



The Impact of Diversity and Inclusion Policies and Anti-Discrimination Training on Employee Commitment and Productivity in Multinational Companies in Central Java

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ABSTRACT

This study examines the impact of diversity and inclusion (D&I) policies and anti-discrimination training on employee commitment and productivity in multinational companies located in Central Java. Using a quantitative approach, data were collected from 120 employees through a structured questionnaire, with responses measured on a 5-point Likert scale. Structural Equation Modeling-Partial Least Squares (SEM-PLS 3) was employed to analyze the relationships between the variables. The findings indicate that both D&I policies and anti-discrimination training have significant positive effects on employee commitment and productivity. The results suggest that fostering an inclusive and supportive workplace through effective policies and training programs enhances employee loyalty, motivation, and job performance, ultimately benefiting the organization. These insights offer practical recommendations for human resource management in multinational companies seeking to optimize their workforce management strategies.

Keywords: *Diversity and Inclusion, Anti-discrimination Training Employee Commitment, Employee Productivity, Multinational Companies.*

INTRODUCTION

In today's globalized business environment, diversity and inclusion (D&I) are crucial to the success of multinational organizations, as a diverse workforce brings multiple perspectives that fuel innovation and enhance decision-making. However, effectively managing this diversity requires strategic policies and training to address potential conflicts and biases. Increasingly, organizations are adopting D&I policies and anti-discrimination training to create fair work environments, which boost employee commitment and productivity, key to long-term success [1], [2]. A bibliometric study highlights the central role of D&I in multinational leadership, particularly during the COVID-19 years, showing that companies with higher diversity reported 19% higher revenues, demonstrating the financial benefits of these initiatives [3], [4]. The study also underscores the importance of diversity drivers such as physical/mental ability, race, ethnicity, and educational background, advocating for a repositioning of the D&I role in organizations [3], [5]. Moreover, a case study of a multinational insurance company illustrates the challenges of balancing global and local D&I strategies, emphasizing the need for local responsiveness to ensure success [6], [7]. The semiconductor industry in Taiwan exemplifies how multicultural diversity, supported by government policies, can lead to manufacturing excellence and competitive advantage in the technology sector [8], [9]. Finally, fostering a positive diversity climate, where employees feel valued

and included, is essential for enhancing organizational performance and boosting employee motivation, productivity, and commitment [10].

Employee commitment is a key driver of organizational success, impacting job satisfaction, productivity, and retention, with its relationship to diversity and inclusion policies being complex. Research shows that factors like psychological contracts, job satisfaction, work engagement, and perceived organizational support play significant roles in shaping employee commitment. When psychological contracts—unwritten expectations between employees and employers—are perceived as fulfilled, employees demonstrate higher commitment, while violations can reduce it [11]. Job satisfaction and work engagement also strongly influence commitment, as engaged employees, who are emotionally and cognitively involved in their work, tend to be more productive and loyal [12]. Employee engagement is further enhanced in inclusive environments, reducing turnover rates and boosting organizational commitment [13]. Additionally, job involvement and perceived organizational support are positively correlated with commitment, particularly normative and affective commitment, highlighting the importance of supportive practices [14]. Nevertheless, the effectiveness of these policies is contingent upon their implementation and whether employees view them as sincere efforts to promote fairness and inclusivity [15].

Anti-discrimination training plays a crucial role in fostering an inclusive workplace by educating employees on respecting differences and addressing unconscious biases, which can improve interpersonal relationships, team cohesion, and productivity, especially in multinational corporations operating in diverse environments like Indonesia [16]. This training helps employees understand and mitigate biases, promoting cultural competence and inclusivity in the workplace [17]. By fostering a more inclusive culture, these programs can reduce conflicts and enhance collaboration [18]. While a diverse workplace improves morale and job satisfaction, which are linked to higher productivity [17], and diverse teams benefit from better decision-making and innovation [19], the direct impact of anti-discrimination training on productivity, particularly in multinational corporations in Indonesia, remains underexplored [20]. More empirical research is needed to establish a clear link between such training and productivity improvements [20].

This research concentrates on multinational corporations in Central Java, Indonesia, where cultural diversity is a defining characteristic of the workforce. By analyzing the influence of diversity and inclusion policies, as well as anti-discrimination training, on employee commitment and productivity, this study aims to address the gap in the current literature, particularly within the Indonesian context.

