclusiveness in businesses. The scale development process consisted of three stages. In the first stage, a 40-item proposition list by conducting in-depth interviews. In the second stage, the draft of the items was prepared by obtaining expert opinions, and revisions were made to the items. In the last stage, the 15-item draft was tested with a pilot application. The pilot application was conducted with 147 people working in the media and entertainment sector. The designed scale was applied to 370 employees in the advertising sector, and a 9-item one-dimensional diversity, equality, and inclusiveness scale was obtained. The structure of the scale was tested with confirmatory factor analysis, and it was determined that it provided high compliance. The Cronbach Alpha value was calculated as 0.894, and it was concluded that the scale was valid and reliable. This scale can be used as an effective tool in different sectors to measure the diversity and inclusiveness levels of businesses.

Keywords

Diversity • Equality • Inclusion • Scale Development • Workplace Equality • Gender and Ethnic Diversity



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Development of a Diversity, Equity, and Inclusion Scale

INTRODUCTION

Diversity, equity, and inclusion (DEI) have become central concerns in contemporary organisations as workplaces become increasingly heterogeneous and globalised. Beyond fulfilling corporate social responsibility commitments, effective DEI practices are associated with enhanced organisational performance, innovation capacity, employee engagement, and sustainable competitive advantage. As organisations employ individuals from diverse demographic and sociocultural backgrounds, creating inclusive environments where employees perceive fairness and belonging has become a strategic organisational priority (Grissom, 2018).

Within the organisational context, diversity generally refers to the presence of differences among employees in terms of demographic characteristics, cultural backgrounds, experiences, and identities. Equity, in contrast to equality, emphasises fairness in organisational policies and practices by ensuring that individuals have access to opportunities and resources in ways that account for structural and contextual differences. Inclusion refers to the extent to which employees feel valued, respected, and able to fully participate in organisational processes and decision-making (Okatta et al., 2024). Together, these concepts represent complementary dimensions of how organisations manage workforce heterogeneity and foster equitable and inclusive work environments.

A growing body of research suggests that effective diversity and inclusion practices contribute to positive organisational outcomes, including higher employee satisfaction, stronger organisational commitment, increased innovation, and improved decision-making quality (Tayler & Price, 2016; Jejenywa et al., 2024). However, despite the increasing prominence of DEI in organisational research and practice, accurately assessing employees' perceptions of DEI remains a methodological challenge. Organisations require reliable measurement tools to evaluate the effectiveness of diversity and inclusion initiatives and to monitor organisational climate related to fairness, belonging, and equal opportunity (Dawson et al., 2024).

Several instruments have been developed to assess diversity climate, inclusion climate, or related constructs in organisations. Nevertheless, many existing measures focus on specific dimensions of diversity or inclusion rather than capturing employees' overall perceptions of DEI practices holistically. In addition, some scales have been developed primarily within Western organisational contexts, which may limit their applicability across different institutional and cultural environments (Nishii & Özbilgin, 2007; Leung et al., 2024). Consequently, there remains a need for measurement tools that capture employees' integrated perceptions of diversity, equity, and inclusion within organisational settings.

From a theoretical perspective, employees may evaluate organisational DEI practices not only through separate dimensions but also as an overall organisational climate reflecting fairness, inclusiveness, and respect for diversity. In this sense, employees may form a holistic perception of how their organisation manages diversity and ensures equitable and inclusive practices. Measuring this integrated perception can provide valuable insights into how employees interpret organisational policies and practices related to DEI.

Accordingly, the aim of the present study is to develop and validate a psychometrically sound scale that measures employees' perceptions of organisational diversity, equity, and inclusion. By operationalising DEI as a holistic perception of organisational climate, the proposed instrument seeks to provide researchers

and practitioners with a reliable tool for assessing how employees evaluate diversity-related practices and inclusion efforts within their organisations.

The development of such a measurement instrument has important practical implications. Organisations can use the scale to monitor changes in DEI climate over time, identify priority areas for human resource interventions, and evaluate the perceived effectiveness of diversity and inclusion policies or training programmes. In addition, the scale may enable benchmarking across organisational units and contribute to evidence-based diversity management strategies. From a scholarly perspective, this study contributes to the growing literature on organisational diversity and inclusion by providing a context-sensitive measurement tool that facilitates empirical research on employees' perceptions of DEI practices.

CONCEPTUAL BACKGROUND

Diversity, equity, and inclusion

Diversity, equity, and inclusion (DEI) have become central concepts in contemporary organisations as workplaces become increasingly heterogeneous and globally interconnected. Driven by globalisation, technological transformation, and shifting social expectations, organisations now employ individuals from diverse demographic, cultural, and socioeconomic backgrounds. In this context, effectively managing diversity and fostering inclusive work environments have become strategic priorities for organisations seeking sustainable performance and long-term competitiveness.

