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Artificial intelligence, diversity, and inclusion in the workplace: Evidence from Omani organizations under vision 2040

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ABSTRACT

This study investigates the role of Artificial Intelligence (AI) in enhancing Diversity and Inclusion (D&I) within Omani workplaces in alignment with Oman Vision 2040. The research aims to explore how AI can be integrated into Human Resource Management (HRM) systems to promote fairness, minimize bias, and support inclusive organizational practices. A mixed-method approach was used, combining quantitative surveys distributed across educational and governmental institutions and qualitative interviews that provided deeper perspectives from selected employees. Quantitative data were analyzed using descriptive and inferential statistics, including correlation, and regression through MS Excel and SPSS, while qualitative data were examined through thematic analysis. The findings indicate cautious optimism toward AI adoption: organizations demonstrate readiness to integrate AI into D&I initiatives, yet employees remain skeptical about its capacity to achieve genuine inclusivity. Trust in AI increased when systems demonstrated transparency, clear accountability, and meaningful human oversight; however, concerns continued to rise over biased datasets, regulatory gaps, and potential disruptions to the workforce. The study offers context-specific insights from Oman and highlights the need for ethical governance, inclusive data practices, and culturally sensitive frameworks to ensure that AI supports diversity rather than reinforcing inequalities.

Keywords:
Artificial Intelligence, Diversity, Inclusion, Human Resource Management, Oman Vision 2040.

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1. INTRODUCTION

Diversity and Inclusion (D&I) are critical for sustainable organizational growth, as they enhance employee engagement, innovation, and fairness in the workplace. In Sultanate of Oman, the importance of D&I aligns with the national priorities of Oman Vision 2040, which emphasizes digital transformation and equitable development across all sectors. With a workforce shaped by globalization and cultural diversity, organizations in Oman face both opportunities and challenges in implementing inclusive practices. While global literature has discussed the role of AI in promoting inclusion, limited research addresses this issue in the Middle East context, particularly in Oman. This gap creates uncertainty about how AI can be practically and ethically integrated into HRM systems to enhance D&I in the Omani workplace.

1.1 AI and Human Resource Management

Artificial Intelligence (AI) has emerged as a transformative tool in Human Resource Management (HRM). AI applications can support inclusive hiring processes, detect hidden patterns of bias, and enable fair decision-making in recruitment, promotion, and employee development. However, the effectiveness of AI depends on the quality of data, algorithm design, and governance mechanisms. Poorly designed systems may reinforce discrimination rather than eliminate it. The primary objective of this research is to assess the effectiveness of AI in promoting diversity and inclusion. Specifically, this study aims to identify potential biases in AI systems that may impact inclusivity. Based on the findings, this research further aims to provide evidence - based recommendations for providing recommendations for integrating AI into HRM in Oman responsibly. The significance of the study lies in its ability to contribute the localized insights to the global discourse on AI and D&I by exploring its application within Omani organizations. It emphasizes the necessity of culturally sensitive frameworks, regulatory policies, and awareness programs to ensure AI implementation aligns with ethical values and Oman Vision 2040. Cachat-Rosset & Klarsfeld (2023) evaluate existing AI guidelines and highlight that while many address diversity, equity, and inclusion, significant gaps remain in translating these principles into actionable and enforceable practices.

2. THEORETICAL AND EMPIRICAL FOUNDATION

2.1 Global Perspectives on AI and D&I

Research on the integration of Artificial Intelligence (AI) into Human Resource Management (HRM) highlights its potential to enhance fairness, transparency, and accountability in organizational decision-making. Jobin et al. (2019) emphasize that ethical AI frameworks must prioritize transparency and fairness to ensure that AI supports, rather than hinders, diversity and inclusion (D&I) outcomes. It also highlight significant gaps in practical implementation and enforcement, noting that many guidelines lack mechanisms for accountability. Similarly, the European Commission's High-Level Expert Group on AI (2019) argues that trustworthy AI must be explainable, aligned with social values, and sensitive to the contexts in which it is deployed. These global perspectives establish a foundation for understanding how AI can contribute to equitable HRM practices when implemented responsibly.

