

The Impact of Diversity and Inclusion Initiatives on Organizational Culture and Performance

Dampak Inisiatif Keberagaman dan Inklusi terhadap Budaya dan Kinerja Organisasi

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ABSTRACT

Diversity and inclusion initiatives in the workplace have a significant role in influencing organizational culture and employee well-being. This research aims to explore the impact of these initiatives on employees' perceptions of fairness and well-being in the workplace. The research method uses a systematic approach by applying the PRISMA method to identify and evaluate relevant literature. The research results show that effective implementation of diversity and inclusion can improve organizational justice and employee well-being, with practical implications for the development of more inclusive and equitable human resource management policies and practices.

Keywords: Diversity, inclusion, organizational justice, employee welfare, organizational culture

ABSTRAK

Inisiatif keberagaman dan inklusi di tempat kerja memiliki peran yang signifikan dalam mempengaruhi budaya organisasi dan kesejahteraan karyawan. Penelitian ini bertujuan untuk mengeksplorasi dampak inisiatif tersebut terhadap persepsi karyawan tentang keadilan dan kesejahteraan di tempat kerja. Metode penelitian menggunakan pendekatan sistematis dengan menerapkan metode PRISMA untuk mengidentifikasi dan mengevaluasi literatur yang relevan. Hasil penelitian menunjukkan bahwa implementasi efektif keberagaman dan inklusi dapat meningkatkan keadilan organisasional dan kesejahteraan karyawan, dengan implikasi praktis untuk pengembangan kebijakan dan praktik manajemen sumber daya manusia yang lebih inklusif dan adil.

Kata Kunci: Keberagaman, inklusi, keadilan organisasional, kesejahteraan karyawan, budaya organisasi

1. Introduction

Diversity and inclusion initiatives have become an important aspect of organizational development, focusing on their impact on organizational culture and performance. Research shows that these initiatives can be evaluated using various metrics to measure their effectiveness against factors such as organizational culture, employee engagement, and business results (Anggoro, 2024). When implemented effectively, diversity and inclusion initiatives can address equity issues, increase organizational justice, and produce positive impacts in workplace behavior and outcomes (Hoang et al., 2022).

In addition, diversity initiatives are recognized as significant organizational change interventions that aim to change various core components such as human resource management policies, organizational culture, structure, and social dynamics (Nadiv & Kuna, 2020). Organizations have expanded their diversity and inclusion initiatives to include factors other than race and gender, with the goal of harnessing diverse talent and integrating inclusion into their core missions (Purwoko, 2024). Studies have shown that diversity management has a direct positive impact on organizational performance (HANIF et al., 2023).

Organizational culture plays an important role in shaping individual behavior and

performance within an organization. It includes shared values, norms, and beliefs among organizational members and influences employee attitudes and behavior, thereby influencing organizational performance (Saebah, 2024; Raziq, 2024). Extensive research has explored the relationship between organizational culture and performance, with findings showing that various dimensions of culture can improve various aspects of performance, such as profitability and sales growth (Schuldt & Gomes, 2020). In conclusion, the literature supports the idea that diversity and inclusion initiatives significantly influence organizational culture and performance. By promoting a culture of diversity and inclusion, organizations can increase employee engagement, address equity issues, and ultimately improve business outcomes and performance.

Diversity and inclusion in the workplace refers to practices and policies that ensure that organizations accommodate and respect individual differences, including but not limited to race, gender, age, cultural background, and sexual orientation. Diversity reflects the presence of different characteristics within a group, while inclusion refers to the process of creating an environment where all individuals feel valued, accepted, and supported to contribute to their full potential.

In the context of modern organizations, diversity and inclusion play an important role in improving organizational performance and employee well-being. Organizations that implement diversity and inclusion practices tend to have more innovative and creative work environments, because diverse perspectives can produce new ideas and more effective solutions. Additionally, an inclusive environment increases employee engagement and commitment, which in turn can increase productivity and reduce turnover.

