

DIVERSITY GOVERNANCE AND INCLUSIVE OPENNESS AS FOUNDATIONS OF ORGANIZATIONAL JUSTICE

Mila Hariani

Universitas Sunan Giri Surabaya

correspondence: milamasroni@gmail.com

Abstract - Workplace diversity without genuine inclusion fails to deliver expected benefits and may increase conflict. This study constructs a conceptual framework for diversity management and inclusivity as a foundation for fair organizational practices. A qualitative literature review method was applied following systematic procedures from established methodology references. The framework distinguishes between visible and invisible diversity dimensions, each requiring different measurement approaches. Unconscious bias is identified as the primary barrier addressed through procedural changes rather than awareness training alone. Blind recruitment, standardized performance rubrics, transparent promotion criteria, and formal mentoring programs are proposed as structural solutions. Retention analysis by demographic groups serves as the ultimate test of inclusivity success. Leadership commitment must be demonstrated through resource allocation and role modeling behaviors. Affirmative policies require sunset clauses and transparent mechanisms to avoid reverse discrimination accusations. Training programs need longitudinal design with repeated sessions and cross hierarchical participation. Measurement systems combine process indicators with outcome metrics including climate surveys and representation ratios. The framework acknowledges resource constraints of smaller organizations while arguing that procedural justice requires minimal financial investment.

Keywords: diversity management, workplace inclusion, unconscious bias, procedural justice, retention analysis.

INTRODUCTION

The composition of the workforce in modern organizations exhibits an increasingly wide variation alongside globalization and population mobility. Companies no longer operate in homogeneous environments where all employees originate from the same cultural, religious, or ethnic backgrounds. Individual differences encompass demographic factors such as age, gender, education, and life experiences that shape how an individual works and interacts (Cao, 2023). This diversity presents a vast potential for organizations to innovate through various differing perspectives. However, realities in the field indicate that differences frequently act as triggers for conflict, misunderstandings, and unfair treatment. Cultural differences in multinational organizations can generate conflicts in communication and decision-making, which impact productivity and work efficiency (Abdulah et al., 2021). A female employee might receive different assignments compared to male colleagues despite their equivalent qualifications. Employees from a certain ethnic group might be overlooked during promotion processes for reasons unrelated to performance. Conditions such as this create an unhealthy work environment and harm all parties involved. Organizations lose top talent because employees choose to leave rather than continually face discrimination. Therefore, an understanding of diversity management has become an absolute necessity for every corporate leader.

Inclusivity goes beyond merely recognizing the existence of differences by creating an environment where everyone feels valued. An organization can be statistically diverse yet remain exclusionary in daily practices (Devarakonda & Powlay, 2016). This occurs when existing formal policies are not balanced with changes in culture and individual behavior. Employees from minority groups may be physically present in meeting rooms, but their voices are not heard during decision-making. The feeling of being an outsider or not being taken seriously suppresses their participation and spontaneous contributions. Consequently, the full potential of diversity is never realized because innovation requires openness from all parties. Inclusivity requires conscious efforts to redesign processes and routines that unintentionally favor certain groups. For example, meeting times that are always scheduled at a specific hour systematically exclude employees with the responsibility of dropping children off at school. Designing communication that enables two-way dialogue, where employees can provide input and feel their voices are heard (Mardikaningsih & Darmawan, 2022). By identifying and responding to employee needs, leaders can create a more inclusive environment where every individual feels part of a larger change process (Mardikaningsih & Darmawan, 2022). Awareness of hidden biases in standard procedures serves as the initial step in building a truly inclusive environment.

Effective diversity management requires a systematic approach, not merely a one-day cultural awareness training program. Many organizations hold diversity training as a reaction to discrimination incidents without designing structural changes. Such training often feels like a formal obligation attended without emotional engagement from participants (Ninan et al., 2019). The material presented is too general, failing to touch upon the specific issues faced by the

organization. Consequently, no real behavioral change occurs after the program ends, and old problems resurface. Diversity management should be integrated across all human resource functions, starting from recruitment up to promotion. Job descriptions must be written in language that does not unconsciously attract a specific gender. Interview panels need to consist of individuals from diverse backgrounds to reduce bias in evaluation. Performance appraisal systems must examine whether employees from minority groups receive feedback that is equally constructive. All of this requires long-term commitment and substantial resources. The willingness to support one another in mastering new systems is fundamentally influenced by strong positive psychological dimensions to maintain individual commitment in completing collective tasks (Darmawan & Mardikaningsih, 2021). It should not only be held as a one-off event, but also as part of a continuous development culture (Fared & Darmawan, 2021).

Affirmative action policies often become controversial because they are perceived as a form of reverse discrimination against the majority group (Sabbagh, 2015). Providing special quotas for women or specific ethnic groups triggers feelings of unfairness among those who do not receive similar facilities. This debate touches upon the fundamental question of whether justice means equal treatment for everyone. Proponents of affirmative action argue that equal treatment does not yield equal outcomes due to different starting points. Historically marginalized groups require additional support to be able to compete on an equal footing. However, the execution of affirmative action policies is often harsh and generates resistance that undermines the goal of inclusivity itself. A subtler alternative is modifying selection processes to be fairer without granting explicit advantages to specific groups. For example, removing names and genders from application files to reduce unconscious bias. Algorithms can contain unconscious bias, which results in unfairness toward certain groups (Darmawan, 2020). This method is called blind recruitment and has been proven to increase the opportunities of minority groups without triggering resistance. Such an approach is more easily accepted because it focuses on process improvement rather than profit allocation.

