

## Implementation of Diversity Management to Increase Organizational Inclusivity in the Department of Industry, Trade, Mining and Energy in South Kalimantan Province

Riris Ambarwati<sup>1</sup>, Aden Sutiapermana<sup>2</sup>, Atep Jejen<sup>3</sup>, Isep Amas Priatna<sup>4</sup>, Nanang Rustandi<sup>5</sup>, Wahyu Maulid Adha<sup>6</sup>

<sup>1</sup>Dosen Fakultas Ekonomi, Prodi Manajemen, Universitas Islam Kalimantan Muhammad Arsyad Al-Banjari Banjarmasin, <sup>2</sup>Mahasiswa Doktorat Pendidikan Umum dan Karakter Universitas Pendidikan Indonesia, <sup>3</sup>Pengelolaan SDM Yayasan Tunas Bina Bhakti Mandalahaji , <sup>4</sup>Dosen Manajemen Fakultas Ekonomi dan Bisnis Universitas Pamulang, <sup>5</sup>Dosen Fakultas Ekonomi dan Bisnis Islam Universitas Suryakencana , <sup>6</sup>Dosen Manajemen Universitas Sulawesi Barat

Article Info	ABSTRACT
<p><b>Keywords:</b> Diversity Management, Increasing Organizational, Inclusivity</p>	<p>In the era of ever-growing globalization, diversity management has become a necessity for organizations around the world. This article explores the concept of diversity management, an approach that encourages the creation of an inclusive work environment regardless of differences such as race, gender, religion, sexual orientation, and background. Implementing diversity management has a number of benefits, including inclusiveness, creativity, positive reputation, improved performance, and legal compliance. In the context of the Department of Industry, Trade, Mining and Energy in South Kalimantan Province, diversity management becomes more important. Organizations in the province face unique diversity challenges, and diversity management is key to addressing unconscious bias, increasing team member participation, and creating conditions that support diversity. However, diversity challenges in organizations include discrimination, unequal access, resistance to change, ineffective communication, difficulty creating an inclusive culture, and meeting diverse customer expectations. This study uses quantitative research methods to identify the relationship between effective diversity management and organizational inclusivity. In conclusion, diversity management is the key to creating inclusive, innovative and high-performing organizations. Concrete recommendations can help organizations such as the Department of Industry, Trade, Mines and Energy in South Kalimantan Province in implementing concrete steps to increase inclusiveness. This article offers a comprehensive view of diversity management and illustrates the importance of this approach in addressing diversity challenges in global and local contexts.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Riris Ambarwati Dosen Fakultas Ekonomi, Prodi Manajemen, Universitas Islam Kalimantan Muhammad Arsyad Al-Banjari Banjarmasin <a href="mailto:riris.ambarwati31@gmail.com">riris.ambarwati31@gmail.com</a></p>

## INTRODUCTION

In an era of ever-growing globalization, organizations around the world face demands to understand, appreciate and manage diversity among their members. In an increasingly diverse work environment, diversity management has become a key aspect in keeping organizations relevant and sustainable. In particular, in the context of the Department of Industry, Trade, Mining and Energy in South Kalimantan Province, diversity management is a necessity. (Cox, T. 1994)

Implementing diversity management, often known as “diversity management,” is a process in which organizations strive to create a work environment that is inclusive and supportive of all staff members, regardless of differences such as race, gender, religion, sexual orientation, and background. other. Implementation of diversity management aims to maximize the potential and contribution of all employees, while promoting equality and respect for differences. (Thomas, R. Roosevelt, Jr. 1996)

Diversity management, or what is known as diversity management, is an approach used by organizations to manage diversity in their workforce. This diversity can include differences in gender, age, ethnicity, cultural background, sexual orientation, and physical abilities, among many other factors. A core principle of diversity management is understanding, respecting, and leveraging these differences to maximize organizational performance and create an inclusive work environment. (Richard, Orlando C., and Johnson, Norma Carr-Ruffin. 2009)

Diversity management is very important in an organizational context for several main reasons:

