

The Future of Workforce Diversity: A Comprehensive Analysis of HRM Interventions for Inclusive Organizational Cultures

Masa Depan Keberagaman Tenaga Kerja: Analisis Komprehensif Intervensi Sumber Daya Manusia untuk Budaya Organisasi yang Inklusif

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ABSTRACT

This literature review systematically explores how Human Resource Management (HRM) interventions can be adapted to address new aspects of workforce diversity, such as neurodiversity and remote work arrangements, to foster inclusive organizational cultures. This study synthesizes key findings from existing research, focusing on the evolution of diversity management, the role of HRM interventions, and practical implications for advancing an inclusive culture. This review emphasizes the importance of organizational commitment to diversity beyond rhetoric, emphasizing the need for embedded HRM practices to leverage diversity as an asset. Additionally, this research highlights the importance of HRM policies that promote diversity and top management support in driving organizational change. These findings offer valuable insights for practitioners, diversity consultants, and academics seeking to advance diversity initiatives and build inclusive organizational cultures.

Keywords: Human Resource Management, workforce diversity, neurodiversity, remote work arrangements, inclusive organizational culture, diversity management, HRM interventions, organizational commitment, top management support.

ABSTRAK

Review literatur ini secara sistematis mengeksplorasi bagaimana intervensi Manajemen Sumber Daya Manusia (MSDM) dapat disesuaikan untuk mengatasi aspek-aspek baru dari keragaman tenaga kerja, seperti neurodiversity dan pengaturan kerja jarak jauh, guna membina budaya organisasi yang inklusif. Studi ini mensintesis temuan utama dari penelitian yang ada, berfokus pada evolusi manajemen keragaman, peran intervensi MSDM, dan implikasi praktis untuk memajukan budaya inklusif. Tinjauan ini menekankan pentingnya komitmen organisasi terhadap keragaman di luar retorika, dengan menekankan perlunya praktik MSDM yang tertanam untuk memanfaatkan keragaman sebagai aset. Selain itu, penelitian ini menyoroti pentingnya kebijakan MSDM yang mempromosikan keragaman dan dukungan manajemen puncak dalam mendorong perubahan organisasi. Temuan ini menawarkan wawasan berharga bagi praktisi, konsultan keragaman, dan akademisi yang ingin memajukan inisiatif keragaman dan membangun budaya organisasi yang inklusif.

Kata Kunci: Manajemen Sumber Daya Manusia, keragaman tenaga kerja, neurodiversitas, pengaturan kerja jarak jauh, budaya organisasi inklusif, manajemen keragaman, intervensi MSDM, komitmen organisasi, dukungan manajemen puncak

1. Introduction

In analyzing HRM interventions for inclusive organizational cultures, it is evident that organizational culture plays a significant role in shaping the effectiveness of HRM practices (Maryati et al., 2022). The relationship between HRM and organizational culture is bidirectional, with organizational culture positively influencing satisfaction with HRM practices (Maryati et al., 2022). Moreover, the fit between HRM practices and organizational culture is crucial for organizational performance (Kismono & Ramadista, 2020). The implementation of

green HRM practices has been shown to positively impact organizational green culture (Abbas et al., 2023), leading to benefits such as the creation of environmentally friendly organizational cultures and improved economic and eco-performance (Suharti & Sugiarto, 2020).

Inclusive HRM practices are essential for fostering inclusive organizational cultures (Groenendaal et al., 2022). Inclusive HRM aims to achieve a strategic fit between organizational needs and employees' expectations, thereby promoting a culture of inclusivity (Groenendaal et al., 2022). Additionally, the mediating role of organizational culture has been highlighted in the relationship between high involvement HRM practices and employee engagement ("The Mediating Role of Organizational Culture between High Involvement HRM Practices and Employee Engagement in the Banking Sector of Bangladesh", 2022). This underscores the importance of organizational culture in facilitating the effectiveness of HRM interventions. Furthermore, the interrelatedness between organizational culture and HRM practices is crucial in the context of corporate entrepreneurship (Naldi et al., 2021). HRM systems can shape shared meanings within organizations, promoting collective responses consistent with firm strategies and fostering the development of organizational culture (Song et al., 2019). Additionally, the inclusiveness of organizational culture can mediate the relationship between policy interventions and employee engagement (Çelik, 2018), emphasizing the role of culture in driving employee behavior and attitudes.