Within organisational contexts, diversity refers to the presence of differences among employees in terms of demographic characteristics, cultural backgrounds, identities, experiences, and perspectives. Equity refers to the fair and just treatment of individuals by ensuring access to opportunities, resources, and organisational processes in ways that account for structural and contextual differences. Inclusion refers to the extent to which employees feel valued, respected, and able to fully participate in organisational life and decision-making processes. Together, these concepts represent complementary dimensions of how organisations manage workforce heterogeneity and create environments characterised by fairness, belonging, and respect.

A growing body of research indicates that effective diversity and inclusion practices contribute positively to organisational outcomes. Organisations that successfully manage workforce diversity benefit from broader perspectives, enhanced creativity, and improved decision-making processes. At the same time, inclusive work environments increase employee engagement, organisational commitment, and job satisfaction, which ultimately contribute to higher levels of organisational performance and innovation. Consequently, diversity, equity, and inclusion are increasingly viewed not only as ethical imperatives but also as key drivers of organisational effectiveness.

1.2 Diversity

Diversity refers to the differences among individuals in terms of demographic, social, and cultural characteristics such as gender, age, ethnicity, disability status, religion, language, and socioeconomic background. Workforce diversity allows organisations to benefit from employees' varied experiences, perspectives, and competencies. When effectively managed, diversity can broaden organisational perspectives and enhance problem-solving capacity by bringing together individuals with different viewpoints and knowledge bases.

Previous research highlights that diverse teams often demonstrate higher levels of creativity and innovation because individuals from different backgrounds contribute unique ideas and alternative solutions to

organisational challenges. Diversity has also been associated with improved decision-making processes, as heterogeneous groups tend to evaluate problems from multiple perspectives and consider a wider range of alternatives. As a result, organisations with diverse workforces may achieve stronger adaptive capabilities and greater competitiveness in dynamic environments.

In addition to its performance-related benefits, diversity is closely related to social responsibility and fairness in the workplace. Ensuring the representation of diverse demographic groups in organisational structures contributes to the creation of more equitable work environments and supports broader societal goals related to equality and inclusion.

1.3 Equity

Equity refers to the fair and impartial treatment of individuals within the workplace, ensuring that employees have access to opportunities, resources, and support in ways that account for their specific needs and circumstances. Unlike equality, which implies identical treatment of all individuals, equity recognises that individuals may require different forms of support to achieve comparable outcomes.

Equity within organisations often involves structural arrangements that reduce systemic barriers and enable employees from diverse backgrounds to participate fully in organisational life. Such arrangements may include equitable access to career development opportunities, fair promotion processes, inclusive performance evaluation systems, and policies that ensure fair compensation regardless of demographic characteristics.

Key dimensions of equity within organisations include equitable access to career opportunities, fairness in decision-making processes, equitable distribution of resources, and fair representation of diverse groups within leadership and decision-making positions. By integrating equity principles into organisational policies and practices, organisations can reduce structural inequalities and create environments where all employees have the opportunity to realise their potential.

1.4 Inclusion

Inclusion extends beyond the recognition of diversity by focusing on how organisations create environments in which individuals feel valued, respected, and able to fully participate. While diversity reflects the presence of differences within a workforce, inclusion reflects the quality of employees' experiences within the organisation.

Inclusive workplaces enable employees to express their identities authentically, participate in decision-making processes, and access development opportunities without facing structural or social barriers.

A strong sense of inclusion is associated with several positive organisational outcomes. Employees who feel included are more likely to demonstrate higher levels of motivation, engagement, and organisational commitment. Inclusive workplaces also promote collaboration and knowledge sharing, which contribute to improved organisational performance and innovation.

Furthermore, inclusion is closely related to psychosocial factors such as sense of belonging, participation in organisational processes, and psychological safety. When employees perceive that their voices are heard and valued, they are more likely to engage actively in organisational activities and contribute to collective goals. As a result, organisations that successfully foster inclusive environments are better positioned to leverage workforce diversity as a strategic asset.

1.5 Measurement of Diversity and Inclusion

Assessing diversity, equity, and inclusion within organisations requires reliable measurement tools capable of capturing employees' perceptions of workplace practices and organisational climate. In organisational research, psychometric scales are commonly used to evaluate how employees perceive fairness, representation, inclusion, and diversity-related practices. These instruments provide valuable insights into how organisational policies and managerial behaviours are interpreted by employees and how such perceptions influence workplace outcomes.

Existing research has developed various instruments to measure diversity and inclusion in organisational settings. These instruments can generally be categorised into three main groups.

First, diversity climate scales focus on employees' perceptions of how organisations value and manage workforce diversity. These scales typically assess whether employees believe their organisation respects demographic differences, supports equal treatment, and promotes diversity within organisational policies and practices.

Second, inclusion climate scales examine employees' perceptions of belonging, participation, and psychological safety in the workplace. These instruments focus on whether employees feel respected, valued, and able to contribute meaningfully to organisational decision-making processes.

Third, diversity management or practice scales evaluate the extent to which organisations implement diversity-related strategies, policies, and leadership practices designed to promote equitable and inclusive workplaces.

Although these measurement approaches have contributed significantly to the literature, many existing instruments focus on specific aspects of diversity or inclusion rather than capturing employees' integrated perceptions of diversity, equity, and inclusion as a broader organisational climate. In addition, several widely used scales have been developed primarily within Western organisational contexts, which may limit their direct applicability across different institutional and cultural environments.

