

DIVERSITY AND INCLUSION IN THE WORKPLACE: BEYOND THE BUZZWORDS

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ABSTRACT

This study investigates the relationships between organizational factors, cultural awareness, and job satisfaction within PT Kereta Api Indonesia. Using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) analysis, data was collected from 67 employees to examine the direct and indirect effects of organizational culture and diversity and inclusion policies on job satisfaction, mediated by cultural awareness. The results reveal significant direct relationships between organizational culture and both cultural awareness and job satisfaction. Additionally, diversity and inclusion policies were found to directly impact job satisfaction, albeit with limited mediation through cultural awareness. These findings underscore the critical role of organizational culture in shaping employee experiences and perceptions, emphasizing the importance of fostering a supportive and inclusive workplace environment to enhance job satisfaction. The study provides valuable insights for organizations, including PT Kereta Api Indonesia, aiming to promote employee satisfaction and cultivate a culture of inclusivity and well-being in the workplace.

Keywords : Organizational Culture, Diversity And Inclusion Policy, Job Satisfaction, Cultural Awareness

INTRODUCTION

Diversity and inclusion in the workplace have become more than just corporate buzzwords; they represent essential pillars of modern organizational culture [1]. Beyond mere rhetoric, fostering diversity and inclusion is imperative for companies aiming to thrive in today's globalized and interconnected world [2]. Embracing diversity entails acknowledging and valuing the differences in individuals, encompassing various aspects such as race, ethnicity, gender, sexual orientation, age, religion, socioeconomic background, and more [3]. However, true inclusivity goes beyond mere representation; it involves creating an environment where every individual feels respected, heard, and empowered to contribute their unique perspectives and talents [4]. In this study, we delve deeper into the significance of moving beyond the superficiality of buzzwords and implementing genuine diversity and inclusion practices in the workplace [5].

Job satisfaction is a critical aspect of employee well-being and organizational success. It encompasses the feelings and attitudes individuals have towards their work and the workplace environment [6]. Factors contributing to job satisfaction include meaningful work, opportunities for growth and development, supportive management, fair compensation, a positive work-life balance, and a sense of belonging within the team or organization [7]. When employees are satisfied with their jobs, they tend to be more

engaged, productive, and committed to their roles, resulting in lower turnover rates and higher overall performance levels [8]. Therefore, fostering job satisfaction is essential for organizations striving to create a conducive and thriving work environment [9].

Organizational culture refers to the shared values, beliefs, attitudes, and behaviors that characterize a company and guide the interactions and decisions of its members [10]. It embodies the unwritten rules and norms that shape the work environment and influence how individuals perceive and respond to various situations within the organization [11]. Organizational culture plays a crucial role in defining the identity of a company, shaping its reputation, and influencing employee engagement and performance. A strong and positive culture can foster teamwork, innovation, and adaptability, while a toxic or dysfunctional culture can lead to low morale, conflict, and inefficiency [12]. Therefore, cultivating a healthy and aligned organizational culture is essential for creating a cohesive and productive workplace where employees feel valued, motivated, and empowered to contribute to the organization's success [13].

A Diversity and Inclusion Policy outlines an organization's commitment to fostering a diverse and inclusive workplace environment [14]. It sets forth guidelines, principles, and practices aimed at promoting diversity in all its forms, including but not limited to race, ethnicity, gender, sexual

orientation, age, disability, religion, and socioeconomic background. Such a policy typically emphasizes the importance of creating equal opportunities for all employees, preventing discrimination and harassment, and ensuring that the workplace is welcoming and respectful to individuals from diverse backgrounds [15]. Additionally, it may include initiatives such as diversity training, recruitment and retention strategies targeting underrepresented groups, support networks, and mechanisms for addressing grievances related to diversity and inclusion issues [16]. By implementing a robust Diversity and Inclusion Policy, organizations can not only attract and retain top talent but also foster innovation, creativity, and collaboration among their workforce [17].