2.2 AI Bias and Ethical Concerns

Despite notable potential, AI systems also present significant ethical risks. A recurring concern in the literature is the persistence of algorithmic bias, which stems from incomplete or unrepresentative datasets and can lead to discriminatory outcomes in recruitment, promotion, and performance evaluation. As Shams et al. (2023) note, AI may unintentionally reinforce existing social inequalities when the underlying data reflect historical patterns of exclusion. Moreover, the opacity of algorithmic decision-making makes it difficult to detect, interpret, and correct biased outputs. Scholars therefore emphasize the need for inclusive datasets and diverse development teams to ensure that AI applications genuinely promote fairness. Zowghi & Bano (2024) explore the importance of diversity and inclusion in the development and deployment of AI systems, emphasizing that equitable representation in AI teams and datasets can reduce bias and improve system fairness.

2.3 Corporate and Organizational Practices

Globally, organizations are increasingly adopting AI-driven tools to support HRM functions. Chi et al. (2021) report that multinational

corporations use AI for recruitment, talent management, and workforce development. However, many implementations prioritize efficiency and cost reduction rather than transformative inclusion. This raises critical questions regarding whether AI-enabled HR solutions genuinely address structural inequalities or merely digitize existing practices without meaningful change.

2.4 AI in Education and Government Contexts

Beyond corporate environments, researchers have examined AI adoption in educational and governmental institutions, offering insights relevant to Oman's context. Studies by Kraishan (2023) and Al-Maqrashi (2025) highlight AI's role in enhancing accessibility, supporting marginalized groups, and improving instructional effectiveness through tools such as augmented and virtual reality. Nonetheless, these benefits are counterbalanced by ongoing concerns related to ethics, regulation, and public trust, underscoring the need for careful governance when integrating AI into public-sector systems.

2.5 Regional and Cultural Gaps

Many studies explored how artificial Intelligence is perceived by professionals working in a creative (media/entertainment) sector in the United Arab Emirates (Hassouni & Mellor, 2024). While global literature provides valuable insights, it remains heavily skewed toward Europe and North America. Non-Western or Arab region perspectives are underrepresented. In Oman, Vision 2040 emphasizes digital transformation and human capital development, but little empirical research exists on how AI specifically supports D&I in the workplace. Most existing studies are theoretical or international in scope, with limited practical insights for Omani organizations. This lack of localized knowledge creates uncertainty for policymakers, HR professionals, and organizations seeking to integrate AI responsibly. The present study addresses this gap by exploring both employee perspectives and organizational readiness in Oman, providing evidence-based recommendations for inclusive AI adoption.

2.6 Oman Vision 2040

D & I are increasingly recognized as foundational components of sustainable socioeconomic development, and they align closely with the social and human capital priorities identified in Oman Vision 2040. Vision 2040 emphasizes inclusive development through social protection, equal opportuni**ty**, human-capital growth, and empowerment of all societal groups, including women, youth , the elderly, and people with diverse abilities (Oman Vision 2040, 2020). Recent research in Oman also supports this connection. Abu Ayada & Tabook (2024) demonstrate that social justice and equitable access to services significantly enhance social protection systems, strengthening societal cohesion – an outcome aligned with inclusion principles. It mirrors GCC-wide evidence that inclusive social policies enhance social policies enhance stability and competitiveness. This alignment demonstrates that Oman's D & I efforts both reflect and reinforce the GCC's regional trajectory toward inclusive, knowledge- based development. Similarly, Abdelghani(2024) highlights how welfare programs for the elderly contribute to equitable participation and social well-being, reinforcing the Vision's goal of inclusive social care. Studies on women's empowerment in digital sectors further show how expanding opportunities for underrepresented groups supports national innovation and economic diversification (Al-Saadi, 2023). Collectively, these findings illustrate that promoting D & I within Oman's social and economic institutions is not only a moral imperative but also a strategic mechanism for realizing the Vision 2040 objectives of competitiveness, social welfare, and sustainable human development. Roche et al.(2022) highlight that while AI ethics guidelines are widespread, underrepresented groups- particularly from the Global South- remain largely excluded, underscoring the need for more inclusive AI policies and initiatives.

3. METHODOLOGY

This study employed a mixed-methods design, combining quantitative and qualitative approaches to gain a comprehensive understanding of AI's role in promoting diversity and inclusion (D&I) in Oman. The quantitative component involved surveys, while qualitative insights were gathered through interviews and open-ended responses. The study targeted employees working in educational and governmental institutions in Oman. A total of 79 valid responses were collected, representing a diverse group in terms of demographics and organizational roles. This sample provided a balanced perspective on both institutional readiness and individual perceptions regarding AI in Human Resource Management (HRM). The sample of 79 participants meets the commonly recommended minimum of 10-15 cases per predictor (Tabachnik & Fidell, 2019), providing adequate power for the regression analysis, participants were recruited using a convenience sampling method, targeting individuals who met the study criteria and were readily accessible. While this approach limits generalizability, it allows efficient data collection within the study context. A structured questionnaire was designed to measure organizational readiness, employee perceptions, and attitudes toward AI and D&I. The survey included both closed-ended and open-ended questions. Semi-structured interviews were conducted to capture in-depth perspectives and elaborate on survey findings. Interviewees were selected purposively based on their relevant experience and expertise in diversity and inclusion practices with AI, ensuring that participants could provide informed and meaningful insights.

