

Diversity and Inclusion Strategies in Global Organizations: A Systematic Literature Review

Strategi Keberagaman dan Inklusi dalam Organisasi Global: Tinjauan Literatur Sistematis

Ikhsan S. Abd Razak

Universitas Muhammadiyah Luwuk

*razakican@gmail.com

**Corresponding Author*

ABSTRACT

Implementation of Change and Innovation (C&I) strategies in organizations often faces major challenges such as resistance to change, hidden biases, and resource limitations. These challenges can hinder the effectiveness of C&I initiatives and impact organizational outcomes. This research aims to explore the challenges associated with implementing C&I strategies and identify effective approaches to overcome these challenges. Specifically, this research aims to understand how Social Justice Theory can be applied to increase the success of C&I initiatives by mitigating resistance, bias, and resource constraints. This research uses a literature study approach and thematic analysis. Data was collected from a variety of academic and practical sources that address challenges in C&I implementation, social justice theory, and change management techniques. Analysis is carried out to identify relevant patterns and recommendations. The research results show that resistance to change can be reduced through active employee involvement and participation in the decision process. Hidden bias can be minimized with systematic bias awareness training. Resource limitations can be managed by establishing clear and measurable evaluation metrics. Social Justice Theory provides a framework for addressing these challenges by prioritizing principles of justice and inclusion. The implications of this research suggest that to increase the effectiveness of C&I strategies, organizations must integrate social justice principles in their managerial practices. An approach that involves employee engagement, bias training, and the use of clear evaluation metrics can help organizations overcome existing challenges and achieve better results in C&I initiatives. This research provides practical guidance for organizations in designing and implementing more effective C&I strategies.

Keywords: Change and Innovation, Resistance to Change, Social Justice Theory

ABSTRAK

Implementasi strategi Perubahan dan Inovasi (C&I) dalam organisasi sering menghadapi tantangan utama seperti resistensi terhadap perubahan, bias tersembunyi, dan keterbatasan sumber daya. Tantangan-tantangan ini dapat menghambat efektivitas inisiatif C&I dan mempengaruhi hasil organisasi. Penelitian ini bertujuan untuk mengeksplorasi tantangan yang terkait dengan implementasi strategi C&I dan mengidentifikasi pendekatan yang efektif untuk mengatasi tantangan tersebut. Khususnya, penelitian ini bertujuan untuk memahami bagaimana Teori Keadilan Sosial dapat diterapkan untuk meningkatkan keberhasilan inisiatif C&I dengan memitigasi resistensi, bias, dan kendala sumber daya. Penelitian ini menggunakan pendekatan studi literatur dan analisis tematik. Data dikumpulkan dari berbagai sumber akademik dan praktis yang membahas tantangan dalam implementasi C&I, teori keadilan sosial, dan teknik manajemen perubahan. Analisis dilakukan untuk mengidentifikasi pola dan

rekomendasi yang relevan. Hasil penelitian menunjukkan bahwa resistensi terhadap perubahan dapat dikurangi melalui keterlibatan aktif karyawan dan partisipasi dalam proses keputusan. Bias tersembunyi dapat diminimalkan dengan pelatihan kesadaran bias yang sistematis. Keterbatasan sumber daya dapat dikelola dengan menetapkan metrik evaluasi yang jelas dan terukur. Teori Keadilan Sosial memberikan kerangka untuk mengatasi tantangan-tantangan ini dengan mengedepankan prinsip keadilan dan inklusi. Implikasi penelitian ini menunjukkan bahwa untuk meningkatkan efektivitas strategi C&I, organisasi harus mengintegrasikan prinsip-prinsip keadilan sosial dalam praktik manajerial mereka. Pendekatan yang melibatkan keterlibatan karyawan, pelatihan bias, dan penggunaan metrik evaluasi yang jelas dapat membantu organisasi mengatasi tantangan yang ada dan mencapai hasil yang lebih baik dalam inisiatif C&I. Penelitian ini memberikan panduan praktis bagi organisasi dalam merancang dan melaksanakan strategi C&I yang lebih efektif.

Kata Kunci: Perubahan dan Inovasi, Resistensi terhadap Perubahan, Teori Keadilan Sosial

1. Introduction

In an increasingly complex era of globalization, diversity and inclusion have become crucial elements in organizational management. Diversity includes not only differences in race, gender, and cultural background, but also the different perspectives, experiences, and ideologies that individuals bring to an organization. Inclusion, on the other hand, ensures that every individual feels valued, accepted, and empowered to contribute to their full potential. The importance of diversity and inclusion in global organizations cannot be denied, given the benefits that can be gained in various operational and strategic aspects of a company. Research shows that organizations that adopt effective diversity and inclusion strategies tend to have better performance, higher innovation, and a more positive reputation in the eyes of stakeholders. A diversity of perspectives within a management team, for example, often results in a greater variety of innovative ideas, which in turn can increase a company's competitiveness in the global marketplace.

Diversity and inclusion (D&I) strategies have become an important component of organizational frameworks in the era of globalization and multiculturalism. As organizations expand their operations across national boundaries, they face an increasingly diverse workforce, which requires effective management to maximize the benefits of multiple perspectives. Research shows that by embracing diversity, organizations can increase creativity, innovation and employee engagement, all of which are critical to achieving success in today's competitive landscape (S, 2024; Anggoro, 2024). In addition, proactive measures such as diverse recruitment, inclusive leadership training, and fair policies are key in attracting and retaining talent from diverse backgrounds (S, 2024; Li, 2024).

Discussions of D&I often highlight the differences between stakeholder and shareholder approaches. The first approach emphasizes broader social responsibility, while the second focuses more on profit maximization (Özbilgin et al., 2016). This distinction is important because it highlights the need for organizations to recognize the multifaceted impact of diversity that goes beyond financial results alone. For example, the integration of various perspectives can encourage a culture of innovation and problem solving, which ultimately contributes to improving organizational performance (Anggoro, 2024; Moropane, 2023). However, effective implementation of D&I strategies often faces challenges, including resistance to change and the complexity of managing diverse teams (Anggoro, 2024; Bai, 2022).

In addition, inclusive leadership has a very important role in this context. Leaders who are able to manage cultural diversity well can significantly improve organizational results and gain competitive advantage (Zhang, 2023). Inclusive leadership practices not only promote a sense of psychological safety but also foster a culture where all employees feel valued and empowered to make meaningful contributions (The Power of Inclusive Leadership in Tech Startups: Discuss the value of diverse leadership in tech startups, including its impact on

innovation, culture , and business performance, 2023; Ferdman, 2020). This has become increasingly relevant in light of recent social movements that have brought issues of equity and inclusion to the forefront, pushing organizations to reevaluate their D&I initiatives (Norman & Johnson, 2021).

In conclusion, developing and implementing diversity and inclusion strategies in global organizations is critical to creating inclusive workplaces that respect and value diverse backgrounds. While the benefits of D&I are well documented, organizations must overcome numerous challenges to fully realize these benefits. By prioritizing inclusive leadership and adopting comprehensive D&I practices, organizations can create an environment that not only attracts top talent but also drives innovation and improves overall performance.

However, implementing diversity and inclusion strategies in various global organizations still faces various challenges. Some of these include cultural resistance, imbalance in the representation of minority groups, and a lack of policies that support inclusive work environments. In this context, it becomes increasingly important to conduct in-depth and systematic research on diversity and inclusion strategies that have been implemented in various global organizations.

The urgency of this research lies in the need to understand further how these strategies are implemented and adapted in various cultural and industrial contexts. Thus, this research aims to make a significant contribution to the diversity and inclusion literature, as well as offering practical insights for practitioners and policy makers in developing and implementing effective strategies in their organizations. Although diversity and inclusion have become topics that receive increasing attention in the management and organizational literature, there are a number of significant gaps in research regarding the effectiveness and implementation of these strategies in global organizations. Most previous studies focus more on the concept and importance of diversity and inclusion in general, but lack a deep understanding of how these strategies are practically implemented in various organizational contexts.

One of the main gaps emerging in the literature is the lack of comprehensive and systematic studies of diversity and inclusion strategies that have been adopted by global organizations. Many studies only highlight certain aspects of diversity, such as gender or racial differences, without thoroughly examining how these various dimensions of diversity interact with each other and influence the implementation of inclusion strategies.

In addition, most existing studies tend to focus on specific geographic or industry contexts, so their results are less generalizable to a broader global context. This creates a need for more comprehensive research, which not only looks at diversity and inclusion from a particular perspective, but also incorporates different perspectives and experiences from organizations in different parts of the world.

Furthermore, although there is evidence showing that diversity and inclusion can improve organizational performance, there is still a lack of studies that critically evaluate the effectiveness of the strategies that have been implemented. This includes understanding the key factors that support or hinder successful strategy implementation, as well as how organizations can adapt their approach to achieve desired outcomes.

Therefore, this research seeks to fill this gap by presenting a systematic and comprehensive literature review, which aims to evaluate the effectiveness and implementation of diversity and inclusion strategies in global organizations. In doing so, this research will not only make an important academic contribution, but also offer practical insights that organizations can adopt in their efforts to create more inclusive and diverse work environments.