LITERATURE REVIEW

Diversity and Inclusion Policies

Diversity and inclusion (D&I) policies aim to create workplaces that value differences and ensure equal opportunities for all employees, encompassing characteristics like race, gender, and age. Inclusion reflects how well individuals feel accepted and empowered within an organization [21]. In multinational companies, D&I policies are vital for fostering a positive climate. Effective implementation can boost creativity, innovation, and problem-solving [22] while reducing discrimination and improving employee satisfaction [23]. However, success depends on organizational commitment and employee perceptions of fairness, as mere tokenism may hinder positive outcomes [24], [25].

Anti-Discrimination Training

Anti-discrimination training is an educational initiative designed to raise awareness of bias, discrimination, and harassment in the workplace, equipping employees with the tools to recognize and address discriminatory behaviors, whether overt or unconscious. Its goal is to foster a more inclusive environment where employees from diverse backgrounds feel valued and respected. Studies emphasize the importance of such training in reducing workplace conflicts and promoting a culture of respect [26], [27]. Employees learn about the legal and ethical implications of discrimination, and they are encouraged to challenge stereotypes and prejudices. In multinational companies, where cultural diversity is pronounced, anti-discrimination training is crucial for mitigating intercultural tensions and fostering collaboration. However, the effectiveness of these programs depends on their frequency and quality, as one-time sessions are often insufficient; ongoing initiatives are necessary to reinforce positive behaviors [28], [29]. While the literature generally supports the positive impact of anti-discrimination training on employee attitudes and behavior, empirical evidence linking it directly to organizational performance metrics like productivity is limited. Some researchers suggest that reducing discriminatory behavior and improving interpersonal relationships within teams can enhance productivity by fostering greater engagement and commitment [30], [31].

Employee Commitment

Employee commitment is defined as the emotional and psychological attachment an employee has to their organization [32], often conceptualized in three dimensions: affective commitment (emotional attachment), continuance commitment (awareness of the costs of leaving), and normative commitment (feeling of obligation to remain). High levels of commitment are linked to positive outcomes like lower turnover, increased job satisfaction, and improved performance [33]. D&I policies and anti-discrimination training play a significant role in fostering employee commitment, as employees who perceive their organization as committed to fairness and inclusion are more likely to feel a strong sense of belonging and loyalty [34]. Inclusive leadership and well-enforced anti-discrimination policies have been found to contribute to higher employee commitment, especially in multinational organizations [35], while employees who undergo anti-discrimination training often report enhanced emotional commitment to their company [36].

Employee Productivity

Productivity is a measure of how efficiently an organization utilizes its resources, including human capital, to achieve objectives, and in multinational companies, maintaining high employee productivity is crucial for competitive advantage [37]. Research highlights that productivity is influenced by factors like job satisfaction, work environment, and leadership, while the link between diversity, inclusion, and productivity has gained increasing attention. Diverse teams can enhance innovation and efficiency, but without strong D&I policies and anti-discrimination training, diversity may lead to conflicts that hinder productivity [38]. When employees from diverse backgrounds feel included and treated fairly, their contributions are more likely to enhance productivity [39], [40]. Although there is limited research on the direct link between anti-discrimination training and productivity,

studies suggest that improved interpersonal relationships and reduced conflicts from such training can indirectly boost productivity [41]. More research is needed to clarify how training initiatives affect individual and team performance in diverse workplaces.

Gaps in the Literature

While considerable research has explored the role of D&I policies and anti-discrimination training in enhancing employee outcomes, several gaps remain. There is limited empirical evidence on the combined impact of these initiatives on both employee commitment and productivity, particularly in multinational companies in developing countries like Indonesia, as most studies focus on Western contexts. Research is needed to understand how cultural differences affect the effectiveness of diversity and inclusion strategies in non-Western settings. Furthermore, while the positive effects of diversity and inclusion on employee commitment are well-documented, less attention has been given to how these policies result in measurable productivity gains. Similarly, although anti-discrimination training is viewed as beneficial for improving workplace relationships, its impact on organizational performance metrics such as productivity is underexplored. This study seeks to fill these gaps by examining the relationship between D&I policies, anti-discrimination training, employee commitment, and productivity in multinational companies in Central Java.