The success of diversity management is measured not only by representation figures but by the quality of work experience of each individual. An employee may belong to a statistically represented category yet still feel unwelcome at work (Iosr & Parimi, 2012). This feeling arises when they have to hide aspects of their personal identity in order to be accepted by colleagues. The phenomenon of passing or masking one's true identity requires immense psychological energy and diminishes focus on work. Inclusive organizations allow everyone to be themselves without fear of negative consequences. Gender-neutral locker rooms, leave permits that do not differentiate reasons, and the use of inclusive language are examples of tangible policies. Leaders need to explicitly state that harassment or jokes degrading certain groups will not be tolerated. This statement must be followed by decisive action when violations occur in order to establish a deterrent effect. A psychologically safe work environment serves as a prerequisite for the emergence of loyalty and the drive to contribute. Employee loyalty is an attitude where employees are willing to stay, provide support for the achievement of company objectives through positive efforts, and prioritize company interests due to a psychological bond (Darmawan et al., 2020). Without a sense of safety, the foundation of diversity will merely become meaningless numbers in the company's annual report. In social interactions, psychological well-being acts as a foundation for an individual's ability to forge mutually beneficial and meaningful relationships (Hariani & Mardikaningsih, 2022).

The primary problem in the practice of diversity management is the gap between declarative commitment at the top level and the reality on the front line. A board of directors proudly publishes statements of support for diversity, yet middle managers continue to engage in discriminatory practices. Public statements do not automatically change recruitment habits that have been ongoing for decades. A manager may consciously support diversity but unconsciously feel more comfortable with candidates similar to themselves. This affinity bias phenomenon operates subtly and is difficult to detect without systematic measurement. Subjective performance appraisal systems also allow managers to give lower scores to employees who differ from them. The absence of detailed data makes this problem invisible until a formal complaint or lawsuit occurs. Even when complaints arise, the resolution process often takes years and harms all parties. Employees who complain are labeled as troublemakers while perpetrators of discrimination are retained because they are considered more valuable. This gap between rhetoric and action is precisely what most damages employee trust in organizational commitment. Poor communication can create a gap between company goals and employee understanding, which ultimately hinders the implementation of sustainability initiatives (Mardikaningsih & Darmawan, 2021).

Another problem relates to the difficulty of measuring the success of diversity initiatives with widely agreed-upon metrics. The number of female employees at the management level is easy to count, but it says nothing about their daily experiences. A woman can become a director yet still not be invited to informal meetings taking place on the golf course. Quantitative indicators such as ratios or percentages only capture the dimension of physical presence, not the quality of participation. Meanwhile, qualitative indicators like a sense of belonging are difficult to measure and require exhaustive periodic surveys. Organizations often choose metrics that are easy to measure due to pressure to show quick results to stakeholders. Consequently, diversity programs are evaluated based on recruitment figures without paying attention to minority group retention rates. In fact, high resignation rates from certain groups serve as a strong signal of inclusivity issues. However, this data is often ignored or explained away by other factors unrelated to discrimination. The inability to measure accurately leads to the continuous allocation of resources to ineffective programs, while core problems remain untouched because there is no way to verify whether applied solutions succeed.

This condition warrants serious attention because the costs of diversity management failure are substantial for organizations and society. Non-inclusive companies will lose access to talent from half of the population that is systematically sidelined. In a competitive market, losing top talent means losing competitive advantage that is difficult to recover. Legal costs from discrimination lawsuits are also highly significant both financially and reputationally. Companies should pay closer attention to risk management in IT projects because poor risk management can generate massive losses in terms of both finance and reputation (da Silva et al., 2022). A tarnished company name will complicate future recruitment as prospective candidates choose organizations with better reputations. Society is increasingly aware of diversity issues and punishes companies perceived as unfair through consumer boycotts. Pressure from institutional investors applying environmental, social, and governance criteria is also growing stronger. Diversity reporting has now become a mandatory document for public companies in many jurisdictions. Therefore, the study of concepts and principles of diversity management and inclusivity has become highly urgent to undertake. A clear theoretical framework is required as a guide for organizations wishing to initiate improvements. This large-scale digital transformation ultimately exerts a major influence on shifts in work design due to automation, the emergence of new social classes in the digital era, the strengthening of digital leadership for team efficiency, and the need to guarantee legal aspects related to student data protection and the validity of artificial intelligence-based electronic contracts (Darmawan, 2022).

This research aims to systematically outline the concepts of diversity management and inclusivity while formulating their operational principles for organizations. The resulting framework encompasses operational definitions of diversity, dimensions of inclusivity, and usable success indicators. The theoretical contribution of this study is providing a conceptual map integrating various perspectives on diversity from management literature, organizational psychology, and the sociology of work. Its practical contribution is guidelines for human resource managers in designing fair policies and accurate evaluations. Organizations applying these guidelines are expected to be able to bridge the gap between declarative commitment and actual practice in the field. Employees from all groups will feel that they are treated as equal partners in achieving organizational goals.

RESEARCH METHODS

A literature study design is used in this study, as proposed by Okoli (2015) as a systematic approach to synthesizing scattered knowledge. The first step is to determine the research questions formulated in the preliminary stage regarding the concepts of diversity management and inclusivity. Document inclusion criteria are established to encompass human resource management textbooks, indexed journal articles, and international agency reports discussing related topics. Documents that are opinion-based without theoretical grounding or single-case reports without generalization are excluded through the selection process. Each selected document is read thoroughly so that key concepts, principles, and models proposed by the authors can be identified. The collected data is then grouped into categories such as definitions, dimensions, determinants, and consequences of diversity management. Analysis is conducted using a comparative approach to find similarities and differences among existing frameworks. The propositions resulting from the synthesis process are structured into a cohesive conceptual framework.