The main objective of this research is to identify, analyze, and synthesize diversity and inclusion strategies that have been adopted by global organizations. This research aims to provide a comprehensive understanding of the various approaches used by companies in an effort to create a more inclusive and diverse work environment. In the process, this research

will evaluate the effectiveness of these strategies, including how they contribute to improving organizational performance, innovation, and employee satisfaction. In addition, this research will also examine the main challenges faced in implementing diversity and inclusion strategies, such as cultural resistance, structural barriers, and leadership problems. Thus, this study aims to not only make a significant theoretical contribution to the diversity and inclusion literature, but also provide practical guidance for practitioners and policymakers in developing and implementing more effective strategies. It is hoped that the results of this research can help global organizations overcome existing obstacles and optimize the benefits of diversity and inclusion strategies.

This research is expected to make a significant contribution to the existing literature by offering an in-depth and comprehensive analysis of diversity and inclusion strategies in global organizations. One of its main contributions is filling the gap in the literature regarding the systematic evaluation of the effectiveness and challenges faced in implementing these strategies. By synthesizing various existing research and practices, this research will provide a holistic view that has not been explored in previous studies. From a theoretical perspective, this research will enrich understanding of how diversity and inclusion interact in complex organizational contexts, as well as the key factors that influence the success or failure of these strategies. Thus, this research not only deepens existing literature but also opens up space for further research, especially in an increasingly dynamic global context.

The practical implications of this research are very relevant for management practitioners and policy makers in global organizations. The findings of this research can be used as a guide for designing, implementing, and evaluating more effective diversity and inclusion strategies. By understanding the challenges faced and the factors that support success, managers can take more appropriate steps in creating an inclusive and diverse work environment. Additionally, organizational policies can be tailored to support the implementation of these strategies, ensuring that they are not only applied cosmetically but actually have a positive impact on the organization's performance and culture. Overall, the contributions of this research will help strengthen the position of global organizations in facing diversity and inclusion challenges, and maximize the benefits that can be gained from implementing these strategies.

2. Method

2.1 Research Design

This research uses a Systematic Literature Review (SLR) approach to identify, analyze, and synthesize existing research on diversity and inclusion strategies in global organizations. The SLR approach was chosen because of its ability to provide a comprehensive and structured overview of relevant literature, as well as ensuring that the data collection process is carried out transparently and systematically.

The main stages in the SLR process include:

- 1. Identification and Data Collection**

In the initial stage, a systematic literature search was carried out using keywords relevant to the research topic, such as diversity strategies, inclusion in global organizations, and workplace diversity and inclusion. Searches were conducted across leading academic databases, including Scopus, Web of Science, and Google Scholar, to ensure broad and comprehensive coverage. All articles, books and reports relevant to this topic, both theoretical and empirical, were identified and collected.

- 2. Literature Selection**

After relevant literature was collected, a selection process was carried out to ensure that only studies that met the inclusion criteria would be analyzed further. Inclusion criteria include articles published in reputable journals, research that focuses on

diversity and inclusion strategies in global organizations, as well as research published within a certain time frame (the last 5 years). This selection process involves screening the title, abstract, and full-text to assess the relevance and quality of the research.

3. Data Extraction and Analysis

At this stage, relevant data is extracted from each selected article, including information about the research objectives, methodology, main findings, as well as practical and theoretical implications. The extracted data was then analyzed using the thematic coding method, where the main themes that emerged from the literature were identified and grouped. This analysis enables the identification of patterns, trends, and gaps in existing research.

4. Synthesis and Interpretation of Findings

The final stage of the SLR is a synthesis of the findings that have been analyzed to provide a comprehensive view of diversity and inclusion strategies in global organizations. This synthesis not only includes a summary of existing research results, but also a critical interpretation of the effectiveness of the strategy implemented, as well as the challenges and opportunities faced by the organization. This synthesis will be the basis for developing recommendations for managerial practices and organizational policies.

With this systematic approach, it is hoped that this research can make a significant contribution in enriching the literature related to diversity and inclusion, as well as provide practical insights that are useful for global organizations in developing and implementing these strategies.

2.2 Inclusion and Exclusion Criteria

In this study, strict inclusion and exclusion criteria were used to ensure that the articles reviewed were relevant, of high quality, and had a significant contribution to the topic of diversity and inclusion strategies in global organizations. These criteria are designed to select the most relevant literature that can provide comprehensive insight into the subject under study.

Inclusion Criteria:

1. Publication Time Range:

Selected articles must be published within the last 5 years, 2019-2024. This time period was chosen to ensure that the research analyzed reflects the latest trends and developments in diversity and inclusion strategies.

2. Organization Type:

The research studied must focus on global organizations, be they multinational companies, international non-governmental organizations, or public institutions operating in various countries. This includes organizations that have a presence and operations in more than one country.

3. Industry:

Articles analyzed should cover a wide range of industries, including manufacturing, technology, financial services, health, and education. By covering a wide range of industry sectors, this research aims to identify diversity and inclusion strategies applicable across various industry contexts.

4. Geographic Context:

The selected literature should include studies conducted in a global context, with a focus on organizations operating in different geographic regions. This includes North America, Europe, Asia, Africa, and Latin America, to ensure a broad understanding of

how diversity and inclusion is applied across different cultures and business environments.

5. Types of research:

Selected articles should originate from relevant empirical research, case studies, or literature reviews, which contribute to the understanding of diversity and inclusion strategies. This research can use qualitative, quantitative, or mixed methods.

Exclusion Criteria:

1. Publication Before Time Range

Articles published before 2019 will be excluded from the review, unless they are considered classic or foundational research that makes an important contribution to the basic understanding of diversity and inclusion.

2. Focus on Local or Regional Organizations

Articles that focus solely on organizations operating locally or regionally, without involvement in the global context, will be excluded. This research focuses on strategies implemented in organizations with global operations.

3. Certain Irrelevant Industries or Sectors

Articles that only discuss specific industries or sectors that are not relevant to the global focus, such as organizations operating exclusively in the local non-profit sector, will be excluded from the analysis.

4. Limitations of Geographic Context

Studies that focus only on one country or very specific geographic region, without providing global insights, will be excluded. This research prioritizes understanding the implementation of diversity and inclusion strategies in a global context.

5. Irrelevant Types of Research

Articles that are editorials, comments, or opinions that are not supported by empirical data or in-depth analysis will be excluded. Only research that makes a substantial contribution to the understanding of diversity and inclusion strategies will be included.

With these inclusion and exclusion criteria, this research will produce a focused, relevant, and quality literature review, which can provide in-depth insight into diversity and inclusion strategies in global organizations.

2.3 Data Sources

In this research, a number of leading academic databases were used to identify relevant articles related to diversity and inclusion strategies in global organizations. These databases were selected to ensure broad coverage and high quality of information. The following is the database used along with the keywords applied in the search process:

Database Used:

1. Scopus

A multidisciplinary database covering academic literature from various disciplines, including management and social sciences. Scopus was chosen for its ability to provide access to the latest peer-reviewed articles, conferences and research reports.

2. Web of Science

The database includes leading international journals and conferences in various fields, including management and organizations. Web of Science was selected to gain access to high-quality research and relevant citations.

3. Google Scholar

As a database that includes various types of academic publications, including articles. Google Scholar was used to find literature that may not be listed in other databases.

4. ProQuest

A database that provides access to relevant dissertations, theses and academic publications in the field of management and diversity. ProQuest was selected to gain additional perspective on more in-depth academic works.

5. Business Source Complete

The specialized database covers business and management literature, including international journals and articles from leading industry sources. Business Source Complete is used to find research that focuses on business practices and managerial strategies.

Say Keys Used:

To ensure a comprehensive and relevant search, the following keywords were used in the search process:

- Diversity strategies
- Inclusion in global organizations
- Workplace diversity and inclusion
- Organizational diversity management
- Global inclusion practices
- Equity and diversity policies
- Inclusive leadership
- Diversity and performance
- Cross-cultural diversity management
- Best practices in inclusion

These keywords were designed to cover various aspects of diversity and inclusion strategies, as well as to capture relevant literature from a variety of perspectives and contexts. The search process is carried out by combining these keywords using Boolean operators (AND, OR, NOT) to expand or narrow the search results according to research needs.

By using diverse databases and appropriate keywords, this research aims to identify comprehensive and relevant literature, which will form the basis for further analysis and synthesis.

2.4 Data Collection Process

The data collection process in this research was carried out with a systematic and structured approach to ensure that relevant articles related to diversity and inclusion strategies in global organizations could be identified and studied effectively. This process involves several important stages designed to filter and select literature that meets the research criteria.

1. Literature Search

In the initial stage, a literature search was carried out in various leading academic databases, including Scopus, Web of Science, Google Scholar, ProQuest, and Business Source Complete. Relevant keywords, such as Diversity strategies, Inclusion in global organizations, and Workplace diversity and inclusion, were used to identify articles that might be related to the research topic. This search included peer-reviewed articles, dissertations, theses, and research reports published within the last 5 years.

2. Screening Title and Abstract

Following the literature search, the identified articles were examined through an initial screening stage, which involved assessment of the title and abstract. At this stage, articles that appear relevant based on the topic and research objectives are filtered for the next step. Articles that clearly did not meet the inclusion criteria, such as those that focused on local organizations or that did not discuss diversity and inclusion in depth, were excluded from the selection process.

3. Article Selection

Articles that pass the title and abstract screening stage are then checked thoroughly by reading the full text. At this stage, a more in-depth assessment is carried out to ensure that the article meets all inclusion criteria, such as focus on global organizations, relevance to diversity and inclusion strategies, and contribution to understanding of the topic. Articles that did not meet these criteria, or that demonstrated low methodological quality, were excluded from the analysis.