From an employee perspective, diversity, equity, and inclusion practices are often experienced as interconnected aspects of organisational climate rather than as entirely separate constructs. Employees may therefore develop holistic perceptions regarding how fairly and inclusively their organisation operates. Measuring these integrated perceptions can provide a more comprehensive understanding of organisational DEI environments.

Accordingly, developing a measurement instrument that captures employees' perceived organisational DEI climate may help address these limitations and provide researchers and practitioners with a more comprehensive tool for evaluating diversity, equity, and inclusion within organisational contexts.

2. RESEARCH METHOD

2.1 Conceptual Model

A conceptual model of employees' perceptions of diversity, equity, and inclusion (DEI) was developed for organisational settings. The scale was initially designed with 15 items based on a comprehensive literature review and expert feedback. After pilot testing and exploratory factor analysis, six items were removed due to low factor loadings or poor fit, resulting in a **final nine-item scale** demonstrating strong psychometric

properties. The final model treats DEI as a **holistic construct reflecting overall organisational climate**, capturing employees' integrated perceptions of fairness, inclusiveness, and respect for diversity.

2.2 Participants

Two separate samples were used to ensure methodological rigour:

1. **Pilot Sample:** 147 employees from Istanbul's media and entertainment sector participated in the pilot study. The pilot aimed to refine item wording, assess comprehension, and perform initial exploratory factor analysis.
2. **Main Sample:** 370 employees from the advertising sector participated in the main study. This independent dataset was used for confirmatory factor analysis and final validation of the scale.

Participants included employees with hierarchical levels, gender, age groups, and cultural backgrounds. Demographic details are presented in [Table 1](#).

2.3 Data Collection Procedure

Data were collected via both online and face-to-face surveys. Ethical approval was obtained from the xxxxxxxx University Ethics Committee (Decision No. xx, Meeting No. xxxx, 31.12.2024). Data collection occurred between 02.01.2025 and 02.02.2025. Participation was voluntary, and all responses were kept confidential.

2.4 Scale Development

The scale development process followed standard psychometric procedures (DeVellis, 2014):

1. **Item Generation:** A 15-item pool was created based on literature review and expert input from five professionals in organisational psychology, management, and human resources.
2. **Pilot testing and item refinement:** The 15-item scale was administered to the pilot sample. EFA was conducted to explore the factor structure, and items with low loadings (<0.40) or cross-loadings were removed.
3. **Main Study Validation:** The refined nine-item scale was administered to the main sample. Confirmatory factor analysis (CFA) was conducted using AMOS to test the fit of the hypothesised model. Reliability was assessed using Cronbach's alpha ($\alpha = 0.894$) and item-total correlations, all exceeding the recommended thresholds ($\alpha > 0.80$).

2.5 Data Analysis

The following analytical steps were applied:

1. **Exploratory factor analysis (EFA):** Conducted on the pilot sample using principal axis factoring and oblique rotation to identify underlying dimensions and refine items.
2. **Confirmatory Factor Analysis (CFA):** Performed on the main sample to confirm the factor structure and assess model fit indices (CFI, TLI, RMSEA, and SRMR).
3. **Reliability and Validity Assessment:** Internal consistency was evaluated using Cronbach's alpha. Convergent and discriminant validity were assessed following standard guidelines for psychometric evaluation.

This separation of pilot (EFA) and main (CFA) datasets addresses concerns regarding overfitting and strengthens the robustness of scale validation.

2.6 Limitations

The study has several limitations:

1. [The sample is restricted to employees in the advertising sector, which may limit the generalizability of findings to other industries.
2. Only EFA and CFA were applied; additional psychometric evaluations (e.g., test-retest reliability, predictive validity) were not conducted.
3. Self-report measures may introduce response biases despite efforts to ensure anonymity.

2.7 Future Directions

Future research may:

1. Test the scale across diverse industries and cultural contexts to enhance generalizability.
2. Apply longitudinal designs to evaluate changes in DEI perceptions over time.
3. Incorporate additional validation methods, such as multi-source ratings or behavioural outcomes, to strengthen evidence of scale utility.

3. FINDINGS

3.1 Descriptive Results of the Pilot Study

The pilot study was conducted with 147 media and entertainment sector employees..Table 1 shows the demographic characteristics of the participants..

Table 1

Demographic characteristics of the participants (pilot study)

Demographic Variables	Groups	n	%
Gender	Female	66	44,9
	Male	81	55,1
Marital Status	Married	45	30,6
	Single	102	69,4
Age Groups	18-23 years	96	65,3
	24 years and older	51	34,7
Educational Status	Undergraduate	123	83,7
	Graduate	24	16,3
Status	Civil Servant	135	91,8
	Manager	12	8,2
Tenure in the Institution	1-10 years	42	28,6
	11 years and older	105	71,4

The pilot study sample is predominantly male (55.1%) and single (69.4%), with the majority aged 18–23 years (65.3%). Most participants hold an undergraduate degree (83.7%) and are civil servants (91.8%) with long tenure (over 11 years for 71.4%).