The rigor of the data analysis process is ensured through guidelines on qualitative research formulated by Corbin and Strauss (2015). Internal validity is maintained through source triangulation, which involves comparing information from three different authors for each identical concept. When inconsistencies in definitions are found, an exploration of the underlying assumptions of each author is conducted. Differences often arise because authors originate from different scientific disciplines, such as psychology, sociology, or business management. Uniformity is not forced by the researcher; instead, the conditions under which each definition is most appropriately used are explained. Research reliability is achieved through an audit trail, which involves recording every decision made during the analysis process. Decisions to include or exclude a concept are documented with clear reasoning. The researcher's steps from raw material to the final conclusion can be traced back by the reader. A logically coherent normative framework is produced through this approach, although it has not yet been empirically tested. The results of this study are expected to serve as a foundation for subsequent empirical studies that will test the propositions that have been generated.

RESULTS AND DISCUSSIONS

Diversity encompasses various aspects, including race, gender, cultural background, sexual orientation, and age, which contribute to the creation of a more inclusive and mutually respectful work environment (Shore et al., 2011). Diversity management is defined as a series of planned practices aimed at valuing individual differences while maximizing everyone's potential contribution. This definition contains two important components: appreciation for differences and orientation toward the achievement of organizational goals. Appreciation means differences are not viewed as problems to be solved, but rather as wealth that needs to be managed. Organizations that can integrate diversity principles with sustainability efforts are expected to create a culture that is more responsive to the needs of various groups in society (Rezaee, 2016). Goal orientation ensures that diversity efforts do not stop at ceremonial activities without an

impact on business performance. Organizations that succeed in diversity management show a positive correlation between the level of diversity and business outcomes such as innovation. However, this correlation does not happen by itself; rather, it requires mechanisms that allow differences to be translated into competitive advantages. These mechanisms include a psychologically safe climate, transparent decision-making processes, and fair resource distribution. Without these mechanisms, diversity can actually decrease group performance due to increased conflict and misunderstandings (Korovyakovskaya, 2024). Therefore, diversity management is more than just recruiting people who are statistically different. Quality human resources are organizational assets that must be retained (Barzani et al., 2022).

Managing sustainability and diversity can be the key to achieving long-term organizational goals. These efforts not only comply with environmental regulations but also create healthy and balanced working conditions (Mardikaningsih & Hariani, 2022). Inclusivity is a condition where every organizational member feels respected, heard, and possesses equal opportunities to develop. The difference between diversity and inclusivity is often likened to being invited to a party versus being asked to dance. Diversity is who sits at the table, whereas inclusivity is who has a voice in determining the song being played. A project team can be demographically diverse, yet all decisions continue to be made by a single dominant person. Under such conditions, other team members will feel like mere accessories rather than equal partners. Inclusivity requires a more even distribution of decision-making power across all groups. Robinson and Judge (2013) reveal that diversity within organizations contributes to strengthening corporate culture and can enhance the quality of decisions made, which directly affects long-term performance and organizational sustainability. Concrete practices involve ensuring that everyone gets a turn to lead meetings or express opinions without interruption. Leaders need to actively request input from members who are typically quiet before final decisions are made (Peters, 2024). Task rotation policies also prevent the formation of knowledge monopolies controlled solely by certain groups. Inclusivity is the result of daily actions rather than merely vision statements displayed on office walls. In addition to interaction factors, the support of social capital and strong team collaboration act as important foundations in maintaining work quality within an organization (Putra et al., 2021).

The dimensions of diversity relevant to an organization encompass both visible and invisible physical attributes. Visible attributes such as race, gender, age, and disability are easily identified, although frequently misinterpreted. Invisible attributes such as sexual orientation, mental health status, religious beliefs, and educational background are more difficult to measure. An employee might choose not to disclose their sexual orientation out of fear of discrimination, despite being formally protected by policy. This lack of openness results in organizations lacking accurate data on the true composition of diversity. Consequently, affirmative action policies may not reach those who need them most because the data does not reflect reality (Castrillón, 2024). Companies need to create a safe environment so that employees are willing to disclose their identities without fear. Regular anonymous surveys can be used to collect data without tracing it back to specific individuals. The aggregated results then serve as the basis for designing targeted intervention programs. Respondent identity confidentiality must be strictly guaranteed to prevent fears of retaliation. Privacy breaches and data leaks can damage a company's reputation and diminish trust (Ramle & Mardikaningsih, 2022).

Unconscious bias remains the most persistent barrier in efforts to create a fair work environment (Ayari, 2023). No one is free from bias because the human brain naturally categorizes information for processing efficiency. Problems arise when this categorization is applied to humans because it generates inaccurate and harmful generalizations. A manager might remember mistakes made by a female employee more than her achievements due to established cognitive schemas. Conversely, for male employees, achievements are easier to remember while mistakes are treated as anomalies. This effect is called confirmation bias because people tend to seek evidence that reinforces their initial beliefs (Farsia, 2024). Bias awareness training can reduce negative impacts but does not completely eliminate bias. What is more effective is changing systems and procedures so that bias has no room to operate. For example, using standardized evaluation rubrics for all candidates in the promotion process. Rubrics force managers to compare candidates based on the same criteria rather than general feelings about cultural fit.