4. Data Collection and Organization

Selected articles are then collected in an organized reference database. Important information such as authors, year of publication, methodology, main findings, and contributions to the topic of diversity and inclusion were recorded for further analysis. This data is organized using reference management tools such as EndNote or Zotero to ensure that all relevant information is easy to access and analyze.

2.5 Data Analysis

In this research, data analysis was carried out with a systematic approach to synthesize the results of the selected articles and ensure that the findings obtained can provide comprehensive insight into diversity and inclusion strategies in global organizations. Some of the main analysis methods used include thematic coding techniques, meta-synthesis analysis, and framework synthesis.

1. Thematic Coding Technique

Thematic coding techniques were used to identify and group the main themes that emerged from the data collected. This process involves the following steps:

- Initial Coding: Selected articles were read in depth to understand their content and context. Initial coding was carried out by highlighting important parts of the text related to diversity and inclusion strategies, as well as the challenges and opportunities facing the organization.
- Code Development: Relevant thematic codes were developed based on the key issues identified in the articles. These codes represent frequently occurring concepts or ideas, such as inclusion strategies, diversity practices, or implementation challenges.
- Theme Grouping: Similar codes were grouped into major themes to provide a clear structure for the analysis. These themes help in synthesizing findings from various articles and facilitate the identification of significant patterns and trends.

2. Meta-Synthesis Analysis

Meta-synthesis analysis is used to integrate findings from multiple studies and generate a deeper understanding of the research topic. This process involves:

- Synthesis of Findings: Findings from each selected article were analyzed and synthesized to discover similarities and differences in diversity and inclusion strategies implemented by global organizations. This analysis aims to combine the results of different studies into a coherent and comprehensive narrative.
- Evaluation of Research Quality: The methodological quality of each article was assessed to ensure that the synthesis of findings was based on valid and reliable studies. This includes an assessment of the research design, methods used, and relevance of the results.

3. Framework Synthesis

Framework synthesis is used to organize and interpret data in a systematic framework. This process involves:

- Framework Development: A relevant framework was developed to categorize and analyze diversity and inclusion strategies based on key dimensions such as implementation strategies, effectiveness measurements, and challenges and barriers.
- Application of the Framework: Data from the selected articles were applied into the framework to facilitate analysis and synthesis. Framework synthesis enables identification of key patterns and organization of findings in an organized structure, assisting in developing evidence-based recommendations.

4. Integration of Findings and Formulation of Recommendations

Once the analysis is conducted, findings from various methods are combined to develop comprehensive strategic recommendations regarding diversity and inclusion in global organizations. This analysis aims to provide in-depth insight into best practices, challenges faced, and implications for organizational management and policy. With this analytical method, it is hoped that this research can present comprehensive and in-depth results regarding diversity and inclusion strategies, as well as make a meaningful contribution to the development and implementation of more effective strategies at the global level.

3. Results

3.1 Description of the Articles Reviewed

In this study, the articles that have been analyzed provide a comprehensive picture of diversity and inclusion strategies in global organizations. The following is an overview of the articles, including geographic distribution, industry, and time period of research covered:

1. Geographic Distribution

The articles reviewed cover a wide range of geographical contexts, with a focus on global organizations operating in different regions around the world.

2. Industry

The articles analyzed cover a wide range of industry sectors, demonstrating the application of diversity and inclusion strategies across a variety of industry contexts.

Table 1 Geographical and Industrial Distribution

Category	Geographic Distribution	Industrial Distribution
North America	Most articles come from the United States and Canada. Focuses on implementing diversity strategies in large and multinational companies.	Technology and Information: Many articles focus on this sector, pioneers in diversity and inclusion policies and challenges related to innovation and the global workforce.
Europe	Articles cover England, Germany, France and the Netherlands. Highlights differences in diversity and inclusion approaches based on varying cultural and regulatory contexts.	Financial Services and Banking: Article highlights managing diversity in this sector amidst strict regulations and competitive global markets.
Asia	Articles from Japan, China, and India. Provides insight into specific challenges and strategies in the Asian business environment, including cultural differences and global strategy adaptations.	Manufacturing: Focuses on implementing diversity in the context of global production and operations and the challenges associated with managing a diverse workforce.

Africa and Latin America	The article provides a perspective on implementing the strategy in developing countries and emerging markets.	Health and Education: Highlights the application of diversity strategies in health and education services, which involve direct interactions with diverse communities.

Source: Processed Data, 2024

Table 1 above provides an overview of the geographic and industrial distribution of the articles examined in this research. From a geographic perspective, the majority of articles originate from North America, particularly the United States and Canada, with a focus on the implementation of diversity and inclusion strategies in large and multinational companies. In Europe, the articles analyzed cover countries such as the UK, Germany, France and the Netherlands, and highlight differences in diversity approaches influenced by diverse cultural and regulatory contexts. Meanwhile, articles from Asia, including Japan, China, and India, provide insight into the specific challenges faced in the Asian business environment, with an emphasis on cultural differences and global strategy adaptation. Articles from Africa and Latin America, although fewer in number, provide important perspectives on implementing diversity and inclusion strategies in developing countries and emerging markets.

On the industry distribution side, many articles focus on the Information and Technology sector, which is known as a pioneer in implementing diversity and inclusion policies, and faces unique challenges related to innovation and the global workforce. The Financial Services and Banking sector is also of interest, with articles highlighting how organizations in this sector manage diversity in the context of stringent regulations and highly competitive global markets. In the Manufacturing industry, research focuses on the implementation of diversity strategies in the context of global production and operations, as well as the challenges that arise in the management of a diverse workforce. Finally, the Health and Education sectors also received attention, with articles highlighting how diversity and inclusion strategies are implemented in health and education services, which often involve direct interactions with diverse communities.

This explanation shows how broad the scope of research related to diversity and inclusion is, both in terms of geography and industry sectors, and how these strategies are applied and studied in various global contexts.

3.2 Main Findings

In the analysis of the articles reviewed, a number of key findings regarding diversity and inclusion (C&I) strategies implemented in various global organizations were identified. These findings provide insight into the most commonly adopted strategies, their effectiveness, and the factors that influence their successful implementation. Here is a summary of the main findings:

1. Most Common Diversity and Inclusion Strategies

Some C&I strategies frequently adopted by global organizations include:

- Diverse Recruitment and Selection:

Diversity and inclusion (D&I) strategies are increasingly recognized as a critical component of effective organizational management, especially in a global context. One of the most common strategies implemented by organizations is diverse recruitment and selection. This approach involves implementing recruiting practices that actively attract candidates from diverse backgrounds, thereby increasing workforce diversity. For example, the importance of reflexivity in the recruitment process was expressed to overcome existing prejudices regarding candidate suitability, which can lead to exclusionary practices in public administration (Meziani-Remichi & Maussen, 2017). This is in line with findings that emphasize that decision

makers must be aware of their biases and the impact they have on employee recruitment, especially considering changes in workforce demographics (Fernando et al., 2015).

Additionally, effective recruiting strategies often include the use of inclusive job advertisements and eliminating bias in the selection process. Many organizations, including those in the hospitality industry, have integrated diversity initiatives into their human resources practices, which include recruitment, selection, and training and development (Prasongthan et al., 2018). This integration is very important because it reflects a strategic commitment to diversity that goes beyond mere compliance with policy, and seeks to build a culture of inclusion within the organization (Ali, 2019).

Hiring practices aside, organizations are increasingly focusing on creating inclusive selection processes, which take into account a candidate's diverse experiences and backgrounds. For example, residency training programs in medicine have implemented diversity plans in their selection committees to promote equity and inclusion (Taylor, 2023). This is also expressed by highlighting the need for selection processes to reduce bias, ensuring that candidates from underrepresented groups are not disadvantaged (Katz-Sidlow, 2023).

Furthermore, the importance of training and development in creating an inclusive environment cannot be ignored. Organizations are encouraged to provide training that increases cultural competency among staff, so that they can better understand and appreciate diversity in the workplace (Fernando et al., 2015). This approach not only helps with recruiting, but also supports retention and career development for diverse employees, creating a more equitable organizational culture.

In conclusion, diverse recruitment and selection strategies are fundamental to creating an inclusive workplace. By actively seeking diverse candidates, implementing inclusive selection processes, and providing ongoing training, organizations can create a more equitable environment that values diversity as a strategic asset.

- Employee Training and Development:

Diversity and inclusion (D&I) strategies are increasingly recognized as a critical component to organizational success, especially in a global context. One of the most common strategies used by organizations is employee training and development, which includes various forms of training aimed at increasing cultural awareness, eliminating bias, and improving communication skills in diverse work environments. Research shows that diversity training can improve employee attitudes and behavior, especially when the training is considered relevant and important by participants (Kalinowski et al., 2012). Effective training programs often include elements such as mentoring, which has been shown to encourage engagement and knowledge sharing between different demographic groups (Chaudhuri et al., 2021).

Furthermore, the implementation of diversity training is not an isolated intervention, but rather part of a broader strategic framework that includes ongoing evaluation and adaptation of practices according to the organizational context (Jones, 2016). For example, organizations that actively monitor their diversity metrics—such as promotions and salary distribution across identity groups—tend to create a more inclusive climate (Li et al., 2019). This is in line with findings indicating a multifaceted approach to D&I, where training is complemented by strategic planning and coalition-building efforts within the organization (Jones, 2016).

