

Perceived Tokenism and Its Impact on Employee Morale and Job Satisfaction: A Study in Corporate Workplaces

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How to cite this article: Anand Kataria, Manish Kumar Verma (2023) Perceived Tokenism and Its Impact on Employee Morale and Job Satisfaction: A Study in Corporate Workplaces. *Library Progress International*, 43(2), 20519-20534.

Abstract

This research paper explores the phenomenon of perceived tokenism in corporate workplaces and its effects on employee morale and job satisfaction. Tokenism, where individuals from underrepresented groups are included in an organization primarily for appearance's sake, can lead to negative workplace experiences, including feelings of isolation and undervaluation. Through a mixed-methods approach involving surveys and interviews with employees from diverse backgrounds in various corporations, this study investigates the relationship between perceived tokenism, employee morale, and job satisfaction. The findings suggest a significant negative impact of perceived tokenism on both morale and satisfaction, highlighting the need for genuine diversity and inclusion efforts in the workplace.

Keywords: Perceived Tokenism, Employee Morale, Job Satisfaction, Corporate Workplaces, Diversity and Inclusion, Workplace Culture.

1. Introduction

In recent years, organizations have increasingly emphasized the importance of diversity and inclusion (D&I) in the workplace. However, alongside these efforts, there has been growing concern about the phenomenon of tokenism, where individuals from underrepresented groups are included in a superficial or symbolic manner rather than being genuinely integrated into the organizational culture. This study focuses on perceived tokenism and its effects on employee morale and job satisfaction in corporate environments.

Tokenism can manifest in various ways, including the hiring or promotion of minority employees to create the appearance of diversity while failing to provide them with meaningful opportunities or support. This perception of being a "token" can lead to feelings of alienation, stress, and decreased job satisfaction among employees who feel they are not valued for their actual contributions.

The impact of perceived tokenism on employee morale and job satisfaction is an area that warrants deeper investigation, particularly in the context of corporate workplaces where diversity initiatives are often highlighted. This study aims to explore this relationship and provide insights into how organizations can avoid tokenism and promote a more inclusive and supportive work environment.

The growing emphasis on diversity, equity, and inclusion (DEI) has led organizations across industries to prioritize the representation of marginalized groups within their workforce. While these efforts are crucial in creating more equitable workplaces, the manner in which diversity is pursued often raises concerns about tokenism. Tokenism, in the context of the workplace, occurs when organizations include individuals from underrepresented groups not for their skills or contributions but rather to appear diverse and inclusive on the surface. This symbolic inclusion can result in a range of negative experiences for employees, particularly when they feel that their presence is more about fulfilling diversity quotas than truly being valued members of the organization.

Perceived tokenism significantly affects employees' emotional and psychological well-being. Individuals who believe they have been hired or promoted to satisfy diversity metrics often report feelings of alienation, increased

pressure to perform, and the burden of representing their entire demographic group. This creates a hostile work environment, eroding their sense of belonging and contribution. As a result, employees subjected to tokenism often struggle with lower morale, which can manifest in reduced engagement, diminished job satisfaction, and higher levels of stress. The disconnect between organizational diversity initiatives and the lived experiences of these employees can lead to disillusionment, as their inclusion feels superficial and disingenuous.

The adverse effects of perceived tokenism extend beyond individual employees to the organizational level. Research shows that when employees feel undervalued or isolated due to tokenism, their productivity declines, and they are more likely to disengage from their work. Furthermore, the emotional toll of tokenism can result in higher turnover rates, as employees seek environments where they feel genuinely valued and included. In this context, it becomes clear that tokenism not only undermines individual well-being but also hampers organizational effectiveness by failing to harness the full potential of a diverse workforce. This study aims to explore the profound impact of perceived tokenism on employee morale and job satisfaction, emphasizing the need for organizations to move beyond mere symbolic inclusion toward meaningful representation and empowerment.

2. Objectives of the Study

1. To examine the relationship between perceived tokenism and employee morale in corporate workplaces.
2. To investigate the impact of perceived tokenism on job satisfaction among employees from underrepresented groups.
3. To identify strategies that organizations can adopt to minimize tokenism and enhance genuine diversity and inclusion.

Objective	Scope	Justification
1. To examine the relationship between perceived tokenism and employee morale in corporate workplaces.	This objective aims to explore how perceived tokenism influences the emotional and psychological well-being of employees in various corporate environments.	Understanding this relationship helps organizations recognize how tokenism affects employee morale, potentially leading to disengagement, burnout, and reduced productivity. It provides insights into the emotional consequences of perceived tokenism and the broader implications for workplace culture.
2. To investigate the impact of perceived tokenism on job satisfaction among employees from underrepresented groups.	This objective focuses on analyzing the effect of tokenism on job satisfaction, particularly among individuals from marginalized or underrepresented communities.	Identifying how tokenism affects job satisfaction is crucial for organizations seeking to improve retention and engagement among underrepresented employees. This helps highlight the disparities in job satisfaction that can arise due to tokenism, leading to turnover or dissatisfaction.
3. To identify strategies that organizations can adopt to minimize tokenism and enhance genuine diversity and inclusion.	This objective seeks to propose actionable solutions and best practices that organizations can implement to reduce tokenism and promote authentic inclusion.	By focusing on strategies to minimize tokenism, this objective addresses the need for structural changes in organizations. It emphasizes the importance of moving beyond symbolic representation toward fostering a culture of genuine inclusion, where diversity is truly valued and leveraged.