Recruitment is a critical entry point where bias most easily occurs because information about candidates is very limited. Selection decisions are often made within minutes based on first impressions that are highly vulnerable to bias (Amorim et al., 2023). Unfamiliar-sounding names can trigger negative assumptions about a person's English language proficiency. Addresses in less prestigious neighborhoods can be associated with economic backgrounds that influence potential assessments. Photos attached to CVs allow evaluators to discriminate based on physical appearance in subtle ways. The solution to this problem is implementing a blind recruitment process that conceals identity information from evaluators. Names, genders, addresses, ages, and photos are removed from application files before entering the selection stage. Evaluators only see education, work experience, and answers to open-ended questions relevant to the job. This method has been proven to increase interview call opportunities for minority groups without lowering the quality of successful candidates. All that is required is administrative discipline to clean every file before sending it to the selection panel. The implementation cost is relatively low compared to the benefits gained from improved diversity. The dual benefits of enhancing sustainability while creating equal employment opportunities for all segments of society, regardless of their socio-economic background (Essa & Mardikaningsih, 2023). The utilization of digital technology in remote work systems is also part of modern management practices that warrant attention (Mardikaningsih & Darmawan, 2022).

Performance appraisal systems often unconsciously disadvantage minority groups due to ambiguous and subjective criteria (Neschen & Hügelschäfer, 2021). Assessments regarding leadership, initiative, or teamwork heavily depend on the evaluator's interpretation. A firm female employee might be evaluated as aggressive, whereas a male employee with the same behavior is evaluated as assertive. Employees from collectivist cultures who do not speak much in meetings might be evaluated as contributing less. In reality, outside of meetings, they may serve as the backbone of the team in solving technical problems. The solution is to replace subjective evaluations with assessments based on specific behavioral evidence. One of the main problems in performance evaluation is the subjective nature of the assessment. Many organizations still rely on supervisors' perceptions without using objective instruments that can reduce bias (Darmawan & Marsal, 2021). Every criterion must be equipped with observable behavioral examples for each rating level. An employee who leads meetings by encouraging all members to speak is rated higher than one who merely gives orders. This is because by encouraging involvement, companies can optimize employee potential to achieve greater goals (Hariani & Mardikaningsih, 2024). Evaluators are required to write down concrete evidence supporting every score given. Appeal systems are also necessary so that employees can challenge evaluations they believe are biased. The mere existence of an appeal mechanism is sufficient to pressure evaluators to be more careful and fair.

Career development and promotion represent areas where unfairness is most acutely felt because they concern a person's future. Minority groups often face a glass ceiling that restricts their rise to top levels. They may reach middle management levels but subsequently stagnate without clear reasons. One of the causes is a lack of access to informal networks that serve as sources of information regarding promotion opportunities. These networks form outside working hours, such as while playing golf, having dinner, or simply chatting in the pantry. Employees who differ culturally may not be invited or may feel uncomfortable participating in such activities. Consequently, they lose information about upcoming open positions as well as sponsor support from superiors (Bagdadli & Paoletti, 2000). The solution is to make the promotion process more transparent by publicly announcing all available positions. Promotion criteria must be stated clearly, and every employee has the right to know why they are promoted or not. Formal mentoring programs can also replace the function of informal networks by pairing minority employees with senior mentors. Mentors are tasked with opening access and providing career advice typically obtained only through informal relationships. In addition, managers must be able to facilitate rapid and relevant information access for all employees so that work processes become more efficient and decision-making quality increases (Darmawan, 2025). A work environment capable of facilitating knowledge exchange, both formally and informally, encourages employees to be more effective in making decisions, solving problems, and adapting to change (Darmawan, 2021).

Employee retention among minority groups serves as the final test of the success of an organization's diversity management. If resignation rates for a specific group are consistently higher, it indicates systemic problems that need addressing. Exit interviews must analyze patterns of resignation reasons based on employee demographics. The female group may leave due to a lack of work schedule flexibility that fails to accommodate childcare responsibilities. The disability group may leave due to physical office facilities that do not support their mobility. Ethnic minority groups may leave due to a feeling of being unappreciated for contributions they have provided. This data must be collected anonymously so that employees can be honest without fearing damage to relationships with former supervisors. Retention analysis needs to be conducted annually as part of routine human resource audits (Moore-Southall, 2022). Follow-ups on audit findings must be announced publicly within the organization as a form of accountability. Without visible follow-up, the audit process merely becomes a meaningless formality. Remaining employees will observe whether the complaints of departing colleagues are taken seriously by management. The credibility of diversity commitments is heavily determined by responses to evidence of failure in retaining employees. This linkage reinforces the importance of social construction regarding work-life balance within the boundaries of cultural and organizational norms (Eddine & Darmawan, 2022). Management should pay closer attention to work schedule arrangements and wages appropriate to the job, so that employees will feel comfortable and satisfied with the work environment. The better the quality of work life (QWL), the greater the employees' desire to continue working at the company (Rojak & Darmawan, 2022).

In organizational development, building a competent and efficiently functioning team requires not only technical skills but also leaders who understand how to motivate their members (Rojak & Darmawan, 2023). Inclusive leadership has been shown to increase employees' motivation and their willingness to stay in the organization (Darmawan, 2025b). The role of top leadership in diversity management cannot be replaced by any human resources department. The CEO and the board of directors must consistently communicate that diversity is a strategic priority rather than a side activity. This communication must be accompanied by real resource allocation, such as training budgets and the recruitment of dedicated staff. Leaders must also act as role models by actively participating in diversity training programs, not merely opening the event and leaving, but sitting together with other employees throughout the session (Nwani & Okolie, 2022). Leaders' behavior in meetings is closely observed by the entire organization as a signal of what is and is not acceptable. If the CEO repeatedly interrupts female employees, other managers will imitate that behavior. Conversely, if the CEO explicitly asks for opinions from the quietest team members, a new norm will form. Such leadership examples also strengthen the influence of human resource policies on employee behavior (Mardikaningsih et al., 2026). Leaders must also be willing to accept critical feedback on their own inclusive behavior. Accepting criticism graciously shows that no

one is immune to the need to learn. Leaders' humility is the most powerful instrument for changing organizational culture as a whole. Organizations need to provide psychological support for leaders who must make difficult decisions regarding professional misconduct (Eddine & Darmawan, 2021).