Another important aspect of a D&I strategy is the creation of diversity networks, which work to support employees from historically marginalized backgrounds. These networks can increase equality in organizations by providing a platform for sharing experiences and resources, thereby strengthening a sense of community among diverse employees (Dennissen & Brink, 2018). Additionally, the integration of disability inclusion into broader diversity frameworks has emerged as a significant trend, emphasizing the need for organizations to recognize and address the unique challenges faced by individuals with disabilities (Gould et al., 2021).

In conclusion, effective D&I strategies in global organizations are characterized by comprehensive training programs, ongoing evaluation of diversity metrics, and the creation of support networks. These strategies not only increase employee engagement but also contribute to a more equitable and innovative organizational culture.

- **Inclusive Policies and Practices:**

Global organizations are increasingly recognizing the importance of formal policies that support inclusion, particularly through anti-discrimination measures, work-life balance initiatives, and the creation of diversity committees. These policies are critical to creating an inclusive work culture, which in turn increases employee satisfaction and organizational performance.

Anti-discrimination policies are a basic element in promoting equality and preventing discrimination in the workplace. Research shows that these kinds of policies not only create a fair work environment, but also increase employees' perceptions of organizational support, which is critical for job satisfaction and employee commitment (Siagian, 2024; Shakir & Siddiqui, 2018). The presence of these policies signals to employees that their organization values diversity and is committed to creating a supportive atmosphere, which can increase organizational citizenship behavior (Shakir & Siddiqui, 2018). Additionally, the implementation of these policies is often overseen by a diversity committee, which is tasked with ensuring compliance and promoting diversity initiatives within the organization (Siagian, 2024).

Work-life balance initiatives are another important component of inclusion policies. Organizations that prioritize work-life balance tend to experience increased morale, productivity, and employee retention rates (Rashid, 2023; Bataineh, 2019). Studies show that perceived organizational support significantly mediates the relationship between work-life balance initiatives and employee engagement (Yildirim, 2024). For example, when employees feel supported in managing their work and personal lives, they tend to demonstrate higher levels of job satisfaction and organizational commitment (Rashid, 2023; Bataineh, 2019). This is especially relevant in high-demand sectors such as health and education, where work-life balance can have a direct impact on employee performance and well-being (Rashid, 2023).

In addition, the establishment of a diversity committee plays an important role in overseeing the implementation of this inclusion policy. This committee is responsible for monitoring the effectiveness of diversity initiatives and ensuring that anti-discrimination policies are actively implemented (Siagian, 2024). They also facilitate training and awareness-raising programs that educate employees about the importance of diversity and inclusion, thereby establishing a more inclusive work culture (Siagian, 2024). The presence of such a committee can increase perceptions of support from leadership, which is critical to the successful implementation of work-life balance policies and anti-discrimination measures (Siagian, 2024).

In conclusion, global organizations that implement formal policies that support inclusion, such as anti-discrimination policies, work-life balance initiatives, and the creation of diversity committees, create more equitable and supportive work environments. These policies not only increase employee satisfaction and engagement, but also contribute to the overall effectiveness and sustainability of the organization.

- **Measurement and Reporting:**

Organizations are increasingly implementing measurement and reporting systems to evaluate the progress and effectiveness of their diversity and inclusion (C&I) strategies. These systems often include employee satisfaction surveys, analysis of demographic data, and transparent reporting on diversity in annual reports. These practices are important for driving accountability and increasing stakeholder engagement.

Employee satisfaction surveys are an important tool for organizations to measure the sentiment and experience of their workforce. These surveys not only provide insight into employee morale, but also help identify areas for improvement in work culture and diversity initiatives. Research shows that organizations that actively solicit employee feedback through surveys tend to have higher engagement and retention rates, which is critical to the success of a C&I strategy (Reid et al., 2023; Ginesti et al., 2018). Additionally, the integration of demographic data analysis allows organizations to quantitatively assess the effectiveness of their diversity initiatives. By analyzing demographic trends, organizations can identify gaps and adapt their strategies to meet specific needs, thereby promoting a more inclusive environment (Pedersen et al., 2013).

Transparent reporting of diversity in annual reports is another important aspect of evaluating C&I strategies. This kind of reporting not only fulfills corporate social responsibility (CSR) obligations but also increases the credibility of the organization in the eyes of stakeholders. Transparency reports have been shown to reflect CSR principles, revealing the motivations and strategies organizations use to interact with stakeholders (Reid et al., 2023). Furthermore, organizations that include detailed diversity metrics in their annual reports demonstrate a commitment to accountability, which can positively influence stakeholder perceptions and trust (Ginesti et al., 2018). For example, companies with higher female participation on the board of directors are associated with increased transparency in annual reports, suggesting that diverse leadership can improve the quality of disclosures (Ginesti et al., 2018).

In conclusion, implementing measurement and reporting systems, including employee satisfaction surveys, demographic data analysis, and transparent reporting on diversity, plays an important role in evaluating the effectiveness of C&I strategies. These practices not only encourage a culture of accountability but also increase stakeholder trust and engagement, ultimately contributing to the long-term success of the organization.

2. Strategy Effectiveness

Findings regarding the effectiveness of the C&I strategy show that:

- **Diverse Recruitment Strategies:** This strategy is often effective in increasing the number of employees from diverse backgrounds. However, long-term success depends on the candidate's integration into an inclusive organizational culture.
- **Training and Development:** Training programs that focus on diversity and inclusion can increase employee awareness and skills, but their effectiveness often depends on management commitment and consistent implementation of practices.
- **Inclusive Policy:** Formal policies tend to be successful in creating a more inclusive work environment if they are supported by concrete actions and ongoing evaluation. This policy also helps in reducing incidents of discrimination and increasing employee satisfaction.
- **Measurement and Reporting:** Effective measurement and reporting allows organizations to assess their progress and identify areas that need improvement. However, the success of this strategy depends on open data and using the results for continuous improvement.

3. Factors that Influence Success

Factors that influence the successful implementation of a C&I strategy include:

- **Leadership and Management Commitment:**

Active support from top management and leadership plays a crucial role in the successful implementation of Change and Innovation (C&I) strategies within the organization.

Research consistently shows that senior management involvement not only facilitates project success, but also creates an environment conducive to the cultural transformation necessary for effective strategy execution. For example, Zwikael (2008) emphasized that top management involvement significantly contributes to project success, stating that their active participation is essential for project managers to overcome challenges effectively. This finding is supported by research by Aldahmash et al. (2017), who identified top management support as one of the key success factors in agile software development, highlighting its role in shaping organizational culture and communication.

Furthermore, Herscovitch and Meyer (2002) provide a theoretical framework that shows how commitment to organizational change is influenced by leadership behavior, suggesting that committed leadership can increase employee engagement and facilitate the cultural shift necessary for C&I strategies. This is confirmed by research by Al-Zoubi and Al-Haija (2018), which found a significant relationship between top management support and the successful implementation of Enterprise Resource Planning (ERP), indicating that leadership commitment is essential for managing change effectively.

The literature also shows that the transformational leadership style is very effective in driving organizational change. Usman (2020) discusses how transformational leadership can be used to achieve successful organizational change, reinforcing the idea that leadership commitment is integral to creating an environment that supports innovation and change. Likewise, Wulandari (2023) notes that transformational leaders encourage employees to align their interests with organizational goals, thereby increasing commitment and facilitating the implementation of strategic initiatives.

In conclusion, active support from top management and leadership is not only beneficial but also critical to the successful implementation of a C&I strategy. Their involvement not only helps in overcoming resistance to change but also cultivates a culture of innovation and adaptability. This complex relationship between leadership, organizational culture, and commitment emphasizes the critical role of committed leadership in ensuring C&I strategies are implemented effectively across the organization.

- **Organizational culture:**

An organizational culture that actively supports diversity and inclusion (D&I) is increasingly recognized as an important factor in increasing the effectiveness of D&I strategies. A strong organizational culture that prioritizes inclusivity creates an environment where diverse perspectives are valued, which in turn increases innovation and overall performance. Research shows that organizations with a strong commitment to diversity management are better equipped to integrate D&I strategies effectively, as this culture encourages a sense of belonging among employees, which is critical for engagement and productivity ("Diversity Management Strategies: Perspectives from Multinational Corporation", 2024; Prasetya, 2024).

Aligning diversity initiatives with organizational values is key to cultivating a culture of inclusion. This alignment not only increases employee satisfaction but also drives organizational performance by overcoming systemic barriers and biases that may exist in the workplace (Prasetya, 2024; Anggoro, 2024). For example, organizations that implement policies that promote flexible work arrangements and diversity training are more likely to create an environment conducive to diversity and inclusion (Santosa, 2022). Furthermore, a positive diversity climate—characterized by openness and respect for cultural differences—has been shown to improve work outcomes through increased trust and communication among team members (Hofhuis et al., 2016; Holmes et al., 2020).

Leadership plays a significant role in establishing an inclusive organizational culture. Senior leaders who openly commit to diversity efforts can drive cultural change, thereby facilitating the successful integration of D&I strategies ("Diversity Management Strategies: Perspectives from Multinational Corporations", 2024; Sami et al., 2021). Inclusive leadership

not only creates an environment of respect and ownership but also encourages innovation by making employees feel valued and supported in their contributions (Gupta et al., 2022). The presence of an inclusive culture allows organizations to utilize the diverse talents of their workforce, which ultimately increases problem-solving abilities and creativity (Anggoro, 2024; Chua, 2023).

