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THE INCLUSION OF MINORITIES IN THE LABOR MARKET

Ricardo Javier Aragón Gómez[1*], Moises Edgardo Meriño Polo[2], Manuel Antonio Mejía Baños[3], Fernanda Cristina Pedroza Alberto[4], Ginna Paola Rojas Torres[5]

[1]*Fundación Universitaria los Libertadores, Colomiba, ricardo.aragon@libertadores.edu.co*
https://orcid.org/0000-0003-4668-6370
[2]*Fundación universitaria los libertadores, Colomiba, moises.merino@libertadores.edu.co*
https://orcid.org/0000-0001-8184-8211
[3]*Fundación Universitaria los libertadores, Colomiba, manuel.mejia@libertadores.edu.co*
https://orcid.org/0000-0001-7952-0719
[4]*ISCAC Coimbra Bussines School, Portugal, falberto@iscac.pt https://orcid.org/0000-0002-7953-0105*
[5]*Escuela de Policía Provincia de Sumapaz, Colomia, ginna.rojas@correo.policia.gov.co*
https://orcid.org/0009-0002-0347-7253

ABSTRACT

Labor integration represents a complicated phenomenon that evidences long-lasting inequalities between different social groups, which manifests itself in obstacles to access, participation, and professional growth. Minorities, defined not only by their number but by the circumstances of discrimination and exclusion they face, continue to face impediments related to aspects such as race, sex, religion, sexual orientation or disability. In this framework, the objective of the research was to examine the inclusion of minority groups in the labor environment of the companies located in the San Victorino Business and Commercial Center. A quantitative approach was used, with a descriptive design that is not experimental and with a cross-section. For data collection, a survey was carried out aimed at a sample of 148 employees of said business center. The findings show that minorities suffer discrimination, have little opportunity for professional development, and face obstacles to fully integrating into work groups. Despite some companies claiming to have policies on diversity, respondents indicated that they do not know a strong corporate culture that favors genuine inclusion. In addition, while there are benefits to hiring minority staff, there are still problems stemming from prejudices related to gender, sexual orientation, race, ethnicity, age, and disability. It is concluded that, despite some progress in the declaration of intent, inclusive practices in the workplace are still insufficient, which requires organizations to implement more effective actions to ensure fair and respectful work environments.

1. INTRODUCTION

The integration of minority social groups into the labor market has become a complex phenomenon that arouses growing interest in the academic, organizational and political spheres. This interest arises due to the persistence of structural inequalities that affect communities that have been historically excluded, whose opportunities for access, permanence and development in the labor market continue to be reduced, despite regulatory and social advances in recent decades. Although there is no single definition for the term "social minorities", it is used to describe those groups that are in situations of disadvantage or dependence on majority sectors, not so much because of their number, but due to social, cultural, economic or identity conditions that generate discrimination and exclusion (Velasco, 2017). The growing visibility of this reality requires an analysis of how these inequalities manifest themselves in today's organizations.

In the last decades of the twentieth century, the labor market underwent profound changes that considerably affected the structure of employment: increased unemployment, precariousness of jobs, reduction of formal work, and expansion of wage differences between various social groups (Castrillo, 2022). These changes created situations in which some sectors must face greater challenges due to their economic activity, geographical location, or cultural affiliation (Endrana, 2023). In this context, labour inclusion must be understood not only as access to employment, but as a social process that sets the conditions for participation, equality and recognition within the workplace.

These processes, according to the research, weaken social relations and limit people's full participation in different areas of social life, a phenomenon that affects minority groups more intensely. Minorities face symbolic, institutional and regulatory barriers that complicate their social and labor integration. In addition, it is evident that exclusion is manifested through practices, both subtle and obvious, of discrimination, limitations in labor mobility, lack of recognition and inequality in the processes of selection, training, promotions or permanence in companies. Therefore, labor inclusion becomes an essential indicator of social justice, civic participation, and democratic cohesion.

Faced with these circumstances, many organizations have begun to implement diversity management strategies to respond to the growing plurality of their workforce. These strategies seek to prepare leaders and teams to manage differences derived from age, gender, individual values, cultural origin, race, or sexual orientation, among other elements (Weber & Ganggiotti, 2024). However, the implementation of inclusive policies does not always translate into real change. In many cases, such policies are limited to corporate statements that do not have a significant impact on organizational culture or internal processes that determine workplace equity.