A flat organizational structure with few hierarchies is theoretically more supportive of inclusivity than a rigid vertical structure. However, reality shows that a flat structure can actually worsen injustice if it is not managed well. In a flat structure, there is no direct supervisor who is formally responsible for the welfare of subordinates. Decisions are made through consensus, which requires a courage to speak up that not everyone has. Socially stronger groups will dominate discussions and decisions without any mechanism to restrain them (Schuster & Kanbach, 2024). A decentralized order still needs clear rules so that power is not held by certain groups alone (Darmawan et al., 2025). A vertical structure with clear hierarchy at least provides firm reporting lines and responsibilities. A manager is formally responsible for ensuring that all team members are treated fairly. When injustice occurs, employees can report to a direct supervisor who has the authority to correct the situation. In a flat structure, it is unclear who should be contacted when problems arise. Therefore, organizational structure design must consider the specific conditions of the company rather than adopting trends without evaluation. Organizational size affects the choice of structure, so a design needs to be tested according to the organization's scale (Khayru, 2025). Inclusivity is determined not by the presence or absence of hierarchy but by the accountability attached to each position. A clear division of tasks in each position helps accountability work in practice (Darmawan, 2025).

Measuring the success of diversity management requires a combination of process indicators and outcome indicators that complement each other. Process indicators include the existence of written policies, the training conducted, and the available complaint channels. These indicators are easy to collect but do not guarantee that practice in the field follows the plan. Outcome indicators include representation at various levels, retention rates, and climate survey scores on inclusivity. Retention rates also need to be read together with the values the organization holds, because aligned values can reduce employees' intention to leave (Mardikaningsih & Essa, 2025). Climate surveys need to ask about concrete experiences, such as how often respondents feel their opinions are ignored. Questions like this are more meaningful than merely asking for agreement with abstract statements (Chaudhry, 2022). Surveys must be conducted routinely, at least once a year, with strict anonymity guarantees. Survey results need to be broken down by demographics to see whether experiences differ between groups. Well-managed data helps management make decisions based on evidence rather than assumptions (Ali & Darmawan, 2023). If certain groups consistently report more negative experiences, special interventions are needed. However, data aggregation must not be so coarse that information about small subgroups is lost. Statistical methods need to consider the minimum sample size for reporting demographic data responsibly. Comparing the experience of a single employee from a minority group with an entire majority group is statistically unfair. This condition brings a fundamental change in work methods that were previously based on direct interaction and physical supervision, which have now shifted to systems that rely on digital communication and output measurement (Rojak et al., 2022).

Affirmative policy remains a controversial tool but is necessary under conditions of severe structural inequality. The key question is not whether affirmative policy may be used but how to design it so that it is not counterproductive. Overly rigid policies with fixed quotas often trigger resistance and produce false justifications. Beneficiaries of quota policies are labeled as recipients of privilege even though they actually meet the minimum qualifications. A subtler alternative is a supplementary or top-up policy, such as giving additional points at the early selection stage. These additional points are enough to bring minority candidates to the interview stage but do not guarantee that they are accepted. At the interview stage, all candidates are assessed with the same criteria without additional affirmation. This method gives a fair opportunity to compete without guaranteeing results. Such opportunities are important because they open the way for disadvantaged groups to move up to better positions (Sulaksono et al., 2025). Affirmative policy also needs a clear time limit to avoid permanent dependency (Burger et al., 2023). Once the representation of minority groups approaches the relevant population proportion, the affirmative policy is ended. Transparency about the mechanism and duration of the policy reduces suspicion that the policy is permanent and unfair. Honest communication about the reasons behind affirmative policy also increases acceptance from the majority group. The information employees receive also needs to be accurate, because the quality of information affects how they judge a policy (Khayru, 2025). When employees understand the reasons behind every policy and decision, they will be more willing to accept it and carry it out effectively (Mardikaningsih et al., 2022). A positive orientation toward correcting work errors requires ethical leadership from management in order to build a healthy and sustainable organizational culture (Mardikaningsih et al., 2022).

Diversity education and training must be designed as a continuous process, not a one-off weekend event. The human brain needs repetition and reinforcement to change mindsets that have been rooted for decades. At most, a one-day training gives initial awareness of the existence of bias without changing long-term behavior. A more effective design is a series of short monthly sessions that build on one another (Carter et al., 2020). Each session focuses on one specific type of bias, with case studies relevant to the participants' work. A person's behavior is shaped by their social environment, so training materials need to be close to participants' work environment (Mardikaningsih, 2025). Participants are given assignments between sessions to apply the skills they have learned in daily work interactions.

The next session begins with a reflection on successes and failures in applying those skills. Training result data needs to be analyzed routinely so that the organization knows what behavior changes have actually occurred (Mardikaningsih & Darmawan, 2025). Training also needs to include role-play scenarios that let participants directly experience being in the position of a minority group. Personally experiencing what it feels like when one's opinion is continually ignored has a stronger effect than merely listening to a lecture. Training must be attended by all levels of the organization without exception, including the president director. Separating training for managers and staff actually reinforces the hierarchy that is meant to be broken down. Mixed groups across levels allow a richer exchange of perspectives and create shared understanding. In the digital era, learning patterns have also changed through online interaction that influences how students obtain information (Darmawan, 2021).

