

Building an Organizational Culture that Supports Diversity and Inclusion

Membangun Budaya Organisasi yang Mendukung Keberagaman dan Inklusi

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ABSTRACT

Building an organizational culture that supports diversity and inclusion is a significant challenge for organizations in this era of globalization. Through this research, we analyze the factors that influence the effectiveness of diversity and inclusion initiatives in organizations. The research results show that leadership commitment, inclusive policies, employee cultural awareness, employee involvement, and innovation play an important role in creating an inclusive and supportive work environment. Measuring the effectiveness of diversity and inclusion initiatives was also identified as an important step to ensure successful implementation. The practical and theoretical implications of these findings are discussed in the context of building an inclusive and supportive organizational culture.

Keywords: Organizational culture, diversity, inclusion, leadership, inclusive policies, cultural awareness, employee engagement, innovation, effectiveness, measurement.

ABSTRAK

Pembangunan budaya organisasi yang mendukung keberagaman dan inklusi merupakan tantangan yang signifikan bagi organisasi di era globalisasi ini. Melalui penelitian ini, kami menganalisis faktor-faktor yang mempengaruhi efektivitas inisiatif keberagaman dan inklusi dalam organisasi. Hasil penelitian menunjukkan bahwa komitmen kepemimpinan, kebijakan inklusif, kesadaran budaya karyawan, keterlibatan karyawan, dan inovasi berperan penting dalam menciptakan lingkungan kerja yang inklusif dan mendukung. Pengukuran efektivitas inisiatif keberagaman dan inklusi juga diidentifikasi sebagai langkah penting untuk memastikan kesuksesan implementasi. Implikasi praktis dan teoritis dari temuan ini didiskusikan dalam konteks pembangunan budaya organisasi yang inklusif dan mendukung.

Keywords: Budaya organisasi, keberagaman, inklusi, kepemimpinan, kebijakan inklusif, kesadaran budaya, keterlibatan karyawan, inovasi, efektivitas, pengukuran

Introduction

In an increasingly complex and diverse global context, the success of an organization is no longer only measured by financial aspects alone, but also by how inclusive and supportive it is of the diversity of cultures and perspectives within it. In this research, we conducted a systematic literature review to understand the importance of building an organizational culture that supports diversity and inclusion.

Building an organizational culture that supports diversity and inclusion is crucial for creating a positive and productive workplace environment. Research suggests that organizations should take a holistic approach to people management, which includes leadership commitment, inclusive policies and practices, cultural awareness and sensitivity, and employee engagement (Bernstein, 2020). In addition, organizations should promote diversity at all levels of the organization, provide diversity and inclusion training, and create an inclusive workplace culture (Jonsen, 2021) (Fyle, 2020). It is also important to recognize the value of diversity in creating a more innovative and productive workplace culture[1]. However, implementing effective diversity and inclusion programs and strategies can be challenging, and organizations should be aware of common challenges and barriers (Enders, 2021). The

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Structure-Culture Alignment Activity is an instructional innovation that can help align cultural values pertaining to diversity, equity, and inclusiveness to important structural elements, such as formalization and centralization (Tamtik, 2019). Ultimately, organizations that prioritize diversity and inclusion can create a more welcoming, inclusive, and equitable workplace for all employees.

Organizations can integrate diversity and inclusion into their organizational culture by following a holistic approach that includes the following best practices (Nadiv, 2020) (Ashikali, 2021): (1) Leadership commitment: Ensure that top-level management is actively involved in promoting diversity and inclusion, setting an example, and providing resources to support these initiatives. (2) Inclusive policies and practices: Implement policies and practices that promote diversity and inclusion, such as flexible work arrangements, diversity training programs, and inclusive hiring practices. (3) Cultural awareness and sensitivity: Foster an environment that values and respects diverse perspectives, and encourages employees to develop cultural awareness and sensitivity. (4) Employee engagement: Encourage employee participation in diversity and inclusion initiatives, and provide opportunities for employees to share their experiences and ideas. (5) Promote diversity at all levels: Ensure that diversity is represented at all levels of the organization, from entry-level positions to leadership roles. (6) Provide diversity and inclusion training: Offer training programs that help employees understand the importance of diversity and inclusion, and provide them with the skills to work effectively in a diverse environment. (7) Use the Structure-Culture Alignment Activity: This instructional innovation can help align cultural values pertaining to diversity, equity, and inclusiveness to important structural elements, such as formalization and centralization. By implementing these best practices, organizations can create a more welcoming, inclusive, and equitable workplace for all employees. It is also important to continuously evaluate and adapt these strategies to ensure that they remain effective and relevant in a changing environment.