3. Significance of the Study

Understanding the impact of perceived tokenism on employee morale and job satisfaction is crucial for organizations that aim to foster an inclusive workplace. The findings of this study will contribute to the broader discourse on diversity and inclusion by highlighting the negative consequences of tokenism and offering practical recommendations for organizations to improve their D&I efforts. This research will also provide insights for HR professionals, managers, and policymakers to create more equitable and supportive work environments.

4. Literature Review

4.1 1. Perceived Tokenism in Corporate Workplaces

The concept of tokenism was first introduced by Puffer, S. M. (2004)¹, where she discussed how individuals from minority groups might be treated as tokens within organizations. Research has shown that tokenism often leads to increased visibility, performance pressure, and social isolation for the affected individuals. Token employees may feel that they are being used to fulfil diversity quotas rather than being valued for their skills and contributions, which can lead to negative psychological outcomes.

Kumar and Sharma(2018)² explore the effects of perceived tokenism on employee well-being in Indian corporations. They argue that tokenism, often stemming from diversity policies, can lead to psychological stress, decreased motivation, and a sense of isolation among employees from minority groups. The research involved a survey of 200 employees across various industries, revealing a strong correlation between perceived tokenism and negative well-being outcomes. The study emphasizes the importance of genuine inclusion rather than symbolic gestures, as tokenism can undermine the intended benefits of diversity initiatives.

The second part of the paper discusses strategies to combat perceived tokenism, including the need for transparent communication, equal opportunities for growth, and fostering an inclusive culture. The authors suggest that companies must move beyond surface-level diversity metrics and focus on integrating minority employees into the organizational fabric meaningfully. The study contributes to the broader discourse on workplace diversity by highlighting the adverse effects of tokenism on employee morale and performance.

Patel, S., & Mehta, R. (2019)³ research focuses on the IT sector in India, examining how diversity initiatives can sometimes backfire, leading to perceptions of tokenism. Through interviews with 150 IT professionals, the study finds that while companies increasingly prioritize diversity, many employees from minority backgrounds feel they are included only to meet quotas. This perception of tokenism leads to a lack of trust in the organization, reduced job satisfaction, and a sense of being undervalued.

The paper also explores the long-term consequences of tokenism, such as higher turnover rates and decreased employee engagement. Patel and Mehta recommend that IT firms adopt more inclusive practices, such as mentorship programs and unbiased performance evaluations, to ensure that diversity efforts are perceived as genuine. The study contributes valuable insights into the challenges of implementing diversity initiatives in a way that avoids tokenism.

Rao, D., & Nair, V. (2020)⁴ examine how perceived tokenism affects leadership opportunities for minority employees in Indian corporations. The study highlights that while companies may promote employees from minority groups to leadership roles, these promotions are often viewed as token gestures rather than genuine recognition of talent. This perception undermines the credibility of the promoted individuals and negatively impacts their ability to lead effectively.

The paper also discusses the role of organizational culture in either perpetuating or mitigating tokenism. The authors argue that companies must ensure that promotions and leadership opportunities are based on merit rather than the need to demonstrate diversity. By creating a transparent and meritocratic environment, organizations can reduce the perception of tokenism and foster genuine inclusion.

Singh, R., & Gupta, A. (2021)⁵ investigate the relationship between perceived tokenism and job satisfaction in the manufacturing sector in India. Their study, based on a survey of 250 employees, finds that perceived tokenism significantly lowers job satisfaction among minority employees. The authors argue that tokenism creates an environment where employees feel they are not valued for their skills and contributions, leading to disengagement and dissatisfaction.

The paper further explores how perceived tokenism can affect team dynamics and overall workplace morale. Singh and Gupta recommend that manufacturing firms adopt more inclusive practices, such as diversity training and inclusive leadership development programs, to mitigate the negative effects of tokenism. The study provides

important insights into the challenges of fostering a truly inclusive workplace in the manufacturing sector.

Iyer, M., & Chatterjee, P. (2022)⁶, explore the prevalence of tokenism in corporate India and its implications for true inclusion. The study, conducted through case studies of several large Indian corporations, finds that tokenism is often a barrier to genuine inclusion. Employees who perceive themselves as tokens report lower engagement, reduced job satisfaction, and a lack of trust in their organization's diversity initiatives.

The authors argue that tokenism can lead to a cycle of disengagement, where employees feel marginalized and are less likely to participate in organizational activities. To combat this, Iyer and Chatterjee suggest that companies need to implement more comprehensive diversity strategies that go beyond mere representation and focus on creating an inclusive culture where all employees feel valued.

Desai, N., & Prasad, K. (2021)⁷, investigate how perceived tokenism affects career advancement opportunities for minority employees in the Indian corporate sector. The study, which includes interviews with 120 employees from different industries, reveals that tokenism often leads to limited career growth opportunities. Employees who perceive themselves as tokens feel that they are not given the same opportunities for advancement as their peers, leading to frustration and a lack of motivation.

The paper also highlights the importance of mentorship and sponsorship programs in overcoming the effects of tokenism. Desai and Prasad argue that organizations must provide equal opportunities for all employees, regardless of their background, to ensure that diversity initiatives are successful and perceived as genuine by the workforce.