Quantitative data were analyzed using Excel and SPSS. Descriptive statistics, correlation, and regression analyses were employed to identify relationships between AI adoption and D&I outcomes. Qualitative data were examined through thematic analysis, where responses were coded and categorized into themes such as transparency, bias, and ethical governance. Interview transcripts were coded iteratively, identifying recurring patterns and concepts, which were grouped into broader themes reflecting key aspects of diversity and inclusion practices with AI integration. The study adhered to ethical standards, ensuring that participation was voluntary. Anonymity and confidentiality were ensured, with data used solely for academic purposes. The study faced limitations such as restricted access to private sector organizations and reliance on self-reported data, which may be influenced by respondent bias. Nonetheless, the mixed-methods design allowed triangulation of data, strengthening the reliability and validity of the findings.

3.1 Conceptual Framework

A conceptual framework was developed on theoretical foundations and literature review. Its primary purpose is to explain how Artificial Intelligence (AI) features and algorithmic design influence Diversity and Inclusion (D&I) outcomes within organizations in Oman. To ensure validity, the constructs were clearly defined, and feedback was obtained from subject-matter experts to confirm their relevance and conceptual coherence. The framework positions AI tool features and algorithm design as the independent variables expected to shape the dependent variable, Diversity and Inclusion. AI tool features capture the extent to which AI systems can objectively evaluate candidates, support equitable decision-making, and deliver personalized training. These features are critical because they reflect the potential of AI to reduce human biases and standardize HRM practices in a fair and transparent manner (Azizi et al., 2024). Algorithm design represents the structural components of how AI systems operate, including transparency, accountability, explainability, and auditability. These elements are essential for ensuring that employees and decision-makers understand how AI systems reach their conclusions. When algorithms are transparent and subject to human oversight, they are more likely to be perceived as fair and trustworthy—two principles that underpin inclusive HRM practices. Algorithms trained on biased historical data can reproduce inequities, showing the importance of design choices (Parasurama & Ipeirotis, 2025). AI can enhance diversity and inclusivity (Schiendorfer, 2024) in recruitment by enabling anonymized CV screening, minimizing unconscious bias, and broadening candidate outreach – thereby giving equitable consideration to applicants based on skills rather than demographics, These benefits depends heavily on careful design and ongoing oversight, because poorly constructed AI systems may perpetuate existing inequalities rather than mitigate them. Bano et al.(2023) propose methods to operationalize D & I requirements in AI systems, emphasizing practical strategies to reduce bias and ensure equitable outcomes across diverse user groups, while stressing the importance of integrating these requirements throughout the AI life cycle – from design and data collection to deployment and monitoring – to achieve truly inclusive and AI systems.

The inclusion of these constructs is justified by their alignment with concerns raised in the literature regarding algorithmic bias, fairness, and ethical governance. AI systems that lack transparent mechanisms or rely on unrepresentative data can unintentionally reinforce discrimination, undermining inclusivity efforts. Thus, the conceptual framework integrates both the technical components of AI (tool features and algorithm design) and their social implications (fairness, trust, and inclusion). All constructs were measured using multi-item scales that demonstrated strong internal consistency (Cronbach's $\alpha = 0.821$). Cronbach Alpha was calculated once because all items were collected at the same time and were designed to capture a cohesive underlying concept related to AI integration in D&I practices. This framework provides the foundation for analyzing how AI can support inclusive HRM practices in Oman and highlights the need for governance, transparency, and culturally

sensitive implementation for AI to serve as a positive force for diversity and inclusion. This conceptual framework links AI features and algorithmic design to Diversity and Inclusion (D & I) outcomes, addressing the gap in understanding their interaction within organizations. Grounded in Sociotechnical Systems Theory, TAM/UTAT, algorithmic fairness, and D & I frameworks, it illustrates how AI characteristics- such as transparency, explainability, and bias mitigation- directly affect organizational processes and employee perceptions, shaping equitable recruitment and inclusion practices. This approach provides a structured, theory-grounded lens to examine AI's impact on D & I, particularly in the Omani organizational context.