The relevance of the dialogue on inclusion originates in significant social movements of the twentieth century, especially those led by women, people of African descent, and LGBT+ communities, which fostered transformations in the norms and cultures of countries such as the United States since the 1960s. The March on Washington and the civil rights movements made it possible to start a public conversation about racism, prejudice, gender equality, and sexual diversity (Drain, 2021). Since the 1970s, these movements have played a crucial role in creating public policies that recognized fundamental labor rights, underscoring the importance of fostering inclusion in organizations and companies (Lind and Hornemann, 2018).

Despite these achievements, discrimination remains an entrenched problem in institutions. Discriminatory behaviors can manifest themselves in negative attitudes towards the work skills of certain minority groups, questions about their performance, cultural resistance in the work environment, and even exclusion from decision-making spaces. These dynamics also impact ethnic minorities, women, people with disabilities, sexual minorities, and low-income workers, whose experiences of inequality vary depending on the organizational environment and prevailing social perceptions. Often, these forms of discrimination stem from deep-seated cultural patterns that reproduce hierarchies of power and perpetuate historical inequalities.

In the case of Colombia, the situation becomes especially relevant due to its rich ethnic, cultural and social diversity. ANDI reports (2019) show that minority groups such as women, Afro-descendants, indigenous people, people with disabilities, and the LGBT+ community face significant disparities in wages, representation in senior positions, and access to fair job opportunities. At the national level, there are still prejudices, stereotypes and resistance that hinder coexistence and the promotion of diversity in the business environment, thus limiting the innovative potential and competitiveness of organizations.

Within this context, the San Victorino Business and Commercial Center, located in Bogotá D.C., represents a key space to examine labor inclusion due

to the considerable number of workers, both formal and informal, and its role as an economic engine. With around eleven thousand merchants, this area reflects a remarkable heterogeneity in gender, ethnicity, religions, nationalities, and educational levels (Capital, 2021). However, this diversity also entails internal tensions, lack of harmony, discriminatory practices and an absence of clear inclusion policies in many companies present in the sector.

Indications of labour exclusion observed in San Victorino include unequal treatment, lack of equal opportunities for promotion, exclusion from employment activities, lack of recognition and the absence of effective mechanisms to prevent discrimination. These behaviors have an impact on both the emotional well-being and performance of workers, harm the work environment and limit the productive capacity of companies. In addition, there is evidence of a tendency to carry out superficial actions of inclusion that do not become effective integration strategies for the various minority groups.

The reasons behind this situation are linked to the lack of effective organizational policies, the lack of strategies that promote integration, the existence of cultural stereotypes, the insufficiency of training in diversity, as well as the perpetuation of conventional power structures based on exclusionary values. These circumstances fuel systemic discrimination and create doubts among employers about the skills of certain groups, which impacts their inclusion in the workplace. Thus, minorities continue to face obstacles that prevent them from showing their capabilities, growing professionally and contributing in an integral way to the functioning of the organization.

If this circumstance continues, companies in the sector could see their ability to innovate, compete and maintain good internal cohesion compromised. The lack of inclusion in jobs restricts the possibility of forming varied teams that can provide original solutions, understand different types of customers and promote work spaces based on respect and collaboration. On the contrary, promoting inclusion produces benefits for companies, such as an increase in productivity, lower staff turnover, and a strengthening of organizational culture (Cruel, Quiñónez, & Macay, 2024). Therefore, it is essential to create strategies that help overcome stereotypes and promote a genuinely inclusive company culture.

Inclusion in the workplace should therefore be seen as a process that goes beyond the simple incorporation of people into the labor market. It requires the development of public policies, organizational initiatives, and educational approaches that recognize diversity as a positive value. Thus, inclusion seeks to ensure equal opportunities, reciprocal respect, fair participation and professional development for all, regardless of their social identity. This vision is in line with Hays-Thomas (2022), who indicates that social inclusion is an essential condition for the progress of democratic societies that value human dignity and basic rights.