Assuming that all organizations possess the resources to implement the given recommendations. Small companies with dozens of employees are unlikely to have a separate diversity department or a large training budget. However, basic principles such as process transparency and appeal mechanisms can be implemented without significant costs. Differences in organizational scale should influence implementation methods rather than justify the absence of effort altogether. Further research is needed to test the generated propositions across various types of organizations. Case studies on small companies that successfully create inclusive environments would be extremely valuable. Cross-cultural comparisons are also important because concepts of justice and diversity are not universal. Norms regarding the relationship between superiors and subordinates differ between Eastern and Western cultures. An approach that succeeds in the United States may not necessarily be suitable for implementation in Indonesia without adjustments. The pattern of adopting these new work values also requires strong management standardization, especially in multinational entities laden with clashes of workers' cultural backgrounds (Mardikaningsih & Darmawan, 2022). Nevertheless, the basic principle that every human being has the right to be treated with dignity applies universally. This framework can be adapted by considering local values sourced from Pancasila and Bhinneka Tunggal Ika. This work system is projected to continue evolving and become a common working pattern in the future, in line with technological advancements that increasingly facilitate its execution (Putra et al., 2022).

CONCLUSIONS

Diversity management and inclusivity represent planned practices aimed at valuing individual differences while creating a fair work environment for all. The success of diversity management requires a strict separation between statistical representation and the quality of daily work experiences. Inclusivity is achieved when every organizational member feels heard and possesses opportunities to develop without having to conceal their personal identity. The primary barrier of unconscious bias can be mitigated through procedural system changes such as blind recruitment and standardized evaluation rubrics. Measuring success requires a combination of process and outcome indicators, including climate surveys and minority group retention rates. The role of top leadership as a role model and resource allocator determines the credibility of the organization's commitment to diversity. Affirmative action policies must be designed carefully with clear time limits to avoid resistance and negative stigma. Diversity training must be sustainable with regular short sessions and relevant case studies. The limitations of this framework encompass assumptions regarding resource availability and cross-cultural variations in the interpretation of justice. The main conclusion is that effective diversity management necessitates simultaneous structural and cultural changes, rather than merely ceremonial programs.

The implication for human resource practitioners is the necessity of integrating inclusivity principles into every personnel management function. Recruitment, performance appraisal, promotion, and training must be redesigned to minimize room for bias to operate. The suggestion for organizations is to begin with a thorough audit of existing practices to identify hidden points of discrimination. The first priority is eliminating procedural barriers that unintentionally disadvantage certain groups at low cost. Examples include changing meeting hours to accommodate employees with family responsibilities or providing adequate nursing rooms. Once the procedural foundation is built, organizations can proceed to awareness-based programs such as unconscious bias training. Future research is recommended to test the propositions in this framework using quantitative methods with large samples. Longitudinal studies are also needed to observe whether policy changes are followed by long-term perceptual and behavioral changes. Organizations are advised to join inter-firm learning networks to share best practices and lessons learned from failures. Diversity is not an ultimate goal, but rather a means to achieve superior organizational performance through the utilization of all human potential. Justice and profitability are not two conflicting things, but rather two sides of the same coin in wisely managed organizations.

REFERENCES

- Abdullah, M. H. A. B., Gardi, B., & Darmawan, D. (2021). Innovation in human resource management to enhance organizational competitiveness in the era of globalization. *Journal of Social Science Studies*, 1(1), 51–58.
- Ali, R. & D. Darmawan. (2023). Big Data Management Optimization for Managerial Decision Making and Business Strategy, *Journal of Social Science Studies*, 3(2), 139 – 144.