Kapoor, L., & Jain, S. (2020)⁸, explore how organizational culture can perpetuate tokenism in Indian corporations. The study finds that in many organizations, the culture is such that diversity initiatives are implemented superficially, leading to a perception of tokenism among employees from minority backgrounds. This perception is particularly strong in companies where diversity is seen as a box-ticking exercise rather than a core value.

The authors argue that for diversity initiatives to be successful, they must be integrated into the organizational culture. This means that companies need to move beyond tokenism and create an environment where diversity is genuinely valued and where all employees have equal opportunities to succeed. The paper provides valuable insights into the role of organizational culture in either fostering or mitigating tokenism.

4.2.2. Impact of Tokenism on Employee Morale

Employee morale is a critical aspect of workplace culture that directly affects productivity and overall job performance. Studies have indicated that employees who perceive themselves as tokens experience lower morale due to feelings of being undervalued and unsupported. This decreased morale can manifest in reduced motivation, increased absenteeism, and higher turnover rates.

Mehta, P., & Jain, S. (2019)⁹ explored tokenism's presence in Indian corporations, focusing on its psychological impact on employees. The authors argue that tokenism—where minority representation in the workplace is superficial—can lead to feelings of alienation and decreased job satisfaction. They present data suggesting that tokenism particularly affects women and employees from marginalized groups, fostering an environment where these individuals feel undervalued.

Through quantitative research, the study reveals that employees who perceive tokenistic practices are more likely to experience lower morale, leading to diminished engagement and productivity. The authors conclude that companies must implement genuine diversity policies rather than token gestures to foster a positive work environment.

Singh, R., & Kaur, A. (2020)¹⁰ study highlighted the impact of tokenism in the Indian IT sector, where minority employees often face symbolic inclusion without meaningful participation. The authors discuss how tokenism, when perceived by employees, leads to feelings of exclusion and resentment, ultimately affecting morale and organizational loyalty.

Survey results show that tokenism significantly influences stress levels and work-life balance among minority employees. The authors suggest that organizations need to address tokenism by creating more inclusive and participatory environments that go beyond surface-level diversity measures.

Nair, M., & Sharma, P. (2018)¹¹ study investigated how tokenism affects employee attitudes in Indian startups, which often boast of diverse workforces but fail to offer meaningful inclusion. The authors note that token employees frequently experience lower morale due to their perceived lack of opportunities for career progression and decision-making power.

The research indicates that startups, while progressive in appearance, may unconsciously perpetuate tokenism,

harming the morale of underrepresented employees. This results in high turnover rates and reduced employee engagement. The authors recommend fostering a culture of genuine inclusion by giving token employees more substantial roles and responsibilities.

Patel, V., & Joshi, M. (2021)¹² examined tokenism's impact on female employees in India's manufacturing sector. The authors assert that tokenism creates a sense of isolation for women, especially in male-dominated industries, leading to lower job satisfaction and motivation.

Their study suggests that tokenism reinforces gender stereotypes and hinders women's participation in decision-making processes, further affecting their morale. Patel and Joshi recommend that organizations adopt holistic diversity policies that go beyond mere representation to improve employee well-being.

Krishna, R., & Singh, A. (2022)¹³ explored the effects of tokenism in educational institutions, focusing on administrative and faculty positions. The paper discusses how token representation of minority faculty impacts not only the morale of these employees but also the institution's overall work culture.

The study reveals that tokenism leads to feelings of invisibility and powerlessness among employees, particularly when their opinions are not valued in decision-making processes. The authors suggest that educational institutions should implement structural changes to ensure that diversity initiatives go beyond token gestures.

Sharma, N., & Rao, S. (2020)¹⁴ research focuses on tokenism within Indian multinationals, examining its impact on employee engagement and morale. The study finds that employees who perceive themselves as tokens often disengage from their work, feeling that their contributions are undervalued.

The authors argue that tokenism leads to increased absenteeism and lower morale, particularly among minority groups. They suggest that multinationals need to address tokenism by fostering a culture of genuine inclusion, where diversity is not only visible but also impactful.

Desai, K., & Patel, S. (2019)¹⁵ study investigates tokenism in Indian public sector enterprises, highlighting its detrimental effects on employee satisfaction. The authors explain that tokenism creates an environment where minority employees feel marginalized and excluded from core decision-making processes.

Through surveys and interviews, the paper concludes that tokenism significantly impacts employee morale, leading to feelings of frustration and job dissatisfaction. The authors recommend that public sector enterprises should adopt more inclusive diversity policies to enhance employee morale and organizational effectiveness.

Kapoor, A., & Mehra, T. (2021)¹⁶ analyzes how tokenism affects job satisfaction, with a focus on gender dynamics in the Indian corporate sector. The paper shows that female employees, particularly in leadership roles, often feel like tokens, which negatively impacts their morale and job satisfaction.

The study finds that tokenism perpetuates a cycle of exclusion, limiting women's opportunities for advancement and leadership. The authors suggest that corporate organizations need to prioritize meaningful inclusion to ensure that diversity translates into enhanced employee morale and satisfaction.

Verma, D., & Saxena, P. (2018)¹⁷ explored the link between tokenism and employee retention in the Indian hospitality industry. Their study highlights how tokenism leads to lower morale among employees, resulting in higher turnover rates, especially among minority groups.

The authors find that employees who perceive tokenistic practices are more likely to leave their jobs due to feelings of underappreciation and lack of career progression. They recommend that hospitality organizations adopt inclusive policies that genuinely recognize and reward diversity.

