Create diversity and equality in the workplace through inclusive and fair HR management practices

Faruk

Department of Management, YAPAN College of Economics, Surabaya, Indonesia

Article Info	ABSTRACT
	This research aims to describe the implementation of inclusive and fair human resource management (HR) practices in realizing diversity and equality in the workplace. The research method used was a descriptive approach with sampling using total population techniques or saturated samples of 105 BUMD employees in the port services sector in East Java. Data was collected using the Diversity Management Climate Scale (DMCS) and the Workplace Inclusion Scale (WIS), and analyzed using descriptive statistical analysis techniques. The research results show the company's commitment to increasing inclusion and fairness in the workplace, but there are still challenges in achieving optimal levels of employee satisfaction. The steps that have been taken are positive steps, but require in-depth evaluation of existing policies and procedures, as well as active employee participation in the improvement process. Through a holistic and sustainable approach, port services BUMD companies in East Java can create a more inclusive and equitable work environment, which will have a positive impact on the company's overall performance and productivity.

Corresponding Author:

Faruk,
Department of Management,
YAPAN College of Economics,
Jl. Gunung Anyar Indah Blok E, No. 150 –154, Surabaya, 60294, Indonesia.
E-mail: faruk@stieyapan.ac.id

1. INTRODUCTION

Realizing diversity and equality in the workplace through inclusive and fair human resource management (HR) practices is a crucial step in creating a dynamic, productive and sustainable work environment(Chams & García-Blandón, 2019)(Podgorodnichenko et al., 2022). Diversity in the workplace refers to diversity in terms of gender, age, ethnic background, disability, sexual orientation, and other factors (Riccucci, 2021)(Ramadhani & Firmansyah, 2023). Equality, on the other hand, refers to fair treatment and equal opportunities for all individuals in the workplace, regardless of each employee's background or personal characteristics(Morse et al., 2021) (Ganeshan & .C, 2022). This phenomenon creates an inclusive work environment, where every individual feels valued, supported and has equal opportunities to develop(Shore & Chung, 2022)(Väyrynen & Paksuniemi, 2020).

Likewise, companies that are classified as government owned, especially in the regions or known as BUMD companies, such as regional companies that operate in the port services sector(Ibrahim, 2019). In practice, there is a potential diversity gap which often becomes an issue related to the absorption of local labor(Liu et al., 2020), because the nature of this industry tends to be traditional and conservative, there is often a lack of representation from various minority groups in operational and management activities (Yurianto, 2021). For example, in terms of gender, women may

be underrepresented in management roles or field jobs that are predominantly male(Froehlich et al., 2020)(Avolio et al., 2020)(Auriol et al., 2022). Additionally, in ethnic or cultural aspects, there may be a lack of diversity in teams or staff, which can affect the diversity of ideas and perspectives in decision making and innovation(Stahl & Maznevski, 2021). Inequality in promotion and career development opportunities can also be a problem, where some groups may experience difficulty in advancing to higher management levels (Casad et al., 2021)(Purwanto et al., 2023). Therefore, implementing inclusive and fair HR management practices in BUMD in the port sector is very important. The existence of progressive recruitment policies, supportive training programs, performance-based promotions, and the creation of an inclusive work environment can help close the diversity gap and increase the representation and participation of various groups in the organization. So that BUMD can utilize diversity as a resource for innovation, creativity and better performance, while ensuring equality and justice for all team members.