Organizations can measure the effectiveness of their diversity and inclusion initiatives by using various metrics and approaches that assess the impact on organizational culture, employee engagement, and business outcomes. Some methods to measure the effectiveness of diversity and inclusion initiatives include (Swartz, 2019) (Ely, 2020): (1) Employee surveys: Regularly survey employees to gauge their perceptions of the organization's diversity and inclusion efforts, as well as their experiences with respect, inclusion, and belonging. (2) Employee turnover rates: Monitor employee turnover rates, particularly among diverse groups, to identify any disparities that may indicate a lack of inclusion or engagement. (3) Employee engagement: Measure employee engagement levels, as engaged employees are more likely to be committed to the organization's diversity and inclusion efforts. (4) Diversity metrics: Track the representation of diverse groups at all levels of the organization, including leadership positions. (5) Employee resource groups: Assess the effectiveness of employee resource groups in fostering a sense of community and belonging among diverse employees. (6) Training and development: Evaluate the impact of diversity and inclusion training programs on employee knowledge, skills, and attitudes. (7) Organizational culture assessment: Use tools such as the Structure-Culture Alignment Activity to assess the alignment of cultural values pertaining to diversity, equity, and inclusiveness with important structural elements. (8) Performance metrics: Analyze business performance metrics, such as revenue, profitability, and customer satisfaction, to determine if diversity and inclusion efforts have a positive impact on organizational performance. By regularly monitoring these metrics, organizations can identify areas for improvement and adjust their diversity and inclusion initiatives accordingly. It is also important to note that measuring the effectiveness of diversity and inclusion efforts requires a long-term perspective, as cultural change takes time to implement and sustain.

Organizations can integrate diversity and inclusion in their organizational culture by taking a holistic approach to people management. This approach should include four key components: leadership commitment, inclusive policies and practices, cultural awareness and

sensitivity, and employee engagement (Dover, 2020). Leadership commitment involves setting the tone from the top and ensuring that diversity and inclusion are integrated into the organization's mission, vision, and values. Inclusive policies and practices involve implementing policies and practices that promote diversity and inclusion, such as flexible work arrangements and diversity training programs. Cultural awareness and sensitivity involve understanding and respecting different cultures, backgrounds, and perspectives. Employee engagement involves creating an inclusive workplace culture where all employees feel valued, respected, and supported (Meng, 2019). Additionally, instructional innovations, such as the Structure-Culture Alignment Activity, have been developed to help align organizational structural elements with diversity, equity, and inclusion cultural values. Finally, research has shown that positive organizational culture is significantly affected by diversity, values, and sense of belongingness. Therefore, organizations should proactively promote diversity and inclusion to create a positive and productive workplace culture.

Research on building inclusive and diversity-supportive organizational cultures has extremely high relevance in the current global context. An inclusive organizational culture not only creates a fairer and more harmonious work environment, but also contributes to improving overall organizational performance. By creating an environment that understands, appreciates, and accepts differences, organizations can utilize diversity as a source of innovation, creativity, and better problem solving (Cooke, 2020). Although the importance of diversity and inclusion in organizational culture is widely recognized, significant challenges remain in implementing it effectively. These phenomena include hidden discrimination, inequality of access and opportunities, and discomfort or distrust in interactions between team members who come from different backgrounds.

Through a systematic literature review, we will identify research gaps that still exist in the current literature. These include a lack of research that focuses on implementing concrete strategies for building inclusive organizational cultures, a lack of understanding of the impact of diversity and inclusion policies and programs on organizational performance, and the need for further research in geographically and industrially diverse organizational cultural contexts. By filling these gaps, it is hoped that this research can provide deeper insights and more targeted solutions for building an organizational culture that supports diversity and inclusion.

Research Methods

The research method used in this research is a systematic literature review to explore the concept of building an organizational culture that supports diversity and inclusion. The first stage in this method is determining keywords that suit the research topic. Keywords used include "organizational culture", "diversity", "inclusion", and variations of other related keywords. Next, searches were carried out on various academic databases such as IEEE Xplore, Web of Science, Google Scholar, and Scopus to find relevant articles.

After conducting an initial search, the articles found are then filtered based on their relevance to the research topic. The inclusion criteria used include articles that specifically discuss building an organizational culture that supports diversity and inclusion, both in terms of theory and practice, as well as articles published in leading scientific journals.