In this context, the current research aimed to analyze the inclusion of minority groups in the labor market of the companies located in the San Victorino Business and Commercial Center. To this end, three specific objectives were established: to identify the minorities present, to describe the obstacles they face in their integration into the labor market, and to examine the benefits of their hiring. The study was organized into four chapters: the first presents the problem and its justification; the second develops the theoretical framework; the third details the methodological approach; and the fourth presents the results, conclusions and recommendations.

2. OBJECTIVES

2.1. General Objective

To analyze the inclusion of minorities in the labor market of the companies established in the San Victorino Business and Commercial Center.

2.2. Specific Objectives

- Identify the minorities present in the companies established in the San Victorino Business and Commercial Center.
- To describe the difficulties faced by minorities in the labor market of companies established in the San Victorino Business and Commercial Center.
- Describe the benefits of hiring minorities in the companies established in the San Victorino Business and Commercial Center.

3. THEORETICAL FRAMEWORK

The study of the inclusion of minority groups in the workplace requires a broad theoretical approach that allows us to understand the conceptual, historical and social bases that support this phenomenon. To achieve this, this theoretical framework includes current research and classical perspectives that address diversity, social inclusion, diversity management in companies, and the sociological conception of minorities. All this provides a comprehensive perspective that helps to understand the work dynamics in modern

organizations, especially in contexts where diverse social identities coexist, as is the case of the San Victorino Business and Commercial Center.

3.1. Diversity: A Historical, Sociological and Organizational Concept

Diversity has been an aspect present in all human societies, but its recognition as a category of analysis and political action was clearly consolidated from the second half of the twentieth century. In its beginnings, this term was associated with civil rights struggles, movements against racism, and the demands of groups that have been historically disadvantaged in the United States, especially since the sixties (Hebl & King, 2024). The inclusion of African-American women in the labor market, for example, marked a key moment that evidenced the need to reevaluate social structures based on discrimination and inequality (Hays-Thomas, 2022).

In the decades that followed, several social movements promoted legal and cultural changes that led companies to embrace diversity as a key factor. According to Cunningham (2023), interest in diversity within companies began to grow significantly in the eighties, when research revealed alterations in the composition of the workforce, highlighting an increase in the participation of women and Afro-descendant employees in various productive sectors.

From a sociological point of view, diversity is described as the coexistence of a variety of identities, characteristics, and experiences within the same social environment. This plurality includes differences in gender, race, sexual orientation, religion, age, nationality, abilities, and socioeconomic conditions. Brinda (2022) argues that diversity represents the complexity and richness of human experience, based on anthropological principles that value cultural plurality as the basis for human development.

Within the organizational context, diversity becomes a strategic resource to generate innovations, foster creativity, develop products that are more suitable for the market, and create fairer work environments (Del Pozo, 2025). Acceptance and effective management of diversity strengthen the organizational environment, increase productivity, and stimulate innovation. However, if differences are not properly managed, tensions, stigmas and inequalities can arise that negatively impact work dynamics.

Hebl and King (2024) indicate that a diverse person is one whose physical or identity characteristics break with the standard pattern imposed by the dominant culture. This statement shows that diversity transcends a demographic condition, becoming a social construct that evolves over time and depending on the cultural context.

3.2. Social Inclusion: Foundations, Scope and Contemporary Challenges

Social inclusion is a concept that has changed over time due to political struggles, legal norms, and cultural changes that validate the right of all people to participate equitably in social, economic, and political life. According to Hays-Thomas (2022), this phenomenon has historically been promoted by social movements demanding basic rights for marginalized groups, especially since the 1970s in the United States and Europe.

Inclusion is understood as a process that ensures all individuals the real possibility of participating, eliminating obstacles that generate inequality for reasons of gender, race, sexual orientation, disability, economic situation or other circumstances. Donovan and Kaplan (2019) argue that inclusion entails a full recognition of human dignity, in addition to the creation of mechanisms that allow everyone to properly integrate different social environments.

In addition, inclusion is intimately linked to social justice. Malhotra and Oluo (2024) point out that inclusive environments value diverse identities and promote relationships based on solidarity, cooperation, and mutual respect. In these spaces, people play an active role in change, capable of creating dynamics that reinforce social cohesion and reduce discrimination gaps.

