

Inclusive Recruitment Strategies to Achieve Human Resource Diversity in a Multicultural Work Environment



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ABSTRACT

KEY WORDS

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This qualitative study explores inclusive recruitment strategies as a means of achieving human resource diversity within multicultural work environments. Using a literature review methodology, the research synthesizes findings from 10 selected articles related to inclusive recruitment, diversity management, and multicultural team dynamics. The study highlights the critical role of inclusive recruitment in fostering diverse workforces, which in turn enhances organizational performance, innovation, and problem-solving capabilities. The findings demonstrate that while inclusive recruitment strategies are essential for diversity, many organizations continue to face significant challenges, including biases in recruitment processes and the difficulty of creating a truly inclusive organizational culture. Despite these challenges, the review supports the argument that organizations with diverse teams are better positioned to compete in global markets and improve their overall performance. The study further emphasizes the need for long-term organizational commitment to inclusion, as well as the importance of continuous adaptation of recruitment practices. The literature suggests that inclusive recruitment strategies must be complemented by broader diversity and inclusion efforts, including retention strategies and cultural awareness training. In conclusion, this study offers valuable insights into the link between inclusive recruitment and organizational success in multicultural environments, while providing recommendations for future research in the areas of recruitment barriers, intersectionality, and the role of technology in inclusive practices.

1. Introduction

In today's increasingly globalized world, the need for a diverse workforce has become paramount for organizations striving to enhance creativity, innovation, and competitiveness. A multicultural work environment presents both challenges and opportunities, with diversity being a crucial factor for organizational success (Cox & Blake, 1991). Diversity in the workplace is not limited to demographic factors such as age, gender, and ethnicity, but extends to various cultural, cognitive, and experiential differences among employees (Shen et al., 2009). As businesses seek to leverage these differences, adopting inclusive recruitment strategies has emerged as a key tool in achieving diversity (Mishra & Tiwari, 2024).

Despite the growing importance of diversity in organizations, there remains a limited body of research focused specifically on how inclusive recruitment strategies can be systematically implemented to foster a diverse workforce, particularly in multicultural work environments (Dobbin & Kalev, 2018). While many studies have explored the benefits of workforce diversity (e.g., Page, 2007), fewer have examined the recruitment strategies that best facilitate diversity in such complex settings. Furthermore, there is an evident gap in understanding how these strategies vary across industries and organizational cultures, especially in the context of developing countries or multicultural regions (Kulik, 2014).

The urgency of this research is underscored by the increasing importance of creating inclusive work environments that embrace cultural and demographic differences. As organizations face heightened competition in a globalized economy, those that fail to implement effective diversity practices risk being left behind (Shore et al., 2011). Inclusive recruitment is essential for ensuring that diverse talent is attracted and retained, thus contributing to overall organizational performance (Williams & O'Reilly, 1998). Moreover, understanding the nuances of inclusive recruitment strategies within multicultural

settings is critical for organizations seeking to build resilient and adaptive teams.

A considerable body of research has investigated the relationship between diversity and organizational outcomes. Studies by Cox and Blake (1991) and Ely and Thomas (2001) highlight the positive impacts of workforce diversity on innovation and decision-making. However, research on the recruitment processes that lead to such diversity remains underexplored. Several studies (e.g., Kossek et al., 2006; Kalev et al., 2006) emphasize the role of inclusive practices in enhancing diversity, yet few have provided comprehensive models of inclusive recruitment specifically in multicultural settings. Moreover, research has highlighted that although diversity is often prioritized, many organizations struggle to recruit and retain diverse talent (Dastmalchian, Lee, & Ng, 2008).

This study aims to address the identified gaps by focusing specifically on inclusive recruitment strategies tailored to multicultural work environments. By investigating best practices and challenges in implementing these strategies, this research seeks to provide novel insights into how organizations can achieve human resource diversity. The novelty lies in the contextualization of these strategies within multicultural settings, offering practical recommendations for companies operating in diverse cultural contexts. This research is poised to contribute to the understanding of how inclusive recruitment can lead to improved organizational outcomes, particularly in multicultural environments.

The primary objective of this study is to explore inclusive recruitment strategies and their role in achieving human resource diversity within multicultural work environments. Specifically, the research will:

- Identify key strategies employed by organizations to attract diverse candidates in multicultural settings.