Implementing diversity and inclusion also contributes to an organization's positive reputation in the eyes of stakeholders, including prospective employees, customers and business partners. In an era of globalization and increasingly fierce competition, organizations that not only recognize, but also celebrate diversity, have a competitive advantage in attracting and retaining the best talent. Therefore, diversity and inclusion is not only a social responsibility but also a smart business strategy to achieve long-term success.

Although diversity and inclusion have been recognized as important elements in managing modern organizations, many organizations still face various issues in implementing these initiatives. One of the main issues is resistance to cultural change. Some employees and leaders may hold traditional views or biases that hinder efforts to create a more inclusive environment. Additionally, a lack of understanding and awareness of the importance of diversity and inclusion often means these initiatives are not implemented effectively or become mere formalities without real impact.

Another challenge faced is the inability to create fair and equal policies for all employees. Some organizations may face difficulties in identifying and overcoming structural biases embedded in recruitment, promotion, and performance evaluation processes. This can result in unfairness and dissatisfaction among employees, ultimately negatively impacting their performance and well-being. Additionally, a lack of support and commitment from senior management is often a major obstacle to the success of diversity and inclusion programs.

Based on these issues and challenges, this research focuses on the question: How do diversity and inclusion initiatives influence employees' perceptions of fairness and well-being in the workplace? This research aims to explore the relationship between the implementation of diversity and inclusion policies and employees' perceptions of fairness in the workplace, as well as its impact on their well-being. By answering these questions, it is hoped that we can provide deeper insight into the effectiveness of diversity and inclusion initiatives and provide practical recommendations for improving the implementation of these policies in organizations.

Previous research has often discussed diversity and inclusion in isolation or focused only on their impact on general organizational performance. However, there is a lack of research that directly links diversity and inclusion to employee perceptions of fairness and

well-being in the workplace. Many studies do not explore in depth how diversity and inclusion initiatives can affect employees' psychological and emotional aspects, such as their sense of fairness and well-being. This gap suggests a need for more holistic research to understand the impact of diversity and inclusion initiatives at the individual level in organizations.

Understanding the impact of diversity and inclusion is important for improving employee performance and well-being. Effective diversity and inclusion initiatives can increase employee engagement, reduce turnover, and create a more positive and productive work environment. Additionally, a better understanding of how diversity and inclusion influences employee perceptions of fairness and well-being can help management develop more effective and equitable human resource policies and practices. This research offers a new approach in analyzing the relationship between diversity, inclusion, justice, and employee well-being. By using a systematic method to review existing literature, this research will explore aspects that have not been widely discussed and provide more comprehensive insight into this topic.

The contributions this research will provide include practical implications for management in implementing diversity and inclusion initiatives. This research will provide recommendations that can be implemented to create a more inclusive and fair work environment, which in turn can improve employee well-being and organizational performance. In addition, this research will also add new knowledge to the academic literature regarding the relationship between diversity, inclusion, justice, and employee well-being, fill existing gaps, and provide a basis for further research in the future.

2. Research Methods

2.1. Collection of articles from reputable international databases

This research uses the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method to filter relevant articles. PRISMA is a systematic and transparent approach in selecting and reviewing literature relevant to the research topic. PRISMA stages include identification, screening, eligibility, and inclusion of articles, which aims to ensure that the selected literature meets certain criteria and is relevant to the research questions.

2.2. Keywords Used to Search for Articles

Keywords used in article searches cover various aspects relevant to this research, including:

1. Diversity
2. Inclusion
3. Organizational justice
4. Employee welfare
5. Organizational culture
6. Organizational performance

These keywords are used to search for articles in reputable international databases such as Scopus, Web of Science, and ProQuest, in order to obtain comprehensive and relevant literature.

2.3. Number of Articles Obtained

1. Number of articles found through initial search: Initial search using predetermined keywords produces a number of articles that are relevant to the research topic.
2. Number of articles selected after initial screening: After going through the screening stage based on abstract and title, the number of articles selected for further review was filtered again based on the full text to ensure their relevance and quality.