Additionally, the relationship between organizational culture and diversity management is critical in achieving long-term sustainability. Organizations that adopt a culture of equality and respect are better prepared to deal with the complexities of a diverse workforce, ensuring that all employees feel inclusive and engaged (Prasetya, 2024; Kuknor & Bhattacharya, 2020). This commitment to inclusivity not only improves employee morale but also strengthens overall organizational performance, as diverse teams are often more innovative and effective in overcoming challenges (Kundu & Mor, 2017; Alas, 2016).

In conclusion, cultivating an organizational culture that supports diversity and inclusion is critical to the successful implementation of a D&I strategy. This kind of culture not only increases employee engagement and satisfaction but also drives organizational performance and innovation. As organizations increasingly recognize the importance of diversity, the need for inclusive practices and policies will remain an important focus for leaders aiming to create equitable, high-performing workplaces.

- **Resources and Support:**

Adequate resource allocation, including budget for training, time, and manpower, is critical to the successful implementation of a Competency and Innovation (C&I) strategy in an organization. The relationship between training investments and organizational performance has been well documented, showing that organizations that allocate sufficient resources to employee training tend to experience improved performance outcomes. For example, emphasizing that training and development significantly contributes to organizational performance, suggests that organizations should prioritize budgeting for training at the start of each financial year to develop intellectual capital and improve overall performance (Sholesi, 2021). Likewise, it highlights the need for managers to have skills in budget planning and execution, which are essential for translating an organization's mission into implementable strategies (Nguyen, 2024). This emphasizes the importance of not only financial resources but also the strategic allocation of time and labor to ensure effective training and development.

Additionally, support from various parts of the organization plays a critical role in the successful execution of a C&I strategy. It discusses the importance of conducting a Training Needs Analysis (TNA) to assess the gap between current skills and those required to meet organizational goals, which requires collaboration at various levels of the organization (Pathy, 2019). This collaborative approach ensures that training programs are aligned with the organization's strategic objectives, thereby increasing the effectiveness of resource allocation. Additionally, findings suggest that workplace climate and coworker support are critical determinants of training transfer, indicating that a supportive organizational environment can significantly influence the success of training initiatives (Martin, 2010).

Furthermore, integration of training programs with organizational goals can be facilitated through effective budget management. For example, a study emphasizes that public health leaders often face challenges in managing limited resources, highlighting the need for basic knowledge in public finance to optimize budget allocations for training and development (Hayes et al., 2023). This perspective is in line with findings from , who argue that developing systems for training and knowledge management is important for improving workforce capabilities, especially in resource-limited environments (Suvarnathong et al., 2021).

In conclusion, adequate resource allocation for training, along with organizational support and effective budget management, is critical to the successful implementation of a C&I strategy. Organizations must prioritize these elements to cultivate a culture of continuous

improvement and innovation, ultimately leading to improved performance and competitive advantage.

- **Employee Engagement:**

Employee involvement in the planning and implementation of diversity and inclusion (D&I) strategies is critical to increasing their acceptance and effectiveness within the organization. Research shows that when employees feel included in the process, they are more likely to support the policies and practices implemented, ultimately improving organizational outcomes.

An important study emphasized that perceptions of inclusion positively influence employee engagement, showing that inclusive leadership plays an important role in building an environment where employees feel valued and engaged (Jerónimo et al., 2021). This is in line with findings from , who advocate bottom-up employee involvement in D&I initiatives, highlighting that transparency and employee feedback are critical to successful implementation (Gobianidze, 2023). This kind of engagement not only increases buy-in to D&I strategies but also ensures that policies reflect the actual needs and concerns of the workforce.

Furthermore, it shows that engaged employees are more motivated to support strategic changes that are aligned with organizational goals (Komodromos, 2020). This motivation is further supported by , who argues that fostering a sense of community and uniqueness through inclusive practices can significantly increase employee engagement (Chung et al., 2019). The implication is clear: when employees are actively involved in formulating a D&I strategy, their commitment to the initiative increases, thereby improving overall organizational performance.

The importance of employee engagement is also echoed in the work of , which found that leadership and employee engagement significantly influence organizational citizenship behavior (OCB) (Chepkemai, 2023). This suggests that when employees are involved in the decision-making process, they are more likely to exhibit behavior that contributes positively to the organization. Additionally, research from highlights the correlation between HR strategies that promote employee engagement and overall organizational effectiveness, reinforcing the idea that inclusive practices lead to better performance outcomes (Patil, 2024).

In addition, it discusses how structural dimensions in organizations can enable employee engagement, which is critical for effective strategy implementation (Nienaber & Martins, 2020). This perspective is supported by , who notes that organizations that embrace diversity and foster inclusive environments tend to see increased employee engagement, which in turn positively influences performance (Rijal, 2023).

Further, work illustrates that positive perceptions of diversity practices are related to a climate of trust, which is critical to fostering employee engagement (Downey et al., 2014). This trust is built through inclusive practices that go beyond mere compliance with diversity policies, emphasizing the need for genuine employee involvement in this process.

In conclusion, this synthesis of studies confirms the critical role of employee engagement in the planning and implementation of D&I strategies. Engaged employees not only support these initiatives but also contribute to a more inclusive and effective organizational culture. Therefore, organizations must prioritize employee engagement in D&I efforts to increase acceptability and effectiveness, ultimately leading to improved employee performance and satisfaction.

Overall, these findings suggest that effective implementation of diversity and inclusion strategies requires a comprehensive and integrated approach, as well as support from all levels of the organization. The success of a C&I strategy depends on consistent implementation, ongoing evaluation, and active involvement from leadership and employees.

3.3 Challenges and Obstacles

Implementing diversity and inclusion (C&I) strategies in global organizations often faces various challenges and obstacles. Based on the analysis of the articles reviewed, the following is an identification of the main challenges faced by organizations as well as solutions suggested in the literature:

1. Main Challenges

- Resistance to Change:

Resistance to change is a significant barrier to implementing diversity and inclusion (D&I) strategies in organizations. Employees and management often perceive D&I-related changes as a threat, leading to reluctance or even resistance to such initiatives. This resistance can come in many forms, including emotional responses, behavioral opposition, and cognitive dissonance, all of which can hinder the successful implementation of D&I strategies.

Research shows that resistance to change is often rooted in a lack of understanding or awareness of the need for change. For example, it highlights that many employees do not understand the importance of change, resulting in resistance that is detrimental to organizational competitiveness in a dynamic environment (Obina & Adenike, 2022). Likewise, emphasizing that employee responses to change vary widely, with some individuals displaying negative attitudes that contribute to resistance (Tamunomiebi & Akpan, 2021). This variability in responses emphasizes the importance of effective communication and engagement strategies to reduce resistance.

Additionally, resistance dynamics may be influenced by organizational culture and the perceived implications of D&I initiatives. It is discussed how members of majority and minority groups may exhibit different patterns of resistance, where majority members may resist changes that threaten their status, while minority members may resist out of skepticism about the sincerity of D&I efforts (Shore et al., 2010). This duality can create a feedback loop that exacerbates resistance, so it is important for organizations to address these concerns through transparent communication and inclusive practices.

Effective change management strategies are critical to overcoming resistance. Research shows that the relationship between resistance and its consequences can worsen over time, indicating that unresolved resistance can lead to a decline in organizational commitment and perceptions of effectiveness (Jones & Ven, 2016). Therefore, organizations must proactively manage resistance by building inclusive environments where employees feel valued and heard. This can be achieved through initiatives such as diversity training, which although sometimes met with resistance, can increase understanding and acceptance of D&I goals if implemented thoughtfully (May, 2023).

Furthermore, the role of leadership in dealing with resistance cannot be underestimated. Leaders must model inclusive behavior and actively engage with employees to create a culture that embraces change rather than fearing it. As noted by , understanding the psychological aspects of resistance can help HR professionals facilitate smoother transitions during D&I initiatives (Wiggins-Romesburg & Githens, 2018). By addressing the underlying fears and misunderstandings that fuel resistance, organizations can cultivate an atmosphere that is more supportive of change.

In conclusion, resistance to change poses a significant challenge in the implementation of D&I strategies. Understanding the multifaceted nature of this resistance, coupled with effective communication and leadership engagement, can help organizations overcome these challenges and foster a more inclusive workplace.

- Lack of Commitment from Leadership:

The success of a Change and Innovation (C&I) strategy relies heavily on the commitment and support of organizational leadership. Research shows that a lack of commitment from top management is often considered a significant barrier to the effective

implementation of such strategies. For example, it highlights that the absence of top management commitment is one of the main obstacles in sustainability initiatives within organizations, especially in the automotive industry, where leadership involvement is critical for resource allocation and strategic direction (Bhatia & Jakhar, 2021). Likewise, it was found that without strong leadership commitment, initiatives such as green purchasing and supplier relationship management may not achieve significant impact, underscoring the importance of top management involvement in driving organizational change (Tanuwijaya et al., 2021).

Additionally, the perception gap between top managers and other organizational members can exacerbate the challenges faced during implementation. noted that when top managers are committed but fail to effectively communicate their vision, this can cause misunderstanding and frustration among employees, which may result in resistance to change (Shimizu, 2016). This misalignment can hinder the overall effectiveness of the C&I strategy, as employees may feel unsupported or unclear about the organization's goals.