During the search process, articles were found from various sources. However, after passing a filtering process based on relevance to keywords and predetermined inclusion criteria, there were several articles that met the requirements for inclusion in further analysis.

This systematic literature review method was chosen because it allows researchers to thoroughly explore existing literature, identify trends, and prepare a comprehensive synthesis of the topic under study. Thus, this method provides a deeper understanding of effective ways to build an inclusive organizational culture and support diversity.

Results and Discussion

Leadership Commitment

Leadership commitment is a key factor in creating a work environment that is inclusive and supports diversity. The level of commitment and support demonstrated by top management for diversity and inclusion initiatives can send a strong signal to the rest of the organization about the importance of these values. This commitment includes not only expressing rhetoric that supports diversity, but also concrete actions in integrating diversity and inclusion into organizational strategies, policies, and practices (Purnell, 2019).

The hypothesis proposed is that there is a positive relationship between the level of leadership commitment to diversity and inclusion initiatives and the effectiveness of those initiatives. This means that the higher the level of leadership commitment, the more likely it is that diversity and inclusion initiatives will be successful in influencing organizational culture and improving employee performance. This is due to the important role of leadership in setting direction, instilling values, and providing resources to support the implementation of diversity and inclusion (Hamad, 2023).

In this context, leadership commitment can motivate employees to actively engage in diversity and inclusion initiatives, increasing their participation and support for cultural change. Apart from that, strong leadership commitment can also create an open and inclusive work climate where employees feel supported and appreciated for their diversity. Thus, leadership commitment is not only a prerequisite for the success of diversity and inclusion initiatives, but also a key driver in creating an inclusive and supportive organizational culture (Dubey, 2019).

Inclusive Policies and Practices

Inclusive policies and practices refer to the concrete steps taken by organizations to support diversity and inclusion in the workplace. It includes a variety of policies, procedures, and programs designed to create a fair, inclusive, and diversity-friendly work environment (Brink, 2020).

The proposed hypothesis is that the implementation of inclusive policies and practices is positively related to the effectiveness of diversity and inclusion initiatives. In other words, the more inclusive policies and practices an organization implements, the better the chances of diversity and inclusion initiatives being successful in creating desired changes in organizational culture and employee performance.

This is based on the understanding that inclusive policies and practices create a strong foundation for the creation of an inclusive work environment. For example, flexibility in work hours can allow employees to adjust their work schedules to suit their personal needs, which can improve work-life balance and reduce stress. An inclusive recruitment program, on the other hand, can ensure that the recruitment process is non-discriminatory and provides equal opportunities for all individuals, regardless of their background or characteristics (Chung, 2020).

With strong inclusive policies and practices in place, organizations can create a culture where every member feels welcome and valued, and feels free to voice their opinions and ideas. This creates a strong foundation for productive collaboration and allows individuals to make their maximum contribution without fear of discrimination or rejection (Ng, 2020).

Therefore, implementing inclusive policies and practices is not only an important step in supporting diversity and inclusion, but also a key factor in determining the overall success of diversity and inclusion initiatives.

Cultural Awareness and Sensitivity

Employee cultural awareness and sensitivity is an important aspect in creating a work environment that is inclusive and supports diversity. This level of awareness includes an

understanding and appreciation of cultural differences, as well as the ability to interact positively with individuals from different backgrounds (Mapes, 2020).

The hypothesis proposed is that the level of employee cultural awareness and sensitivity is positively related to the effectiveness of diversity and inclusion initiatives. This means the higher the level of employee cultural awareness and sensitivity, the greater the likelihood of effectiveness of diversity and inclusion initiatives in creating an inclusive and supportive organizational culture.

This is based on the understanding that cultural awareness and sensitivity play a key role in facilitating positive interactions between team members who come from different backgrounds. When employees have a good understanding of cultural diversity and appreciate those differences, they tend to be more open to collaborating with people from different backgrounds. In addition, the ability to interact positively with individuals from different backgrounds also helps create an inclusive work climate, where all team members feel accepted and valued (Chung, 2020).

Thus, an employee's level of cultural awareness and sensitivity not only influences team dynamics and relationships between employees, but is also an important factor in determining the overall success of diversity and inclusion initiatives. Organizations can strengthen employees' cultural awareness and sensitivity through training, education, and self-development programs specifically designed to promote understanding of diversity and develop intercultural skills (Brink, 2020).

Employee Engagement

Employee involvement in diversity and inclusion initiatives is a key factor in creating a work environment that is inclusive and supports diversity. This level of participation includes employees actively contributing, collaborating, and supporting the organization's efforts to promote diversity and inclusion. In addition, the organization's ability to facilitate employee engagement also plays an important role in determining the success of such initiatives (Mapes, 2020).