2.4. Article Inclusion and Exclusion Techniques

1. Inclusion criteria: Selected articles must be relevant to the topics of diversity, inclusion, organizational justice, and employee well-being. The article must be published in a reputable journal, such as a journal indexed in Scopus Q1 or a journal that has a high academic reputation. In addition, articles must use research methods that are valid and accountable.
2. Exclusion criteria: Articles that are not relevant to the research topic, are not published in reputable journals, or use invalid research methods will be excluded from the review. Articles that are merely opinions or reviews without a strong empirical basis will also be excluded.

By following the steps above, this study ensured that only the most relevant and high-quality articles were used in the literature review, so that the research results are reliable and contribute significantly to the understanding of the impact of diversity and inclusion initiatives on employee perceptions of fairness and justice. well-being at work.

3. Results and Discussions

3.1. Diversity and Inclusion Theory

Diversity and inclusion theory encompasses a variety of key definitions, concepts, and theories that are important for understanding and promoting equity in organizations and society. One of the key aspects emphasized in the literature is the importance of organizational efforts to address bias and promote diversity, equity, and inclusion through various strategies such as education, intergroup contact, affinity groups, inclusive messaging, and bias mitigation structures (Onyeador et al., 2021) . Additionally, the role of senior leaders in shaping organizational diversity and inclusion efforts is also emphasized, with their vision and actions significantly influencing the extent and nature of diversity in organizations (Martins, 2020).

The literature also explores the unintended consequences of diversity initiatives, highlighting the importance of understanding and addressing these consequences to ensure that diversity goals, such as increasing representation, reducing career gaps, and increasing inclusion, can be effectively achieved (Leslie, 2019). Furthermore, the need for a paradigm shift in leadership theory to promote inclusivity and diversity is emphasized, emphasizing the critical role of leadership in building an inclusive environment (Hayat, 2024).

Inclusive education is also a key area discussed in the literature, with a focus on providing support for the social and academic needs of all students, including those with disabilities, in a conducive learning community ("Understanding Inclusion from the Educators' Viewpoint", 2021). Discussions about inclusive education often revolve around the dilemma of whether to focus on inclusion for some groups, where specific support is provided to certain groups, or inclusion for all, which supports a more universal educational approach that meets diverse needs (Leijen et al., 2021) . Overall, this synthesis of references highlights the multifaceted nature of diversity and inclusion theory, emphasizing the importance of organizational strategy, leadership engagement, understanding unintended consequences, reassessment of existing theory, and promotion of inclusive educational practices to achieve equity and diversity goals.

3.2. Organizational Justice Theory

Organizational justice theory consists of three main dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice relates to fairness in the results or rewards received by individuals in an organization. Procedural justice refers to fairness in the processes and procedures used to determine outcomes. Meanwhile, interactional justice involves fairness in interpersonal interactions and communication in the workplace (Pręcerek

et al., 2021).

In the context of diversity and inclusion, organizational justice plays an important role. When employees perceive fairness in the distribution of rewards, implementation of procedures, and interpersonal interactions, this develops a sense of inclusivity and equality in the organization. This perception of fairness is important for promoting diversity and inclusion initiatives because it ensures that all individuals are treated fairly and have equal opportunities (Przęczek et al., 2021).

Research has shown that organizational justice, including distributive, procedural, and interactional justice, significantly influences employee commitment, work attitudes, organizational trust, and work outcomes such as organizational citizenship behavior and work performance (Supriya, 2024; Lambert, 2024; Solinas-Saunders, 2024; Zayed et al., 2020; Additionally, procedural justice is related to increased work engagement, organizational commitment, and reduced turnover intentions (Atmaja, 2024; Pathardikar et al., 2022; Kyei-Poku, 2019). In conclusion, understanding and applying the principles of organizational justice is critical to creating a positive work environment, improving employee well-being, and promoting diversity and inclusion within the organization.