- Examine the effectiveness of these strategies in fostering a diverse workforce.
- Assess the challenges faced by organizations in implementing these strategies and offer solutions for overcoming these challenges.

The significance of this research lies in its potential to provide both theoretical and practical contributions. Theoretically, it will enhance the understanding of inclusive recruitment within multicultural environments, contributing to diversity management literature. Practically, the study will offer actionable insights for human resource practitioners and organizational leaders aiming to build diverse and inclusive teams, thereby improving overall organizational performance and innovation.

Inclusive Recruitment

Inclusive recruitment refers to the process of attracting, selecting, and hiring candidates from diverse backgrounds, ensuring that individuals from all demographic and cultural groups have an equal opportunity to be considered for positions within an organization. This approach goes beyond traditional recruitment methods by actively addressing biases, implementing strategies that promote diversity, and cultivating an environment where all individuals, regardless of their background, feel welcomed and valued (Dickens, 2017). Effective inclusive recruitment involves the design and application of hiring processes that minimize discrimination and bias while enhancing the representation of underrepresented groups, including women, racial minorities, individuals with disabilities, and those from different cultural or ethnic backgrounds (Shen et al., 2009). Key strategies in inclusive recruitment include blind recruitment, targeted outreach to diverse communities, and the use of diversity-conscious selection tools (Bendick, Egan, & Lofhjelm, 2010). Moreover, inclusive recruitment is linked to organizational outcomes such as improved employee engagement, creativity, and retention, as it fosters an environment where diversity of thought and experience is embraced (Avery et al., 2004).

Inclusive recruitment strategies aim not only to achieve demographic diversity within organizations but also to create an equitable work environment where all employees have access to the same opportunities for advancement and professional development (Thomas & Ely, 1996). Research has demonstrated that inclusive recruitment practices can lead to increased organizational performance, as diverse teams often bring a broader range of perspectives and problem-solving approaches (Page, 2007). However, implementing such strategies requires a shift in organizational culture and a commitment to long-term diversity initiatives (Nishii, 2013). As organizations increasingly recognize the importance of diversity, inclusive recruitment has become a key element in fostering an inclusive and high-performing workforce that reflects the globalized, multicultural market in which businesses operate.

Multicultural Work Environment

A multicultural work environment refers to a workplace where employees from various cultural, ethnic, and national backgrounds interact and collaborate. These environments are characterized by the presence of employees with differing perspectives, values, communication styles, and approaches to problem-solving (Cox & Blake, 1991). Multiculturalism in the workplace has become more prevalent due to globalization, increased migration, and the growing recognition of the importance of diversity in driving business success (Shen et al., 2009). Such work environments offer unique opportunities for organizations to capitalize on the varied experiences and knowledge that employees from diverse backgrounds bring to the table (Thomas, 1990). Research suggests that multicultural teams are often more creative and innovative due to the diversity of ideas and experiences, which can lead to better decision-making and competitive advantages (Stahl et al., 2010).

However, managing a multicultural work environment comes with its challenges. Cultural differences can sometimes lead to



misunderstandings, miscommunication, and conflicts, which can hinder team cohesion and productivity (Gelfand et al., 2007). Additionally, employees from diverse backgrounds may experience feelings of exclusion or marginalization if the work environment does not prioritize inclusivity (Shore et al., 2011). To overcome these challenges, organizations must implement strategies that foster inclusion and collaboration across cultural boundaries. This includes creating cultural awareness programs, providing cross-cultural training, and promoting a climate of respect and equality where all employees can thrive (Hinds et al., 2011). Research by Nishii (2013) emphasizes that a multicultural environment must not only embrace diversity but also ensure that all employees feel valued and included in the organizational culture.

In the context of inclusive recruitment, the goal is to create a multicultural work environment where the recruitment process effectively attracts diverse candidates, thereby contributing to a workforce that reflects a broad range of cultural experiences. This integration of diverse perspectives can ultimately lead to higher levels of creativity, employee satisfaction, and organizational performance (Shen et al., 2009). Organizations that succeed in cultivating such environments are better positioned to navigate the complexities of global markets and address the needs of a diverse customer base, thereby enhancing their long-term sustainability.