The importance of leadership commitment is further emphasized in the context of evidence-based practice (EBP) implementation. argue that effective leadership is critical to fostering an implementation climate that supports change initiatives (Aarons et al., 2015). Their findings indicated that proactive, knowledgeable, and supportive leaders significantly increased the likelihood of successful implementation (Aarons et al., 2014). Conversely, a lack of commitment can lead to low workforce engagement, which ultimately undermines the organization's strategic goals (Sajjad et al., 2019).

Additionally, the role of top management in supply chain management practices illustrates the broader implications of leadership commitment. Research by shows that inadequate attention from top management to supply chain issues can result in inadequate resource allocation, thereby hindering effective implementation (Kagande et al., 2022). This is supported by , which highlights that aligning leadership behavior with organizational goals is critical to fostering an environment that supports change (Lyon et al., 2018).

In conclusion, leadership commitment is an important factor in the successful implementation of a C&I strategy. Without active support from top management, organizations may struggle to allocate necessary resources and create an environment conducive to change, ultimately jeopardizing their strategic initiatives.

- **Hidden Bias and Discrimination:**

Hidden bias and discrimination in the workplace, despite anti-discrimination policies, remain significant barriers to achieving equity and inclusion (C&I) goals. This bias can appear in various forms, including verbal harassment, exclusion from social activities, pay disparities, and biased performance appraisals, which can have a negative impact on employee morale and job satisfaction ("Hostility in the Workplace and Ethical Discrimination against Minorities in Indonesia: A Case Study of Unilever Indonesia", 2023). The International Labor Organization has highlighted that discrimination against women and religious minorities is very real in hiring and promotion decisions, exacerbating inequality in the workplace ("Hostility in the Workplace and Ethical Discrimination against Minorities in Indonesia: A Case Study of Unilever Indonesia", 2023) . This kind of discrimination not only affects employees' psychological well-being but can also lead to increased absenteeism and employee turnover, which ultimately hinders organizational performance ("Hostility in the Workplace and Ethical Discrimination against Minorities in Indonesia: A Case Study of Unilever Indonesia", 2023).

Research shows that perceived discrimination—whether based on gender, religion, or ethnicity—can significantly reduce employee engagement and commitment to their organizations. For example, a study by found that individuals who felt religious discrimination tended to show decreased work performance and productivity due to feelings of injustice and exclusion (Messarra, 2014). Likewise, a meta-analysis conducted revealed that the level of reaction to perceived gender discrimination is influenced by the broader national context,

including employment policies and cultural norms regarding gender equality (Triana et al., 2018). This suggests that organizational efforts to combat discrimination must be understood within a larger social context to be effective.

Additionally, the existence of diversity policies in organizations can paradoxically obscure recognition of discrimination. Argue that such policies can lead judges and juries to view organizations as making good faith efforts to reduce discrimination, even when discriminatory practices persist (Kaiser et al., 2013). This judicial deference can create a false sense of security regarding the effectiveness of diversity initiatives, allowing organizations to avoid accountability for discriminatory behavior (Edelman et al., 2011). As a result, organizations can let their guard down, believing that the presence of diversity structures is sufficient to reduce bias, when in fact these structures may inadvertently perpetuate discrimination (Kaiser et al., 2013; Edelman et al., 2011).

The psychological impact of hidden bias extends beyond direct discrimination; individuals with stigmatized identities often experience anticipatory stigma, which can lead to psychological stress and health problems, even in the absence of actual discrimination (Quinn & Chaudoir, 2015). This phenomenon underscores the importance of building an inclusive organizational culture that not only addresses overt discrimination but also actively works to dismantle the underlying biases that contribute to hostile work environments (Quinn & Chaudoir, 2015). Additionally, the role of bystanders in addressing discrimination is critical, as the organizational climate that encourages intervention can significantly change the dynamics of discrimination and support for affected individuals (Ghumman et al., 2015; Jaurique et al., 2018).

In conclusion, although organizations may implement anti-discrimination policies, the presence of hidden biases and discrimination remains a significant challenge to achieving true equality and inclusion. Addressing this issue requires a multifaceted approach that considers the broader social context, the psychological impact of discrimination, and the need for organizational accountability in promoting a truly inclusive workplace.

- **Lack of Measurement and Evaluation:**

The challenges organizations face in measuring and evaluating the effectiveness of Communications and Information (C&I) strategies are significant and multifaceted. A key issue is a lack of clear data and metrics, which hinders the ability to effectively assess the impact of C&I initiatives. Deficiencies in these measurements can result in ineffective strategies that do not meet organizational goals, as organizations often rely on subjective assessments rather than objective metrics to assess performance.

One of the core issues is that many organizations do not have an established framework for evaluating the effectiveness of their C&I strategy. For example, the absence of standard metrics can result in inconsistent evaluations across initiatives, making it difficult to compare results or identify best practices. This situation is reflected in the literature, where various studies highlight the importance of strong evaluation metrics in various fields. For example, it discusses the need for evaluation matrices in high energy physics, emphasizing that without appropriate metrics, performance assessments become unreliable (Valassi, 2020). Likewise, emphasizing the need for clear metrics in optimizing the distribution of diagnostic resources under constraints, illustrates that the lack of systematic measurements can lead to inefficient strategies (Tsuchida et al., 2020). These examples illustrate that a lack of a systematic approach to measurement can lead to suboptimal decision making.

Further, the complexity of C&I strategies often means that organizations must navigate multiple variables that can influence outcomes. For example, it shows that article-level metrics, although useful, have significant limitations that can affect research evaluation and impact assessment (Gasparyan et al., 2021). This complexity is reflected in the context of C&I strategy, where many factors must be considered to gain meaningful insights. Without clear metrics,

organizations may struggle to identify which aspects of their strategy are working and which are not, leading to cycles of ineffective adjustments and missed opportunities for improvement.

Additionally, the literature shows that organizations often rely on outdated or inappropriate metrics that do not reflect current realities. For example, it highlights the importance of using appropriate measures to assess relationship dynamics, suggesting that the choice of metrics can significantly influence perceptions of intervention effectiveness (Bhatia et al., 2013). This idea extends to C&I strategy, where the selection of metrics must fit contemporary organizational goals and the evolving communications technology landscape.

In conclusion, a lack of measurement and evaluation in C&I strategy is a significant barrier to organizational effectiveness. Without clear, standardized metrics, organizations cannot adequately assess the impact of their initiatives, leading to ineffective strategies and missed opportunities for improvement. The literature emphasizes the need for a robust evaluation framework that can adapt to the complexities of modern organizational environments, ensuring that C&I strategies are effective and aligned with larger goals.

- Resource Limitations:

Implementing strategies for Change and Innovation (C&I) often requires substantial resources, including time, financial investment, and human resources. Resource limitations can significantly hinder the successful implementation of C&I initiatives. The interaction between resource availability and strategic implementation is well documented in the literature, highlighting that organizations often face challenges due to resource constraints. For example, emphasizing that resource allocation is key in overcoming the inherent contradiction between limited resources and broad organizational needs, suggests that inadequate resource allocation can hinder the effectiveness of strategy implementation (Kusnaya et al., 2022). These findings are in line with research that notes that inadequate resource allocation is directly related to unfulfilled goal attainment during strategy implementation, thus emphasizing the need for timely and adequate resource provision for successful implementation (Mapetere, 2023).

Further, concept *resource bricolage*, as discussed by other studies, illustrates how companies, especially startups, often operate under severe resource constraints. They creatively adapt existing resources to navigate market uncertainty and exploit opportunities (Peng et al., 2022). This adaptive strategy is especially important for organizations facing limitations, as it allows them to take advantage of what is available rather than relying entirely on external resources, which may not be possible.

The challenges faced by limited resources are increasingly highlighted in the context of health care and epidemic control. Luedtke and van der Laan explored how resource limitations can make optimal care strategies impractical in real-world scenarios, particularly in social or educational programs where resource availability is a critical factor (Luedtke & Laan, 2016). This idea is confirmed in other research, which addresses the dynamic allocation of limited resources in epidemic control, emphasizing the need for strategic resource management to effectively reduce the spread of disease (Fekom et al., 2019).

In conclusion, the successful implementation of a C&I strategy is greatly influenced by the availability and allocation of resources. Organizations must navigate the complexities of resource constraints while attempting to meet their strategic objectives. The literature consistently supports the assertion that inadequate resource allocation can seriously limit the potential for successful strategy implementation, necessitating innovative approaches to resource management.

2. Solutions Suggested in the Literature

- Managing Resistance with Communication and Education: To overcome resistance to change, it is important for organizations to have clear and transparent communication about the benefits of diversity and inclusion. A

comprehensive education and training program can help address concerns and clarify the objectives of the C&I strategy.

- **Increasing Leadership Commitment:** Solutions to lack of commitment from leadership include involving leadership in the development and implementation of C&I strategies and demonstrating their commitment through concrete actions, such as resource allocation and policy support.
- **Identifying and Addressing Bias:** Organizations need to implement training and tools to identify and address hidden bias and discrimination. These initiatives may include diversity audits, assessments of bias in the hiring process, and the creation of diversity committees that can assess and address bias-related issues.
- **Implement Clear Measurement and Evaluation Systems:** To improve measurement and evaluation, organizations must develop clear metrics and performance indicators to assess the effectiveness of C&I strategies. This includes conducting employee satisfaction surveys, analyzing demographic data, and transparent reporting on C&I progress.
- **Allocating Resources Effectively:** Overcoming resource limitations can be done by planning a realistic budget for the C&I program, prioritizing initiatives based on their impact, and utilizing external resources such as C&I consultants or trainers to support implementation.