Cultural awareness refers to the ability to recognize, understand, and respect the values, beliefs, customs, and behaviors of individuals from diverse cultural backgrounds [18]. It involves being sensitive to differences in language, communication styles, traditions, and social norms, as well as acknowledging the impact of cultural diversity on interactions and relationships [19]. Culturally aware individuals demonstrate openness, curiosity, and empathy towards others, actively seeking to learn about and engage with different cultures in meaningful ways [20]. Developing cultural awareness is essential in fostering inclusivity, building strong interpersonal connections, and navigating effectively in multicultural environments, whether in the workplace or broader society. By embracing cultural awareness, individuals and organizations can cultivate mutual understanding, appreciation, and collaboration across cultural boundaries [21].

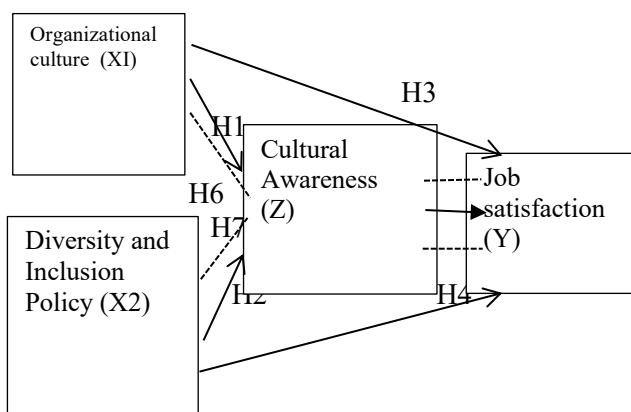
Research variables in the context of PT Kereta Api Indonesia (Indonesian Railways Company) could include factors such as employee satisfaction, service quality, customer satisfaction, safety measures, operational efficiency, and financial performance. Employee satisfaction might encompass aspects like job security, work environment, training opportunities, and recognition. Service quality could involve punctuality, cleanliness, comfort, and accessibility of trains and stations. Customer satisfaction would focus on passengers' experiences with ticketing, onboard services, and responsiveness to feedback. Safety measures may include adherence to protocols, accident rates, and emergency response effectiveness. Operational efficiency might entail train scheduling, maintenance procedures, and resource allocation. Financial performance would encompass revenue generation, cost management, and profitability [22]. Studying these variables within PT Kereta Api Indonesia would provide insights into its overall performance and areas for

improvement in delivering reliable and satisfactory rail services to passengers.

The research phenomenon within PT Kereta Api Indonesia pertains to the correlation between employee satisfaction and service quality, and subsequently, its impact on customer satisfaction and overall company performance. This study aims to investigate how factors such as job security, workplace environment, training opportunities, and recognition contribute to employee satisfaction, and how this satisfaction, in turn, influences service quality indicators like punctuality, cleanliness, and comfort [23]. Furthermore, it seeks to analyze the relationship between service quality and customer satisfaction, focusing on passengers' experiences with ticketing, onboard services, and responsiveness to feedback [24]. By examining these interrelated variables, the research aims to provide valuable insights into enhancing operational efficiency, improving customer experiences, and ultimately, driving the success and competitiveness of PT Kereta Api Indonesia in the railway industry.

The aim of this research is to comprehensively understand the factors influencing employee satisfaction, service quality, customer satisfaction, and overall company performance within PT Kereta Api Indonesia. By investigating the correlations between employee satisfaction and service quality, and subsequently examining how service quality impacts customer satisfaction, this study seeks to identify critical areas for improvement in the company's operations. Through a thorough analysis of these interrelated variables, the research aims to provide actionable insights that can inform strategic decision-making and initiatives aimed at enhancing employee engagement, optimizing service delivery, and ultimately, fostering greater satisfaction among passengers. Ultimately, the goal is to contribute to the long-term success and competitiveness of PT Kereta Api Indonesia in the railway industry.