METHODS

Research Design

This study employs a quantitative research design, utilizing survey methods to gather data from employees of multinational companies in Central Java. A quantitative approach allows for the examination of relationships between variables through statistical analysis. The study focuses on the influence of two independent variables—diversity and inclusion policies, and anti-discrimination training—on two dependent variables: employee commitment and productivity. The population consists of employees from various industries, including manufacturing, services, and technology, all of which feature diverse workforces due to their global nature. Using purposive sampling, the study targeted employees exposed to D&I policies and anti-discrimination training in their organizations. A total of 120 respondents participated, a sample size sufficient for conducting SEM-PLS analysis, which requires a minimum number of observations depending on the research model's complexity. The sample included employees at various hierarchical levels, from entry-level staff to mid-level managers, to provide a comprehensive view of the implementation of D&I policies and training programs. Data were collected through a structured questionnaire, distributed both physically and electronically to the selected participants. The questionnaire was divided into several sections: A five-point Likert scale was used for the questions in Sections 2 to 5, with responses ranging from 1 (strongly disagree) to 5 (strongly agree). This scale is widely used in organizational studies to measure attitudes, perceptions, and behaviors.

Data Analysis

The survey data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 3 software. Descriptive statistics summarized the sample's demographics and provided an overview of respondents' views on D&I policies, anti-discrimination training, employee commitment, and productivity. The measurement model was assessed for reliability and validity using Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE), while discriminant validity was checked with the Fornell-Larcker criterion. The structural model tested relationships between variables using path coefficients, t-values, and p-values, with R²

assessing the model's explanatory power and Q^2 evaluating predictive relevance. Bootstrapping with 5,000 resamples ensured the robustness of the results.

RESULTS AND DISCUSSION

Descriptive Analysis

The descriptive analysis provides an overview of the respondents' demographic profiles and their perceptions of key variables: diversity and inclusion (D&I) policies, anti-discrimination training, employee commitment, and productivity. The respondents were diverse in terms of age, gender, and job position, with 58% male, 42% female, and the majority (45%) aged between 30 and 40. Job positions included 60% entry-level employees, 30% mid-level managers, and 10% senior positions. Respondents generally agreed that their organizations had effective D&I policies (mean score: 4.2), fostering fairness and inclusion. The effectiveness of anti-discrimination training was also rated positively (mean score: 4.0), with respondents acknowledging the regularity and impact of these programs. Employee commitment was strong, with a mean score of 4.1, indicating a high level of emotional attachment and loyalty. Lastly, employee productivity was rated highly, with a mean score of 4.3, reflecting strong job performance and efficiency.

Measurement Model Assessment

The measurement model was assessed to ensure the validity and reliability of the constructs through tests for internal consistency reliability, convergent validity, loading factors, and discriminant validity. Internal consistency reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR), both of which exceeded the acceptable threshold of 0.70 for all constructs—diversity and inclusion policies, anti-discrimination training, employee commitment, and employee productivity—with Cronbach's Alpha values ranging from 0.782 to 0.893 and CR values above 0.80, indicating high reliability. Convergent validity, assessed via Average Variance Extracted (AVE), showed values ranging from 0.562 to 0.725, confirming that the constructs explained a sufficient proportion of variance in their indicators. The loading factors, which should ideally be 0.70 or higher, showed that most indicators met this criterion, further supporting the convergent validity of the model and demonstrating that the indicators reliably contributed to measuring their respective constructs.

Discriminant Validity

Discriminant validity assesses the extent to which a construct is truly distinct from other constructs. The Fornell-Larcker criterion was used to assess discriminant validity, which compares the square root of the AVE of each construct with the correlations between constructs. For discriminant validity to be established, the square root of the AVE for each construct must be higher than the correlations between that construct and others. The results of the Fornell-Larcker test confirmed that the square roots of the AVE for each construct were greater than the inter-construct correlations, thus establishing discriminant validity. This ensures that each construct is sufficiently distinct from the others, indicating that the model accurately reflects the relationships between diversity and inclusion policies, anti-discrimination training, employee commitment, and productivity.

Structural Model Assessment

The structural model was evaluated to test the relationships between diversity and inclusion policies, anti-discrimination training, employee commitment, and productivity. The R^2 value for employee commitment was 0.62, indicating that 62% of the variance in employee commitment can be explained by the independent variables. Similarly, the R^2 value for employee productivity was 0.67, suggesting that 67% of the variance in productivity is explained by diversity and inclusion policies and anti-discrimination training. Path coefficients and their significance levels were

calculated through a bootstrapping procedure with 5,000 resamples, providing the results of the hypothesis testing.