Descriptive statistics for the 15 items of the Diversity, Equity, and Inclusion Scale are presented in Table 2.

Table 2*Descriptive statistics of DEI scale items (pilot study)*

Item	$\bar{X}$	Standard Deviation
1. In my organisation, the ideas of individuals from diverse cultural backgrounds are met with respect.	4,01	1,17
2. In my organisation, everyone has equal opportunities regardless of gender identity.	3,80	1,48
3. In my organisation, necessary arrangements are made to accommodate the needs of employees with disabilities.	3,63	1,41
4. In my organisation, there is no discrimination among employees of different age groups.	3,44	1,32
5. In my organisation, employees with different sexual orientations can freely express themselves and are treated equally.	2,88	1,41
6. In my organisation, employees are not treated differently based on social class or income level.	3,34	1,39
7. In my organisation, equal opportunities are ensured among employees with different educational backgrounds.	3,73	1,18
8. In my organisation, there are training and awareness programmes that support diversity among employees.	3,50	1,17
9. In my organisation, employees from different ethnic backgrounds feel safe and accepted.	3,82	1,20
10. In my organisation, differences in personal and family circumstances (e.g., having children, being married, having a disabled relative) do not affect equal treatment at work.	4,09	1,16
11. In my organisation, necessary steps are taken to ensure that everyone has equal opportunities.	3,51	1,62
12. In my organisation, collaboration and teamwork are encouraged among employees from diverse backgrounds.	3,90	1,31
13. In my organisation, each individual's identity and background are respected, which positively influences workplace culture.	3,73	1,16
14. In my organisation, employees can freely share their ideas without facing discrimination or bias.	3,51	1,44
15. In my organisation, employees with different religious beliefs are respected and can freely practice their religion.	4,01	1,17

The highest scores were observed for cultural, religious, and family-related diversity (Items 1, 10, and 15), indicating that participants perceive these aspects of DEI positively in their organisations. The lowest mean was observed for sexual orientation (Item 5, $\bar{X}$ =2.88), highlighting an area needing improvement. Overall, the data show a generally positive perception of DEI, with specific gaps in inclusivity practices for sexual orientation.

3.2 Validity and Reliability of the DEI Scale (Pilot Study)

Figure 1

The scree plot indicated a one-dimensional structure.