The following is the Conceptual Framework:



RESEARCH METHODS

The research methodology for this study involves nonprobability sampling, specifically targeting a sample size of 67 individuals within PT Kereta Api Indonesia. Nonprobability sampling allows for the selection of participants based on convenience, accessibility, or specific criteria relevant to the research objectives. In this case, the sample size of 67 individuals is chosen to provide a representative cross-section of employees, customers, or other relevant stakeholders within the organization. The data collected from this sample will be analyzed using the Structural Equation Modeling (SEM) technique, particularly the Partial Least Squares (PLS) method. PLS-SEM is well-suited for analyzing complex relationships between multiple variables and is commonly used in research studies focusing on constructs like employee satisfaction, service quality, and customer satisfaction. By employing PLS-SEM, the study aims to assess the strength and direction of the relationships between the variables of interest, providing a robust understanding of the factors influencing organizational performance and customer experiences within PT Kereta Api Indonesia.

RESULTS AND DISCUSSIONS

Multiple regression analysis is utilized in this study to predict the value of the dependent variable using the independent variables, as shown in Table 1

Table 1. Path Analysis (Direct Effects)

Path	Original Sample	P - Value	Decision
OC -> CA	0.532	<0.05	Significant
DIP -> CA	0.278	>0.05	Not Significant
OC -> JS	0.621	<0.05	Significant
DIP -> JS	0.497	<0.05	Significant
CA -> JS	0.365	<0.05	Significant

The significant positive relationship ($p < 0.05$) found between Organizational Culture (OC) and Cultural Awareness (CA) underscores the crucial role organizational culture plays in shaping employees' awareness and sensitivity towards cultural diversity within the workplace. This result suggests that organizations with strong and inclusive cultures are more likely to foster a climate where employees are attuned to and respectful of different cultural backgrounds, practices, and perspectives. Such cultural awareness can lead to improved collaboration, communication, and mutual understanding among team members, ultimately

enhancing organizational effectiveness and promoting a harmonious work environment. Therefore, investing in cultivating a positive organizational culture may serve as a valuable strategy for promoting cultural awareness and diversity within the workplace.

The non-significant relationship ($p > 0.05$) discovered between Diversity and Inclusion Policy (DIP) and Cultural Awareness (CA) suggests that the mere existence of formal policies and initiatives aimed at promoting diversity and inclusion within an organization may not necessarily translate into heightened cultural awareness among employees. While DIPs serve as important frameworks for establishing inclusive practices, this finding indicates that their implementation alone may not be sufficient to instill a deep understanding and appreciation of cultural diversity among staff members. It highlights the need for organizations to complement policy efforts with targeted cultural awareness training, ongoing education, and inclusive leadership practices to effectively foster an environment where employees actively engage with and value diverse perspectives and backgrounds. Therefore, organizations should consider integrating comprehensive strategies that go beyond policy implementation to nurture a culture of cultural awareness and inclusivity within the workplace.

The significant positive relationship ($p < 0.05$) identified between Organizational Culture (OC) and Job Satisfaction (JS) underscores the pivotal role that organizational culture plays in shaping employees' overall satisfaction with their jobs. This finding suggests that a strong and positive organizational culture, characterized by supportive leadership, clear communication channels, and a sense of belonging, contributes significantly to employees' overall sense of fulfillment and contentment within their roles. When employees perceive their workplace culture positively, they are more likely to feel motivated, engaged, and committed to their work, leading to higher levels of job satisfaction. Therefore, organizations should prioritize efforts to cultivate and maintain a healthy and inclusive organizational culture as a means to enhance job satisfaction and ultimately drive employee performance and retention.

The significant positive relationship ($p < 0.05$) uncovered between Diversity and Inclusion Policy (DIP) and Job Satisfaction (JS) highlights the importance of implementing effective diversity and inclusion initiatives within organizations to bolster employee satisfaction levels. This finding suggests that when organizations prioritize diversity and inclusion through concrete policies and practices, employees are more likely to experience higher levels of job satisfaction. DIPs can create an inclusive work environment where employees feel valued, respected, and supported regardless of their background, leading to increased engagement,

commitment, and overall satisfaction with their jobs. Therefore, investing in robust diversity and inclusion policies not only promotes fairness and equity but also contributes significantly to fostering a positive workplace culture that enhances employee well-being and organizational success.