- Amorim, M., Saghezchi, F. B., Bastos, L., Rodrigues, M., Dias, M. F., Silva, C., & Madureira, R. C. (2023). Unconscious gender bias in recruitment processes: Experiences and awareness of recruiters and job applicants. *ICERI Proceedings*. <https://doi.org/10.21125/iceri.2023.1539>
- Ayari, A. (2023). Unconscious bias against women at work, 94–110. <https://doi.org/10.4018/978-1-6684-9013-6.ch006>
- Bagdadli, S., & Paoletti, F. (2000). The importance of organizational justice in career decisions, 2000(1). <https://doi.org/10.5465/APBPP.2000.5438580>
- Barzani, L. A., Darmawan, D., & Zulkarnain, M. A. B. (2022). The application of sustainable supply chain management principles in the manufacturing industry to improve operational performance and corporate social responsibility. *International Journal of Service Science, Management, Engineering, and Technology*, 1(1), 38–45.
- Burger, R., Jafta, R., & von Fintel, D. (2023). The effectiveness of affirmative action policies in South Africa, 797–818. https://doi.org/10.1007/978-981-19-4166-5_39
- Cao, J. (2023). Investigation of the diversity of organizational human resources. *Advances in Economics, Management and Political Sciences*. <https://doi.org/10.54254/2754-1169/37/20231870>
- Carter, E. R., Onyeador, I. N., & Lewis, N. A. (2020). Developing & delivering effective anti-bias training: Challenges & recommendations. *Behavioral Science & Policy*, 6(1), 57–70. <https://doi.org/10.1177/237946152000600106>
- Castrillón, M. A. G. (2024). The management of visible and invisible diversity in organizations. *Visión de Futuro*. <https://doi.org/10.36995/j.visiondefuturo.2024.28.02.001.en>
- Chaudhry, S. (2022). Measuring diversity, equity and inclusion: A holistic approach. *Development and Learning in Organizations*, 37(2), 4–6. <https://doi.org/10.1108/dlo-04-2022-0068>
- Corbin, J., & Strauss, A. (2015). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (4th ed.). SAGE Publications.
- da Silva, B. dos S., Darmawan, D., & Gardi, B. (2022). A systematic approach to risk management to enhance information technology project success in a dynamic business environment. *Journal of Social Science Studies*, 2(2), 213–218.
- Darmawan, D. (2020). Health, well-being, and productivity of senior employees in the era of artificial intelligence. *Journal of Science, Technology and Society*, 1(2), 43–50.
- Darmawan, D. (2021). Objective vagueness, appraisal bias, and lack of employee involvement in performance appraisal and job satisfaction in organizations. *Journal of Social Science Studies*, 1(1), 117–122.
- Darmawan, D. (2021). Social interaction in digital society: Changes in online communication patterns and dynamics of virtual communities. *Studi Ilmu Sosial Indonesia*, 1(1), 325–350.
- Darmawan, D. (2022). Posthuman human resource management in organizations using generative artificial intelligence. *Studi Ilmu Sosial Indonesia*, 2(2), 97–124.
- Darmawan, D. (2025). Human capital development in knowledge based organizations innovation and for continuous learning. *International Journal of Service Science, Management, Engineering, and Technology*, 7(1), 14.
- Darmawan, D. (2025). Inclusive Leadership Dynamics to Enhance Motivation and Retention of Older Employees in Modern Organizations. *Bulletin of Science, Technology and Society*, 4(2), 79–86.
- Darmawan, D. (2025). Job Redesign, Automation, and Digital Workforce Competencies in the Twenty-First Century. *Bulletin of Science, Technology and Society*, 4(3), 103–114.
- Darmawan, D., & Mardikaningsih, R. (2021). The role of positive psychological factors in enhancing employee engagement and commitment to work tasks. *International Journal of Service Science, Management, Engineering, and Technology*, 1(2), 37–44.
- Darmawan, D., & Marsal, A. P. (2021). Design of performance evaluation and fair reward systems in modern organizations. *Journal of Science, Technology and Society*, 2(1), 45–52.
- Darmawan, D., da Silva, B. dos S., & da costa, S. (2025). Blockchain as an Instrument of Decentralized Social Order and Democratic Reconfiguration. *Bulletin of Science, Technology and Society*, 4(1), 11–18.
- Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., Irfan, M., Al Hakim, Y. R., & Issalillah, F. (2020). The quality of human resources, job performance and employee loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580–2592.
- Devarakonda, C., & Powlay, L. (2016). Diversity and inclusion. <https://doi.org/10.4135/9781036235000.n11>
- Eddine, B. A. S., & Darmawan, D. (2021). Professional employees, manual workers, and informal workers in achieving work-life balance. *Studi Ilmu Sosial Indonesia*, 1(1), 209–226.
- Eddine, B. A. S., & Darmawan, D. (2022). Social construction of work-life balance in cultural and organizational norms. *Studi Ilmu Sosial Indonesia*, 2(1), 213–234.
- Essa, N. E., & Mardikaningsih, R. (2023). Sustainable and fair technology for an equitable society. *Journal of Social Science Studies*, 3(1), 355–362.
- Fared, M. A., & Darmawan, D. (2021). Design and implementation of cross-functional training to improve team collaboration. *Journal of Social Science Studies*, 1(1), 215–220.
- Farsia, L. (2024). Ensuring equal opportunity: Gender equality in workplace. *Accentia*, 4(1), 21–28. <https://doi.org/10.37598/accentia.v4i1.2040>
- Hariani, M., & Mardikaningsih, R. (2022). The performance of authenticity and the commodification of parasocial bonds: Twin pillars of influencer culture on social media. *Studi Ilmu Sosial Indonesia*, 2(2), 385–412.
- Hariani, M., & Mardikaningsih, R. (2024). Encouraging employee engagement in sustainability initiatives to improve organization performance and sustainable achievement of social goals. *International Journal of Service Science, Management, Engineering, and Technology*, 6(3), 6–10.
- Iosr, J., & Parimi, S. V. (2012). Diversity management time for a new approach in an organization. *IOSR Journal of Business and Management*, 3(3), 44–50. <https://doi.org/10.6084/M9.FIGSHARE.1126009>
- Khayru, R. K. (2025). Digital Health Literacy and the Influence of Social Media Information Quality on Childbirth Decision-Making among Pregnant Women. *Bulletin of Science, Technology and Society*, 4(2), 1–8.
- Khayru, R. K. (2025). Digital Twins for Sustainable Infrastructure Management at Various Organizational Scales. *Bulletin of Science, Technology and Society*, 4(3), 13–24.
- Korovyakovskaya, I. (2024). Workplace diversity: Hidden treasure for boosting organizational performance. *The Journal of Applied Business and Economics*, 26(4). <https://doi.org/10.33423/jabe.v26i4.7279>
- Mardikaningsih, R. (2025). Reconstructing the Earth's Social Ecosystem through Socio-Ecological Inquiry in the Climate Crisis Era. *Bulletin of Science, Technology and Society*, 4(1), 49–56.
- Mardikaningsih, R., & Darmawan, D. (2021). Business sustainability strategies in the facing of regulatory uncertainty and managerial challenges. *Journal of Social Science Studies*, 1(2), 111–118.
- Mardikaningsih, R., & Darmawan, D. (2022). Design and implementation of communication strategy in change management. *Journal of Social Science Studies*, 2(2), 237–242.
- Mardikaningsih, R., & Darmawan, D. (2022). Digital human resource practices in remote work systems. *Studi Ilmu Sosial Indonesia*, 2(1), 357–388.
- Mardikaningsih, R., & Darmawan, D. (2022). Situational leadership strategies to improve change management and team performance. *Journal of Social Science Studies*, 2(1), 247–252.