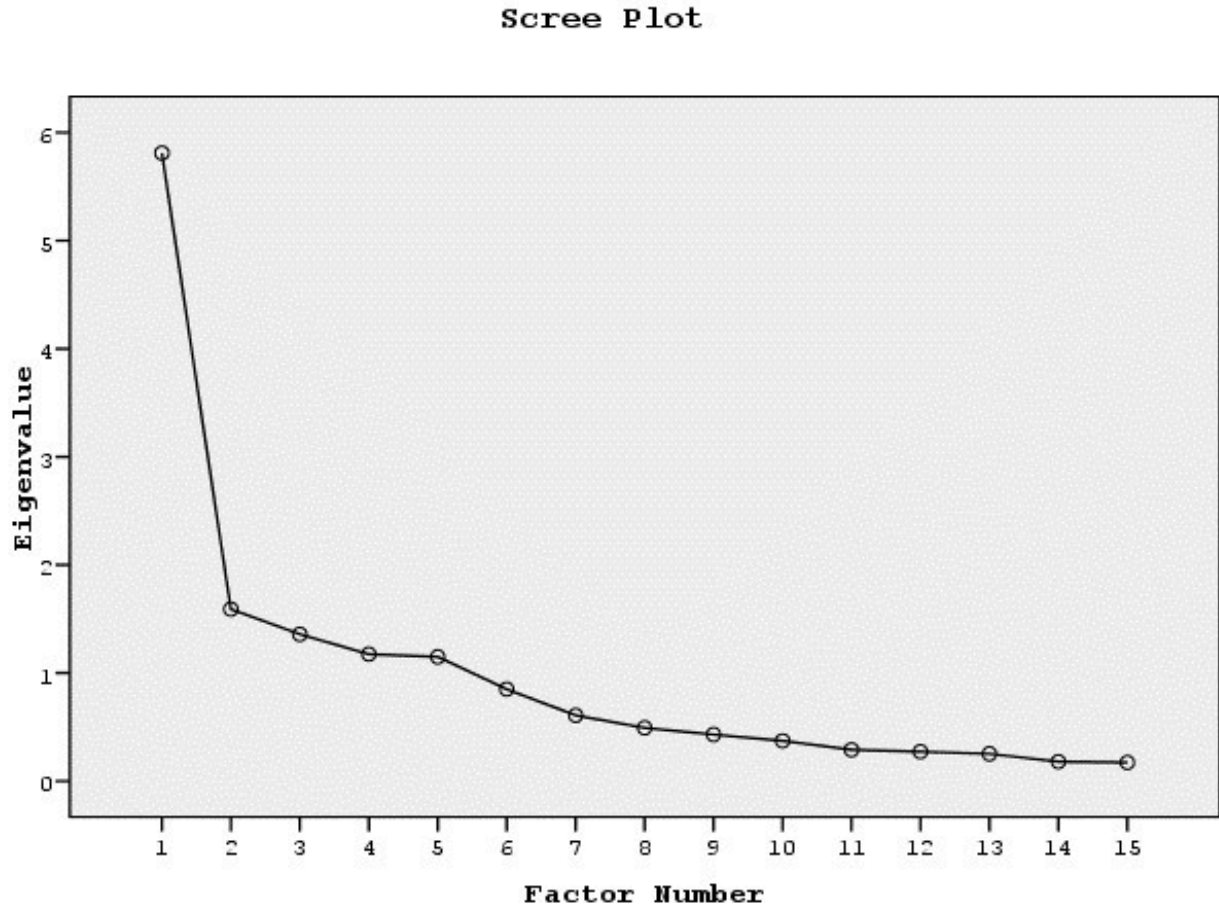


Table 3

Exploratory Factor Analysis (Pilot Study)

	AFA-1					AFA-2		AFA-3
	F1	F2	F3	F4	F5	F1	F2	F1
Item	λ	λ	λ	λ	λ	λ	λ	λ
M1	0,786	0,068	0,155	0,154	-0,129	0,741	0,437	0,815
M2	0,619	0,381	0,277	0,054	0,103	0,761	0,012	0,784
M3	0,717	0,108	0,155	0,263	0,080	0,693	0,354	0,773
M4	0,144	0,978	-0,050	0,062	-0,123	-	-	-
M5	0,036	0,046	-0,015	0,590	0,081	0,032	0,225	-
M6	0,576	0,192	0,205	0,212	-0,002	0,636	0,151	0,702
M7	0,806	0,193	-0,206	-0,075	0,054	0,636	0,244	0,730

	AFA-1				AFA-2			AFA-3
M8	0,004	0,023	0,091	0,027	0,753	-	-	-
M9	0,660	0,065	0,507	-0,220	-0,274	0,739	0,042	0,766
M10	0,745	-0,038	0,127	-0,058	0,013	0,671	0,206	0,748
M11	0,278	0,006	0,605	0,402	0,229	-	-	-
M12	0,651	0,245	0,516	-0,073	0,271	0,883	0,194	0,828
M13	0,655	0,308	0,389	0,031	0,057	0,815	0,017	0,819
M14	0,083	0,229	0,057	-0,045	0,065	-	-	-
M15	0,053	-0,280	0,180	0,477	-0,260	0,008	0,354	-
Eigenvalue	5,811	1,590	1,358	1,174	1,149	5,414	1,365	5,405
Variance (%)	29,653	9,910	8,748	6,325	6,007	44,169	5,975	60,059
Total variance (%)	60,641					50,143		60,059

Factor analysis revealed that 9 items form a single factor explaining 60.06% of the variance, supporting the unidimensional structure of the scale.

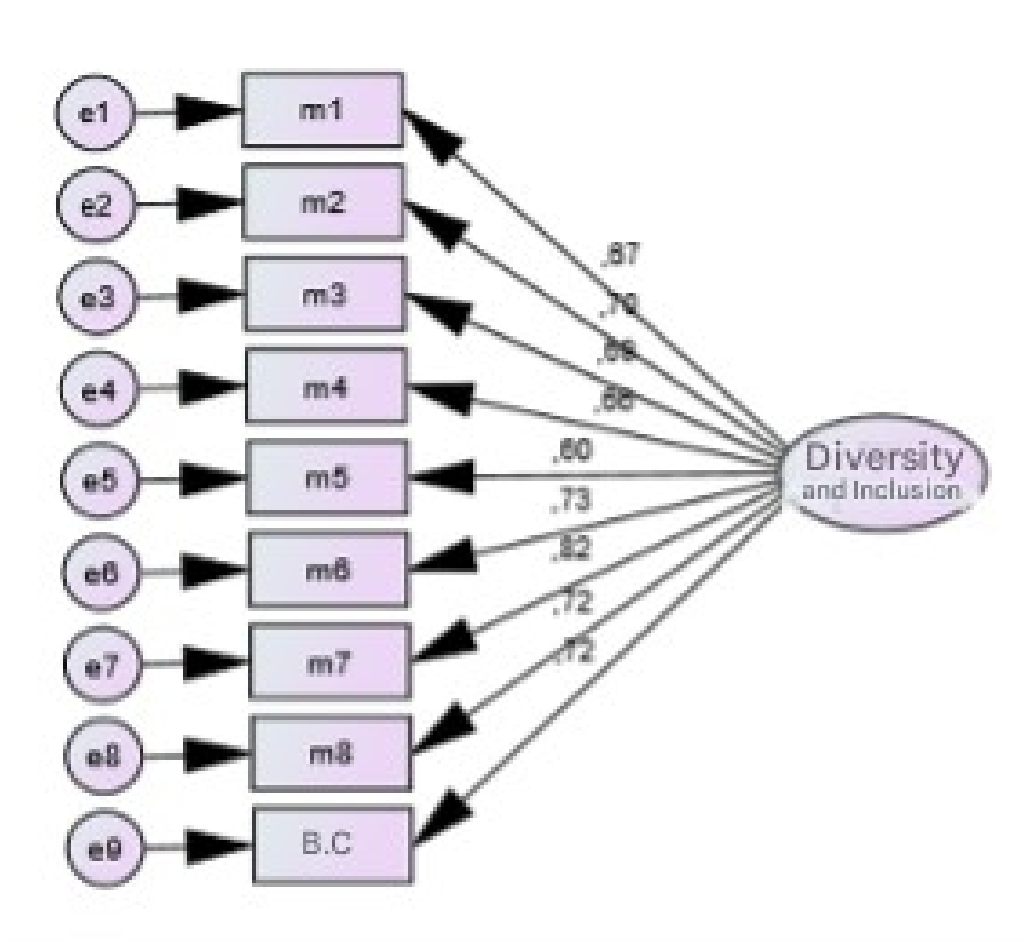
Table 4
CFA Fit Indices (Pilot Study, 9 Items, 1 Dimension)