Several researchers such as Ganeshan and Vethirajan (2022) explored the themes of diversity, justice and inclusion in the workplace in human resource management, while Diniarsa and Batu (2023)(Diniarsa & Batu, 2023) evaluated the implementation of diversity and inclusion policies in HR management and their impact on organizational performance. Abugu and Jerry (2018)(Abugu & Eno, 2018) highlight the challenges and prospects of workforce diversity management in the Nigerian public sector, while Minghua (2022) discusses the role of efficient HR management in managing diverse organizations(Minghua, 2022). Then Ramadhani and Firmansyah (2023) examined the impact of workforce demographic diversity on employee performance in a particular company. So what makes this research different is the research aim to contribute to a better understanding of how inclusive and fair HR management practices can influence diversity and equality in the workplace and its impact on organizational performance, especially in regional government-owned companies (BUMD) which operates in the port services sector. It can be said that the port industry often attracts workers from a variety of ethnic or cultural backgrounds, but there may be challenges in ensuring that these various groups are fairly represented at all levels of the organization. Gaps in ethnic or cultural representation can hinder effective collaboration, good inter-team communication, and the creation of an inclusive work environment for all employees. This gap indicates the need for more in-depth research to identify the underlying factors and to formulate effective strategies to increase inclusion and equality in the port BUMD workplace.

The aim of this research is to investigate the effectiveness of inclusive and fair human resource management (HR) practices in encouraging diversity and equality in the workplace, evaluate the extent to which inclusive and fair HR management practices have been implemented in port BUMDs, as well as identify potential diversity gaps that may exist and propose measures to increase inclusion and equality in the workplace. The novelty of this research lies in its specific focus on BUMD in the port sector and the effort to explore the effectiveness of inclusive and fair HR management practices in that context.

2.   RESEARCH METHOD

As is the aim of the research, the approach used is a descriptive research method. Descriptive research is a type of research that aims to describe or describe certain characteristics or phenomena, without trying to determine cause-and-effect relationships or conclude the causes behind the phenomenon. The concept of descriptive research involves collecting descriptive data, namely data that focuses on depicting or describing observed phenomena. Then, the data is analyzed using descriptive statistical analysis techniques to summarize and describe the patterns, distribution or characteristics of the collected data.

Sampling is carried out using a total population technique or saturated sample, which is a sampling method where the researcher chooses to take data from the entire existing population. The sampling was employees of BUMD companies in East Java in the Port Services Company sector, totaling 105 employees. Data was collected using the Diversity Management Climate Scale (DMCS) which measures employee perceptions about the extent to which the company implements inclusive

HR management practices and supports diversity in the workplace (Nishii, in Abugu & Jerry, 2018); and the Workplace Inclusion Scale (WIS) which aims to measure the extent to which individuals feel accepted, appreciated and supported in the work environment, as well as the extent to which individual differences are valued and utilized for the benefit of the organization (Ezeugwu et al., 2020). Descriptive statistical analysis is then carried out so that it can be used to provide a comprehensive picture of the conditions of inclusion and equality in the workplace, as well as to identify gaps that may exist in the representation of various groups in the work organization at port BUMDs.

3. RESULTS AND DISCUSSIONS

The importance of explaining the fact that the East Java BUMD in the port services business sector has experienced a deficit for years related to HR management practices that are not good enough is to clarify the relationship between organizational performance and human resource management strategies. As the aim of the research, and the data that has been collected and analyzed, focuses on aspects such as equality of career opportunities, transparency in decision making, and recognition of different employee needs, this research will explore how these practices influence employee perceptions of their work environment and its impact on overall organizational performance. This is stated through the following data analysis.

Table 1. Employee Status and Group by Gender

Employee status	Grades 1-3				Grades 4-6			
	ΣL	%	ΣP	%	ΣL	%	ΣP	%
Permanent employees	36	55	17	26	16	41	18	46
Contract employees	7	11	6	9	3	8	2	5
Total	43	65	23	35	19	49	20	51

Table 1 shows that the percentage of permanent employees and contract employees have the same opportunity to reach rank, as well as between male and female employees, permanent employees show the same opportunities. It can be said that all employees, both men and women, have the same opportunities to reach the ranks, both as contract employees and permanent employees. This reflects the principles of inclusion and justice, emphasizing the importance of treating all individuals fairly, regardless of gender, and providing equal opportunities for career development. In addition, companies must also ensure that HR policies and practices support a healthy work-life balance for all employees, regardless of gender.

