Strategies for Developing Perceived Support for Employees in Diverse Work Environments

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A R T I C L E   I N F O

A B S T R A C T

Perceived organizational support in a diverse work environment is an important factor for improving employee engagement and well-being. Organizations that are able to manage diversity well will create an inclusive work environment, increase workforce loyalty, and strengthen productivity. This study aims to analyze how organizational strategies to build support for employees from diverse backgrounds as well as the factors that contribute to improving perceptions of organizational support. Using a literature review approach, this research examines various organizational policies and practices to create a work environment that supports diversity. The results show that open communication, inclusive leadership, work flexibility policies, and employee development programs contribute to increased perceptions of organizational support. Organizational justice, mentoring programs, and anti-discrimination policies also have a significant influence on creating a sense of belonging and improving employee well-being. The implications of this study suggest that organizations need to systematically adopt diversity-based policies to ensure that every employee feels valued and supported. Organizations should continuously adapt to global workforce dynamics through strengthening diversity and inclusion policies. Organizations can improve employee well-being and strengthen their competitiveness in an increasingly competitive business environment with the right strategies.

INTRODUCTION

An increasingly diverse work environment has become a global phenomenon due to increased workforce mobility, the growth of multinational companies, and inclusion and diversity policies implemented in organizations. Diversity in the work environment includes demographic aspects, such as differences in age, gender, ethnicity, as well as cultural and professional aspects. The perception of organizational support is a crucial factor to determine the extent to which employees feel valued and supported by the organization (Kurtessis et al., 2017). Perceived organizational support has a positive correlation to employee work engagement and individual performance (Murthy, 2017). The support in question is not only related to physical facilities, but also includes emotional and psychological aspects. The higher the level of support provided by the organization, the greater the motivation and commitment of employees to carry out their duties.

Perceptions of organizational support can affect various aspects of work relationships, including job satisfaction, loyalty, and employee retention rates in diverse work environment. Organizational support perceived by employees comes from various factors, such as fairness in the organization, career development opportunities, and good relationships between superiors and subordinates. Employees who feel adequately supported will be more likely to stay with the company, reducing turnover rates and increasing employee retention in the long-term (Al Mamun & Hasan, 2017). Employees from different backgrounds can experience feelings of alienation or inequality, which can ultimately have a negative impact on work productivity and organizational sustainability without adequate support (Gray & Kish-Gephart, 2013). It is critical for organizations to ensure that all employees, without exception, receive appropriate support in order to create an inclusive and productive work climate.

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The challenge of shaping a supportive work environment for all employees is increasingly complex as organizational dynamics continue to evolve. Organizations that implement effective diversity management strategies tend to have higher levels of job satisfaction and are able to increase organizational citizenship behavior (Sun, 2019). However, without an organizational commitment to provide equitable support for all employee groups, diversity can be a factor that creates conflict and feelings of discrimination (Mamman et al., 2012). It's important to explore how perceived organizational support can play a role in shaping an inclusive work environment and improving employee well-being in diverse workplaces.

Although organizational support is considered an important element to produce an inclusive work environment, there are various challenges that arise in its implementation, especially in highly diverse workplaces. Diversity with various backgrounds, including differences in age, gender, ethnicity, and culture, requires a very careful approach to its management (Kumra et al., 2012). Organizations that fail to adopt an inclusive diversity approach can result in feelings of alienation for both majority and minority groups (Jansen et al., 2015). This study shows that a poorly designed diversity strategy can lead to job dissatisfaction and reduce the level of support employees feel from the organization.

Another issue that arises in the perception of organizational support in diverse work environments is bias in decision-making and unequal treatment in the workplace. High perceptions of diversity in organizations do not always correlate with positive work experiences, especially for minority groups (Hsiao et al., 2015). This finding suggests that despite organizations' efforts to create a diverse work environment, perceptions of discrimination and bias can still occur, especially in the aspects of promotion, compensation, and managerial decision-making. Minority employees often feel that they are not given equal opportunities or treated fairly in terms of promotion or recognition of their contributions and can lowers their confidence and motivation.

The challenge of forming perceptions of optimal organizational support also arises from a lack of communication and transparency in corporate diversity policies. Ineffective cross-cultural communication often leads to misunderstandings and job dissatisfaction in multicultural organizations (Zaki et al., 2019). When employees do not feel that their aspirations and needs are heard by the organization, they tend to have the perception that the company does not provide adequate support for them.

Cultural differences and individual values in a diverse work environment may influence how employees interpret organizational support. Each employee brings a unique cultural background and values, which affect how they perceive and expect support from the organization (Hogan & Coote, 2014). Although organizations implement diversity policies, perceptions of organizational support can differ significantly depending on employees' backgrounds (Blouch & Azeem, 2019). This can lead to different expectations regarding how the organization should support its employees, ultimately affecting their level of job satisfaction and commitment.

The lack of a clear and structured diversity policy in organizations is often a major obstacle to forming positive organizational support perceptions. Many organizations fail to develop effective strategies to manage workforce diversity, resulting in imbalances in the distribution of employment opportunities and recognition of the contributions of employees from different backgrounds (Cletus et al., 2018). Without fair and structured policies in place, promotion, training and career development opportunities are often not equally available to all employees, especially those from minority groups (Ospina, 2019). Employees who feel their opportunities are limited or their contributions are not fairly recognized can feel a deep sense of dissatisfaction with the organization, which can affect their performance (Chiang & Hsieh, 2012). This creates inequalities that exacerbate workplace injustice.