Fit Index	Reference Value	Observed Value
χ^2/df	<5	2.329
SRMR	≤ 0.08	0.044
GFI	≥ 0.90	0.909
NNFI	≥ 0.90	0.934
CFI	≥ 0.90	0.951
RMSEA	≤ 0.10	0.095
SCR	≥ 0.70	0.916
AVE	≥ 0.50	0.550

The CFA fit indices indicate a good model fit, confirming that the unidimensional DEI scale is structurally valid. The Diversity and Inclusion Scale, with its 9 items and one-dimensional structure, is a valid and reliable scale.

Figure 2

CFA diagram for the Diversity, Equality, and Inclusion Scale.



Although not access

Table 5

CFA and Reliability (Pilot Study)

Item	New Number	B	SH	Std. β	t	r	Cronbach Alpha
M1	1	1,000				0,753	0,914
M2	2	1,216	0,125		9,70**	0,719	
M3	3	1,136	0,121		9,40**	0,701	
M6	4	0,997	0,121		8,219**	0,630	
M7	5	0,874	0,102		8,55**	0,657	
M9	6	0,968	0,102		9,48**	0,690	
M10	7	0,894	0,100		8,91**	0,674	
M12	8	1,164	0,109		10,71**	0,769	
M13	9	1,024	0,097		10,56**	0,756	

The scale demonstrates high internal consistency, with Cronbach's alpha exceeding the 0.70 threshold. This confirms that the scale items reliably measure DEI perceptions.

Table 6*Descriptive statistics (pilot study, total score)*

N	Min/Max	$\bar{X} \pm SD$	95% CI	Skewness	Kurtosis
147	1/5	3.78 $\pm$ 0.98	3.62/3.94	-0.674	-0.191

3.3 Descriptive Findings from the Main Implementation

Table 7*Demographics (advertising industry, N = 370)*

Demographic Variables	Groups	n	%
Gender	Female	166	44.9
	Male	204	55.1
Marital Status	Married	106	28.6
	Single	264	71.4
Age Groups	18-23 years	246	66.5
	24 years and older	124	33.5
Educational Status	Undergraduate	304	82.2
	Graduate	66	17.8
Status	Civil Servant	336	90.8
	Manager	34	9.2
Tenure	1-10 years	108	29.2
	11+ years	262	70.8

The demographic distribution of the main study closely resembles the pilot study, supporting the generalizability of the pilot findings.

Table 8*DEI Scale item descriptive statistics (main implementation)*

Item	$\bar{X}$	SD
1. In my organisation, the ideas of individuals from diverse cultural backgrounds are treated with respect.	4,06	1,08
2. In my organisation, everyone has equal opportunities regardless of gender identity.	3,76	1,45
3. In my organisation, the needs of employees with disabilities are considered, and necessary accommodations are provided.	3,65	1,43
4. In my organisation, employees are not treated differently based on their social class or income level.	3,49	1,32
5. In my organisation, equal opportunities are ensured among employees with different levels of education.	3,74	1,12
6. In my organisation, employees from different ethnic backgrounds feel safe and accepted.	3,91	1,08
7. In my organisation, differences in personal and family circumstances (e.g., having children, being married, having a disabled relative) do not affect equal treatment at work.	4,00	1,16
8. In my organisation, collaboration and teamwork are encouraged among employees from diverse backgrounds.	3,91	1,31
9. In my organisation, each individual's identity and background are respected, which positively contributes to the workplace culture.	3,75	1,08

Mean scores are consistent with the pilot study. Items related to religious freedom and family circumstances remain highly rated, whereas items on sexual orientation and gender-related equality show relatively lower scores, highlighting persistent areas for organisational development.