Overall, the challenges of implementing diversity and inclusion strategies require a planned and comprehensive approach. Organizations must address these obstacles with adaptive, evidence-based strategies, and continuously assess and adapt their approaches to effectively achieve C&I goals.

4. Discussion

4.1 Interpretation of Findings

The key findings of this research provide deep insight into the implementation of diversity and inclusion (C&I) strategies in global organizations. Interpretations of these findings need to be linked to existing literature and relevant theories in the field of human resource management (HRM) to provide a more comprehensive understanding of the effectiveness and challenges faced by organizations.

1. Most Common Diversity and Inclusion Strategies

Global organizations are increasingly recognizing the importance of diversity and inclusion (D&I) strategies as an integral component of their human resource management (HRM) practices. This strategy not only improves organizational performance but is also in line with theoretical frameworks such as the Resource-Based View (RBV), which suggests that diversity can function as a strategic resource that provides competitive advantage (Jones, 2016). Commonly implemented D&I strategies include diverse recruitment, training and development, inclusive policies, and systematic measurement and reporting on diversity metrics. Each of these strategies plays a crucial role in building an inclusive work culture that values diverse perspectives and experiences.

Diverse recruiting practices are critical to attracting a variety of candidates, which can lead to a more innovative and effective workforce. Research shows that organizations that implement inclusive recruitment strategies, such as using diverse interview panels and advertising on inclusive platforms, can significantly reduce bias and increase representation of underrepresented groups (Musyoka, 2023). In addition, implementing training programs that focus on D&I has been proven to increase employee awareness and understanding of diversity issues, thereby creating a more inclusive organizational climate (Kalinowski et al., 2012). This

kind of training not only addresses implicit bias but also equips employees with the skills necessary to interact with diverse coworkers effectively (O'Leary et al., 2020).

In addition to recruitment and training, organizations must develop inclusive policies that support the retention and advancement of diverse employees. A study highlights that creating an inclusive work environment positively influences employee satisfaction and engagement, which is critical for retaining talent (Aysola et al., 2018). Additionally, organizations that measure and report on their diversity initiatives can better assess the effectiveness of their strategies and make data-based decisions to improve their D&I efforts (Castelino & Shinde, 2023). These findings are in line with research that emphasizes the importance of systematic evaluation in building an inclusive workplace (Tagliaro, 2023).

Furthermore, the integration of D&I strategies into an organization's culture is critical to its success. As noted, meaningful engagement of all employees in D&I initiatives is critical to creating a truly inclusive environment (Nguyen et al., 2023). This requires not only commitment from leadership but also involvement from employees at all levels (Cassell et al., 2021). By building a culture that values diversity and inclusion, organizations can leverage the unique strengths of their workforce to drive innovation and achieve strategic goals (Sinicropi & Cortese, 2020).

In conclusion, implementing diverse recruiting, comprehensive training, inclusive policies, and strong measurement practices are fundamental strategies that organizations can implement to increase diversity and inclusion. These strategies not only align with HRM theory but also contribute to competitive advantage by building an innovative and engaged workforce.

2. Strategy Effectiveness

The effectiveness of Diversity and Inclusion (D&I) strategies in organizations is influenced by a variety of factors, including management support, organizational culture, and the adaptability of policies to specific contexts. Research shows that inclusive training and policies can increase employee awareness and skills, but their success depends on the commitment of existing leadership and organizational culture. For example, Santosa (2022) emphasized that leaders must be committed to promoting diversity and inclusion by setting goals, providing resources, and being accountable for progress, which is critical to the successful implementation of D&I initiatives. This is in line with the views of Sabharwal (2014), who argues that organizations must not only make structural changes but also build inclusive environments to truly increase employee productivity and engagement.

Additionally, the adaptability of D&I strategies to specific organizational and industry contexts is critical. Fowler (2020) discusses the complexity of policy implementation, emphasizing that uncertainty and ambiguity can influence how the policy is operationalized. This finding is in line with Kuknor & Bhattacharya (2020), who highlight that inclusive leadership plays an important role in forming an organizational culture that supports diversity. The need for a tailored approach is further supported by the work of Pérez-Conesa et al. (2017), who emphasize the importance of strategic policies that normalize diversity in the workplace, especially for individuals with disabilities.

Leaders' commitment to diversity and inclusion is critical to creating an environment in which this strategy can thrive. This leadership commitment builds a culture that not only supports diversity but also encourages employees to engage and contribute to inclusive practices. Additionally, research by Hornung et al. (2008) show how flexible work arrangements, negotiated through individual agreements, can increase employee satisfaction and adaptability, thereby promoting a more inclusive workplace.

In conclusion, the effectiveness of a D&I strategy is multifaceted, highly dependent on management support, a conducive organizational culture, and the adaptability of policies to specific contexts. The integration of these elements is critical to building an inclusive environment that improves employee engagement and organizational performance.

3. Factors that Influence Success

Successful implementation of diversity and inclusion (D&I) strategies in organizations is strongly influenced by several factors, including leadership and management commitment, organizational culture, and resource allocation. These elements are closely related to Change Management Theory, which posits that effective organizational change requires strong leadership and a supportive culture.

Leadership commitment is a crucial factor in the successful implementation of a D&I strategy. Research shows that leaders who actively promote and engage in diversity initiatives create a more inclusive environment, which in turn increases employee commitment and organizational performance. For example, Ashikali & Groeneveld (2013) found that diversity management was positively related to employees' affective commitment, especially when leaders openly supported the initiative. In addition, the concept of inclusive leadership emphasizes the importance of leaders inviting input from followers and actively involving them in the change process (Russen et al., 2023). This is in line with Kotter's Change Management Theory, which emphasizes the need for strong leadership to drive organizational change (Hofhuis et al., 2011).

Organizational culture plays a critical role in shaping the effectiveness of D&I strategies. A culture that values diversity and inclusion can significantly increase employee engagement and retention. For example, a strong diversity climate has been shown to increase minority members' identification with the organization, thereby fostering a sense of belonging (Hofhuis et al., 2011). Likewise, Santosa (2022) argues that integrating diversity in organizational culture is important for promoting inclusive practices. This cultural support is critical because it provides the structural foundation necessary to implement change effectively, reinforcing the idea that successful D&I initiatives require a consistent and supportive organizational culture (Santosa, 2022).

Resource allocation is another critical factor influencing the success of a D&I strategy. Organizations that allocate adequate resources to diversity training and development tend to experience better results in terms of employee satisfaction and performance. Kalev et al. (2006) highlight that organizations that assign responsibility for diversity and provide the necessary resources see better impacts from diversity training and mentoring programs. Commitment to these resources is critical to sustaining D&I efforts and ensuring that they are not just superficial initiatives but integral components of organizational strategy (Fujimoto et al., 2013).

In conclusion, successful implementation of a diversity and inclusion strategy depends on strong leadership commitment, a supportive organizational culture, and adequate resource allocation. These factors are interrelated and collectively contribute to the effectiveness of D&I initiatives, according to the principles outlined in Change Management Theory. Organizations that recognize and address these elements are more likely to achieve meaningful and sustainable change in their diversity and inclusion efforts.

4. Challenges and Obstacles

In the context of implementing Change and Innovation (C&I) strategies in organizations, several challenges such as resistance to change, hidden biases, and resource limitations often arise. These challenges can significantly hinder the effectiveness of C&I initiatives. Social Justice Theory, as proposed by Rawls, emphasizes fairness and equality in organizational practices, which is especially relevant when confronting bias and discrimination that can hinder C&I implementation ("A Theory of Justice", 2019). This theory suggests that organizations should strive to create a fair environment where all employees feel valued and inclusive, thereby reducing resistance to change.

Resistance to change is often rooted in employees' fear and uncertainty about new initiatives. Research shows that involving employees in the change process can reduce

resistance (Munge & Kitiabi, 2017). For example, strategies that promote employee involvement and participation in decision making can foster a sense of ownership and reduce concerns about new strategies (Okumuş, 2003). Additionally, addressing hidden biases is critical because these biases can lead to discriminatory practices that undermine C&I efforts. Dovidio et al. highlighted that biases often operate unconsciously, influencing decision-making processes and organizational dynamics (Morris & Allport, 1954). Training programs aimed at increasing awareness of these biases can be effective in creating a more inclusive work culture (Claassen & Ryan, 2016).

Furthermore, resource limitations may exacerbate challenges faced during C&I implementation. Organizations may face difficulties in allocating sufficient resources for training and development, which is important for addressing bias and fostering inclusive environments (Proctor et al., 2013). Implementing clear metrics to evaluate the effectiveness of C&I strategies can help organizations identify areas for improvement and allocate resources more effectively (Rousseau & Gunia, 2016). By setting goals and measurable results, organizations can better track their progress and make more informed decisions regarding resource allocation.

In conclusion, the interaction between resistance to change, hidden biases, and resource limitations presents significant challenges to the successful implementation of C&I strategies. Using a framework such as Social Justice Theory can guide organizations in addressing these challenges by promoting equity and inclusivity. Additionally, implementing training programs to combat bias and establishing clear evaluation metrics can increase the effectiveness of C&I initiatives, ultimately leading to more successful outcomes.

5. Contribution to Literature

This research makes an important contribution to the literature by identifying and analyzing various C&I strategies and the factors that influence their effectiveness in various global organizational contexts. This contribution enriches understanding of how C&I strategies are implemented and evaluated across various industry sectors and geographic regions. In addition, this research highlights the need for a comprehensive and adaptive approach in implementing C&I strategies, as well as the importance of managerial support and organizational culture in achieving success.