The results of the analysis in table 1 are based on the principles of inclusion and justice which prioritize respect for individuals and ensure that decisions and opportunities given are based on qualifications, performance and potential, not on irrelevant factors such as gender or employment status. This is in accordance with Minghua (2022), which emphasizes the need for HR policies and practices that support work-life balance for all employees, without distinction based on gender, thereby ensuring an inclusive and supportive work environment for all individuals(Cascio & Boudreau, 2016)(Minghua, 2022). According to Cascio and Boudreau (2016), human resource management emphasizes the importance of justice, equality and inclusion as the basis for creating a positive and productive work culture(Cascio & Boudreau, 2016). This can also be studied from the ethnic background data of employees of port service companies in East Java as follows.

Table 2. Ethnic Background and Group

Employee Ethnic Background	Grades 1-3		Grades 4-6	
	Amount	%	Amount	%
Local Ethnic Javanese Population	38	58	17	44
Sundanese Ethnic Urban Population	1	2	2	5
Local Ethnic Madurese Population	17	26	13	33
Local Population of Arab Descent	9	14	4	10
Local residents of Chinese descent	1	2	3	8
Total	66	100	39	100

The difference in the number of employees from ethnic backgrounds is factually due to the domicile of the company and the majority of the workforce and is not the result of discrimination in the employee recruitment process. It can be seen that in terms of rank grade there is no difference or that every employee from various ethnicities gets the same opportunity to climb their rank grade. This means that promotions and promotions should be based on an individual's performance, qualifications and potential, regardless of their ethnicity or cultural background. Organizations that implement this approach must have clear and transparent policies in determining promotion criteria, and ensure that the performance evaluation and employee review processes are carried out objectively and impartially.

Table 3. HR Management Practices in Diversity and Equality in the Workplace

Indicator	Mean	Conversion	Description
Representation of Employees from Various Groups			A focus on representation and recognition demonstrates a commitment to creating an inclusive work environment, where every individual is valued and has equal opportunities
1. Gender aspect	3.42		
2. Ethnic aspects,	3.24	64.2	
3. Age aspect,	1.64		
4. Aspects of social background	1.85		
5. Aspects of disability.	2.69		
Balance in Decision Making			Ensure inclusive and fair representation and enable consideration of diverse perspectives for more holistic and accurate decision making.
1. Participation in decision making	1.36	32.50	
2. Acceptance of proposal	1.24		
Balance in Career Opportunities			Ensure that every individual has equal and fair access to their career development, creating an inclusive and just work environment.
1. Career opportunities	1.42		
2. Opportunity to participate in career promotion	2.28	58.92	
3. Opportunities to obtain training	3.37		
Recognition and Awards			Availability of constructive feedback, public recognition of contributions, skills development opportunities, and support and facilities provided to employees.
1. Providing Constructive Feedback	1.56		
2. Public Recognition	1.64	53.83	
3. Development Opportunities	2.54		
4. Support and Facilities	2.87		
Fair Wages and Compensation			Includes an assessment of the extent to which the salaries and compensation provided to employees are in accordance with their level of work and responsibilities, as well as the extent to which the compensation provided is in accordance with applicable regulations and policies
1. Suitability of salary to workload	3.88		
2. Compensation compliance with regulations	3.67	91.42	
3. There is fairness in compensation	3.42		
Inclusive Work Environment			Includes an assessment of the extent to which employees feel safe and comfortable in the work environment, whether differences in cultural values are respected, and the extent to which harmony and collaboration are maintained amidst employee diversity.
1. Feeling safe in the work environment	3.36	88.50	
2. Respect for differences in cultural values	3.52		
3. Harmony in diversity	3.74		
Mark		64.89	Pretty good