From an organizational perspective, social inclusion is manifested in the implementation of policies that ensure fair access to jobs, training, professional development, and participation in decisions. This implies a commitment that goes beyond the technical, including an ethical dimension, where companies must recognize and appreciate the uniqueness of their workers. In this sense, inclusion in the workplace is crucial to foster corporate cultures based on respect, empathy, equity, and diversity.

3.3. Diversity and Inclusion in the Business Environment

Since the 1990s, diversity management has established itself as a practice in companies aimed at promoting fair and inclusive work environments. However, Del Pozo (2025) indicates that this process faced resistance, as some policies were criticized for provoking perceptions of reverse discrimination or for not achieving the expected results. However, diversity management has become an essential

requirement to address the social inequalities observed in the business environment.

Hebl and King (2024) stress that today's organizations must recognize the growing diversity of global society. In this context, diversity in companies is not only inevitable, but crucial for economic development and competitiveness at the international level. However, stigmas and discrimination remain major obstacles, especially towards people of African descent, migrants, and members of the LGBT+ community (Holz, Huepe, & Rangel, 2022).

Diversity management encompasses more than just hiring people from diverse backgrounds. It includes the implementation of appropriate policies, the creation of training strategies within the company, the adoption of leadership styles that foster inclusion, and the creation of organizational cultures that appreciate differences without leading to exclusion. According to Jacinto (2023), there are four key actions to boost diversity and inclusion: (1) senior management commitment; (2) the development of equality and anti-discrimination policies; (3) the protection of both physical and emotional well-being; and (4) continuous training on issues related to diversity.

From a strategic perspective, organizations that incorporate minorities into their teams can achieve important competitive advantages: more collaborative work spaces, greater exchange of ideas, greater creativity, reduced staff turnover, and improved organizational performance (Del Pozo, 2025). However, for these benefits to be real, it is crucial to abandon superficial practices of inclusion and deepen the corporate culture in a comprehensive way.

3.4. Sociological Conceptualization of Minorities

The term "minority" does not refer only to the number of individuals in a group, but to the dynamics of inequality, subordination and domination that mark their place in the social structure. Del Pozo (2025) points out that minorities are usually those groups that, due to their identity characteristics, face systematic discrimination and lack access to resources, power, recognition, and opportunities.

Minorities can be identified through their race, gender, sexual orientation, religion, disability, nationality, physical or ideological condition, and other factors. These characteristics can create vulnerability due to the lack or weakness of legal frameworks that ensure their protection (Cunningham, 2023). For this reason, many

minorities are forced to use communication strategies and collective actions to make their situation visible and claim their rights, as seen in the Afro-descendant, feminist and LGBTQ+ movements.

Throughout history, discrimination against sexual, ethnic and social minorities has been evident in the workplace. Moya (2022) highlights that, for much of the twentieth century, many companies maintained conservative environments that limited homosexual people from freely expressing their sexual orientation. This resulted in organizational dynamics characterized by silence, cover-up, and exclusion.

Likewise, Jacinto (2023) and Brinda (2020) show that prejudice towards sexual minorities can lead to dismissals, stagnation in professional careers, exclusion from work teams, or complications in selection processes, especially in organizational cultures where inclusion principles are not included. These dynamics impact the mental health of employees and create work environments with marked inequality.

Full recognition of minorities means challenging stereotypes, establishing inclusive policies and ensuring respect for diversity. Inclusion must go beyond guaranteeing physical access to employment, and must include equal opportunities, professional growth and respect for individual differences. Only in this way will organizations be able to contribute to a social environment that is more just and democratic.

4. METHODOLOGY

This chapter addresses the methodological path in which the research is carried out, implementing its validity and reliability in the achievement of the proposed objectives. In this way, the type of research is classified, the object of study is defined, the instruments for data collection are presented, and the criteria and techniques used for data processing and analysis are detailed.

Regarding research, Baena (2017) defines it as a dynamic act of questioning, inquiry and constant deepening, in an attempt to reveal certain objects. For Cohen and Gómez (2019), the objective of research is to discover answers to questions through the use of scientific procedures.

On the other hand, Supo (2024), research is the formal and systematic process of development of the scientific method, whose fundamental objective is to discover answers to problems, through the use of scientific procedures. This research work is classified as quantitative descriptive, with a non-experimental and cross-sectional field design, in terms of the

nature of the variables, it is classified as part of quantitative data.