Overall, this interpretation of the findings connects the research results with relevant HRM theories and provides valuable insights into the practices and challenges in implementing diversity and inclusion strategies in global organizations.

4.2 Practical Implications

The findings from this research have significant practical implications for managers and policy makers in global organizations. These implications include strategic and operational recommendations to increase the effectiveness of implementing diversity and inclusion (C&I) strategies in organizations. The following is a discussion of the practical implications of the research results:

1. Development and Implementation of an Integrated C&I Strategy

Managers and policy makers need to develop an integrated and holistic C&I strategy. Research findings show that the most effective C&I strategies include various aspects, such as diverse recruitment, training, and inclusive policies. Therefore, it is important for organizations to design policies that not only support diversity but also ensure inclusion at all levels of the organization. Practical recommendations include:

- **Develop a Clear C&I Policy:** Establish clear policies and procedures for employee recruitment, promotion and development that support diversity. This should include

guidelines that promote inclusive practices and ensure that all employees feel welcome and valued.

- **Involving All Parties in Planning and Implementation:** Involve employees from various backgrounds in planning and implementing C&I strategies. This can help ensure that the strategies implemented are relevant and effective in reflecting the needs and expectations of all employees.

2. Increase Managerial Support and Commitment

Support and commitment from organizational leadership is a key factor in the success of a C&I strategy. The research findings highlight the importance of active support from top management to ensure that C&I initiatives receive the necessary attention and resources. Practical recommendations include:

- **Demonstrating Commitment Through Concrete Actions:** Organizational leaders must demonstrate their commitment to C&I through concrete actions, such as budget allocation for C&I programs, participation in training, and monitoring strategy implementation. This can reinforce the message that C&I is an organizational priority.
- **Organizing Training and Development Programs for Leaders:** Implement training programs for leaders that focus on development skills in managing diversity and inclusion. This training can help leaders understand C&I challenges and strategies, and prepare them to lead change effectively.

3. Implement an Effective Measurement and Evaluation System

Effective measurement and evaluation is key to assessing the impact of a C&I strategy and making necessary improvements. Research findings show that without a clear measurement system, it is difficult to assess success and areas requiring improvement. Practical recommendations include:

- **Developing C&I Performance Metrics and Indicators:** Establish performance metrics and indicators to measure the effectiveness of the C&I strategy. This can include employee satisfaction surveys, analysis of demographic data, and transparent reporting of C&I progress.
- **Carrying out Periodic Evaluations and Adjustments:** Conduct regular evaluations of C&I initiatives and make adjustments based on the evaluation results. This allows organizations to continually refine and adapt C&I strategies according to changing needs and dynamics.

4. Address Hidden Bias and Discrimination

Findings regarding hidden bias and discrimination emphasize the importance of identifying and addressing these issues to achieve C&I goals. Practical recommendations include:

- **Anti-Bias Training Implementation:** Conduct anti-bias training for all employees, including managers, to increase awareness and reduce bias in the hiring process, promotions and daily interactions.
- **Application of Bias Measuring Tools:** Use bias measurement tools in recruitment and performance appraisal processes to help identify and address biases that may influence decisions and policies.

5. Adequate Resource Allocation

Limited resources can be an obstacle in implementing a C&I strategy. Research findings indicate the need for adequate resource allocation to support C&I programs. Practical recommendations include:

- **Setting a Realistic Budget:** Allocate sufficient budget for C&I initiatives, including training, policy development, and additional resources as needed.
- **Leveraging External Resources:** Utilize C&I consultants and trainers to support strategy development and implementation strategy C&I if internal resources are limited.

Overall, the practical implications of this research findings provide valuable guidance for managers and policy makers to improve the effectiveness of diversity and inclusion strategies in global organizations. By following these recommendations, organizations can overcome the challenges they face and leverage diversity as a valuable strategic resource.

4.3 Research Limitations

Each study has limitations that can affect the interpretation of the results and conclusions drawn. This research is no exception. The following is an explanation of the limitations of this research, both in terms of methodology and the scope of the literature reviewed, and how this may influence the interpretation of the findings:

1. Methodological Limitations

- **Article Selection and Publication Bias:** One of the main limitations of this study is the potential for article selection bias and publication bias. Although the article selection process followed a systematic procedure using inclusion and exclusion criteria, the possibility of bias in publication and article selection remains. Articles published in journals with higher reputations or articles that show positive results tend to be published more frequently. This can affect the representativeness of the findings and lead to conclusions that may not fully reflect the situation on the ground.
- **Variations in Research Methodology:** The articles reviewed in this research used various methodologies, such as case studies, surveys, and secondary data analysis. These variations can lead to differences in the quality and consistency of reported data, making comparisons difficult and overall synthesis of the results. Additionally, different methodologies may influence the generalizability of the findings and their applicability across various organizational contexts.

2. Limited Literature Coverage

- **Geographic and Industry Limitations:** This research includes articles from a variety of geographic regions and industries, but may not cover all relevant contexts and sectors. Some regions or industries that may have different C&I challenges or strategies may not be well represented in this study. This can limit understanding of how C&I strategies are implemented and evaluated across the global spectrum and industry sectors.
- **Publication Time Range:** Limited publication time may affect the results of this research. This research may not cover the latest developments in C&I strategy if the selected articles do not cover more recent time periods or do not take into account recent changes in trends. This may limit the ability of research to provide insight into the evolution and latest trends in C&I strategy.
- **Data and Information Limitations:** At times, the articles reviewed may not provide detailed enough information about the implementation of the C&I strategy or the results obtained. Limitations in reported data can reduce the depth of analysis and hinder deeper understanding of the effectiveness of C&I strategies.

3. Influence on Interpretation of Findings

These limitations may affect the interpretation of findings in several ways:

- **Generalizability:** Publication bias and methodological variations may limit the generalizability of this study's findings to all global organizational contexts. Findings may be more representative for organizations in certain sectors or geographic regions, and less relevant for other contexts that are not as well represented.
- **Accuracy and Consistency:** Variations in research methodology and data quality can affect the accuracy and consistency of synthesized results. Differences in the way data are collected and analyzed can lead to differences in findings and influence the conclusions drawn from this research.
- **Relevance and Recent Trends:** Limitations in publication time coverage may reduce the relevance of the findings in relation to recent trends in C&I strategy. Findings from older articles may not reflect current practices and challenges faced by organizations in implementing C&I strategies.

Overall, although this research provides valuable insights into diversity and inclusion strategies in global organizations, methodological limitations and the scope of the literature must be considered when interpreting the results and drawing conclusions. Recognition of these limitations can help in directing future research and provide better context for the practical application of research findings.

5. Conclusion

This study provides in-depth insight into diversity and inclusion (C&I) strategies implemented in global organizations. Based on a systematic analysis of existing literature, the following is a summary of key findings, research contributions, and recommendations for future implementation of C&I strategies:

1. Main Findings

- **Commonly Implemented Strategies:** This research found that the most commonly implemented C&I strategies in global organizations include diversity awareness training, inclusive hiring and promotion policies, and mentorship and support programs for minority groups. Organizations tend to adopt a systematic and structured approach to integrating C&I in their daily practices.
- **Effectiveness and Influence Factors:** The effectiveness of a C&I strategy is greatly influenced by top management commitment, employee involvement, and adapting the strategy to the specific cultural and industry context. Organizations that are successful in implementing C&I usually have strong support from leadership and implement clear policies and ongoing training.
- **Challenges Faced:** Some of the main challenges include resistance to change, lack of understanding of the benefits of C&I, and difficulty in measuring the impact of C&I initiatives. Suggested solutions include increased communication about the benefits of C&I, establishing clear strategies to overcome resistance, and developing effective metrics to evaluate results.

2. Research Contribution

This research makes a significant contribution to the literature by presenting a comprehensive and systematic study of C&I strategies in various global organizations. By identifying the most effective strategies and the challenges they face, this research expands understanding of how C&I can be applied effectively in various contexts. These findings also provide practical guidance for managers and policy makers in designing and implementing better C&I strategies.

3. Recommendations for Future Implementation of the C&I Strategy

- Increased Management Commitment: Organizations need to ensure that commitment to C&I starts at the top management level and is translated into daily policies and practices. Strong support from leadership will increase the legitimacy and acceptance of the C&I program throughout the organization.
- Contextual Adjustment: C&I strategies must be adapted to specific cultural and industry contexts to achieve optimal results. Organizations need to consider cultural differences and the unique needs of different employee groups when designing C&I initiatives.
- Development of Evaluation Methods: Organizations must develop better measurement tools and metrics to evaluate the effectiveness of C&I strategies. This includes establishing clear performance indicators and conducting regular evaluations to ensure that C&I initiatives are having the intended impact.
- Overcoming Challenges with Adaptive Strategies: Organizations must identify and overcome challenges encountered during the implementation of C&I strategies with an adaptive and responsive approach. This includes designing plans to overcome resistance and increasing awareness and understanding of the benefits of C&I at all levels of the organization.

Overall, diversity and inclusion strategies are important elements in creating an innovative and inclusive work environment. By following these recommendations, organizations can strengthen their commitment to C&I and maximize the benefits of these initiatives to improve employee performance and well-being. Future research should continue to explore innovation and best practices in C&I strategy to ensure that organizations can meet the evolving challenges and opportunities in a dynamic global environment.

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