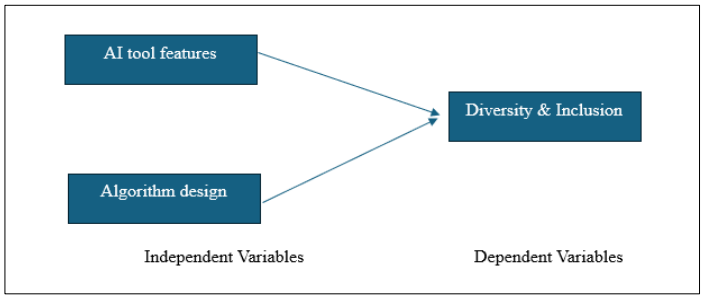

Figure 1: Conceptual framework for integration of AI in D & I
Source: Developed by researchers

This study's conceptual framework centers on using artificial intelligence (AI) to achieve justice and inclusivity. AI tool features and algorithm design serve as the independent variables expected to influence the dependent variable, Diversity and Inclusion. The benefits of AI tools are exemplified by their capacity to impartially assess the qualities of job candidates, guarantee equity in recruiting and training choices, and provide individualized, training curricula. However, by using unbiased methods, ensuring that decisions can be reviewed, assigning clear responsibility and maintaining transparency, AI algorithms can help promote fairness and ensure that all parties understand how decisions are made. Each construct in the conceptual framework was measured using reliable scales. The multi-item scale demonstrated good internal consistency reliability, with a Cronbach alpha (α = 0.821). It was calculated once because the items are homogeneous and measured at the same time.

4. RESULTS AND FINDINGS

Analysis of the survey responses (n = 79) revealed the following key results:

Table 1: Descriptive Statistics

	AI_tool features				Algorithm_design		
	ST1	ST2	ST3	ST4	ST5	ST6	ST7
Mean	2.5	3.6	3.7	3.3	3.43	3.41	3.41
Median	1.0	5.0	5.0	3.0	5.00	5.00	3.00
Mode	1.0	5.0	5.0	5.0	5.00	5.00	3.00
Standard Deviation	1.9	1.7	1.6	1.8	1.93	1.90	1.31
Range	4.0	4.0	4.0	4.0	4.00	4.00	4.00
Minimum	1.0	1.0	1.0	1.0	1.00	1.00	1.00
Maximum	5.0	5.0	5.0	5.0	5.00	5.00	5.00

ST1: AI can contribute to enhancing diversity and inclusion in the workplace.
ST2: My organization is ready to adopt AI to enhance diversity and inclusion in the workplace.
ST3: Bias in AI systems is primarily caused by a lack of diverse training data and insufficient human oversight.
ST4: Algorithmic transparency is essential for ensuring fairness in AI-driven decisions.
ST5: Transparency in AI decision-making is important for my confidence in using it.
ST6: Having clear accountability systems for AI performance enhances trust in its use.
ST7: AI-driven decisions are fair compared to human-driven decisions in recruitment or promotion.

Organizational Readiness and fairness of applying AI- driven decisions: Respondents rated their organizations at a mean of 3.6 and 3.7 on a 5-point scale. This reflects an acceptable level of preparedness to adopt AI, suggesting that while the infrastructure and strategic interest exist, organizations are still progressing toward full integration of AI systems into HRM practices. The readiness scores indicate optimism at the institutional level, particularly in sectors such as education and government. The survey items used a 5-point Likert scale and participants tend to select the highest category (5) more frequently, resulting in a right-skewed distribution. In skewed ordinal data, it's common for the median to cluster at the upper end, while the mean remains due to the influence of a small number of lower responses. The variables exhibited ceiling effects, with a majority of respondents choosing the top category. No irregularities were found in the data.