Companies established in the San Victorino Business and Commercial Center were considered as the object of study. To calculate the sample size of a finite population, a specific formula is used that considers the total population size. In your case, the population is 239 subjects.

The formula for calculating the sample size (n) for a finite population is

n=e2·(N−1)+Z2·p·qZ2·p·q·N

Where

n= Size of the sample to be calculated.

Z= Confidence level. Typically, 1.96 is used for a 95% confidence level.

N= Population size (239 in this case).

p= Probability of success or expected proportion. If not known, 0.5 is used to get the maximum sample size.

q= Probability of failure. It is 1 - p. If p is 0.5, q is also 0.5.

e= Margin of error or precision. Generally 0.05 (5%) is used.

Application of the formula

N= 239

Z= 1.96 (for 95% confidence)

p= 0.5

q= 0.5

e= 0.05

The sample size calculated for a population of 239 subjects, with 95% confidence and a 5% margin of error is 148 people. In this sense, when it comes to data collection, Becerra (2024), in the decision to adopt techniques as a data collection strategy, the questionnaire is a fast and efficient collection instrument, which allows the researcher to measure more accurately what is desired, using the Likert aptitude scale with a score of 5 points. collected data

on the subject under study.

With respect to the data analysis process according to Becerra (2024), it is the stage in which the order, structuring and meaning of the data is given, this step is responsible for the mutation of data collected into arguments, which are important for the sequence of questions on the topic under study. Familiar themes will be processed in data collection looking for trends, highlighting differences and variations in information. Among the processes and techniques that will be used, they aim to summarize the information that identifies the relationships and divergences between variables, in addition to what can be made projections based on this information (Supo, 2024).

Carrying out the same order of ideas, when analyzing the data, the researcher must prepare it by editing, coding and entering it, this step helps to detect errors and possible omissions, which can harm the quality of the data. It also shows the analysis of data as processes of ordering, manipulation and summarization of these, these steps are carried out with the aim of reducing the raw data (Baena 2017).

5. RESULTS

This research examined the current state of minority inclusion in the labor market of companies located in the San Victorino Business and Commercial Center. The findings reveal a significant gap between the diversity policies declared by companies and the practical application of these in their hiring and promotion processes, specifically, the results show that while there is a growing awareness of the importance of diversity, structural barriers and unconscious biases persist, limiting minorities' access to employment opportunities and professional development. These data suggest the need to implement more direct and effective strategies to foster an equitable work environment.

Table 1: Inclusion of Minorities.

Alternatives	Minorities		Diversity		Inclusion	
	FA	FR	FA	FR	FA	FRI
Always	44	30.37	44	29.91	55	37.90
Almost always	16	10.73	26	18.04	28	18.95
Sometimes	25	17.35	25	17.12	28	18.95
Almost never	21	14.38	9	6.39	15	10.50
Never	40	27.17	42	28.54	20	13.70
Sum	**146**	**100,00**	**146**	**100,00**	**146**	**100,00**
Media	3,03		3,14		3,57	
Median	3,00		3,00		4,00	
Fashion	5,00		,00		5,00	
D. Standard	1.60		1.60		1.43	
Source: Aragón (2025).						

Table 1 presents the results of the analysis of the frequency of inclusion of minorities, where, in the Minorities indicator, the subjects surveyed answered that 30.37% always experience some form of discrimination based on their race or ethnicity in the workplace, 27.17% mention that they never have the same opportunities for professional development with respect to other employees in the company, 17.35% indicate that they sometimes have the opportunity to participate in decision-making that affects their work, 14.38% affirm that they almost never live harmoniously with the members of the company regardless of their gender, religion or race and finally 10.73% indicate that they almost always feel excluded in certain activities within the company, presenting a result with an arithmetic mean of 3.03 for this indicator.

The results are in discrepancy with what was stated by Del Pozo (2025), who mentions that in the sociological literature the word minority has been used and more broadly, to a group of people who, in some way and in some sector of social relations, are in a situation of dependence or disadvantage with respect to another group. majority, both forming part of a broader society. In this sense, they may suffer discrimination, including women, black people, indigenous people, the poor, people with disabilities, LGBTQIA+, people with dwarfism, either because of physical or ideological differences.