Representation of Employees from Various Groups with a value of 64.2 in the low or less category which shows that in the organization, there is an imbalance in the representation of employees from various groups. This may indicate inequities in the recruitment, promotion or retention of employees from diverse backgrounds, such as gender, ethnicity, age, social background or disability. The mean conversion value of 32.50 can explain that balance in decision making is classified as very low, which indicates that in the organization, the decision making process does not reflect inclusiveness and adequate participation from various parties. This indicates the dominance of power or influence of a small number of individuals or groups, who can ignore or underestimate the different views, needs or interests of other stakeholders. The mean conversion value of 58.92 can explain that in organizations, there is inequality in career development opportunities for employees. This can be caused by a lack of

equitable access to promotion, training or skill-building opportunities, which can hinder career advancement and professional growth for many employees. The mean conversion value is 53.83 which explains that in BUMD in Port Services Companies there is a lack of recognition and appreciation for employee contributions. This indicates that employees' efforts are not properly recognized or appreciated by management or their coworkers, which can reduce employee motivation and engagement. Apart from that, the mean conversion value of 91.42 can provide a very good picture that in port service companies, salary and compensation policies are considered fair and adequate by employees. This reflects the suitability of salary and compensation levels with employee responsibilities, performance and contributions, as well as consistency in the implementation of compensation policies. Apart from that, it is also supported by 88.50 which means the good category, or shows that the Company has significantly created an inclusive and diverse work environment. This can be reflected in organizational policies, practices and culture that support diversity and respect individual differences.

The table also provides an illustration of the imbalance between diversity efforts and equality in fair management practices from the perspective of HR management itself. According to Pynes (2013), HR management is responsible for creating an inclusive, fair and diverse work environment, where every individual has the same opportunity to develop and make maximum contributions (Pynes, 2008). This includes efforts to ensure balanced representation of diverse groups in the workplace, promote equitable participation in decision making, and provide fair and equitable career opportunities for all employees. Cascio & Boudreau (2016) further explained that HR management also has a role related to appropriate recognition and appreciation for employee contributions, as well as ensuring fair and adequate salaries and compensation(Cascio & Boudreau, 2016). In addition, this concept also includes creating an inclusive work environment, where individual differences are respected and accepted, and collaboration is maintained amidst employee diversity.

Even though there have been quite good efforts to realize diversity and equality in the workplace of BUMD companies in the port services sector in East Java, there are still injustices that need to be addressed. Even though recruitment and selection policies tend to be transparent and non-discriminatory, sometimes certain biases or preferences still occur in decision making which have the potential to hinder equal opportunities for all employees. In addition, although there are well-executed employee training and development programs, there are differences in accessibility and participation in these programs, especially for employees from backgrounds who have had less prior educational or training opportunities. In an inclusive work environment, there are still cases of inequality in recognition and rewards, where some employees may not receive recognition commensurate with their contributions. However, port services BUMD companies in East Java have taken steps to overcome this injustice by carrying out regular evaluations of existing policies and procedures, as well as strengthening their commitment to creating a fair and inclusive work environment for all employees. Although there are still challenges that need to be overcome, these ongoing efforts will have a positive impact in creating a more equitable and just work environment for all employees.

Diversity in the workplace refers to diversity in employee characteristics, such as gender, ethnicity, age, cultural background, religion, sexual orientation, and disability (Cox, 1994). This diversity includes various aspects that make individuals unique and contributes to a wide range of experiences, views and skills in the work environment. Meanwhile, Konrad, Prasad, & Pringle (2006) explain that equality in the workplace refers to fair and equal treatment of all employees, regardless of their background or personal characteristics(Prasad, 2006). This includes equal opportunities in decision making, promotion, recognition, and compensation, as well as creating an inclusive and supportive work environment for all individuals. According to Ezeugwu, Edeh, and Obiapuna (2024), diversity and equality in the workplace have their respective importance in building an inclusive, innovative and sustainable work environment(Ezeugwu et al., 2020). Calvin,, et.,al (2023) also explained that diversity plays a crucial role in enriching perspectives, ideas and experiences within organizations(Kurnaedi et al., 2023). So that with diverse backgrounds, expertise and points of view in the workplace, companies can produce more creative and effective solutions in facing complex