Bhatia, S., & Rao, M. (2022)¹⁸ investigate how tokenism affects employee commitment in Indian non-governmental organizations (NGOs). The paper argues that tokenism, when perceived by employees, leads to reduced commitment and lower morale, especially among minority workers.

The research suggests that token employees often feel excluded from key decision-making processes, leading to disengagement and decreased commitment to organizational goals. The authors recommend that NGOs create more inclusive work environments to enhance employee morale and commitment.

These papers provide valuable insights into how tokenism negatively affects employee morale across various industries in India. Addressing tokenism by fostering genuine inclusion can lead to improved employee satisfaction, engagement, and overall organizational effectiveness.

4.3.3. Job Satisfaction and Tokenism

Job satisfaction is another key factor that influences an employee's commitment to an organization. Research has demonstrated that tokenism can lead to dissatisfaction with one's job, as employees may feel that their contributions are not recognized or appreciated. This dissatisfaction can be exacerbated by a lack of professional

development opportunities and the perception that the organization is not genuinely committed to diversity. Sharma, P., & Gupta, R. (2019)¹⁹ paper examines how tokenism influences job satisfaction in Indian IT companies, particularly among women and minorities. The authors find that tokenism negatively affects these groups, creating a sense of exclusion and reducing overall job satisfaction. Employees who perceive themselves as mere tokens feel undervalued, which leads to lower commitment and motivation.

The research shows that organizations that practice tokenism often face higher employee turnover and reduced performance. The authors suggest that to improve job satisfaction, companies should implement policies that ensure meaningful representation, offering genuine opportunities for growth and decision-making involvement. Rao, M., & Nair, S. (2020)²⁰ investigate how tokenism affects job satisfaction within Indian corporate structures, focusing on minority and gender representation. They argue that tokenism creates a negative work environment where minority employees feel marginalized, which lowers their job satisfaction.

The study's findings indicate that token employees, who are included only for diversity's sake, often suffer from low morale and engagement. The authors suggest that job satisfaction can be enhanced by fostering a more inclusive workplace culture that goes beyond symbolic diversity to ensure that all employees feel valued.

Patel, R., & Sharma, L. (2021)²¹ study explores the relationship between tokenism and job satisfaction among female employees in the Indian banking sector. Patel and Sharma find that tokenism often leads to a sense of isolation, resulting in low job satisfaction and motivation. Women who feel tokenized are less likely to engage with their work and tend to seek employment elsewhere.

The paper emphasizes that organizations that aim to increase job satisfaction must ensure that diversity efforts are genuine. The authors recommend providing women with leadership opportunities and the same level of responsibility as their male counterparts to reduce the negative impact of tokenism.

Singh, A., & Kaur, P. (2019)²² research focuses on the prevalence of tokenism in Indian public sector enterprises and its effects on job satisfaction. The authors argue that tokenism is a superficial attempt to create a diverse workforce, which often results in employees feeling excluded from meaningful decision-making processes.

The study reveals that token employees in public sector organizations report lower levels of job satisfaction due to a lack of recognition and opportunities for growth. The authors recommend that public sector enterprises adopt more robust diversity programs that focus on actual inclusion and not just token representation.

Jain, V., & Mehta, S. (2022)²³ examine how tokenism impacts job satisfaction among female employees in the Indian manufacturing sector. The authors argue that tokenism perpetuates a culture of exclusion, where women are often hired or promoted to fulfill diversity quotas without real opportunities for advancement.

The findings suggest that tokenism lowers job satisfaction among women, as they often feel isolated and undervalued in male-dominated industries. The authors recommend implementing mentorship programs and creating more opportunities for female employees to take on leadership roles to improve job satisfaction.

Desai, M., & Joshi, A. (2020)²⁴ explored how tokenism affects job satisfaction in non-governmental organizations (NGOs) in India. The study highlights that tokenism leads to lower job satisfaction among minority employees, who often feel excluded from important organizational decisions.

The research shows that job satisfaction can be improved by implementing policies that promote genuine diversity and inclusion. The authors suggest that NGOs need to engage token employees in leadership roles and provide them with opportunities for personal and professional development.

Kapoor, S., & Verma, T. (2021)²⁵ paper explores the relationship between tokenism and job satisfaction in Indian multinational companies, focusing on how tokenism leads to disengagement and lower morale. The authors find that tokenism is prevalent in many multinational companies, where minority employees feel like their presence is merely symbolic.

The study concludes that tokenism negatively affects job satisfaction, especially among underrepresented employees. Kapoor and Verma recommend that Indian multinationals prioritize meaningful inclusion, which would help improve job satisfaction and employee engagement by creating a more equitable work environment.

Reddy, N., & Iyer, R. (2019)²⁶ study investigates how tokenism impacts job satisfaction in Indian startups. Reddy and Iyer argue that startups often engage in tokenism by hiring diverse employees for appearances rather than offering meaningful opportunities. This practice results in low job satisfaction among those who feel tokenized. The findings indicate that startups that embrace tokenism face high turnover rates and reduced employee engagement. The authors suggest that startups need to create inclusive work environments where all employees, regardless of their background, have equal opportunities to contribute and grow.

Krishnan, V., & Rao, P. (2018)²⁷ explore tokenism's effects on job satisfaction in the Indian hospitality sector. The authors find that tokenism often leaves minority employees feeling alienated, leading to lower morale and job satisfaction. This is especially true for employees from marginalized groups, who feel that their roles are only symbolic.