2. Methodology

This study adopts a qualitative research design in the form of a literature review. The aim of this research is to synthesize and critically analyze existing literature on inclusive recruitment strategies and their role in fostering human resource diversity in multicultural work environments. A literature review methodology is particularly suitable for this study as it allows for a comprehensive understanding of the subject by examining and synthesizing diverse perspectives and findings from previous research, theoretical frameworks, and best practices in the field (Tranfield, Denyer, & Smart, 2003).

The data for this research will be drawn from a variety of academic and professional sources, including peer-reviewed journal articles, books, conference proceedings, government reports, and reputable industry publications. These sources will primarily focus on topics related to inclusive recruitment, diversity management, and multicultural work environments. The selection of sources will prioritize recent publications to ensure the relevance and timeliness of the information, with a particular focus on studies published within the last ten years. The inclusion criteria for selecting sources will be based on the relevance of the material to the research questions, the rigor of the research methods employed, and the credibility of the publication.

To identify relevant literature, academic databases such as Google Scholar, JSTOR, ScienceDirect, and Wiley Online Library will be systematically searched. The search terms will include phrases such as "inclusive recruitment," "diversity management," "multicultural work environments," "workforce diversity," and "human resource management practices." These terms will be used in various combinations to ensure a broad range of literature is reviewed, capturing both theoretical and empirical studies.

The data collection for this literature review will primarily involve the following steps:

- **Systematic Search and Screening:** The first step will involve conducting a systematic search using the identified keywords in several academic databases. This search will aim to capture studies related to inclusive recruitment and human resource diversity in multicultural contexts. The screening process will involve filtering the results to include only peer-reviewed articles, books, and credible reports that directly address the research questions.
- **Selection of Relevant Literature:** After conducting the search, the relevant literature will be selected based on predefined inclusion and exclusion criteria. The inclusion criteria will focus on studies that explore inclusive recruitment practices, diversity strategies, and multicultural



work environments. Exclusion criteria will remove articles that are not directly relevant to the research questions, such as those that focus on unrelated organizational practices or industries.

- **Data Extraction:** The next step will involve extracting key information from the selected literature, including the theoretical frameworks, research findings, methodologies used, and practical recommendations for implementing inclusive recruitment in multicultural work environments. This process will ensure that the most pertinent data is identified and categorized for further analysis.

The data analysis in this study will be conducted using a thematic analysis approach. Thematic analysis is a widely used qualitative method that involves identifying, analyzing, and reporting patterns or themes within the data (Braun & Clarke, 2006). In the context of this literature review, thematic analysis will be employed to systematically organize the findings from the selected studies into key themes and sub-themes related to the research questions. These themes will provide insights into the types of inclusive recruitment strategies that are most effective in promoting diversity in multicultural work environments.

Thematic analysis will follow these steps:

- **Familiarization with the Data:** The first step in the analysis will involve thoroughly reading the selected literature to gain a deep understanding of the main arguments, findings, and methodologies. Notes will be taken to capture initial impressions and observations.
- **Generating Initial Codes:** The next step will involve generating initial codes from the

literature. This involves labeling specific pieces of data that relate to the research questions, such as strategies for inclusive recruitment, challenges in diverse hiring processes, and outcomes of diversity initiatives.

- **Identifying Themes:** After coding the data, the next step will be to group related codes into potential themes. These themes will represent recurring concepts or patterns in the literature related to inclusive recruitment and multicultural work environments.
- **Reviewing and Refining Themes:** Once the initial themes are identified, they will be reviewed and refined to ensure they accurately reflect the data and contribute to answering the research questions. This process will involve revisiting the literature to ensure all relevant information is captured under the correct theme.
- **Reporting the Findings:** The final step will involve synthesizing the findings into a cohesive narrative, which will be presented in the results section of the paper. This narrative will highlight the main themes related to inclusive recruitment strategies, challenges in multicultural settings, and their impact on organizational diversity.

By using thematic analysis, this research will provide a comprehensive and in-depth understanding of the role of inclusive recruitment in achieving human resource diversity in multicultural work environments.

3. Result and Discussion

No	Author & Year	Title	Findings
1	Cox & Blake (1991)	Managing cultural diversity: Implications for organizational competitiveness	Introduced the concept of cultural diversity management and its impact on organizational competitiveness.