4.1 Correlation and Regression Analysis

Table 2: Correlation – AI Tool Features

	ST1	ST2	ST3	ST4
ST1	1.00			
ST2	0.24	1.00		
ST3	0.00	0.05	1.00	
ST4	0.00	0.11	0.23	1.00

Table 3: Correlation – Algorithm Design

	ST5	ST6	ST7
ST5	1.00		
ST6	0.52	1.00	
ST7	0.26	0.33	1.00

The correlational analysis for AI tool features (ST1–ST4) shows weak interrelations, indicating that each item measures different concepts independently. The low correlation values suggest a degree of autonomy among the statements. However, among the algorithm design features (ST5–ST7), some moderate correlations were seen. For instance, ST5 and ST6 show a correlation of 0.52, meaning that participants who strongly support transparency (ST5) are more likely to also support accountability (ST6). A weaker correlation exists between ST6 and ST7 (0.33), showing some alignment between support for accountability and perceived fairness in AI-driven HR practices. A weaker correlations suggest limited overlap among the constructs, but they do not constitute definitive evidence of the conceptual independence. To establish independence would require additional further analysis like Structural Equation Modelling which fall outside the scope of the study.

4.2 Regression Analysis

After establishing the correlations, a regression analysis was conducted to explore how well the independent variables predict the dependent variable (D&I outcomes). Tabachnick and Fidell (2019) describe regression can be used to emphasize the importance of checking assumptions, evaluating model fit, and interpreting coefficients carefully to ensure valid and meaning results.

Hypotheses:

Null Hypothesis (H_0): There is no meaningful relationship between the independent variables and the dependent variable.

Alternative Hypothesis (H_1): There is a significant relationship between the independent variables and the dependent variable.

The overall model significance:

F-statistic – 24.11, which is significant with a F value of 0, shows that the model is significant. So null hypothesis is rejected, and alternate hypothesis is accepted. AI_tool features has a positive relationship with the dependent variable of Diversity and Inclusion (D&I), that means if any AI_tool feature increases, D & I improves. Algorithm_Design has a negative relationship, indicating that a unit increase in it is associated with a decrease in D & I which indicates that certain aspects might contribute to reducing D& I, may be due to biases in AI models applied in decision making. The negative coefficient for algorithm design likely reflects a trade-off with other variables rather than error. It indicates that focusing more on algorithm design might reduce time or resources for other practices that positively affect the outcome. So, from the results the null hypothesis is rejected, and there is a meaningful relationship between the independent variables and the dependent variable. All Variance Inflation Factor (VIF) values are below 5, indicating no multicollinearity concerns. The regression model provides useful insights but is based on a specific sample and self-reports survey data, which might limit the generalizability and introduce response bias. Additionally, the cross-sectional design identifies associations rather than causal relationships, and some

constructs were measured with limited items, which may not capture their full complexity.

Table 4: Regression Summary

Multiple R	0.62
R Square	0.39
Adjusted R Square	0.37
Standard Error	1.48
Observations	79

	df	SS	MS	F	Significance F
Regression	2	105.42	52.71	24.11	0
Residual	76	166.17	2.19		
Total	78	271.59			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*
Intercept	-0.569	0.594	-0.957	0.341	-1.753	0.614
AI_Tool_Features	1.389	0.203	6.816	1.95E-09	0.983	1.795
Algorithm_ Design	-0.419	0.153	-2.740	0.007	-0.724	-0.114

Table 5: Collinearity Statistics for Independent Variables

Predictor	Tolerance	VIF
Avg_AITool	0.683	1.463
Avg_Alg	0.683	1.463

5. QUALITATIVE FINDINGS

The qualitative findings complement and deepen the quantitative results by revealing how employees interpret the role of AI in shaping Diversity and Inclusion (D&I) within Omani organizations. Through thematic analysis of open-ended survey responses and interviews, five major themes emerged: transparency, data diversity, ethical safeguards, human oversight, and inclusive development. Together, these themes provide context that strengthens the interpretation of the statistical findings.

Transparency and Trust: Participants repeatedly emphasized that transparency in AI decision-making is essential for building trust. This aligns with the quantitative results where transparency (ST5) showed moderate positive correlation with accountability (ST6), indicating that employees view these elements as interconnected. Respondents expressed that when organizations clearly communicate how AI systems work and how decisions are made, employees are more likely to perceive AI-driven processes as fair.

Data Diversity and fairness: Qualitative insights highlight concerns about unrepresentative or biased datasets. Participants noted that AI systems trained on limited or skewed data may produce discriminatory outcomes. This perspective supports the regression findings showing that algorithm design variables can negatively influence D&I outcomes when design gaps exist. Employees stressed that ensuring diverse datasets is critical to preventing bias in recruitment, evaluation, and promotion.

Ethical Safeguards and regulation: Many participants called for formal regulatory frameworks and ethical guidelines to govern AI use in HRM. The absence of such safeguards was identified as a major barrier to trust and acceptance. This aligns with the quantitative results indicating skepticism toward algorithmic fairness and cautious optimism about AI adoption. Respondents felt that ethical oversight is necessary to ensure that AI tools promote, rather than undermine, inclusivity.