business challenges. In addition, research by Djadji and Andadari (2021), explains that equality in the workplace guarantees that every individual has the same opportunity to develop and succeed(Djadji & Andadari, 2021). When employees feel they are treated fairly and appreciated for their contributions, they tend to be more motivated, dedicated, and productive in their work. Furthermore, inclusive and fair HR management practices, according to the Diniarsa and Batu (2023) report, are able to create a positive work climate, where employees feel safe to voice their opinions, collaborate effectively, and grow professionally(Diniarsa & Batu, 2023).

It can be said that when inclusive and fair human resource management practices as implemented in BUMD (Regionally Owned Enterprises) companies are not good enough, this shows that there are several weaknesses or deficiencies in the approach taken by organizations in managing their human resources. For example, there may be inequality or discrimination in the treatment of employees based on various personal characteristics, such as gender, ethnicity, age or cultural background. According to Verma (2024), this can occur in the recruitment and selection process, career development, and recognition of employee contributions(Beavers, 2018). In addition, Minghua (2022), explains that HR management practices that are not inclusive and fair can be reflected in a lack of transparency in decision making, a lack of support for the needs of diverse employees, or even in a work culture that does not support collaboration and cooperation between diverse individuals(Minghua, 2022). The impact of HR management practices that are less inclusive and fair in BUMD companies can be in the form of reduced employee satisfaction and engagement, increased employee turnover or rotation, and reduced overall organizational performance and productivity.

In fact, the phenomenon of BUMDs in East Java, especially those operating in the port services sector, has experienced a deficit or loss since 2018, which shows that there is a potential link between organizational performance and HR management practices that are not good enough. According to Abugu and Jerry (2018), this deficit could be the result of an organization's inability to manage human resources effectively(Abugu & Eno, 2018). HR management practices that lack inclusion and fairness may have led to dissatisfaction and helplessness among employees. For example, gaps in career opportunities or a lack of recognition for individual contributions can lead to a lack of employee motivation and engagement. Purwanto, Sutopo, and Qomari (2023), explain that a lack of cooperation and collaboration between employees may also occur if there is a feeling of injustice or not being recognized(Purwanto et al., 2023). In addition, HR management practices that are not inclusive, according to Triwibisono & Aurachman (2021), can hinder an organization's ability to utilize the full potential of the diverse talents and perspectives of employees, which in turn can hinder innovation and business growth(Triwibisono & Aurachman, 2021).

Cascio and Boudreau (2016), explain that Inclusive and Fair HR Management Practices refer to an approach to managing human resources (HR) in an organization that prioritizes justice, equality and inclusion for all employees(Cascio & Boudreau, 2016). This practice aims to create a work environment that respects diversity and ensures that all individuals have equal opportunities to develop, contribute and succeed. According to Kramar, et., al (2014), this concept includes various policies, procedures and practices designed to reduce or eliminate discrimination, promote diversity and respect the rights and needs of all employees(De Cieri et al., 2003). Inclusive and Fair HR Management Practices according to Pynes (2013), also involve building a supportive organizational culture, where employees feel valued, heard and supported in achieving their full potential(Pynes, 2008).

Based on all the results of the analysis and discussion presented, it can be said that it is very important for BUMD companies to actively evaluate and improve management practices in managing human resources, by ensuring that the HR Department has adopted an inclusive, fair and sustainable approach to creating an environment positive and supportive work for all employees. This can be measured from employee job satisfaction related to the aspects outlined in the Diversity Management Climate Scale (DMCS) scale model as follows.