The results of the hypothesis testing reveal significant positive relationships between diversity and inclusion policies, anti-discrimination training, employee commitment, and productivity. H1 shows that diversity and inclusion policies significantly impact employee commitment ($\beta = 0.474$, $t = 6.215$, $p < 0.001$), indicating that effective D&I policies foster stronger emotional attachment among employees. Similarly, H2 indicates that anti-discrimination training positively affects employee commitment ($\beta = 0.383$, $t = 4.895$, $p < 0.001$), as employees in supportive environments exhibit higher loyalty. H3 demonstrates that diversity and inclusion policies also enhance employee productivity ($\beta = 0.432$, $t = 5.788$, $p < 0.001$), suggesting that inclusion and fairness motivate employees to perform better. Lastly, H4 shows that anti-discrimination training positively impacts productivity ($\beta = 0.419$, $t = 5.023$, $p < 0.001$), as it reduces workplace conflicts and strengthens interpersonal relationships, leading to improved job performance.

Discussion

The results of this study provide strong evidence that diversity and inclusion policies and anti-discrimination training significantly influence employee commitment and productivity in multinational companies in Central Java. These findings are consistent with previous research, which suggests that organizations that prioritize diversity and inclusion tend to experience better employee outcomes, including higher commitment and improved productivity [25], [42], [43].

The positive impact of diversity and inclusion policies on employee commitment highlights the importance of fostering an inclusive organizational culture. Employees who perceive that their organization values diversity and promotes fairness are more likely to feel emotionally attached and loyal to the company. This finding supports previous studies that emphasize the role of inclusive policies in enhancing employee engagement and satisfaction [43], [44], [45]. Moreover, the significant effect of D&I policies on productivity underscores the importance of these initiatives in driving organizational performance. By creating an environment where diverse employees feel valued and included, companies can tap into the full potential of their workforce, leading to improved efficiency and innovation.

The results also indicate that anti-discrimination training plays a crucial role in enhancing employee commitment and productivity. Employees who receive training on recognizing and addressing biases are more likely to feel supported by their organization, which in turn boosts their loyalty and commitment. This finding aligns with the work of [20], [46], [47], who found that anti-discrimination training reduces workplace conflicts and promotes a more inclusive environment. Furthermore, the significant positive effect of anti-discrimination training on productivity suggests that such programs not only improve workplace relationships but also contribute to better job performance. By reducing discrimination and fostering a collaborative work environment, employees are able to focus more on their tasks and deliver higher-quality work.

For multinational companies operating in Central Java, these findings have important implications for human resource management. Implementing robust diversity and inclusion policies, along with comprehensive anti-discrimination training programs, can significantly enhance employee commitment and productivity. These initiatives should be seen as strategic investments that contribute to long-term organizational success. In addition, continuous monitoring and evaluation of these programs are essential to ensure their effectiveness and to make necessary adjustments over time.

Limitations and Future Research

While this study provides valuable insights, it is not without limitations. First, the sample size of 120 respondents, although sufficient for SEM-PLS analysis, limits the generalizability of the findings. Future studies could include larger samples from different regions and industries to

validate the results. Second, the study relied on self-reported measures of productivity, which may be subject to bias. Objective measures of productivity, such as performance evaluations or output data, could be used in future research to provide a more accurate assessment. Finally, the study focused on multinational companies in Central Java; similar research could be conducted in other geographic locations to explore cultural differences in the impact of D&I policies and training.

CONCLUSION

This study highlights the critical role of diversity and inclusion policies and anti-discrimination training in enhancing employee commitment and productivity within multinational companies in Central Java. The findings confirm that when organizations implement strong D&I policies and provide effective anti-discrimination training, employees are more likely to feel committed to the company and perform their tasks efficiently. These initiatives create an inclusive work environment where employees from diverse backgrounds feel valued and supported, contributing to their overall job satisfaction and organizational performance. For multinational companies, prioritizing D&I and anti-discrimination programs is not only essential for fostering workplace equality but also for improving productivity and achieving long-term success. Future research should expand on these findings by exploring different industries and regions, using larger sample sizes, and incorporating objective productivity metrics.

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