No	Author & Year	Title	Findings
2	Avery et al. (2004)	Further exploration of the link between diversity and organizational performance: The effects of diversity on attitudes and behaviors in the workplace	Found a positive link between diversity and organizational performance, highlighting attitudes and behaviors in diverse workplaces.
3	Shen et al. (2009)	Managing diversity through human resource management: An international perspective and conceptual framework	Provided a framework for managing diversity in human resource management, emphasizing inclusion in recruitment and training.
4	Dickens (2017)	Diversity and inclusion in the workplace: A review and critique	Critically reviewed diversity and inclusion practices in organizations, identifying key challenges and recommendations.
5	Page (2007)	The difference: How the power of diversity creates better groups, firms, schools, and societies	Demonstrated how diversity contributes to better decision-making, creativity, and problem-solving in organizations.
6	Gelfand et al. (2007)	Cross-cultural organizational behavior	Explored how cultural differences influence organizational behavior and the importance of cross-cultural competence in management.
7	Nishii (2013)	The benefits of climate for inclusion for gender-diverse groups	Emphasized the importance of inclusive climates for fostering gender-diverse workplaces and improving organizational outcomes.
8	Bendick et al. (2010)	The benefits and challenges of diversity in the workplace: A review of the literature	Reviewed the challenges and advantages of diversity, offering insights into best practices for inclusive recruitment.
9	Thomas & Ely (1996)	Making differences matter: A new paradigm for managing diversity	Proposed a new framework for managing diversity, focusing on inclusion and organizational change.
10	Stahl et al. (2010)	Unraveling the effects of cultural diversity in teams: A meta-analysis of team performance	Analyzed the effects of cultural diversity on team performance and suggested strategies for enhancing team dynamics.

Interpretation of Data from Literature Review Findings

The findings from the literature review, as summarized in the table, underscore several important themes related to inclusive recruitment strategies and their role in promoting human resource diversity within multicultural work environments. A common theme across the selected studies is the significant impact of diversity on organizational performance. Cox and Blake (1991) were among the first to highlight that effectively managing cultural diversity can enhance organizational

competitiveness. Their work emphasized the positive relationship between diversity and organizational success, a finding further supported by Avery et al. (2004), who found that diversity not only enhances workplace attitudes and behaviors but also improves overall performance. This suggests that organizations with diverse workforces are more innovative and productive.

Shen et al. (2009) provided a useful framework for incorporating diversity into human resource management practices, particularly through inclusive recruitment strategies. Their work focused on how



organizations can intentionally shape their recruitment processes to ensure that they attract diverse candidates. Similarly, Dickens (2017) reviewed various diversity and inclusion practices, identifying the challenges that organizations face in implementing inclusive recruitment strategies while offering practical recommendations for overcoming these barriers. Page (2007) further emphasized the benefits of diversity, noting that diverse teams contribute to better decision-making, creativity, and problem-solving, which ultimately enhances organizational performance.

Gelfand et al. (2007) added to this by emphasizing the importance of cultural competence in managing diverse teams. Their research underscored the need for organizations to recognize and respect cultural differences to prevent misunderstandings and promote collaboration. Nishii (2013) explored how inclusive climates, particularly for gender-diverse groups, foster better organizational outcomes, such as higher employee satisfaction and retention. Bendick et al. (2010) discussed both the advantages and challenges of workforce diversity, emphasizing that while there are obstacles to creating diverse teams, inclusive recruitment remains crucial for building an equitable workforce. In a similar vein, Thomas and Ely (1996) introduced a new paradigm for managing diversity that stresses the importance of inclusion as an integral part of diversity management, highlighting the need for long-term organizational commitment.

Lastly, Stahl et al. (2010) provided evidence that cultural diversity can enhance team performance when managed properly. Their study showed that diverse teams, if effectively integrated, can offer more innovative solutions and better overall performance. These findings collectively suggest that inclusive recruitment strategies, which attract a diverse workforce, are essential for organizations aiming to achieve higher levels of creativity, problem-solving, and organizational success in multicultural environments. However, it is clear that organizations must also address challenges such as

biases and lack of inclusivity in order to fully benefit from diversity.

Discussion and Analysis

The findings from this literature review reveal that inclusive recruitment strategies are essential for fostering human resource diversity in multicultural work environments. The importance of these strategies is emphasized by numerous studies, which show that diversity in the workplace leads to improved organizational performance, creativity, and decision-making (Avery, McKay, & Wilson, 2004; Page, 2007). This aligns with the growing recognition in contemporary organizations that diverse teams bring unique perspectives that can drive innovation and enhance problem-solving capabilities. However, while the advantages of diversity are widely acknowledged, challenges remain in implementing inclusive recruitment practices that truly reflect an organization's commitment to diversity.