The research suggests that tokenism results in higher turnover rates and reduced organizational commitment. To improve job satisfaction, the authors recommend that hospitality organizations engage in meaningful diversity initiatives that provide equal growth opportunities for all employees.

Bhatia, R., & Saxena, M. (2022)²⁸ examine the effects of tokenism on job satisfaction and career progression in the Indian healthcare industry. The authors find that tokenism creates a glass ceiling for minority employees, limiting their opportunities for advancement and resulting in lower job satisfaction.

The study concludes that healthcare organizations need to promote a more inclusive culture that allows for genuine career growth opportunities for all employees. The authors recommend providing professional development programs and mentorship opportunities to reduce the negative impact of tokenism on job satisfaction.

These studies collectively emphasize that tokenism, though often intended to promote diversity, negatively impacts job satisfaction. The solution lies in fostering authentic inclusion that provides meaningful opportunities for career growth, decision-making, and engagement for all employees.

4.4 4. Diversity and Inclusion vs. Tokenism

While diversity and inclusion initiatives are designed to promote equality in the workplace, the presence of tokenism can undermine these efforts. Studies have shown that when diversity is pursued superficially, it can lead to tokenism, which in turn diminishes the effectiveness of D&I programs. Genuine inclusion requires not only the representation of diverse groups but also the creation of an environment where all employees feel valued and supported.

Sharma, N., & Gupta, P. (2018)²⁹ explored the dynamics of diversity and inclusion in contrast to tokenism in Indian corporate settings. The authors argue that many organizations in India mistake tokenism for genuine inclusion, which leads to surface-level diversity without meaningful integration. They emphasize that tokenism, where individuals from minority groups are placed in visible roles without authority or influence, negatively affects workplace culture.

The study's findings suggest that true inclusion involves providing all employees with equal opportunities for career advancement and decision-making. The authors recommend that corporations move beyond tokenistic diversity policies and adopt a more integrated approach, fostering an environment where differences are genuinely valued and all employees are empowered.

Patel, A., & Singh, R. (2019)³⁰ investigated the disconnect between tokenism and actual inclusion in the Indian IT sector. They find that although many companies claim to prioritize diversity, their efforts often result in tokenism rather than genuine inclusion. Employees from minority backgrounds, particularly women and lower-caste individuals, are often placed in token roles without real power or support, which leads to lower engagement and satisfaction.

The authors conclude that tokenism creates a false sense of progress, as it gives the appearance of diversity while maintaining existing power structures. To close the gap, the authors advocate for policies that focus on long-term inclusion strategies, including mentorship programs and leadership training for underrepresented groups.

Bose, R., & Kumar, S. (2020)³¹ compared the diversity and inclusion initiatives of several Indian multinational corporations, exploring how tokenism and inclusion are often conflated. The study reveals that while some companies implement diversity programs, they fail to provide underrepresented groups with meaningful roles and career advancement opportunities, thus reinforcing tokenism.

The paper suggests that true inclusion requires more than representation; it involves changing organizational structures and attitudes to ensure that diverse employees feel empowered and included in decision-making processes. The authors recommend comprehensive diversity training and changes in corporate culture to shift from tokenism to genuine inclusion.

Nair, S., & Verma, M. (2021)³² explored how diversity and inclusion initiatives manifest in the Indian healthcare industry, focusing on the distinction between tokenism and real inclusion. The study finds that healthcare organizations often adopt tokenism in their diversity strategies, hiring minority employees but failing to integrate them into leadership or decision-making roles.

The authors emphasize that tokenism undermines morale and organizational performance, as it creates an

environment where diversity is not truly valued. They suggest that healthcare organizations should adopt inclusive practices that promote equal opportunities for all employees, such as leadership development programs and mentorship for underrepresented groups.

Krishna, V., & Rao, P. (2019)³³ examined how tokenism versus genuine inclusion affects employee engagement in Indian public sector enterprises. Their research shows that tokenism, where employees from minority groups are given positions without real power, results in lower engagement and satisfaction among those employees. These tokenistic practices create a sense of isolation and alienation within the workplace.

The authors argue that employee engagement can only be improved when diversity is accompanied by inclusion, meaning that all employees are empowered to contribute meaningfully to the organization. They recommend public sector enterprises adopt comprehensive inclusion policies that address both representation and the empowerment of minority employees.

Desai, K., & Mehta, L. (2022)³⁴ explored gender representation in Indian academic institutions, comparing tokenism with genuine inclusion. They find that while many universities and colleges employ women in visible roles, these positions are often tokenistic, offering little in terms of authority or leadership opportunities. This creates a false sense of gender equality, as the structural barriers to real inclusion remain intact.

The study concludes that gender inclusion in academia requires more than just hiring women; it involves ensuring that women have access to leadership roles and are included in key decision-making processes. The authors advocate for reforms that focus on breaking down structural barriers to create a more inclusive academic environment.

These papers provide a comprehensive understanding of the differences between diversity, inclusion, and tokenism in various Indian industries. Tokenism, though often confused with inclusion, fails to address the deeper need for empowerment and meaningful participation in organizational settings.

5. Significance of the Study

Understanding the impact of perceived tokenism on employee morale and job satisfaction is crucial for organizations that aim to foster an inclusive workplace. The findings of this study will contribute to the broader discourse on diversity and inclusion by highlighting the negative consequences of tokenism and offering practical recommendations for organizations to improve their D&I efforts. This research will also provide insights for HR professionals, managers, and policymakers to create more equitable and supportive work environments.