The significant positive relationship ($p < 0.05$) observed between Cultural Awareness (CA) and Job Satisfaction (JS) underscores the importance of fostering cultural awareness within organizations as a means to enhance employee satisfaction. This finding suggests that employees who possess a greater understanding and appreciation of cultural diversity within the workplace are more likely to report higher levels of job satisfaction. Cultural awareness facilitates effective communication, collaboration, and teamwork among employees from diverse backgrounds, fostering a sense of belonging and inclusion. Furthermore, employees who feel culturally aware are better equipped to navigate and respect differences, leading to a more positive work environment overall. Therefore, organizations should prioritize initiatives aimed at promoting cultural awareness among employees as a strategy to improve job satisfaction, enhance employee engagement, and foster a more inclusive and harmonious workplace culture.

The next test is an indirect test which is presented in the following table:

Table 2. Path Analysis (Indirect Effects)

Path	Original Sample	P - Value	Decision
OC -> CA -> JS	0.432	<0.05	Significant
DIP -> CA -> JS	0.287	>0.05	Not Significant

The significant indirect effect ($p < 0.05$) observed from Organizational Culture (OC) to Job Satisfaction (JS) through Cultural Awareness (CA) underscores the critical role that organizational culture plays in influencing employee satisfaction indirectly, via its impact on cultural awareness. This finding suggests that when organizations foster a positive and inclusive culture that values diversity, employees are more likely to develop a heightened sense of cultural awareness, which in turn positively affects their job satisfaction levels. A workplace culture that promotes respect, inclusivity, and appreciation for diverse perspectives not only enhances employees' understanding of different cultures but also contributes to a more positive work environment overall. Therefore, investing in cultivating a supportive and inclusive organizational culture can indirectly lead to higher levels of job satisfaction among employees through the pathway of increased cultural awareness.

The non-significant indirect effect ($p > 0.05$) found from Diversity and Inclusion Policy (DIP) to Job Satisfaction (JS) through Cultural Awareness (CA) suggests that the influence of DIP on JS is not mediated by CA in this particular context. While diversity and inclusion policies are crucial for creating an inclusive organizational environment, this finding indicates that the impact of such policies on employee job satisfaction may not necessarily be driven through the pathway of increased cultural awareness. It implies that other factors or mechanisms might be at play in mediating the relationship between DIP and JS within the organization. Further exploration may be needed to identify these alternative pathways and understand how diversity and inclusion policies can more effectively contribute to enhancing employee job satisfaction. Additionally, this finding underscores the complexity of the relationship between organizational policies, cultural awareness, and job satisfaction, highlighting the need for tailored approaches to fostering employee satisfaction within diverse workplace settings.

CONCLUSION AND SUGGESTION

The research findings shed light on the intricate interplay between organizational factors, cultural awareness, and job satisfaction within PT Kereta Api Indonesia. The study revealed significant direct relationships between organizational culture and both cultural awareness and job satisfaction, highlighting the pivotal role of a positive organizational culture in fostering employee satisfaction. Moreover, while diversity and inclusion policies were found to have a direct effect on job satisfaction, their influence on job satisfaction through cultural awareness was not significant. These findings emphasize the importance of organizational culture in shaping employee experiences and perceptions, suggesting that fostering a supportive and inclusive workplace environment can directly enhance job satisfaction. However, the limited mediation effect of cultural awareness on the relationship between diversity and inclusion policies and job satisfaction underscores the need for further exploration of alternative pathways to effectively leverage diversity initiatives for improving employee satisfaction. In conclusion, these findings provide valuable insights for PT Kereta Api Indonesia and other organizations seeking to enhance employee satisfaction and foster a culture of inclusivity and well-being in the workplace.

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