3.3. Employee Welfare Theory

Employee welfare covers various aspects that are important for increasing employee productivity in an organization ("Safety Precautions and Tools Examination for Employees of Power Plant", 2019). This includes ensuring the health, safety, comfort, and efficiency of workers, beyond their salaries and wages, to support their overall well-being (Prasanna & Mythili, 2022). These measures include various facilities such as social clubs, sports facilities, sick clubs, savings schemes, legal aid and additional benefits such as sick pay or lunch vouchers (DUNMADE, 2023). Well-being initiatives such as these significantly influence employee job satisfaction, leading to increased commitment and loyalty to the organization (Agbakwuru & Iyawe, 2023).

Several factors influence well-being at work including a conducive work environment, level of work engagement, and personal health management. Creating a work environment that supports and promotes engagement and well-being among employees is important for improving organizational performance (Rabwana, 2023). In addition, organizational justice, cultural aspects, and performance benefits obtained through employee welfare programs can improve employee performance and overall organizational competitiveness (Silitonga, 2024). Additionally, satisfaction with workplace health and safety systems is associated with higher organizational commitment and lower turnover intentions among employees (Liu et al., 2019). In conclusion, employee well-being plays an important role in ensuring the health, safety and overall well-being of employees, which in turn influences job satisfaction, commitment and organizational performance. Through comprehensive wellness programs and creating a positive work environment, organizations can improve employee well-being, satisfaction, and ultimately, their prominence in the marketplace.

3.4. Empirical Review

3.4.1. Studies on Diversity and Inclusion

In the literature, diversity and inclusion initiatives have been widely researched for their impact on various aspects of organizational performance. Research shows that leadership commitment, inclusive policies, employee cultural awareness, and innovation are crucial factors in creating a supportive work environment (Anggoro, 2024). Moreover, inclusive organizations not only help employees understand their roles, but also foster a sense of belonging and respect for individual uniqueness (Khan & Bhattacharya, 2022). Studies have shown that diversity management has a positive effect on job satisfaction and performance outcomes (Li et al., 2020; Ohunakin et al., 2019). Additionally, with increasing diversity in the

workplace, inclusive leadership practices are known to have a positive effect on organizational justice (Hoang et al., 2022).

In terms of collaboration and innovation, diverse teams have been proven to improve organizational performance through innovation, problem solving, and creativity (Fitriana, 2023). Diversity collaboration with external actors is associated with increased success in obtaining innovation (Callens et al., 2022). Additionally, gender diversity has been raised as a key factor in promoting inclusive innovation in companies (Fuentes et al., 2023). Studies also emphasize the importance of knowledge exchange networks and the inclusion of diverse actors in advancing innovation and new product performance (Riaz, 2024; Munawar & Tarmidi, 2020).

Overall, the literature shows that diversity and inclusion initiatives play an important role in shaping employee performance, collaboration, and innovation in organizations. By promoting inclusive practices, organizations can not only improve job satisfaction and performance, but also encourage innovation and creativity through diverse perspectives and collaborative efforts.

3.4.2. Studies on Organizational Justice

Organizational justice plays an important role in shaping employee perceptions and behavior within an organization, as various studies have shown. Sembiring et al. (2020) and Bakotić & Bulog (2021) both confirm the positive relationship between organizational justice and job satisfaction, indicating that perceptions of justice positively influence employees' satisfaction with their work environment. This emphasizes the importance of justice in increasing employee satisfaction and commitment to the organization, which is also supported by research by Chegini et al. (2019) who found similar results among nurses.

In addition, research by Novitasari et al. (2020) and Damara (2024) show that organizational justice can increase job satisfaction both intrinsically and extrinsically, which has the potential to reduce turnover intentions among employees. Putra et al. (2021) added that organizational justice also has a positive impact on organizational commitment through job satisfaction, explaining the important role of justice in strengthening employee commitment.