3.4 Validity and Reliability (Main Implementation)

Table 9

CFA Fit Indices (Main Study, 10 Items)

Fit Index	Reference	Observed
χ^2/df	<5	3.431
SRMR	≤ 0.08	0.036
GFI	≥ 0.90	0.949
NNFI	≥ 0.90	0.942
CFI	≥ 0.90	0.957
RMSEA	≤ 0.10	0.081
SCR	≥ 0.70	0.897
AVE	≥ 0.50	0.501

Table 9 presents the model fit indices obtained from the confirmatory factor analysis of the Diversity, Equality, and Inclusion Scale in the main implementation. The results indicate good and excellent model fit, with SRMR = 0.036, GFI = 0.949, NNFI = 0.942, CFI = 0.957, and RMSEA = 0.081. The eigenvalues, SCR (0.897 $\geq$ 0.70), and AVE (0.501 $\geq$ 0.50), support the scale's convergent validity and composite reliability. These results confirm that the one-dimensional, 10-item structure of the scale is appropriate for measuring DEI perceptions among employees in the advertising industry.

Table 10

CFA and Reliability (Main Study)

Item	B	SH	Std. β	t	r	Cronbach Alpha
M1	1,000		0,67		0,630	0,894
M2	1,407	0,118	0,70	11,94**	0,674	
M3	1,377	0,116	0,69	11,84**	0,657	
M4	1,216	0,107	0,66	11,37**	0,630	
M5	0,937	0,089	0,60	10,49**	0,562	
M6	1,101	0,088	0,73	12,47**	0,674	
M7	1,323	0,097	0,82	13,69**	0,767	
M8	1,322	0,107	0,72	12,32**	0,674	
M9	1,081	0,088	0,72	12,24**	0,675	

**p<0,01 r: item-total correlation

Table 10 provides factor loadings, t-values, item-total correlations, and Cronbach's alpha coefficients for the scale items. All factor loadings exceed 0.40 and t-values are significant, demonstrating that each item contributes meaningfully to the construct. Cronbach's alpha for the overall scale is 0.89, and item-total correlations range from 0.56 to 0.77, confirming high internal consistency. These findings indicate that the

scale reliably captures employees' perceptions of DEI and that all items function well as part of a single construct.

Table 11
EFA (Main Study)

Item	Factor loading (F1)
M1	0.815
M2	0.784
M3	0.773
M6	0.702
M7	0.730
M9	0.766
M10	0.748
M12	0.828
M13	0.819

Table 11 shows the exploratory factor analysis results for the same dataset. All items load significantly on a single factor (factor loadings > 0.40), and the total variance explained is 55.07%. This confirms the unidimensional structure by the CFA, indicating that the scale items collectively measure a coherent DEI construct. The differences in item loadings on alternative dimensions were all above 0.10, reinforcing discriminant validity and showing that the items are not conflated with other latent constructs.

Table 12
Descriptive Statistics (Main Study, Total Score)

N	Min/Max	$\bar{X} \pm SD$	95% CI	Skew	Kurt
370	1/5	3.81 $\pm$ 0.91	3.71/3.90	-0.657	-0.104

The main study confirms the pilot study findings: a unidimensional structure is valid, the model shows good fit, and the reliability is high (Cronbach α > 0.90).

3.5 Comparison Based on Demographics

Table 13
Scale Scores by Demographics

Demographic	$\bar{X} \pm SD$	t	p
Gender	Female 4.30 $\pm$ 0.40; Male 3.41 $\pm$ 1.01	11.41	0.000
Marital Status	Married 3.25 $\pm$ 1.15; Single 4.03 $\pm$ 0.67	-8.04	0.000
Age	18-23: 4.12 $\pm$ 0.56; 24+: 3.19 $\pm$ 1.12	10.36	0.000
Education	Undergraduate 3.99 $\pm$ 0.79; Graduate 2.93 $\pm$ 0.93	9.71	0.000
Status	Civil Servant 3.97 $\pm$ 0.77; Manager 2.19 $\pm$ 0.39	12.35	0.000
Tenure	1-10 years 3.67 $\pm$ 0.96; 11+ years 3.86 $\pm$ 0.88	-1.87	0.062

Significant differences exist across gender, marital status, age, education, and employment status. For example, females scored higher than males, and younger participants (18–23) reported higher DEI perceptions than older participants. Tenure did not show a statistically significant difference. These patterns provide insights for targeted DEI interventions.

DISCUSSION AND CONCLUSION

Diversity, equality, and inclusion (DEI) are increasingly recognised as critical factors in modern organisational management, not only for promoting social equality but also for enhancing organisational performance, innovation, and employee satisfaction. Effective management of DEI requires accurate measurement and evaluation, as organisations cannot improve what they cannot quantify. Developing valid and reliable measurement tools enables organisations to assess their DEI levels and implement evidence-based strategies to strengthen inclusivity (Abdelhalim et al., 2024; Fitzsimmons et al., 2023; Jonsen et al., 2021).