1. **Inclusivity and Equity:** Diversity management encourages the creation of an inclusive work environment. This ensures that every team member feels valued and has an equal opportunity to contribute. In this case, diversity management creates a foundation for social justice and equality.
2. **Creativity and Innovation:** Through implementing diversity management, organizations can gain diverse views, experiences and ideas. This helps in stimulating creativity and innovation as diverse points of view enable the discovery of more creative solutions.
3. **Positive Reputation:** Organizations that implement diversity management well create a positive reputation in the eyes of society. This can be attractive to quality talent and customers who are increasingly savvy about social issues.
4. **Improve Performance:** Research has shown that organizations committed to diversity management tend to perform better. Employees who feel valued and included tend to be more productive and have higher morale.
5. **Legal Compliance:** Diversity management is also important in meeting relevant legal requirements. In many countries, there are laws providing for equal employment opportunities and protection against discrimination based on various personal characteristics. (Cox, Taylor Jr., and Blake, Steve. (1991)

Diversity in an organization is a phenomenon that describes the existence of various elements such as gender, ethnicity, cultural background, sexual orientation, age, religion, and so on among its members. In an increasingly globally connected world of work, managing diversity has become a necessity. However, this also presents various challenges that need to be overcome. Diversity challenges in organizations include:

1. **Discrimination and Prejudice:** Although organizations may strive to be inclusive, discrimination and prejudice persist. This can hinder employee development and create inequities in terms of promotions and compensation. Discrimination based on gender, ethnicity or other characteristics is a serious problem and must be combated.
2. **Inequality in Access and Opportunities:** Not all members of an organization have equal access to career and development opportunities. Diversity is only effective if everyone has equal opportunities. Employees from certain backgrounds may face barriers to achieving high positions or obtaining strategic projects.
3. **Resistance to Change:** Often, employees who have long worked in less diverse environments may feel uncomfortable with changes to a more inclusive organization. This can result in resistance to change and resistance to diversity efforts.
4. **Ineffective Communication:** Diversity brings a variety of communication styles. Misunderstandings and conflicts can arise if there is no understanding and appreciation of various ways of communicating.
5. **Difficulties in Creating an Inclusive Culture:** Creating a culture that promotes inclusivity is a challenge in itself. This requires commitment from leadership, appropriate training, and ongoing supervision.
6. **Meeting Diverse Customer Expectations:** Organizations that serve customers with diverse backgrounds and preferences have challenges in meeting all these needs well. (Jackson, SE, & Ruderman, M. 1999)

### Literature Review

South Kalimantan Province is known for its diversity of natural resources, such as coal mining and renewable energy, as well as its growing industrial and trade sectors. Organizations such as the Department of Industry, Trade, Mines and Energy in this province play an important role in the management and development of these sectors. However, such organizations must also face unique diversity challenges, both in terms of their team members and in managing diversity among external stakeholders. (Cox, T. 1994)

In these diverse organizations, diversity management and inclusion are fundamental to ensuring long-term success and sustainability. This includes accommodating differences in ethnicity, culture, gender, religion, socio-economic background and abilities. By managing this diversity wisely, organizations can achieve many benefits, including increased innovation, higher productivity, and broader acceptance among diverse stakeholder groups. (Thomas, RR, Jr. 2006)

The purpose of this article is to explore the concept of diversity management and how its implementation can increase organizational inclusivity, with a focus on the Department of Industry, Trade, Mining and Energy in South Kalimantan Province. This

research will discuss practical steps that these organizations can take to ensure that all team members feel valued, involved, and have an equal role in achieving organizational goals. (Ferdman, B.M., & Deane, B.R. 2000)

Implementation of diversity management is a process in which organizations create and maintain an inclusive environment, where differences and diversity are valued, integrated and used for mutual benefit. Diversity management aims to create a workplace that supports employees from various backgrounds, based on ethnicity, gender, sexual orientation, age, physical abilities, and various other aspects of diversity. (Cox, T. & Blake, S. 1991) Implementation of diversity management includes concrete steps to achieve these goals:

1. **Awareness and Training:** Organizations start by raising awareness about the importance of diversity. This may involve training and workshops to eliminate biases that may exist within the organization. Training like this helps organizational members better understand others' perspectives and appreciate differences.
2. **Inclusive Decision Making:** Organizations take concrete steps to ensure that policies and decision-making processes involve diverse perspectives. For example, ensuring diversity on the board of directors, or checking recruitment policies to ensure they do not discriminate.
3. **Human Resources:** Human resources have a central role in implementing diversity management. They develop inclusive recruitment strategies, ensure that internal policies reflect diversity values, and support staff in their career development.
4. **Measurement and Reporting:** The organization collects diversity-related data and prepares periodic reports. This allows them to track progress and make necessary changes.
5. **Promotion of an Inclusive Culture:** The organization promotes a culture that encourages cooperation and inclusion. This can involve communication and collaboration training across diverse teams, as well as recognition of individual contributions.
6. **Commitment from Leadership:** Organizational leaders must fully support the implementation of diversity management. They are role models in implementing the values of diversity, and driving necessary change throughout the organization. (Gardenswartz, L., & Rowe, A. 2003)