The evolving workforce and growing diversity present significant challenges and opportunities across various sectors. Research indicates that a diverse workforce in healthcare can lead to improved outcomes, unique perspectives, and reduced disparities (Kayingo et al., 2022). However, addressing barriers such as structural racism and biases is crucial to fully harnessing the benefits of diversity. In orthopedics, the workforce is evolving to include more pregnant workers, highlighting the importance of occupational safety and radiation protection (Uzoigwe & Middleton, 2012). Studies on interventional radiology physicians in North America emphasize the need to understand and address demographic trends within the workforce (Higgins et al., 2022). Similarly, in dermatology, the evolving landscape raises questions about future practice models and patient outcomes (Azzawi, 2021).

As workforce trends change, organizations must adapt their recruiting processes to align with the evolving workforce (Gibson, 2015). In healthcare delivery, the U.S. health workforce plays a central role in ensuring effectiveness and efficiency in patient-centered care (Washko & Fennell, 2017). Moreover, workforce resiliency in STEM fields requires collaboration among government, industry, and educational institutions to meet evolving demands (Mathieson et al., 2023). The digitization of healthcare settings necessitates the workforce to evolve and enhance digital proficiency (Woods et al., 2021). Furthermore, the increasing heterogeneity of the workforce leads to greater complexity in collaborative teamwork, emphasizing the need for effective management and professionalism (Bhardwaj, 2022). In conclusion, as workforce dynamics continue to shift, it is imperative for organizations and industries to adapt to these changes by promoting diversity, ensuring occupational safety, and enhancing digital skills to meet the demands of the evolving workforce.

Human Resource Management (HRM) is crucial in fostering an inclusive organizational culture. HRM influences employee values, beliefs, and behaviors through processes like hiring, training, appraisal, and incentivization (Roscoe et al., 2019). Organizational culture, rooted in values and beliefs, is closely linked to HRM philosophies (Cooke, 2017). HRM practices are vital for developing an inclusive work culture, affecting group processes that shape individuals' perceptions of inclusion (Shore et al., 2010). Additionally, HRM practices impact organizational performance by influencing employee development and behavior (Moideenkutty et al., 2011).

Moreover, HRM significantly contributes to modeling organizational culture and effectiveness. Research on culture-oriented HRM systems highlights the essential role of HRM in developing and shaping organizational culture (Hinteregger & Durst, 2018). HRM practices are critical for attracting and retaining talent, crucial for fostering a diverse and inclusive

organizational culture (Phua, 2012). Furthermore, HRM practices are intertwined with organizational culture, providing the foundation for daily practices within an organization (Vadi & Vereshagin, 2006). In conclusion, HRM is instrumental in cultivating an inclusive organizational culture by molding employee values, beliefs, and behaviors, influencing perceptions of inclusion, impacting organizational performance, and modeling organizational culture. Effective HRM practices enable organizations to establish a culture that values diversity, promotes inclusivity, and enhances overall organizational performance.

The research on HRM interventions for inclusive organizational cultures is of paramount importance due to its implications for organizational effectiveness and employee satisfaction. The bidirectional relationship between organizational culture and HRM practices underscores the need to align HRM strategies with prevailing cultural norms to enhance overall performance. Furthermore, the implementation of green HRM practices has demonstrated the potential to foster sustainable and socially responsible organizational cultures, thus highlighting the importance of HRM interventions in promoting environmental stewardship. Inclusive HRM practices play a vital role in cultivating diverse and inclusive work cultures by strategically aligning organizational needs with employee expectations, thereby fostering innovation and attracting diverse talent. Moreover, understanding the mediating role of organizational culture in the relationship between HRM practices and outcomes such as employee engagement provides valuable insights for designing targeted HRM strategies that resonate with the workforce. As workforce demographics evolve across various sectors, research in this area can inform organizations on how to effectively manage diversity, ensure occupational safety, and promote digital proficiency to meet evolving demands. Finally, recognizing the significance of HRM in modeling organizational culture underscores the importance of fostering a positive work environment that values diversity, promotes inclusivity, and enhances overall organizational performance.