Regarding the Diversity indicator, the subjects surveyed answered that 29.91% have always participated in a talk, training or action on diversity in the company, while 28.54% mention that they have never known companies with a corporate culture related to diversity where inclusion and respect for diversity are promoted, in turn, 18.04% say that the company almost always openly declares that it has a diversity policy, while 17.12% sometimes and 6.39%

almost never think otherwise, presenting a result with an arithmetic mean of 3.14 for this indicator.

The above results are at variance with what Hays-Thomas (2022) proposed, referring to the fact that the diversity process is understood as a mixture of individuals with the most diverse group and individual attributes, including not only historical difference, but multiple differences between individuals, including differences between people, sexuality, race, class, ethnicity, gender, and capabilities that are the result of plurality used through strategic resources that can increase the team's organizational performance.

In reference to the results of the Inclusion indicator, the subjects surveyed responded that 37.90% always identify the application of labor inclusion policies in the organization, likewise, 18.95% almost always mention that there are benefits for companies that adopt labor inclusion, in turn, 18.95% mention that sometimes there are problems that may be associated with the inclusion policies made by the organization, 13.70% state that they never consider their team diverse in terms of gender, sexual orientation, race, ethnicity, nationality, age and disability and 10.5% state that they almost never feel respected and welcome in their work environment, presenting a result with an arithmetic mean of 3.57 for this indicator.

However, these results disagree with what is stated by Donovan and Kaplan (2019), where they mention that inclusion refers to the ability of a society to ensure that all its members can fully participate in social, economic, political and cultural life, regardless of their individual characteristics or their group of belonging, in essence it is about guaranteeing that people have the same opportunities and rights and that their dignity is recognized and value.

Table 2: Variable inclusion of Minorities

Options answers	Inclusion of minorities	
	AGO	FRI
Always	48	32.72
Almost always	23	15.91
Sometimes	26	17.81
Almost never	15	10.43
Never	34	23.14
Sum	146	100,00
Stocking	3.44	
Median	4,00	
Fashion	5,00	
Standard deviation	1,54	
Source: Aragón (2025)		

Table No. 2 reflects the results on the behavior on the variable Inclusion of minorities reflecting the

option always 32.72%, almost always 15.91%, 17.81 sometimes, 10.43% almost never and 23.14% never.

The mean of the variable was 3.44, which places it in the range of high compliance.

The results of the variable Inclusion of minorities coincide with what was proposed by Malhotra and Oluo (2024), inclusion is a model that is applied to the most diverse physical and figurative environments in inclusive environments, teams of people identify and recognize their idiosyncratic peculiarities. Therefore, based on this paradigm, identity, difference and diversity present social benefits that facilitate the emergence and formation of relationships of solidarity and collaboration, in inclusive social circumstances, certain groups are not passive, but respond to their transformation and act accordingly.

6. CONCLUSION

The study carried out on the integration of minority groups in the workplace of the companies located in the San Victorino Business and Commercial Center allows us to affirm that, although there is a growing sensitivity about the relevance of diversity and inclusion, there are still notable differences between what is said at the institutional level and what really happens in the work environments. The results show that minorities continue to face structural obstacles, cultural prejudices and inequalities that restrict their effective participation and professional development in the companies analyzed.

In relation to the first specific objective, which seeks to identify minorities in the sector, it was observed that various social groups – in particular, people of African descent, members of the LGBT+ community, women, migrants and people with disabilities – experience different forms of discrimination, both overt and subtle. These experiences are reflected in unequal treatment, exclusion from work activities, limited access to promotion opportunities, and difficulties in living with others. The findings support what authors such as Velasco (2017) have pointed out, who argue that defining minorities is not based only on numbers, but also on the vulnerability and subordination that have been socially created. This situation highlights the urgency of seeing labor inclusion not only as an administrative procedure, but as a phenomenon intimately related to historical dynamics of domination and inequality.

As for the second objective, which focuses on describing the obstacles faced by minorities during their labor inclusion, the results indicate a lack of connection between the existence of announced diversity policies and their effective implementation. While some workers have attended diversity talks or trainings, a significant number say they are unaware of a strong organizational culture that actively fosters respect, equity, and inclusion. This aligns with previous research (Hays-Thomas, 2022; Malhotra & Oluo, 2024) who warn that efforts towards inclusion are often superficial if they are not accompanied by significant changes in corporate culture. The information obtained shows that there are still stereotypes, prejudices and unconscious biases that influence decision-making, role assignment and the organizational environment.