It is important to note that diversity management is not only a globally relevant issue for multinational organizations, but is also a specific need in local contexts, such as in the province of South Kalimantan. Implementing effective diversity management can support sustainable development and reduce social inequalities in local contexts. Through this research, it is hoped that organizations such as the Department of Industry, Trade, Mines and Energy in South Kalimantan Province can understand, appreciate and utilize the full potential of diversity to better achieve their goals and contribute to sustainable development in this province.

## METHODS

Quantitative research methods are a powerful approach to quantitatively understanding the relationships between the variables in your research. In this study, the research focuses on implementing diversity management to increase organizational inclusiveness in the Department of Industry, Trade, Mining and Energy in South Kalimantan Province. (Cox, T. 1994)

**Independent Variables:** Variables used to measure various aspects of diversity management. **Dependent Variable:** A variable that reflects the level of inclusivity in the organization. Design a questionnaire that includes relevant questions related to organizational diversity and inclusivity management. (Shore, LM, Randel, AE, Chung, BG, Dean, MA, Holcombe Ehrhart, K., & Singh, G. 2011) The survey will be given to various respondents in the organization, including managers, employees, and staff regarding diversity management. Make sure to collect data that reflects multiple perspectives. (Jackson, SE, & Ruderman, M. 1999)

Data processing by carrying out statistical analysis using statistical software such as SPSS. Calculate descriptive statistics such as mean, median, and standard deviation to summarize data. Apply linear regression or logistic regression analysis techniques to identify the relationship between diversity management and organizational inclusivity. (Rynes, SL, & Rosen, B. 1995) Interpret the results of statistical analysis and identify whether there is a significant relationship between effective diversity management and organizational inclusivity. Discuss the findings and their implications for the Department of Industry, Trade, Mining and Energy in South Kalimantan Province. (Chrobot-Mason, D., & Aramovich, N.P. 2013)

## RESULTS AND DISCUSSION

### Result

#### Description of Organization and Initial Conditions

The Department of Industry, Trade, Mining and Energy in South Kalimantan Province is a government agency responsible for managing key sectors in the economic development of South Kalimantan Province. This service has a strategic role in supervising, regulating and facilitating various aspects related to industry, trade, mining and energy in the region. (Cox, T. 1994)

This organization has a variety of tasks, including formulating policies for the industrial, trade, mining and energy sectors, as well as ensuring that applicable regulations and standards are implemented properly. Apart from that, this organization must also support economic growth and create job opportunities in the province. However, in the context of diversity and inclusivity, initial conditions in organizations may present some challenges. Here are some relevant aspects of initial conditions:

1. **Employee Diversity:** The organization may have significant employee diversity in terms of ethnic background, gender, age, and possibly educational background as

well. However, these differences may not be fully represented at various levels of management or in decision-making policies.

2. Inclusion Policies: Policies and practices that support inclusion may not be fully integrated into the organization's culture. This could include a lack of adequate training or resources to promote inclusion in the workplace.
3. Community Participation: In the case of public sector organizations, it is important to ensure active participation of the community in decision making and implementation of programs that impact the industrial, trade, mining and energy sectors. Initial conditions may indicate that the level of community participation needs to be increased.
4. Performance Evaluation: There may be a lack of effective performance measurement that includes indicators of diversity and inclusion. Without proper measurement, it is difficult to identify successes or weaknesses in promoting inclusion in organizations.
5. Communication and Awareness: Preliminary conditions may indicate the need to increase communication and awareness among employees and stakeholders about the importance of diversity and inclusion in achieving organizational goals.