The proposed hypothesis is that employee involvement in diversity and inclusion initiatives is positively related to the effectiveness of those initiatives. This means the higher the level of employee engagement, the greater the likelihood of effectiveness of diversity and inclusion initiatives in creating positive change in organizational culture.

This is based on the understanding that active employee involvement creates a greater sense of ownership and involvement in diversity and inclusion efforts. When employees feel heard, valued, and given the opportunity to play an active role in shaping the organization's culture, they tend to be more motivated to support and implement diversity and inclusion principles in their daily activities. In addition, employee involvement also creates a collaborative and responsive work climate, where diverse ideas and solutions can be accommodated and appreciated (Chung, 2020).

Therefore, facilitating employee engagement in diversity and inclusion initiatives is a crucial step for organizations seeking to create an inclusive and supportive work culture. This enables organizations to optimize the potential of their human resources and build strong communities based on the values of diversity, equity, and inclusion (Dubey, 2019).

Innovation

Innovation is the ability of an organization to produce new ideas and creative solutions that can face challenges and take advantage of opportunities in the work environment. In the context of cultural diversity, innovation is crucial because differences in backgrounds, experiences and perspectives can inspire fresh ideas and more creative solutions (Cooke, 2020).

The hypothesis proposed is that innovation has a positive influence on the effectiveness of diversity and inclusion initiatives. This implies that the more innovative an organization is in utilizing cultural diversity, the more effective its diversity and inclusion initiatives will be in achieving its goals.

This is based on the understanding that cultural diversity can be a very valuable resource in the organizational innovation process. When organizations are able to leverage cultural differences effectively, it can create an environment that stimulates creativity, out-of-the-box thinking, and productive collaboration. Individuals who come from different backgrounds may have unique experiences and points of view, which can bring new perspectives and innovative solutions to complex problems (Purnell, 2019).

Therefore, organizations that are able to build a culture that effectively supports diversity and inclusion also tend to be more innovative. They can create a work environment that promotes collaboration between individuals from different backgrounds, values the unique contributions of each team member, and encourages experimentation and the development of new ideas (Mapes, 2020).

Thus, innovation is not only a result of the cultural diversity that exists within an organization, but is also an important factor in increasing the effectiveness of diversity and inclusion initiatives as a whole. This emphasizes the importance of understanding and utilizing cultural diversity as a strategic resource for organizations in achieving their goals (Dubey, 2019).

Research Framework

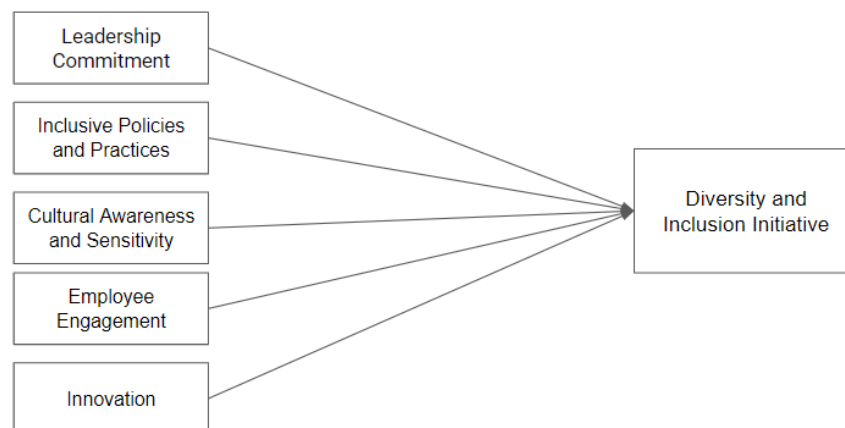


Figure 1. Research Framework

Conclusion

In an effort to build an organizational culture that supports diversity and inclusion, this research identifies several important factors that influence the effectiveness of diversity and inclusion initiatives. The results of the analysis show that leadership commitment, implementation of inclusive policies and practices, employee cultural awareness, employee involvement, and innovation are key factors that contribute to achieving diversity and inclusion goals. Furthermore, the results of this study underscore the importance of measuring the effectiveness of diversity and inclusion initiatives through a variety of metrics that include employee perceptions, levels of engagement, and overall organizational performance. These findings provide valuable insights for organizations in designing and implementing effective diversity and inclusion strategies to create inclusive and supportive work cultures.

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