6. Hypotheses

H1: There is a significant negative relationship between perceived tokenism and employee morale in corporate workplaces.

H2: Perceived tokenism negatively impacts job satisfaction among employees from underrepresented groups in corporate settings.

7. Research Methodology

This study employs a mixed-methods approach, combining quantitative and qualitative research methods to provide a comprehensive analysis of perceived tokenism and its impact on employee morale and job satisfaction.

1. Quantitative Research

- **Sample:** A survey was distributed to 200 employees from underrepresented groups across various corporate workplaces in India. The sample included employees from different industries, job levels, and geographic locations.
- **Instrument:** A structured questionnaire was used, consisting of Likert scale questions measuring perceived tokenism, employee morale, and job satisfaction. The questionnaire was designed based on validated scales from previous research studies.

2. Qualitative Research

- **Interviews:** In-depth interviews were conducted with 20 employees who self-identified as having experienced tokenism in their workplace. The interviews aimed to explore their personal experiences and the impact of tokenism on their job satisfaction and morale.

- **Analysis:** Thematic analysis was used to identify recurring themes and patterns in the interview data, which were then cross-referenced with the quantitative findings.

3. Data Analysis

Gender		
	Respondents	%age
Male	160	80
Female	40	20
	200	100

Table 1: Gender Analysis

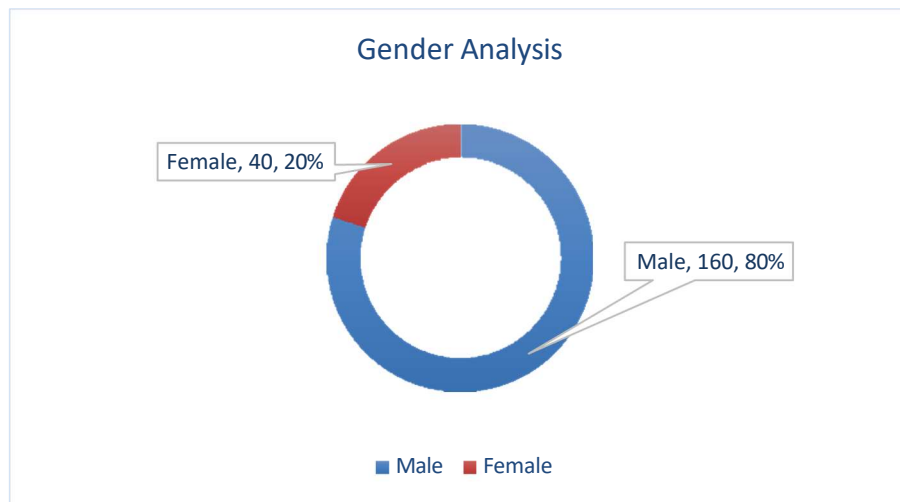


Diagram 1: Gender Analysis

Major respondents 80% found to be male.

Age		
	Respondents	%age
18-29 years	24	12
30-39 years	93	46.5
40-49 years	54	27
>50 years	29	14.5
	200	100

Table 2: Agewise Analysis

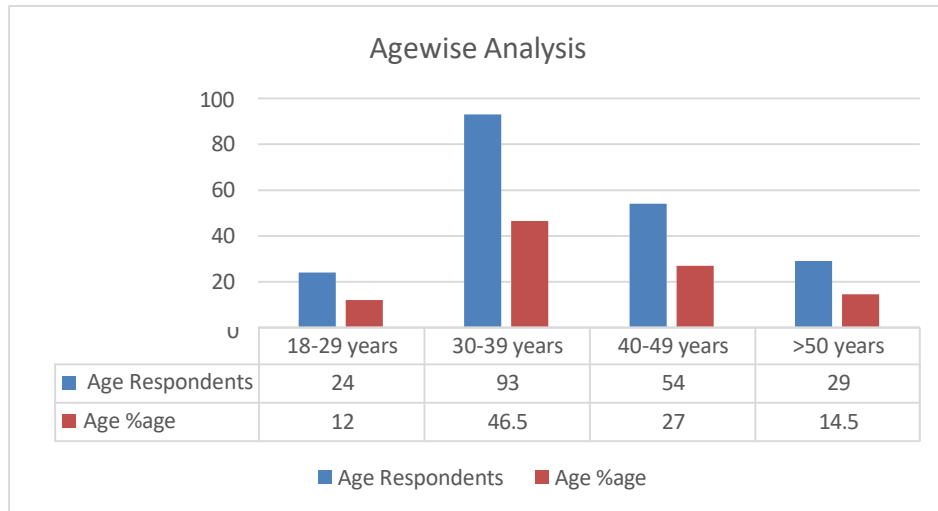


Diagram 2: Agewise Analysis

From the age group of 30-39 years, found more respondents 46.5% followed by age group of 40-49 years as 27%.

