

# Chapter 1

## Organizational Macrotrends and the Absence of Public Policies in Shaping Diversity, Equity, and Inclusion for Talent Retention

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## **ABSTRACT**

*The growing emphasis on Diversity, Equity, and Inclusion (DEI) is shaped by macro-trends such as globalization, digital transformation, and flexible work structures. However, the absence of strong public policies hinders the effectiveness of organizational efforts, affecting talent retention. This study analyzes the role of DEI in fostering innovation and competitiveness, emphasizing the limitations of voluntary corporate initiatives. Institutional theory highlights the impact of regulatory gaps on workplace inequities, while resource-based perspectives link diversity to sustained competitive advantages. Through a meta-analytical and descriptive approach, the research examines organizational challenges, global policy disparities, and strategic frameworks for inclusive management.*

## **INTRODUCTION**

Over the last decade, diversity, equity, and inclusion have shifted from being framed as a matter of compliance or corporate goodwill to becoming a strategic question tied to how organizations compete, innovate, and keep critical talent. This shift is not happening in a vacuum. It is being pushed by macro level forces that have reshaped work itself: globalization that expands labor markets and intensifies cross cultural collaboration, rapid technological change that rewires how tasks are coordinated, and the spread of flexible structures that alter how careers are built and how people evaluate whether an employer is worth staying with. In that environment, talent is no longer treated as a simple input but as a resource whose mobility and expectations can determine whether an organization maintains continuity, protects knowledge, and sustains performance over time.

Those tensions become visible when organizations attempt to translate DEI into daily practices that employees can actually feel in hiring, promotion, pay, recognition, workload, and voice. Where DEI is inconsistently integrated, internal dynamics such as informal gatekeeping, rigid power structures, and unexamined routines can quietly reproduce exclusion even when formal policies look progressive on paper. At the same time, external conditions matter because regulatory gaps can amplify vulnerability for groups that already face structural disadvantages, particularly when employment protections are unclear or enforcement is limited. In this setting, turnover and retention patterns are not merely HR outcomes; they become signals of whether an organization's inclusion efforts are credible and whether people believe that fair opportunity is more than a slogan (Wang et al., 2024).

Digitalization intensifies this challenge because it changes both the opportunities for inclusion and the mechanisms through which exclusion can persist. Remote

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