Human Oversight and accountability: Employees consistently expressed the need for human involvement in all AI-supported decisions. While AI can support efficiency and consistency, participants argued that final judgments should remain human-driven. This mirrors the quantitative finding that accountability (ST6) correlates with perceived fairness (ST7), suggesting that employees trust AI more when decision processes include human oversight, monitoring, and error correction.

Inclusive Development and representation: Participants emphasized the importance of involving diverse teams in designing and implementing AI systems. According to respondents, inclusive development helps reduce unintended bias and ensures that the system reflects local cultural values. This theme directly supports the study's conceptual framework, which positions algorithm design and AI tool features as critical determinants of inclusive HR practices.

5.1 Sector-Specific Insights

In the education sector, participants showed optimism regarding the potential of AI to support inclusive learning environments, improve accessibility, and assist students with varying needs. Government sector respondents emphasized the need for ethical regulations, public awareness, and culturally aligned AI practices. Despite sectoral differences, all groups agreed that responsible implementation is essential for AI to contribute meaningfully to inclusion. Overall, the qualitative findings reinforce and expand the quantitative results. While survey data indicate moderate readiness and mixed trust, the qualitative themes explain why these perceptions exist. For example, the positive influence of AI tool features on D&I outcomes is understood through participants' views on transparency, fairness, and efficiency. Conversely, the negative relationship between algorithm design and D&I is explained by concerns about bias, lack of regulation, and insufficient cultural alignment. These integrated insights underscore the importance of ethical governance, transparent practices, and culturally informed AI design to ensure that AI supports D&I within Omani organizations.

5.2 Contribution to the Omani Context

This study contributes to filling the regional research gap by offering empirical insights into AI and D&I within Oman. Unlike the majority of global studies that focus on Western contexts, this research provides locally grounded findings. It demonstrates that while Omani organizations are technologically prepared, inclusivity depends on cultural sensitivity, regulatory support, and employee trust. The study therefore bridges the gap between international discourse and local realities, offering practical implications for policymakers, HR practitioners, and organizations seeking to adopt AI responsibly.

6. CONCLUSION AND RECOMMENDATIONS

This study examined how Artificial Intelligence (AI) can support Diversity and Inclusion (D&I) within Omani organizations by integrating AI into Human Resource Management (HRM) systems. Using a mixed-methods approach, the research provided both quantitative insights and qualitative perspectives that together highlight the opportunities and challenges of AI adoption. The findings show that organizations in Oman are increasingly prepared to adopt AI in line with Oman Vision 2040. However, a clear gap remains between institutional readiness and employee trust. While leaders view AI as a tool for enhancing fairness and inclusion, employees express concerns regarding dataset bias, lack of awareness, and the absence of clear regulatory frameworks. The results indicate that AI has potential to contribute positively to D&I, but only when supported by transparent practices, ethical governance, and culturally informed implementation. AI cannot independently create inclusive environments; rather, its impact depends on how organizations design, monitor, and regulate AI systems. Overall, this research provides localized evidence from Oman and contributes to regional and global discussions on responsible AI adoption. It reinforces the need for policies and organizational strategies that align technological innovation with fairness, accountability, and human oversight.

6.1 Recommendations

Based on the findings, the following recommendations are proposed:

Establish Ethical Governance Frameworks: Develop national and organizational policies to guide the ethical use of AI, ensuring fairness, accountability, and transparency in HRM applications.

Promote Inclusive Data Practices: Encourage the use of diverse and representative datasets to minimize algorithmic bias. Involve diverse development teams in creating AI systems to reflect multiple perspectives.

Strengthening Human Oversight: Maintain human-in-the-loop systems where AI supports but does not replace human judgment, particularly in critical HR decisions such as recruitment and promotion.

Enhance AI Awareness and Training: Introduce awareness campaigns and training programs for employees to build understanding of AI technologies and reduce skepticism.

Sector-Specific Strategies: In education, prioritize inclusive learning tools and accessibility features. In government institutions, they emphasize regulatory safeguards, ethical compliance, and public trust.

Encourage Further Research: Conduct more localized studies to examine AI's impact on D&I in different sectors of the Omani economy, expanding beyond education and government.

Data availability: The data that support the findings of this study are available from the corresponding author upon reasonable request. The data are not publicly available due to privacy or ethical restrictions.

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