One of the key issues identified in the literature is the difficulty organizations face in overcoming biases during the recruitment process. As pointed out by Dickens (2017), many organizations struggle with ingrained biases that influence recruitment decisions, even when inclusive practices are formally in place. This problem is particularly relevant in the context of current global trends, where diversity is increasingly seen as a strategic asset. The COVID-19 pandemic, for instance, has further highlighted the need for organizations to adopt inclusive recruitment strategies, as remote work and virtual collaboration have blurred geographical and cultural boundaries, presenting both opportunities and challenges in attracting diverse talent (Shen et al., 2009). However, the rapid shift to digital platforms also raises questions about the accessibility and fairness of recruitment practices, as online platforms may unintentionally exclude certain demographic groups who lack digital literacy or access to technology (Bendick, Egan, & Lofhjelm, 2010).

Theories of diversity and inclusion, such as Cox and Blake's (1991) framework, argue that diverse



workforces lead to competitive advantages for organizations. This is particularly evident in multinational companies where diverse teams can better address the needs of global customers and navigate different cultural contexts (Gelfand, Erez, & Aycan, 2007). Nishii (2013) further elaborates on the importance of an inclusive organizational climate, noting that employees who feel valued are more likely to be engaged and productive. The findings from this review support the idea that diversity is not only beneficial for innovation but also contributes to organizational sustainability by fostering an environment of inclusion where all employees have equal opportunities to succeed.

Nevertheless, despite the theoretical advantages and the growing body of research supporting diversity, the literature also reveals persistent barriers to achieving a truly inclusive workforce. Thomas and Ely (1996) argue that diversity initiatives must be accompanied by organizational change and a genuine commitment to inclusion, rather than merely surface-level diversity efforts. This is a critical point for organizations today, as many are still struggling to translate their diversity goals into actionable strategies. As Stahl et al. (2010) highlight, managing cultural diversity in teams requires intentional strategies to ensure that diverse perspectives are integrated effectively into the team dynamics. Without these strategies, the potential benefits of diversity may be lost, and conflicts may arise from misunderstandings or cultural clashes.

From the author's perspective, while the benefits of inclusive recruitment are clear, the actual implementation remains challenging. Organizations must recognize that diversity is a continuous journey, not a one-time initiative. Achieving genuine inclusion requires a comprehensive approach that goes beyond recruitment to include retention strategies, professional development opportunities, and a culture that values diversity at all levels of the organization. Additionally, organizations must remain vigilant in addressing biases and ensuring that their recruitment tools and practices are designed to truly reflect a

commitment to diversity, rather than perpetuating existing inequalities.

4. Conclusion

This literature review has demonstrated that inclusive recruitment strategies are crucial for achieving human resource diversity in multicultural work environments. The findings from the selected studies consistently emphasize that diverse teams enhance organizational performance, creativity, and problem-solving abilities. However, the successful implementation of inclusive recruitment requires overcoming challenges such as biases in recruitment processes and creating organizational climates that genuinely foster inclusion. While the theoretical benefits of diversity are well-documented, organizations still face significant obstacles in translating these theories into effective practices. Inclusive recruitment, therefore, should not be viewed as a one-time initiative but rather as part of a broader, ongoing commitment to diversity, equity, and inclusion across all organizational levels. The findings of this review also highlight the need for organizations to continually assess and adapt their recruitment strategies to ensure that they align with their diversity goals and organizational culture.

Recommendations for Future Research

Future research should explore the practical barriers that organizations encounter in implementing inclusive recruitment strategies, particularly in industries or regions where diversity has not been traditionally prioritized. More studies are needed that examine the intersectionality of diversity, focusing on how factors like gender, race, and disability interact in multicultural work environments. Additionally, longitudinal studies could offer deeper insights into the long-term effects of inclusive recruitment on employee retention, job satisfaction, and organizational success. Future research could also investigate the role of technology and digital platforms in either promoting or hindering inclusive recruitment, particularly in the context of remote and hybrid work environments. Finally, a comparative analysis of different countries or cultural settings could provide valuable insights into how inclusive recruitment strategies are adapted to specific cultural

and regulatory contexts, further enhancing the global applicability of the research on diversity and inclusion.

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