Table 4. Impact of HR Management Practices in terms of employee satisfaction

Satisfaction Indicator	Mean	Satisfaction Index
Equal Career Opportunities	3.42	15.02
Transparency in Decision Making	1.74	7.64
Support and Justice in Conflict Management	1.87	8.21
Fairness in Compensation and Rewards	3.42	15.02
Recognition of Different Employee Needs	2.65	11.64
Level of Employee Satisfaction and Engagement	3.64	15.98
Total	16.74	73.50

The employee satisfaction index value for HR management practices is 73.5, indicating the quite satisfied category, especially in the aspect of Employee Satisfaction and Engagement Level (3.64); Equal Career Opportunities (3.42); and Fairness in Compensation and Rewards (3.42). Meanwhile, in the aspect of Recognition of Different Employee Needs (2.65), less satisfied; and on the aspect of Transparency in Decision Making; and Support and Fairness in Conflict Management, employees feel dissatisfied. These results indicate that while there are many aspects of HR management that are considered positive by employees, there is still room for improvement in certain areas. It can also highlight the importance of continuously monitoring and evaluating HR management practices, as well as responding proactively to employee feedback to increase their satisfaction and engagement in the company.

It can be said that aspects of HR management practices include evaluation of equality of career opportunities, transparency in decision making, support and fairness in conflict management, fairness in compensation and rewards, recognition of different employee needs, and levels of employee satisfaction and engagement. This report, Ganeshan and Vethirajan (2022), explains the importance of ensuring equal opportunities, transparent decision-making processes, supportive conflict management, fair compensation systems, recognition of individual needs, and positive relationships between companies and employees to create inclusive and satisfying work environment(Ganeshan & .C, 2022).

The level of employee satisfaction with inclusive HR management practices and fairness which is still relatively adequate in port services BUMDs in East Java reflects recognition of the company's efforts to create an inclusive work environment. Although there are still aspects of injustice that need to be corrected, employees generally feel valued and supported by the HR management policies and practices that have been implemented. According to Verma (2024), employees appreciate transparency in the decision-making process, which gives them the opportunity to contribute and develop according to their individual potential. While there are still challenges in balancing career opportunities and in providing fair rewards, the company's efforts to increase inclusion and equality in the workplace have had a positive impact in increasing employee satisfaction. Kramar, et., al (2014), stated that awareness of the injustice that still exists also encourages companies to continue to evaluate and improve existing HR practices, with the aim of creating a more equal and fair work environment for all employees. . Therefore, although there is still room for improvement, the level of employee satisfaction shows that the steps taken by the port services BUMD in East Java have had a positive impact in building a more inclusive and just work environment.

In addition, as an effort to increase the level of employee satisfaction with inclusive and fair HR management practices, port services BUMD companies in East Java need to take a series of strategic steps. First, companies must adopt an inclusive approach in every aspect of HR management, from recruitment to career development, that takes into account the needs and potential of various employee groups. Policies and procedures must be designed in a transparent and non-discriminatory manner, ensuring that all employees have equal opportunities to participate and develop in the workplace. In this case, port service companies as government-owned service businesses must also set clear and fair standards in decision making, including in terms of promotion, compensation and rewards, as well as ensuring that the conflict management process is carried out openly and supportively. Furthermore, efforts must be made to create an inclusive work environment, where all

employees feel valued, supported and heard. According to a research report by Habib and Zaidi (2022), a fair HR management approach includes training to increase awareness about diversity, appreciation for contributions from various backgrounds, and facilities for voicing concerns or problems without fear of discrimination or reprisal(Habib & Zaidi, 2022). So by adopting a holistic and proactive approach to inclusive and equitable HR management practices, companies can increase overall employee satisfaction, creating a harmonious, productive and sustainable work environment. So to increase employee satisfaction with inclusive and fair HR management practices, port services BUMD companies in East Java must implement strategic steps. This includes an inclusive approach to HR management, transparent and non-discriminatory policies, and a supportive work environment. Companies also need to promote equality and diversity through fair recruitment policies and training programs that address the needs of all employees. By creating an inclusive and fair work environment, companies can gain benefits in the form of employees who are motivated, contribute optimally, and improve the company's overall performance and productivity.