An important conclusion is that the lack of awareness and continuous training on diversity issues directly affects the perception that minorities have about their value and recognition in companies. The lack of firm policies results in experiences of exclusion, demotivation and a feeling of psychological insecurity, elements that negatively impact performance and job continuity. In this way, exclusion not only affects the workers involved, but also has an impact on the organisation, limiting its innovative capacity, its internal cohesion and its competitiveness.

In relation to the third objective, which focuses on the benefits that hiring minority groups can offer, the data show a broad recognition of the advantages that diversity brings to companies. However, concerns related to the implementation of inclusive policies are also detected, especially when the management of teams is not carried out properly. Although a considerable part of the respondents believe that diversity improves productivity, the work environment and the exchange of experiences, there are still negative perceptions related to stereotypes of gender, sexual orientation, race, ethnicity, nationality, age and disability. This shows that, although labor inclusion is valued in theory, there are still cultural barriers that prevent its effective realization.

In summary, the research indicates that labor inclusion in the companies of the San Victorino Business and Commercial Center is at an early stage, characterized by advances in the discourse, but with structural limitations that hinder its effective execution. The existence of inclusive discourses has not necessarily implied a change in internal dynamics, which underscores the need for greater commitment by companies to eradicate discriminatory practices and promote truly equitable work environments.

In general, it is concluded that the inclusion of minorities should not be seen only as an ethical or legal duty, but as a strategic element for the strengthening of businesses. The literature reviewed

argues that organizations that effectively manage diversity achieve higher levels of productivity, innovation, and corporate reputation. However, the study points out that these potentialities have not been fully exercised in the context analyzed due to the persistence of prejudices, lack of training, and the absence of institutionalized policies.

Finally, the research underscores the need for companies to adopt a comprehensive approach to diversity and inclusion that includes: clear and applicable policies, continuous training, evaluation mechanisms, participation spaces, reporting channels, mentoring programs, strengthening inclusive leadership and cultural awareness actions. Only through sustained commitment will it be possible to ensure work environments where differences are not a reason for exclusion, but opportunities for organizational growth and social strengthening.

7. RECOMMENDATIONS

With respect to the specific objective aimed at identifying the minorities present in the companies established in the San Victorino Business and Commercial Center, it is recommended to create a working group, made up of representatives of various races, religions and sexual orientations to learn about the recruitment and selection process of human capital, promoting equity for all members regardless of their race. ethnicity, gender or religion, pursuing the promotion of a culture of respect and empathy seeking timely intervention to resolve conflicts and improve the work environment.

In relation to the specific objective aimed at Describing the difficulties faced by minorities in the inclusion in the labor market of companies established in the San Victorino Business and Commercial Center, it is necessary that they transcend declarative diversity policies and transform them into a practical and useful corporate culture. To this end, it is recommended to implement a comprehensive training program that is not only limited to one-off talks, but also includes interactive and dynamic workshops where employees can discuss and understand the importance of inclusion, equity, and mutual respect.

In the same vein, this should be reinforced through the promotion of events and activities that celebrate the different cultures and backgrounds of your employees. In this way, policies become concrete actions, demonstrating the company's real commitment to creating an inclusive and respectful work environment for all, beyond simple statements.

Regarding the specific objective aimed at Describing the benefits of hiring minorities in the companies established in the San Victorino Business and Commercial Center, it is recommended that companies deepen the implementation of their labor inclusion policies, where it is essential to reinforce the organizational culture through the training of leaders and employees in issues of respect, empathy and diversity management, in order to raise awareness of the particularities of each minority group.

Additionally, it is suggested to create specific mentoring and support programs for employees in these groups, facilitating their integration and professional development. To ensure the effectiveness of these measures, it is essential to establish feedback mechanisms that allow monitoring the work environment and detect any problem of discrimination or exclusion in time, ensuring that all employees, regardless of their gender, sexual orientation, race, ethnicity, nationality, age or disability, feel genuinely valued and welcome in their work environment.

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