- Mardikaningsih, R., & Darmawan, D. (2022). The role of self-efficacy in predicting employee adaptability to technological change in the workplace. *International Journal of Service Science, Management, Engineering, and Technology*, 2(3), 43–55.
- Mardikaningsih, R., & Darmawan, D. (2025). Utilization of Big Data Analytics to Improve Corporate Environmental Performance in Managerial and Organizational Dimensions. *Bulletin of Science, Technology and Society*, 4(3), 1–12.
- Mardikaningsih, R., & Essa, N. E. (2025). The Compatibility of Sustainability Values and Turnover Intention in Modern Business Organizations. *Bulletin of Science, Technology and Society*, 4(3), 79–90.
- Mardikaningsih, R., & Hariani, M. (2022). Integrating diversity and sustainability in organizations: How to impact performance, corporate competitiveness, and the creation of inclusive work environments. *Journal of Social Science Studies*, 2(2), 77–84.
- Mardikaningsih, R., Halizah, S. N., Darmawan, D., Masithoh, N., & Nuraini, R. (2022). Examining the role of authentic leadership in shaping positive work climate and organizational citizenship behavior. *International Journal of Service Science, Management, Engineering, and Technology*, 2(1), 52–59.
- Mardikaningsih, R., Halizah, S. N., Nuraini, R., & Darmawan, D. (2022). The role of ethical leadership in shaping a positive and sustainable organizational culture. *International Journal of Service Science, Management, Engineering, and Technology*, 2(2), 48–55.
- Mardikaningsih, R., Wardoyo, D. T. W., & Haryono, N. A. (2026). Green knowledge sharing as a mediating mechanism: The effects of green HRM and environmental awareness on environmental performance with green transformational leadership as a moderator. *Journal of Intelligent Decision Making and Information Science*, 3(2), 1968–1987.
- Moore-Southall, T. (2022). Sustaining and retaining the diversity practitioner, 825–839. <https://doi.org/10.4018/978-1-6684-2405-6.ch041>
- Neschen, A., & Hügelschäfer, S. (2021). Gender bias in performance evaluations: The impact of gender quotas. *Journal of Economic Psychology*, 85, 102383. <https://doi.org/10.1016/j.joep.2021.102383>
- Ninan, P., Feitosa, J., & Delice, F. (2019). Developing an effective diversity training intervention: Best practices and challenges, 247–265. <https://doi.org/10.1201/9780429425905-17>
- Nwani, O. C., & Okolie, U. C. (2022). The role of leadership in workplace diversity management. *Vestnik Tomskogo Gosudarstvennogo Universiteta. Ekonomika*, 57, 192–201. <https://doi.org/10.17223/19988648/57/13>
- Okoli, C. (2015). A guide to conducting a standalone systematic literature review. *Communications of the Association for Information Systems*, 37(1), 879–910.
- Peters, T. (2024). Systems thinking is inclusive thinking. *Library Leadership & Management*, 38(2). <https://doi.org/10.5860/llm.v38i2.7613>
- Putra, A. R., Darmawan, D., & Arifin, S. (2022). Employee experience in the digital workplace: A human resource management perspective. *Studi Ilmu Sosial Indonesia*, 2(2), 361–384.
- Putra, A. R., Mardikaningsih, R., & Darmawan, D. (2021). Organisational social capital and team collaboration as supports for total quality management. *Studi Ilmu Sosial Indonesia*, 1(1), 129–146.
- Ramle, N. L. B., & Mardikaningsih, R. (2022). Inclusivity in technology-based services: Access and skills challenges. *Journal of Social Science Studies*, 2(2), 225–230.
- Rezaee, Z. (2016). Business sustainability research: A theoretical and integrated perspective. *Journal of Accounting Literature*, 36(1), 48–64.
- Robinson, G., & Judge, T. A. (2013). *Organizational behavior*. Pearson Education, Australia.
- Rojak, J. A., & Darmawan, D. (2022). Strategies for elevating employee performance: Focusing on work-life quality and self-efficacy development. *Journal of Science, Technology and Society*, 3(2), 9–16.
- Rojak, J. A., & Darmawan, D. (2023). Improving employee engagement and team development through the implementation of flexible and adaptive situational leadership. *Journal of Social Science Studies*, 3(1), 369–374.
- Rojak, J. A., Darmawan, D., & Khayru, R. K. (2022). Transformational leadership as an agent of social change in organizational value systems. *Studi Ilmu Sosial Indonesia*, 2(1), 191–212.
- Sabbagh, D. (2015). Elements toward a comparative analysis of affirmative action policies. *Social Science Research Network*, 164–186. <https://doi.org/10.2139/SSRN.1908653>
- Schuster, A. S., & Kanbach, D. K. (2024). Power and organizations: How organization types link to power relationships—a state of the field. <https://doi.org/10.1080/00208825.2024.2307202>
- Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262–1289.
- Sulaksono, S., Hardyansah, R., & Darmawan, D. (2025). Reimagining Social Mobility in the Platform Economy and Automation-Driven Labor Landscape. *Bulletin of Science, Technology and Society*, 4(1), 35–42.