2. Research Methods

This research method uses a systematic literature review approach to investigate the topic "The Future of Workforce Diversity: A Comprehensive Analysis of HRM Interventions for Inclusive Organizational Cultures". References will be obtained from international databases such as PubMed, Scopus, Web of Science, and Google Scholar which provide access to various scientific journals and research articles related to HRM, organizations, and workforce diversity. Key words used in the reference search include "HRM interventions", "Workforce diversity", "Inclusive organizational cultures", "Future of work", and "Systematic literature review". Articles will be filtered based on inclusion criteria, such as relevance to the research topic, quality of the research, and availability in English. The research process includes stages of identification, selection, evaluation, and synthesis, where selected articles will be thoroughly analyzed to develop an in-depth understanding of HRM interventions for inclusive organizational culture and future challenges and opportunities in workforce diversity. It is hoped that this research will make an important contribution in understanding the role of HRM in facing dynamic changes in workforce diversity and building an inclusive organizational culture for the future.

3. Results and Discussions

3.1. Understanding Workforce Diversity

Workforce diversity is a critical factor in organizational success, influencing various processes and outcomes within a company. Research has identified different perspectives on workforce diversity, including the integration-and-learning perspective, access-and-legitimacy perspective, and discrimination-and-fairness perspective (Ely & Thomas, 2001). Embracing diversity in the workplace leads to the creation of a learning environment, enhanced collaboration, increased productivity, and higher profits (Tamunomiebi & John-Eke, 2020).

Moreover, workforce diversity has been associated with improved job satisfaction in public sector organizations (Stazyk et al., 2021).

Managing the negative impacts of workforce diversity requires inclusive HRM practices and employee learning-oriented behaviors (Liu et al., 2023). Organizations can benefit from understanding and monitoring diversity through functional instruments to enhance their workforce dynamics (Maturo et al., 2018). Recognizing the economic implications of diversity is essential for organizations beyond just having a diverse workforce (Zhuwao et al., 2019). Additionally, the ethnic diversity of the workforce can affect financial statement readability, emphasizing the importance of collective efforts from employees of different backgrounds (Li et al., 2023).

Efforts to manage workforce diversity involve developing multicultural competence among leaders to improve cross-race work relationships (Chrobot-Mason, 2012). Studies have demonstrated that workforce diversity, when effectively managed, can positively influence organizational performance in social enterprises (Cho et al., 2017). Overcoming obstacles and promoting gender diversity acceptance among employees are critical aspects of diversity management in organizations (Rao & Bagali, 2014). In conclusion, workforce diversity is a multifaceted concept that requires strategic management and inclusive practices to fully leverage its benefits. Organizations that embrace diversity not only foster a more inclusive work environment but also stand to gain from improved performance and innovation.

3.2. Concept of workforce diversity and inclusion in organizational context

Workforce diversity and inclusion are crucial aspects of organizational success. Research indicates that managing diversity involves attracting, retaining, and developing employees from various backgrounds (Ashikali & Groeneveld, 2015). Furthermore, workforce diversity, encompassing age, gender, and ethnic diversity, is linked to organizational performance (Roy, 2022). While diversity can enhance organizational performance, it can also impact organizational citizenship behavior, which can be mitigated through the mediating role of inclusion (Khan & Jabeen, 2019).

Organizational inclusion plays a pivotal role in aligning a diverse workforce with organizational goals, values, and culture (Kamruzzaman & Islam, 2021). Scholars emphasize that organizational inclusion is essential for the success of diversity initiatives in both public and private sector contexts (Chordiya, 2018). Moreover, the concept of diversity management involves valuing differences among employees and creating an environment where diversity contributes to organizational objectives (Ashikali & Groeneveld, 2015).

In managing a diverse workforce, inclusion is key to ensuring that employees from diverse backgrounds can fully contribute to the organization (Kuknor & Bhattacharya, 2020). Workforce diversity and diversity management have been identified as factors that positively influence organizational performance (Cho et al., 2017). Additionally, strategies to foster diversity and inclusion often overlook support for workers with disabilities, highlighting the need for more comprehensive approaches to inclusion (Gould et al., 2020). In conclusion, workforce diversity and inclusion are not only essential for organizational success but also contribute to improved organizational performance and employee engagement. By valuing differences, promoting inclusion, and aligning diverse employees with organizational goals, companies can harness the benefits of a diverse workforce while fostering a culture of inclusivity.

3.3. Conceptual framework on HRM interventions in building an inclusive organizational culture

To develop a comprehensive conceptual framework on HRM interventions in building an inclusive organizational culture, it is crucial to consider various perspectives and theories from reputable sources. Renwick et al. (2012) provide insights into the impact of HRM practices

on organizational performance, which can be foundational in understanding the relationship between HRM interventions and organizational culture. Additionally, Madera et al. (2017) offer a framework for examining how strategic HRM practices influence firm performance at both organizational and individual levels, which can be valuable in understanding the broader implications of HRM interventions on organizational culture.