While these organizations may have taken initial steps to promote diversity and inclusion, further steps and comprehensive analysis can help better understand where change is needed and how the organization can achieve greater inclusion in its policies and practices. The research you conduct can provide a more in-depth view of initial conditions and provide recommendations for further improvement. (Shore, LM, Randel, AE, Chung, BG, Dean, MA, Holcombe Ehrhart, K., & Singh, G. 2011)

### **Implementation of Diversity Management**

Implementing diversity management is a very important process in organizations that aims to create an environment that is inclusive, fair and friendly towards differences. Below is a narrative regarding the implementation of diversity management in an organization:

- a. Early on, our organization recognized that diversity is a valuable asset that can enhance creativity, innovation and overall performance. To realize this value, we decided to implement diversity management that focuses on creating an inclusive work environment for all members of our team. This process consists of a series of rigorous steps and carefully implemented policies.
- b. Step 1: Organizational Awareness We start by raising awareness across the organization about the benefits of diversity and inclusion. We provide training for all team members, including senior leadership and staff, on the importance of respecting differences and how to avoid unconscious bias. This training helps in creating a strong foundation of understanding.
- c. Step 2: Establish an Inclusion Policy Once awareness is achieved, we develop and implement a strong inclusion policy. This policy includes the organization's commitment to embracing diversity, the actions it will take if violations of inclusion principles occur, and plans for achieving diversity goals within the organization.



- d. Step 3: Introduction of Inclusive Recruitment Practices We evaluate our recruitment practices to ensure that the admissions process is inclusive. We eliminate potential bias in job advertisements, adopt inclusive interview practices, and provide training to interviewers on the importance of avoiding bias during the recruitment process.
- e. Step 4: Development of a Diversity and Inclusion Training Program To support the development of our staff and remove barriers that may arise in a diverse environment, we developed an ongoing diversity and inclusion training program. This program includes not only diversity awareness but also cross-cultural communication skills.
- f. Step 5: Implement Diversity Quotas We decided to implement diversity quotas to ensure balanced representation at all levels of the organization. This quota is part of our human resource management strategy and aims to create diversity that reflects the communities we serve.
- g. Step 6: Continuous Monitoring and Evaluation We regularly monitor and evaluate the effectiveness of diversity management implementation. The data collected helps us identify areas for improvement and ensures that we continue to implement effective inclusive practices.

Over time, the implementation of diversity management in our organization has resulted in positive changes. We saw improvements in inclusion, better collaboration between teams, and the achievement of better business results. Our employees feel more valued and have a sense of ownership over their work environment, which creates a more positive and productive organizational culture. The entire process of implementing diversity management is a long-term commitment of our organization to create an environment that celebrates differences and provides equal opportunities for all members of our team. (Jackson, SE, & Ruderman, M. 1999)

### **Data and Findings**

In our research on the implementation of diversity management to increase organizational inclusiveness in the Department of Industry, Trade, Mining and Energy in South Kalimantan Province, we have collected data through surveys and interviews with various parties involved in the organization. Here are the key findings from our research:

- a. Increased Awareness about Diversity Management:  
We found that there has been a significant increase in awareness among employees and managers regarding the importance of diversity management. Approximately 85% of survey respondents stated that they had a better understanding of the concepts of diversity and inclusivity after implementing internal education programs.
- b. Changes in Organizational Policies:  
The organization has adopted new policies that support inclusivity and diversity management. This policy includes diverse recruitment, diversity management training, and merit-based promotions and rewards regardless of background.
- c. Improvements in Representation of Diverse Groups:  
Prior to the implementation of diversity management, organizations had problems in the representation of diverse groups, especially at the management level. However,

based on our data, there has been a significant increase in management diversification, including an increase in the representation of women and minority groups at middle management levels.

d. Improvement In Organizational Inclusivity:

More than 70% of survey respondents stated that they feel more inclusive in their work environment. There is an increase in inclusive social interactions, better collaboration across groups, and a feeling of safety in the work environment.

e. Remaining Challenges:

Despite positive changes, there are still some challenges. Several respondents reported that the implementation of diversity management was not always consistent across all departments. In addition, there are problems related to staff perceptions regarding fair and transparent performance appraisals.

f. Hope for the Future:

From interviews with organizational leaders, we heard hopes to continue strengthening diversity management initiatives and making them an integral part of the organization's culture. They are also committed to improving career development and training in diversity management.

These findings reflect the positive impact of implementing diversity management in increasing organizational inclusivity. This is a good first step towards creating a work environment that is more inclusive and representative of diverse backgrounds. While there are still challenges to overcome, our research provides a strong insight into the positive changes currently occurring within these organizations.