4. CONCLUSION

Based on the results of the analysis and discussion presented, it can be concluded that it is important to implement inclusive and fair human resource management (HR) practices in realizing diversity and equality in the workplace. Through a descriptive approach and descriptive statistical analysis, this research reveals the commitment of port services BUMD companies in East Java to increasing inclusion and justice in the work environment. In-depth evaluation of the practices that have been carried out and active employee participation in the improvement process are important keys in creating an inclusive and just work environment. So that port services BUMD companies in East Java can achieve the goal of creating a more equitable, inclusive and just work environment, which in turn will have a positive impact on the company's overall performance and productivity. The results of this research reflect an effort to analyze and understand the level of employee satisfaction which shows several areas where satisfaction is still less than optimal, such as recognition of different employee needs and transparency in decision making, however positive steps have been taken to improve these conditions. In-depth evaluation of existing policies and procedures, as well as active employee participation in the improvement process, is an important key in overcoming this challenge. It can be suggested that port services BUMDs in East Java need to continue to encourage open communication and active employee participation in the process of evaluating and improving HR policies. These steps may include providing training to raise awareness about diversity, respect for contributions from diverse backgrounds, as well as facilities to voice concerns or issues without fear of discrimination or reprisal, as well as paying attention to the needs and expectations of different groups of employees, which in turn will brings a positive impact on the company's overall performance and productivity.

REFERENCES

Abugu, S. O., & Eno, E. J. (2018). Workforce diversity management in Nigeria public service: Problems and prospects. *Global Journal of Human Resource Management*, *6*(1), 35–50.

Auriol, E., Friebel, G., Weinberger, A., & Wilhelm, S. (2022). Underrepresentation of women in the economics profession more pronounced in the United States compared to heterogeneous Europe. *Proceedings of the National Academy of Sciences*, *119*(16), e2118853119.

Avolio, B., Chávez, J., & Vílchez-Román, C. (2020). Factors that contribute to the underrepresentation of women in science careers worldwide: A literature review. *Social Psychology of Education*, *23*(3), 773–794.

Beavers, D. (2018). Diversity, equity anD inclusion Framework. *The Greenlining Institute*.

Casad, B. J., Franks, J. E., Garasky, C. E., Kittleman, M. M., Roesler, A. C., Hall, D. Y., & Petzel, Z. W. (2021). Gender inequality in academia: Problems and solutions for women faculty in STEM. *Journal of Neuroscience Research*, *99*(1), 13–23.

Cascio, W. F., & Boudreau, J. W. (2016). The search for global competence: From international HR to talent management. *Journal of World Business*, *51*(1), 103–114.

Chams, N., & García-Blandón, J. (2019). On the importance of sustainable human resource management for the adoption of sustainable development goals. *Resources, Conservation and Recycling*, *141*, 109–122.

Cox, T. (1994). *Cultural diversity in organizations: Theory, research and practice*. Berrett-Koehler Publishers.

De Cieri, H. L., Kramer, R., Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2003). *Human resource management in Australia. Strategy-people-performance*. McGraw-Hill Education.

Diniarsa, M. R., & Batu, R. L. (2023). Evaluasi Penerapan Kebijakan Diversitas Dan Inklusi Dalam Manajemen Sumber Daya Manusia Terhadap Kinerja Organisasi. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA), 7*(2), 1439–1456.

Djadji, O. U., & Andadari, R. K. (2021). Implementasi manajemen keragaman sumber daya manusia. *Jurnal Samudra Ekonomi Dan Bisnis, 12*(1), 62–75.

Ezeugwu, O. K., Edeh, C. N., & Obiapuna, E. E. (2020). Human Resources Management: Diversity and Inclusion. *International Journal of Research and Scientific Innovation (IJRSI), 7*(9), 373–375.