Furthermore, Farndale & Sanders (2016) present a cross-cultural perspective on HRM system strength, which can be instrumental in developing a framework that considers cultural nuances in building an inclusive organizational culture through HRM interventions. Additionally, Priyashantha (2022) discusses disruptive technologies for HRM, offering a conceptual framework for understanding the determinants and outcomes of such technologies in HRM interventions, which can be relevant in exploring innovative approaches to fostering inclusivity in organizational culture.

In conclusion, by integrating insights from (Renwick et al., 2012; , Madera et al., 2017; , Farndale & Sanders, 2016), and (Priyashantha, 2022), a comprehensive conceptual framework on HRM interventions in building an inclusive organizational culture can be developed, considering the impact of HRM practices, strategic HRM, cross-cultural perspectives, and disruptive technologies.

3.4. Relevant theories and research on neurodiversity, remote work arrangements, and new aspects of workforce diversity

Neurodiversity, remote work arrangements, and new aspects of workforce diversity are crucial topics in today's workplace landscape. The concept of neurodiversity, as explored by (Lorenz et al., 2017), emphasizes the unique strengths and perspectives that individuals with conditions like autism bring to the workforce. This approach challenges traditional notions of ability and highlights the importance of accommodating diverse cognitive styles in work environments.

Remote work arrangements have become increasingly prevalent, especially in light of recent global events. Research by Knippenberg & Schippers (2007) on work group diversity suggests that understanding how diversity influences work groups and organizations is essential for effective collaboration in remote settings. Additionally, the study by Yang (2023) emphasizes the significance of improving healthcare workforce diversity to address the needs of a varied patient population, which is particularly relevant in the context of remote healthcare services.

Regarding new aspects of workforce diversity, the study by Sang et al. (2016) on gender and disability in male-dominated occupations underscores the importance of considering social models of disability and addressing ableist practices in promoting inclusivity. Furthermore, the research by Stoff & Cargill (2016) advocates for building a more diverse workforce in HIV/AIDS research to address disparities and enhance the quality of scientific investigations. In conclusion, embracing neurodiversity, adapting to remote work arrangements, and exploring new dimensions of diversity in the workforce are critical for fostering inclusive and innovative work environments. By incorporating insights from these studies, organizations can create spaces that value individual differences, promote equity, and drive organizational success.

3.5. Workforce Diversity and New Challenges

Workforce diversity poses new challenges and opportunities for organizations as they aim to attract, retain, manage, and motivate quality employees due to the unique generational diversity within each workforce (Mande, 2019). The impact of diversity on the quality and outputs of science, evidence-based recruitment and training approaches, barriers to diversity, and strategies for career transition are significant challenges that organizations encounter (Valantine & Collins, 2015). Managing a multicultural workforce has indeed become a notable challenge for organizations, leading to the development of HRM strategies to address

workforce diversity and deviance (Malik et al., 2018).

Effective management of diversity acknowledges that individuals from diverse backgrounds can introduce new ideas to the workforce, thereby enhancing organizational performance (Abdulraheem, 2014). Workforce diversity, which encompasses various demographic and cultural aspects, is essential for enhancing productivity within organizations (Saxena, 2014).

The composition of work units in terms of cultural or demographic characteristics plays a crucial role in workforce diversity, influencing relationships among group members (DiTomaso et al., 2007). Diversity in a multiethnic workforce is associated with positive outcomes such as increased innovativeness and problem-solving abilities (Don-Solomon & Fakidouma, 2021). Workforce diversity can unlock opportunities that traditional workforces may not achieve, ultimately leading to improved organizational effectiveness (Dagher & D'Netto, 1998). In conclusion, workforce diversity is a multifaceted phenomenon that organizations must navigate to leverage the benefits it offers while addressing the challenges it poses. By implementing effective HRM strategies, organizations can harness the potential of diverse workforces to drive innovation, improve productivity, and enhance overall performance.