In addition, research by Jaiswal & Dyaram (2019) and Hoang et al. (2022) highlight organizational justice as a mediator in the relationship between diversity, inclusion, and employee perceptions. This study shows that perceptions of diversity and inclusion can influence employee well-being, with organizational justice playing a crucial role as a mediator in this relationship. Therefore, maintaining a fair and inclusive work environment is critical to shaping employees' perceptions of fairness within the organization. In conclusion, the literature emphasizes the important role of organizational justice in influencing employee attitudes, behavior, and outcomes in organizations. Workplace justice not only contributes to higher levels of job satisfaction and organizational commitment, but also mediates the complex relationship between diversity, inclusion, and employee perceptions, ultimately influencing multiple aspects of organizational effectiveness.

3.4.3. Study of Employee Welfare

Employee welfare is an important aspect in organizational management which has a significant impact on various aspects of employee welfare, productivity and retention. Research shows that workplace wellness programs play an important role in improving employee well-being with the goal of reducing medical expenses, increasing productivity, and improving overall well-being (Jones et al., 2019). In addition, studies also highlight the importance of factors such as employee empowerment, managerial support, growth opportunities, a supportive work environment, and policies that promote work-life balance in influencing employee engagement, productivity, and retention (Santoso, 2024).

Building an inclusive work environment through practices such as organizational inclusion and inclusive leadership has been proven to boost employee morale and increase

their career satisfaction, ultimately contributing to improved employee well-being (Islam, 2023). Additionally, the interaction of diversity and inclusion in organizations can reduce negative impacts on health and well-being, emphasizing the importance of creating diverse and inclusive work environments for employee well-being (Behnke et al., 2023).

Organizational culture plays a central role in shaping employee well-being, job satisfaction, and commitment. A positive organizational culture that facilitates a supportive and inclusive work environment has been linked to increased job satisfaction and commitment among employees (Fu, 2023). In addition, the impact of the work environment, discipline and additional income on performance highlights the importance of providing a safe, comfortable and positive work environment to increase employee productivity and well-being (Anggraheni, 2023).

Employee wellness programs, including initiatives such as social clubs, sports facilities, and financial benefits, contribute to creating a conducive work environment that increases employee satisfaction and performance (DUNMADE, 2023). Additionally, offering employee wellness programs along with factors such as rewards and work environment have been shown to have a positive effect on work productivity, emphasizing the importance of a holistic approach to employee wellbeing (Wijayanti & Premananto, 2022). In conclusion, prioritizing employee well-being through inclusive work environments, supportive organizational cultures, and comprehensive well-being programs is critical to improving employee well-being, productivity, and retention. By addressing factors such as empowerment, inclusion, and quality of the work environment, organizations can create an environment that fosters employee satisfaction, engagement, and overall well-being.

4. Conclusions

Diversity and inclusion initiatives are an important part of organizational development that strengthens justice, equality, and a sense of belonging among employees. The literature highlights the multifaceted nature of diversity theory, emphasizing organizational strategies such as education, intergroup contact, affinity groups, inclusive messaging, and bias mitigation structures. The role of leadership is crucial in shaping diversity efforts, influencing their scope and nature within the organization. Understanding and addressing unintended consequences is key to effectively achieving diversity goals.

The implications of diversity and inclusion theory highlight the need for proactive organizational strategies and committed leadership. Organizations must prioritize fairness in distribution, procedural fairness, and interpersonal interactions to strengthen inclusivity and equality. By promoting inclusive leadership and educational initiatives, organizations can establish a culture that values diversity and improves employee satisfaction and performance. However, implementing diversity and inclusion initiatives can face challenges such as resistance to change, inadequate leadership support, and varying cultural interpretations of inclusivity. Overcoming these barriers requires ongoing evaluation and adaptation of strategies to ensure effectiveness and sustainable impact.

Future research should focus on evaluating the long-term impact of diversity and inclusion initiatives on organizational culture, employee engagement, and business outcomes across a variety of industries and contexts. Exploring new dimensions of diversity and evaluating innovative strategies to increase inclusivity can further advance theoretical frameworks and practical applications in organizational settings. Additionally, studying the intersectionality of diversity dimensions and its impact on organizational justice and performance remains a promising research area for further exploration.

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