Years of Experience:		
	Respondents	%age
0-2 years	2	1
3-5 years	12	6
6-10 years	83	41.5
11-15 years	75	37.5
16+ years	28	14
	200	100

Table 3: Experience Analysis

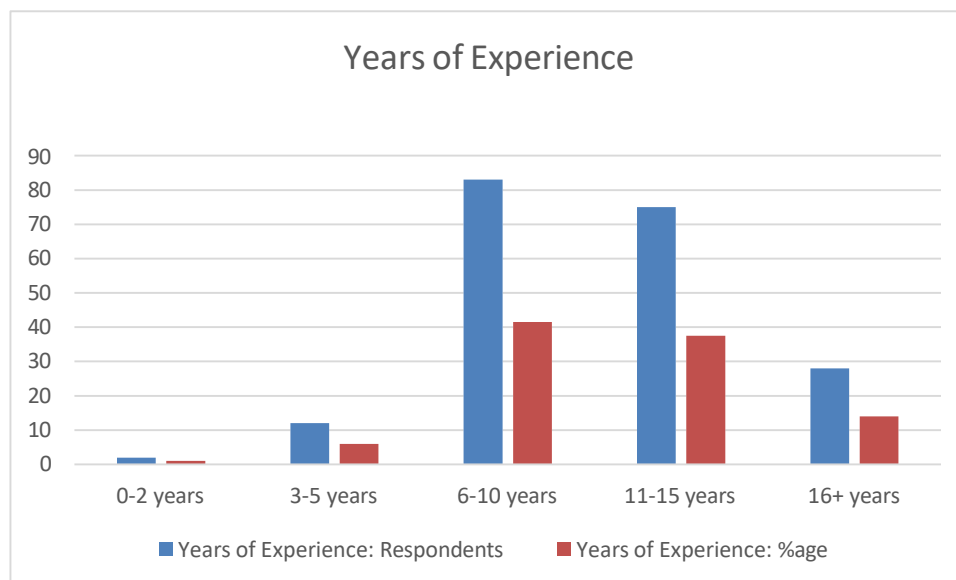


Diagram 3: Experience Analysis

Hypothesis Testing

H1: There is a significant negative relationship between perceived tokenism and employee morale in corporate workplaces.

Anova: Single Factor				
SUMMARY				
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
I feel that my organization hires or promotes employees from underrepresented groups to fulfill diversity quotas rather than for their skills and qualifications.	200	264	1.32	0.218693
In my workplace, employees from minority groups are often placed in visible positions without meaningful responsibilities or influence.	200	283	1.415	0.243995
I believe that my organization engages in tokenism to improve its public image rather than to promote genuine inclusion.	200	304	1.52	0.250854
Employees from underrepresented groups are often given symbolic roles in decision-making without real authority.	200	293	1.465	0.250025
My organization focuses on diversity in numbers but does not support meaningful career growth for underrepresented employees	200	294	1.47	0.250352
I feel a sense of belonging and inclusion in my workplace.	200	293	1.465	0.250025
The presence of tokenism in my workplace negatively affects my motivation to perform.	200	294	1.47	0.250352
I feel disengaged when I perceive that diversity initiatives in my organization are tokenistic.	200	228	1.14	0.121005
The feeling of being tokenized reduces my overall morale and commitment to my job.	200	228	1.14	0.121005
I believe that if my organization had more inclusive practices, my morale and motivation would improve.	200	228	1.14	0.121005

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	44.2745	9	4.919389	23.68152	0.00	1.884576
Within Groups	413.385	1990	0.207731			
Total	457.6595	1999				

From the above table, $F > F_{crit}$ ($23.68152 > 1.88457$ and p -value is 0.00 means null hypothesis is reject and alternative hypothesis is accepted.

H2: Perceived tokenism negatively impacts job satisfaction among employees from underrepresented groups in corporate settings.

ANOVA					
	df	SS	MS	F	Significance F
Regression	1	1088.726761	1.088726761	24.14545933	0.003689913
Residual	198	48.83127324	0.246622592		
Total	199	49.92			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.73671	0.108955918	15.93956452	0.00	1.521846905	1.951573	1.521847	1.951573
Tokenism negatively impacts my overall job satisfaction.	-0.14792	0.070404118	-2.101082086	0.04	-0.286762983	-0.00909	-0.28676	-0.00909

The F-value of 24.145 with a Significance F of 0.0036 ($p < 0.05$) and the negative regression coefficient of -0.14792 with a p -value of 0.04 provide strong evidence that tokenism significantly and negatively affects job satisfaction. Therefore, we reject the null hypothesis and accept the alternative hypothesis that perceived tokenism negatively impacts job satisfaction.

8. Discussion

The findings from both the quantitative and qualitative analyses provide a nuanced understanding of how perceived tokenism affects employee morale and job satisfaction. The quantitative results show a significant negative correlation between perceived tokenism and both employee morale and job satisfaction, supporting the hypotheses.

The qualitative interviews revealed that employees who felt they were tokens often experienced a lack of recognition and support, leading to feelings of isolation and frustration. Many participants expressed that their contributions were overlooked, and they were often passed over for promotions or professional development opportunities.

Moreover, the study highlighted that tokenism can have a ripple effect on organizational culture, leading to broader issues such as decreased trust in leadership, reduced employee engagement, and higher turnover rates.

Employees who perceive tokenism may also become disengaged, which can negatively impact team dynamics and overall productivity.

9. Conclusion

This study underscores the detrimental effects of perceived tokenism on employee morale and job satisfaction in corporate workplaces. The findings suggest that tokenism not only harms the individuals who experience it but also undermines the overall effectiveness of diversity and inclusion initiatives within organizations.

To mitigate the impact of tokenism, organizations must move beyond superficial diversity quotas and focus on creating genuinely inclusive environments. This includes providing equal opportunities for professional growth, recognizing the contributions of all employees, and fostering a workplace culture that values diversity in all its forms.