3.6. Recent developments in workforce diversity, including neurodiversity and remote work arrangements

Recent developments in workforce diversity have seen a significant focus on two key areas: neurodiversity and remote work arrangements. Neurodiversity, which emphasizes the unique strengths and perspectives of individuals with neurological differences, has gained attention in the context of promoting inclusivity and leveraging diverse talents within organizations (Bonham & Green, 2021). On the other hand, remote work arrangements have become increasingly prevalent, with advancements in technology enabling employees to work from locations outside traditional office settings (Soroui, 2023).

Studies have shown that managing workforce diversity, including neurodiversity, can lead to enhanced creativity, problem-solving, and productivity within organizations (Lamichhane, 2021). Furthermore, workforce diversity initiatives have been recognized as essential for sustainable workplaces, with proper management of diversity contributing positively to project productivity performance (Won et al., 2020). The importance of workforce diversity is not limited to specific regions but is acknowledged as a global imperative, impacting developed and developing countries alike (Nweiser & Dajnoki, 2022). In the realm of remote work arrangements, recent research has delved into the effects of forced shifts to remote work on employee well-being and work behaviors (Becker et al., 2022). The COVID-19 pandemic has accelerated the adoption of remote working, prompting organizations to rethink work design perspectives to ensure effective remote working practices (Wang et al., 2020). While remote work offers benefits such as increased flexibility and autonomy, it also presents challenges related to work-family conflict and well-being (Costantini & Weintraub, 2022). Overall, the evolving landscape of workforce diversity, encompassing neurodiversity and remote work arrangements, underscores the importance of embracing inclusivity, leveraging diverse talents, and adapting to changing work dynamics to foster productivity and well-being in modern workplaces.

3.7. Challenges and obstacles emerging in addressing new aspects of workforce diversity

Addressing new aspects of workforce diversity presents various challenges and obstacles that organizations need to navigate. These challenges include recruitment, retention, education, promotion, and the establishment of a diverse workforce (Stoff et al., 2023). Overcoming these obstacles requires transcendental leadership that can identify and manage difficulties related to transformational change, affirmative action, and workforce diversity (April

& Govender, 2022). Managing a diverse workforce also poses challenges in areas such as workplace authority, trust, commitment, work ethics, firm structure, and work-life balance (Alserhan et al., 2009).

Organizations aiming to benefit from a diverse workforce must develop cultures that value diversity to overcome obstacles effectively (Barbosa & Cabral-Cardoso, 2007). Achieving diversity in the workforce requires addressing structural and systemic obstacles to reflect diversity, equity, and inclusion in research and the biomedical workforce (Stoff et al., 2023). While a culturally diverse workforce can stimulate innovation and creativity, it also presents challenges such as conflicts and obstacles to effective communication (Yang & Yousaf, 2017). Furthermore, the importance of workforce diversity in organizational success is increasing globally, enhancing innovation, creativity, and attracting attention and challenges for managers and organizations (Aurangzeb et al., 2021). Cultural diversity can add value and contribute to firm competitive advantage, making it a challenging yet crucial human resource and organizational issue (Richard, 2000). Additionally, workforce diversity can impact organizational performance, with age diversity and age discrimination potentially posing obstacles that need to be addressed (Kunze et al., 2013). In conclusion, addressing new aspects of workforce diversity involves overcoming various challenges such as recruitment, retention, leadership, cultural differences, and age diversity. Organizations must develop inclusive cultures, implement affirmative action, and address systemic obstacles to achieve diversity and inclusion effectively.

3.8. Positive and negative impacts of new workforce diversity on organizational culture

Workforce diversity can have both positive and negative impacts on organizational culture. Research by Rafaqat et al. (2022) suggests that the positive influence of workforce diversity on organizational performance is significant and outweighs the negative impact. Conversely, studies by Choi & Rainey (2009) and Chapman et al. (2022) indicate that workforce diversity can lead to conflicts, reduced social cohesion, and increased turnover, which can negatively affect organizational culture. On the positive side, Roy (2022) found that age, gender, and ethnic diversity have a statistically significant positive impact on organizational performance. Additionally, Ashikali & Groeneveld (2013) highlight that diversity management can enhance inclusiveness in organizational culture, which in turn positively affects employees' affective commitment. Moreover, Hanif et al. (2023) concluded that diversity management has a direct positive impact on organizational performance.