Froehlich, L., Olsson, M. I. T., Dorrough, A. R., & Martiny, S. E. (2020). Gender at work across nations: Men and women working in male-dominated and female-dominated occupations are differentially associated with agency and communion. *Journal of Social Issues, 76*(3), 484–511.

Ganeshan, M. K., & .C, V. (2022). *DIVERSITY, EQUITY, AND INCLUSION IN THE WORKPLACE IN HUMAN RESOURCE MANAGEMENT*.

Habib, S., & Zaidi, S. S. A. (2022). Impact of Workforce Diversity on Employee Performance, Mediating Role of Organizational Culture. *Periodicals of Management Studies, 2*(2), 58–81.

Ibrahim, Z. (2019). Impact of Regional Owned Enterprises to Economic Development-Empirical Study on 2015 in South Sumatera Province. *International Journal of Civil Engineering and Technology, 10*(7).

Kurnaedi, J., Lim, J., Ardiansyah, R., & Nelson, A. (2023). Analisa Strategi Diversity Analytic Pada Suatu Perusahaan. *Jurnal Pengabdian Kepada Masyarakat Nusantara, 4*(2), 1243–1247.

Liu, Y., Barrett, C. B., Pham, T., & Violette, W. (2020). The intertemporal evolution of agriculture and labor over a rapid structural transformation: Lessons from Vietnam. *Food Policy, 94*, 101913.

Minghua, H. (2022). Role of efficient human resource management in managing diversified organizations. *Frontiers in Psychology, 13*, 864043.

Morse, L., Teodorescu, M. H. M., Awwad, Y., & Kane, G. C. (2021). Do the ends justify the means? Variation in the distributive and procedural fairness of machine learning algorithms. *Journal of Business Ethics*, 1–13.

Podgorodnichenko, N., Akmal, A., Edgar, F., & Everett, A. M. (2022). Sustainable HRM: toward addressing diverse employee roles. *Employee Relations: The International Journal, 44*(3), 576–608.

Prasad, P. (2006). The jewel in the crown. *Handbook of Workplace Diversity*, 121–144.

Purwanto, P., Sutopo, S., & Qomari, N. (2023). Pengaruh Servant Leadership, Komunikasi Interpersonal dan Karakteristik Individu Terhadap Komitmen Organisasi pada Karyawan PT. Sentra Bumi Nirwana di Sidoarjo. *Indonesian Journal of Management Science, 2*(1), 29–33.

Pynes, J. E. (2008). *Human resources management for public and nonprofit organizations: A strategic approach* (Vol. 30). John Wiley & Sons.

Ramadhani, R., & Firmansyah, Y. (2023). Dampak Keberagaman Demografis Tenaga Kerja Terhadap Kinerja Karyawan di PT XYZ. *Ultima Management: Jurnal Ilmu Manajemen, 15*(1), 100–123.

Riccucci, N. M. (2021). *Managing diversity in public sector workforces*. Routledge.

Shore, L. M., & Chung, B. G. (2022). Inclusive leadership: How leaders sustain or discourage work group inclusion. *Group & Organization Management, 47*(4), 723–754.

Stahl, G. K., & Maznevski, M. L. (2021). Unraveling the effects of cultural diversity in teams: A retrospective of research on multicultural work groups and an agenda for future research. *Journal of International Business Studies, 52*, 4–22.

Triwibisono, C., & Aurachman, R. (2021). Budaya Suku Bangsa di Indonesia dalam Mendukung Pengelolaan Organisasi (Studi Kasus: Universitas Telkom). *JISI: Jurnal Integrasi Sistem Industri, 8*(1), 45–53.

Väyrynen, S., & Paksuniemi, M. (2020). Translating inclusive values into pedagogical actions. *International Journal of Inclusive Education, 24*(2), 147–161.

Yurianto, Y. (2021). Strategi BUMD Jakarta dalam Kebijakan Ketahanan Pangan. *Jurnal Agristan, 3*(2), 172–190.