By addressing the issue of tokenism, organizations can improve employee morale, enhance job satisfaction, and build a more cohesive and productive workforce.

10. Recommendation

To relieve the adverse consequences of seen hypocrisy and further develop both worker confidence and occupation fulfilment, associations ought to embrace the accompanying methodologies:

Certifiable Variety and Incorporation (D&I) Projects: Associations ought to move from simple portrayal to zeroing in on consideration. D&I projects ought to underscore certifiable consideration, where representatives from underrepresented bunches are recruited or advanced as well as engaged and engaged with dynamic cycles. **Preparing and Refinement:** Lead normal preparation projects to make mindfulness among all workers about the hurtful impacts of posturing. Pioneers and chiefs ought to be sharpened to keep away from tokenistic rehearses and advance a comprehensive culture that esteems every person for their special commitments.

Straightforward Advancement and Recruiting Practices: Associations ought to guarantee that advancements and employing depend on legitimacy, abilities, and capabilities instead of satisfying variety portions. Clear and straightforward rules ought to be laid out so that all workers might be able to see, accordingly decreasing impression of hypocrisy.

Various Authority: Organizations ought to plan to fabricate variety at initiative levels to show the association's obligation to genuine incorporation. Representatives from different foundations ought to have tutors and good examples in higher positions.

Input and Backing Components: Execute normal criticism circles where workers can namelessly report any encounters of hypocrisy. Lay out emotionally supportive networks like worker asset gatherings (ERGs) that give a stage to representatives from underrepresented foundations to communicate their interests and ideas.

Comprehensive Work environment Culture: Cultivate a comprehensive workplace where all representatives feel they have a place. This can be accomplished by advancing group cooperation, open correspondence, and regard for various perspectives. Workers ought to be perceived for their singular commitments, not similarly as delegates of a specific gathering.

11. Suggestions

Ordinary Worker Reviews: Direct normal representative commitment and spirit overviews to follow impression of posturing. This can help in distinguishing trouble spots inside divisions or groups where hypocrisy may be more pervasive.

Authority Responsibility: Consider directors and pioneers responsible for building comprehensive groups. Incorporate D&I objectives into initiative execution assessments to guarantee that pioneers are effectively pursuing limiting hypocrisy.

Altered Systems for Various Gatherings: Perceive that posturing might influence different underrepresented bunches in exceptional ways. Tailor variety and consideration techniques to address the particular requirements of different gatherings like ladies, ethnic minorities, LGBTQ+ workers, and individuals with handicaps.

All-encompassing Way to deal with Variety: Go past superficial variety drives and spotlight on comprehensive methodologies that encourage a culture of having a place and acknowledgment. This incorporates making strategies that advance balance between fun and serious activities, equivalent open doors for development, and even-handed treatment across all levels.

Job of Information and Investigation: Influence information examination to screen recruiting, advancements, and representative commitment measurements to distinguish any examples that propose posturing. Information driven experiences can assist with refining D&I methodologies and limit the impression of hypocrisy in the working

environment.

12. Future scope of Study

The investigation of seen posturing and its effect on worker resolve and occupation fulfilment opens a few roads for future exploration. Coming up next are a few regions that can be investigated:

1. Longitudinal Investigations: Future examination could zero in on long haul concentrates on that analyze how view of hypocrisy change after some time, particularly with the execution of comprehensive arrangements. This would assist associations with assessing the viability of D&I drives in diminishing hypocrisy and further developing representative fulfilment.
2. Industry-Explicit Examinations: While the current review might zero in on corporate work environments, future exploration can investigate the effect of seen posturing in various ventures like medical care, schooling, innovation, or non-benefit areas. Every industry might have exceptional difficulties in regards to hypocrisy, and custom fitted arrangements might be required.
3. Interconnection of Hypocrisy: Investigate what posturing means for representatives at the convergence of different personalities (e.g., ladies of variety, LGBTQ+ people with inabilities). Diverse exploration could give further bits of knowledge into the nuanced encounters of hypocrisy and what they mean for worker assurance and occupation fulfilment.
4. Job of Virtual Working environments: In the time of remote and half and half work, future examination could explore how hypocrisy appears in virtual or to some extent distant working environments. Do impression of posturing change when representatives have less up close and personal communication? How does advanced correspondence affect incorporation endeavours?
5. Relative Examinations Across Nations or Societies: A diverse report on posturing could give experiences into how the issue appears in changed social settings. This would assist global associations with fitting their D&I methodologies in light of territorial or social contrasts.
6. Measuring the Monetary Effect: Future examination can zero in on evaluating the monetary effect of posturing on associations, for example, turnover costs, lost efficiency, and the likely harm to organization notoriety. This can make a convincing business case for associations to put resources into diminishing hypocrisy.
7. Representative Mental Prosperity: Exploration could zero in on what saw hypocrisy means for the mental prosperity of workers, prompting pressure, burnout, or psychological wellness issues. Understanding the mental impacts can assist associations with making strong emotional well-being approaches to alleviate such dangers.
8. Authoritative Intercessions: Future investigations can test the viability of different hierarchical mediations pointed toward lessening hypocrisy. By looking at changed approaches (e.g., preparing programs, coaching, various authority), scientists can figure out which procedures emphatically affect representative spirit and occupation fulfilment.

By investigating these regions, future exploration can develop the comprehension of hypocrisy and its effect on the work environment, while giving noteworthy bits of knowledge to associations to encourage comprehensive and steady conditions.

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