However, the negative impacts of a disharmonious culturally diverse workforce, as noted by (Gundu et al., n.d.), include miscommunication, interpersonal conflict, high labor turnover, increased cyber security incidents, and breaches, which can all contribute to a negative organizational culture. Furthermore, Maji & Saha (2021) found that organizational diversity can create conflict, reduce social cohesion, and increase workforce turnover, all of which can adversely affect organizational culture. In conclusion, while workforce diversity can bring about positive outcomes such as improved performance and inclusiveness, it can also lead to challenges like conflicts and turnover that may negatively impact organizational culture. Effective diversity management practices and fostering an inclusive culture are crucial in maximizing the benefits of diversity while mitigating its potential negative effects on organizational culture.

3.9. Role of HRM Interventions in Addressing New Challenges

Human Resource Management (HRM) interventions are increasingly recognized as pivotal in addressing contemporary challenges faced by organizations. Research indicates that HRM can contribute significantly to corporate social responsibility (CSR) efforts, such as refugee workforce integration, highlighting the HRM-CSR nexus (Lee & Szkudlarek, 2021). Moreover,

HRM plays a crucial role in managing workforce challenges, like those posed by the COVID-19 pandemic, by engaging employees, addressing safety concerns, and ensuring business continuity (Bharadwaj et al., 2022). Scholars have emphasized the importance of HRM in developing sustainable systems that consider societal challenges like climate change and evolving workforce demographics (Belte, 2021).

The evolving role of HRM professionals has introduced new challenges, particularly in balancing traditional employee-centered roles with strategic business partner responsibilities (Lang & Rego, 2015). Additionally, HRM functions play a vital role during organizational change interventions, offering valuable insights into navigating strategic transitions (Rees & Johari, 2010). Furthermore, HRM is instrumental in developing sustainable organizations by addressing contemporary challenges and managing contradictions effectively (Podgorodnichenko et al., 2020). In the context of the VUCA (volatile, uncertain, complex, ambiguous) world, the strategic position of HRM is crucial for creating sustainable competitive advantages (Hamid, 2019). HRM interventions, particularly those focusing on developmental practices, have been found to enhance employee commitment and reduce turnover intentions (Ramaprasad et al., 2018). The literature also underscores the significance of HRM in international projects, emphasizing the need to address challenges unique to such settings (Samimi & Sydow, 2020). Overall, HRM interventions are essential for organizations to adapt to changing environments, foster employee engagement, and drive sustainable practices. By leveraging HRM strategies effectively, organizations can navigate challenges, promote social responsibility, and achieve long-term success.

3.10. HRM approaches and policies for managing and supporting remote workers

To effectively manage and support remote workers, organizations need to implement HRM practices that cater to the unique needs and challenges of remote work. The digitization of work processes has brought about a shift in HRM practices, necessitating a reevaluation of existing frameworks to accommodate remote work (Donnelly & Johns, 2020). Studies have shown that HRM plays a crucial role in the success of remote work arrangements, with a focus on implementing practices, guidelines, and policies that support remote workers (Adikaram & Naotunna, 2023). In the context of remote work, HRM approaches need to consider the motivations of different demographic groups, such as older workers. Practices like ergonomic adjustments and continuous career development can help motivate older workers to remain in the workforce (Kooij et al., 2008). Additionally, HRM policies have a significant impact on the sustainability of remote workforces, with management practices influencing the effectiveness of HRM choices on remote workforce sustainability (Onnis, 2017).

The gig economy presents a unique challenge for HRM, requiring activities that govern platform ecosystems and align the interactions between gig workers, requesters, and intermediary platform firms to ensure value co-creation (Meijerink & Keegan, 2019). Furthermore, the COVID-19 crisis has highlighted the importance of developing crisis management plans and new policies for remote and hybrid working systems, emphasizing the need for proactive HRM responses to crises (Gigauri, 2020). In summary, effective HRM approaches for managing and supporting remote workers involve recontextualizing existing frameworks to fit the digital economy, implementing tailored practices for remote work success, considering the motivations of different worker demographics, addressing the challenges of the gig economy, and preparing for crises like the COVID-19 pandemic.

3.11. Analysis of how HRM interventions can strengthen inclusion culture in addressing new aspects of workforce diversity

To enhance inclusion culture in addressing new aspects of workforce diversity through HRM interventions, it is crucial to consider the role of inclusive leadership, HRM practices, and organizational culture. Inclusive leadership has been identified as a key factor in enhancing

employee innovative behavior (Shafaei & Nejati, 2023). By fostering an inclusive environment, organizations can encourage creativity and openness to new ideas among employees. Additionally, HRM practices play a crucial role in shaping organizational culture and employee satisfaction (Hauret et al., 2020). Adopting HRM strategies that focus on employee well-being and development can positively impact job performance and organizational outcomes (Bieñkowska et al., 2022).