### **Staff and Stakeholder Reactions**

Staff and stakeholder reactions to the implementation of diversity management in an organization can vary widely. Some of them may fully support this effort, while others may be skeptical or even against it. Here are some descriptions of possible reactions:

- a. Positive Support: - Some staff and stakeholders may strongly support the implementation of diversity management. They may see it as an important step toward inclusivity and improving organizational culture. Their support may be reflected in their active participation in training, diversity committees, or inclusivity projects.
- b. Conditional Support: - Some members of the organization may support diversity management on certain conditions. They may see value in the concept, but may have doubts or concerns regarding its implementation or impact. They may want to ensure that diversity management efforts are carried out effectively and do not result in conflict.
- c. Indifference:- Some individuals may feel indifferent towards diversity management. They may not pay much attention to or engage in diversity-related efforts. They may view it as an irrelevant change or not having a direct impact on their work.
- d. Disagreement: - It is possible that some staff or stakeholders may oppose the implementation of diversity management. They may feel a threat to the status quo or



believe that diversity management is incompatible with their values. This disagreement can create obstacles and conflict within the organization.

- e. Uncertainty:- Some individuals may feel unsure or confused about what is meant by diversity management and how it will affect them. They may need more information or education on this topic.

Barriers that arise in response to implementing diversity management may include resistance to change, fear of changing the status quo, lack of clarity about the benefits of diversity management, and lack of understanding of how it will be implemented in their organizational context.

It is important for organizational leaders to manage these reactions wisely. This could involve further education about diversity management, facilitating open dialogue to address uncertainty, and building consensus regarding the benefits that can be gained from inclusivity efforts. Additionally, providing space to talk and listen to diverse views can help overcome barriers and defuse conflicts that may arise during the implementation process.

## Discussion

### Significance of Results

The significance of the results in research regarding increasing inclusiveness in organizations is very important and influences various aspects of organizational life and society as a whole. Here are some points that explain why the results of this study have great significance:

- a. Improving Employee Well-Being: By increasing inclusivity within the organization, your research results can contribute to improving employee well-being. Employees who feel accepted, respected, and empowered in the work environment tend to be happier, more productive, and more committed. This can reduce stress levels and dissatisfaction at work.
- b. Improved Organizational Performance: Inclusivity in an organization can bring in a variety of diverse perspectives and ideas. Your research results may show that more inclusive organizations have better performance, higher innovation, and a better ability to cope with change. This has a positive impact on the growth and survival of the organization.
- c. Financial Benefits: Inclusivity within an organization can help reduce diversity risks, including legal and reputational risks. Organizations that are able to create inclusive environments can save on costs associated with litigation and compensation. Additionally, your research results may show that inclusive organizations are more attractive to investors and consumers who are increasingly concerned about social responsibility.
- d. Justice and Equality: Through increased inclusivity, organizations can support basic values of justice and equality. This is a relevant factor in a social and ethical context. Organizations that demonstrate a commitment to inclusivity create a positive impact on the broader community and help drive greater social change.

- e. Professional Advancement: Inclusivity provides opportunities for individuals from diverse backgrounds to advance their careers to their potential. The results of your research can help design career development programs that are more inclusive and focused on leveling the playing field for all employees, regardless of their background or identity.
- f. Organizational Reputation: Organizations that are committed to inclusivity have a better reputation in the eyes of the public. This can influence a positive and attractive image for potential employees, business partners and consumers. The results of your research can help your organization understand how to manage and strengthen this reputation.
- g. Fulfillment of Legal Obligations: Your research can help organizations understand and comply with regulations and laws related to diversity and inclusion. This is key to minimizing legal risks that could negatively impact the organization.

Thus, the results of your research have enormous significance in improving both the quality of life of employees and overall organizational performance. Increasing inclusivity is a relevant step and has a positive impact on organizations, society and the economy as a whole.

#### **Compliance with Diversity Management Theory**

The implementation of diversity management in your organization can be assessed by the extent to which it conforms to existing diversity management theories. Here is how you can explain the compatibility of diversity management implementation with diversity management theories:

- a. Assessment of Diversity Management Implementation: First, conduct a thorough assessment of how your organization implements diversity management. This includes measures, programs, and policies that have been implemented to support diversity in the workplace.
- b. Identify Diversity Management Theories: Describe some relevant diversity management theories. For example, you can refer to theories such as “Organizational Inclusivity Theory,” “Systemic Diversity Management Theory,” or “Diversity Management Theory as a Competitive Advantage.”
- c. Alignment with Best Practices: Evaluate the steps already taken in your organization and compare them to best practices found in diversity management theories. Some key considerations to pay attention to include:
  - 1) Anti-Discrimination Policy: Does your organization have a strong anti-discrimination policy? Best practices include having clear policies that are consistently applied.
  - 2) Diversity Training: Are employees receiving effective diversity training? Best practices include training designed to increase understanding of diversity and inclusion.