The findings of this study, derived from both the pilot and main applications of the Diversity, Equality, and Inclusion Scale, demonstrate several key points. In the pilot study, the highest mean scores were observed for items reflecting respect for personal and family circumstances (M10: 4.09 ± 1.16), respect for cultural backgrounds (M1: 4.01 ± 1.17), and religious differences (M15: 4.01 ± 1.17), whereas the lowest mean score was observed for the item on sexual orientation (M5: 2.88 ± 1.41) (Table 2). Similarly, in the main implementation, participants reported the highest agreement for respect of cultural backgrounds (M1: 4.06 ± 1.08) and accommodation of personal/family differences (M7: 4.00 ± 1.16), with the lowest agreement for social class-related equality (M4: 3.49 ± 1.32) (Table 8). These results indicate that organisational inclusivity is stronger in cultural, religious, and family-related areas but weaker in social class and sexual orientation dimensions.

Factor analyses further supported the psychometric properties of the scale. Exploratory factor analysis in the pilot study revealed that the first dimension explained 29.65% of the variance, with a five-factor model explaining 60.64% (Table 3). Subsequent CFA on the final 9-item, unidimensional scale produced good fit indices ($X^2/df = 2.329$; SRMR = 0.044; GFI = 0.909; NNFI = 0.934; CFI = 0.951; RMSEA = 0.095) (Table 4), with factor loadings ranging from 0.63 to 0.82 and high composite reliability (SCR = 0.916) and convergent validity (AVE = 0.55) (Table 5). For the main implementation, CFA results again demonstrated strong fit indices ($X^2/df = 3.431$; SRMR = 0.036; GFI = 0.949; NNFI = 0.942; CFI = 0.957; RMSEA = 0.081), with factor loadings between 0.60 and 0.82, Cronbach's alpha = 0.89, SCR = 0.897, and AVE = 0.501 (Tables 9–10). EFA confirmed the unidimensionality of the scale, with the first factor explaining 55.07% of the variance (Table 11). These results indicate that the DEI scale is valid and reliable across different samples.

Demographic comparisons revealed meaningful differences. Scale scores differed significantly based on gender, marital status, age, education, and occupational status ($p < 0.05$) (Table 13). Female, single, younger, undergraduate, and civil servant participants generally reported higher perceptions of DEI, highlighting the influence of personal and contextual factors on inclusivity perceptions. No significant differences were found based on length of service ($p > 0.05$).

The practical implications of these findings are clear. Organisations should focus on strengthening DEI practices in areas where scores are lower, particularly regarding social class and sexual orientation. Targeted training, explicit policies for marginalised groups, and continuous feedback mechanisms can ensure that DEI strategies are effectively implemented and sustained.

In conclusion, DEI should be approached not only as an ethical responsibility but also as a strategic organisational factor. Inclusive practices enhance employee engagement, motivation, and innovation, thereby contributing to long-term organisational sustainability. The validated 9-item, unidimensional DEI scale developed in this study provides a practical tool for organisations to assess, monitor, and improve inclusivity, ultimately fostering a more equitable and high-performing workplace culture.



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Appendix

Table 1

Appendix 1. Diversity, equity, and inclusion scale application form English

Item
1. In my organisation, the ideas of individuals from diverse cultural backgrounds are treated with respect.
2. In my organisation, everyone has equal opportunities regardless of gender identity.
3. In my organisation, the needs of employees with disabilities are considered and necessary accommodations are provided.
4. In my organisation, employees are not treated differently based on their social class or income level.
5. In my organisation, equal opportunities are ensured among employees with different levels of education.
6. In my organisation, employees from different ethnic backgrounds feel safe and accepted.
7. In my organisation, differences in personal and family circumstances (e.g., having children, being married, having a disabled relative) do not affect equal treatment at work.
8. In my organisation, collaboration and teamwork are encouraged among employees from diverse backgrounds..
9. In my organisation, each individual's identity and background are respected, positively contributing to the workplace culture.

Table 2

Appendix 2. Diversity, equity, and inclusion scale application form Turkish

Madde
1. Şirketimde, farklı kültürel geçmişlere sahip bireylerin fikirleri saygı ile karşılanmaktadır.
2. Şirketimde, cinsiyet kimliği fark etmeksizin herkes eşit fırsatlara sahiptir
3. Şirketimde, engelli çalışanların ihtiyaçları göz önünde bulundurularak gerekli düzenlemeler yapılmaktadır.
4. Şirketimde, çalışanların sosyal sınıf veya gelir düzeyine göre farklı muamele yapılmamaktadır.
5. Şirketimde, farklı eğitim seviyelerindeki çalışanlar arasında fırsat eşitliği sağlanmaktadır.
6. Şirketimde, farklı etnik kökenlere sahip çalışanlar, kendilerini güvenli ve Kabul edilmiş hissedebilmektedir.
7. Şirketimde, çalışanların kişisel ve ailevi durumları (örneğin, çocuklu olmak, evli olmak, engelli bir yakını olmak) gibi farklılıkları, iş hayatlarına etki etmeden eşit muamele görmelerini sağlamaktadır.
8. Şirketimde, farklı arka planlardan gelen çalışanlar arasında iş birliği ve takım çalışması teşvik edilmektedir.
9. Şirketimde, her bireyin kimliği ve geçmişi saygı ile karşılanmakta, bu durum işyeri kültürünü olumlu bir şekilde etkilemektedir.