Furthermore, the alignment of HRM practices with organizational values and goals is vital in reinforcing cultural norms within the organization (Ogbonnaya & Nielsen, 2016). By integrating HRM practices that reflect the organization's commitment to diversity and inclusion, companies can create a more inclusive work environment. Moreover, the development of an innovation culture based on HRM practices rooted in local cultural values can enhance organizational performance (Sitiari et al., 2022). Embracing diversity and leveraging local cultural values can drive innovation and competitiveness.

In managing workforce diversity, HR practitioners can implement micro-macro HRM strategies tailored to the specific needs of the organization and its employees (Malik et al., 2018). By recognizing the unique challenges and opportunities presented by globalization and diversity, HR professionals can create strategies that promote inclusivity and mitigate deviant behaviors. Additionally, HRM digitalization can enhance firm performance by facilitating employee motivation and engagement (Zhou et al., 2020). Leveraging digital HRM tools can streamline processes and communication, contributing to a more inclusive and efficient workplace. In conclusion, to strengthen inclusion culture in the face of evolving workforce diversity, organizations should focus on inclusive leadership, aligning HRM practices with organizational values, fostering an innovation culture, and leveraging digital HRM solutions. By integrating these elements effectively, companies can create a more inclusive, diverse, and innovative work environment that drives organizational success.

4. Conclusion

From the results of this discussion, it can be concluded that workforce diversity is an important factor in organizational success, influencing various processes and results in a company. Workforce diversity management requires inclusive HRM practices and employee learning-oriented behavior. In managing the negative impacts of workforce diversity, organizations can utilize inclusive HRM practices and learning-oriented employee behavior. Efforts to manage workforce diversity involve developing multicultural competencies among leaders to improve cross-racial work relationships. Organizational workforce diversity and inclusion management plays a key role in balancing workforce diversity with organizational goals, values, and culture. In managing a diverse workforce, inclusion is key to ensuring that employees from diverse backgrounds can make a full contribution to the organization. In addition, the concept of workforce diversity and inclusion is a crucial aspect in organizational success, and management of workforce diversity and inclusion is related to organizational performance. Workforce diversity and inclusion has both positive and negative impacts on organizational culture. Although workforce diversity can have positive impacts such as improved performance and inclusiveness, it can also create challenges such as conflict and employee turnover that can affect organizational culture. The role of HRM interventions is critical in addressing new challenges emerging in managing workforce diversity, including neurodiversity and remote work arrangements. Effective HRM interventions can help organizations manage and support remote workers and strengthen a culture of inclusion in the face of new challenges arising from workforce diversity. Thus, effective management of workforce diversity and organizational inclusion plays a key role in strengthening an inclusive organizational culture and facing future challenges with a diverse workforce.

Although the results of this discussion provide valuable insight into managing workforce diversity and organizational inclusion, this research has several limitations that need

to be noted. First, most of the literature included in this discussion is limited to studies from a Western perspective, so there may be a lack of representation of cultural and organizational contexts in other regions such as Asia. Second, although various concepts and theories have been discussed, implementing these practices in different organizational contexts may face unique challenges that have not been studied in depth. Additionally, this research tends to focus on general concepts of workforce diversity, while specific aspects such as generational diversity or neurodiversity may require further research for a deeper understanding. Finally, the influence of external factors such as changes in government policies or global economic conditions may also influence the implementation of HRM practices and organizational culture, which needs to be considered in further research.

For future research, there are several areas that could be further explored to expand understanding of managing workforce diversity and organizational inclusion. First, research that expands geographic coverage to include underrepresented regions will aid in understanding the cultural and contextual differences that influence the implementation of HRM practices and organizational culture. Second, further research could focus on a deeper understanding of the implications of generational diversity, neurodiversity, or other diversity in different work contexts. Furthermore, longitudinal research or in-depth case studies on the implementation of inclusive HRM practices and their impact on organizational culture can provide richer insights into the changes and challenges faced by organizations over time. Additionally, future research may involve cross-disciplinary approaches to answer complex questions about workforce diversity and organizational inclusion in a comprehensive manner. By exploring these areas further, it is hoped that future research can make a more significant contribution to the development of inclusive HRM practices and the establishment of more diverse and inclusive organizational cultures.

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