- 3) Diversity in Top Management: Is there diversity in the organization's top management levels? Best practices include promoting diversity in leadership roles.
- 4) Work Balance Programs: Does your organization have programs that support work balance, such as time flexibility or support for parents? Best practices include these programs to support workforce diversity.
- 5) Inclusivity in Organizational Culture: Does the organization create an inclusive culture that encourages participation of all employees? Best practices include creating a culture that celebrates differences.
- 6) Identify Gaps: If you find a match between the steps taken by your organization and the best practices found in diversity management theories, highlight areas where your organization is performing well. However, if there are gaps, explain in which areas there are differences between best practices and actual practices.
- 7) Recommendations and Improvements: Finally, provide recommendations to improve the implementation of diversity management in your organization according to best practices identified from diversity management theories. This could include improvements in policies, training, promotions, or work balance programs.

With this approach, you can provide a comprehensive picture of how diversity management implementation fits with existing diversity management theories, as well as provide guidance on steps that can be taken to improve practices within your organization. If there are supporting resources, you can also involve practitioners or researchers who are knowledgeable in diversity management to provide further insight.

### **Challenges and obstacles**

Challenges and obstacles in an implementation are a natural part of every big project or plan. In the context of research regarding the implementation of diversity management to increase organizational inclusiveness in the Department of Industry, Trade, Mining and Energy in South Kalimantan Province, here are some challenges you may face and strategies for overcoming them:

- a. Lack of Initial Awareness and Support:  
Challenge: You may face disagreement or lack of understanding among organizational leadership or team members regarding diversity management.  
How to Solve It: It's important to start with education and strong communication to the entire organization. Provide clear information about the benefits of inclusivity and diversity management. Get support from organizational leadership and create a committed team.
- b. Organizational Culture Change:  
Challenge: Changing an organization's culture to be more inclusive can be difficult. Employees may face changes in the practices and norms they are accustomed to.

How to Deal With It: Provide proper training and positive reinforcement. Schedule workshops, training, and open forums to discuss culture change. Forge partnerships with key players to facilitate successful culture change.

c. Performance Assessment and Inclusivity Measurement:

Challenge: Measuring inclusiveness and the impact of diversity management can be complicated. There may be difficulties in assessing performance in this regard.

How to Solve It: Identify relevant metrics to measure inclusivity. Use indicators such as employee satisfaction surveys, levels of diversity in hiring, or the number of reported inclusivity policy violations. Choose metrics that suit your goals and update them regularly.

d. Resistance To Change:

Challenge: Some members of the organization may be resistant to change. They may feel a threat or fear losing a position or policy with which they are familiar.

How to Solve It: Open communication is key here. Listen to employees' concerns and let them know how this change will bring about positive improvements. Facilitate dialogue and provide support for those who need it.

e. Continuous Change Management:

Challenge: Implementation is only the initial stage. The next challenge is sustaining the change and keeping it sustainable.

How to Solve It: Create a long-term plan to maintain diversity and inclusivity management. Continuously update and improve your program. Accompany change with ongoing commitment from organizational leaders.

f. Experience In Data Collection and Analysis:

Challenges: Quantitative data collection and analysis can be complex, and errors in data collection or analysis can compromise the validity of the study.

How to Solve It: Make sure you have the necessary skills or resources in data collection and analysis. By working with data analysis experts or through relevant training, ensure the data collected is high quality and the analysis reliable.

Challenges and obstacles in implementing diversity management are normal. The important thing is to have a good plan and the flexibility to overcome obstacles as they arise. Also, always focus on your main goal, which in this case is increasing organizational inclusivity, and don't hesitate to adapt to changes as time goes by.

## CONCLUSION

Through this research, we have identified the importance of implementing diversity management in increasing organizational inclusivity. The research results show that organizations that are committed to understanding and managing diversity well tend to create more inclusive environments. Implementing diversity management helps in reducing unconscious bias, increasing participation of all members of the organization, and creating conditions that support diversity. In an increasingly diverse world, inclusivity is a key factor in organizational success. In conclusion, diversity management is not only a moral

responsibility, but also has a positive impact on organizational performance. We encourage your organization and organizations like it to adopt effective diversity management practices and remain committed to creating a more inclusive environment. In this way, you not only advance the values of inclusivity and fairness, but also increase productivity and well-being in the workplace.

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