Problems in perceived organizational support in diverse work environments include biases in decision-making, diversity policies that are not optimally implemented, and ineffective cross-cultural communication. Therefore, further research is needed to identify strategies that can improve perceptions of organizational support and create a more inclusive work environment for all employees. Organizations can create a more inclusive and supportive work environment for all employees, regardless of their background.

Perceived organizational support in a diverse work environment is of high urgency as it can affect productivity, employee well-being, as well as organizational sustainability. Ethical leadership and well-managed diversity can increase perceptions of organizational support, which in turn contributes to positive employee behavior in the workplace (Tan et al., 2019). This suggests that organizations that are able to provide equitable support to all employees, regardless of cultural, gender, or background differences, can create a more inclusive and harmonious work environment.

Perceived organizational support also has a significant impact on employee engagement and loyalty. Employees tend to have higher trust in management and show greater commitment to organizational goals when they are felt supported by the organization (Shukla & Rai, 2015). This becomes crucial in a diverse work environment, where the diversity of individual values and experiences can affect the way employees assess organizational policies (Ferdman & Sagiv, 2012). Therefore, further research is needed to understand how perceptions of organizational support can be tailored to the needs of employees from different backgrounds.

Another urgency lies in the challenges organizations face to ensure that their diversity policies are effectively implemented. Although many companies have implemented diversity policies, there is still a gap between the designed policies and employees' perception of organizational support (Rabl et al., 2020). This study shows that organizations that fail to manage diversity well may experience decreased employee engagement, increased turnover rates, as well as a weakening of the company's reputation in the global labor market. Therefore, this research is important to identify factors that can increase the effectiveness of organizational support policies in an increasingly diverse work environment.

This research aims to understand how perceived organizational support can increase employee engagement and loyalty in a diverse work environment. With increasing diversity in modern organizations, it is important to explore the extent to which the support perceived by employees contributes to their well-being and productivity. The factors that influence perceptions of organizational support are diverse and complex in the context of diverse work environments. This study also aims to identify key factors that influence perceptions of organizational support, including company policies, inclusive leadership, and employee relations.

This research aims to uncover how organizations can implement effective strategies to create a supportive work environment for all employees, regardless of demographic, cultural or professional background differences. Increasing diversity in the workplace requires a more comprehensive approach. By reviewing various approaches that have been implemented in different industries, this research is expected to provide recommendations for organizations to improve human resource management practices that are more inclusive and oriented towards employee well-being.

This study is expected to make academic and practical contributions to understanding the dynamics of perceived organizational support in diverse workplaces. This research will help to design policies that can increase job satisfaction, strengthen a sense of belonging in the organization, and encourage positive behaviors isn the work environment by examining related theories and empirical evidence.

RESEARCH METHOD

This research uses a literature review approach to analyze perceptions of organizational support in diverse work environments. The literature review was chosen because it allows the exploration of previous research to identify trends, determinants, and the impact of organizational support on employee engagement and well-being. The literature review approach provides an in-depth understanding of the concept under study by summarizing empirical findings and comparing perspectives from various studies (Liu, 2018).

The data sources used in this research come from journals and other references. The research analyzed includes studies of the factors that influence perceptions of organizational support, the impact of these perceptions on employee behavior, and organizational strategies to improve perceptions of support in diverse work environments. This approach provides greater insight into the relationship between organizational variables and employee responses, and enables the identification of strategic measures that can be implemented by companies (Sun, 2019).

The analytical method used in this study is descriptive qualitative analysis. This technique allowed the research to group findings based on key themes, such as the impact of organizational support on work engagement, factors that influence perceptions of support, and strategies to improve organizational policies. Perceived organizational support has a positive relationship with job satisfaction, engagement, and employee loyalty so this literature approach is relevant to understanding the relationship between these variables (Ahmed et al., 2015).

To maintain the credibility of the study, source triangulation was conducted by comparing results from various academic journals and research reports. This study used a systematic approach to selecting literature sources to ensure that only studies with high validity were used in the analysis. This approach is in line with Hongvichit's (2015) recommendation that a comprehensive analysis of previous studies can help clarify variable relationships and enrich academic studies in this area.

RESULT AND DISCUSSION
The Role of Perceived Organizational Support on Employee Engagement and Loyalty in a Diverse Work Environment

Perceived Organizational Support (POS) has a significant impact on employee engagement and loyalty in diverse work environments. Nurcholis and Budi (2020) found that the higher the level of organizational support perceived by employees, the greater their level of engagement at work. This shows that employees who feel valued and supported by the organization tend to have higher motivation to actively contribute to the achievement of company goals. POS plays a role in increasing employee loyalty by strengthening their emotional attachment to the organization. Employees who feel supported tend to have higher levels of organizational commitment and are less likely to leave their jobs (Hu et al., 2020). Organizations that show concern for employee well-being can reduce turnover rates and increase workforce retention.

POS also contributes towards improving employees' psychological well-being, which in turn has a positive impact on their engagement levels. Employees who perceive organizational support tend to have lower levels of job stress, which allows them to focus more and show higher productivity (Bano et al., 2015). This support creates a more positive work environment, where employees feel valued and cared for. Thus, improved psychological well-being increases engagement, and contributes to the achievement of overall organizational goals. When employees feel supported, they are more motivated to contribute maximally in their work.

The perception of organizational support is critical to increasing the sense of inclusiveness among employees in a diverse work environment. When organizations demonstrate a commitment to diversity through clear policies and tangible support, employees feel more valued and accepted. This sense of inclusiveness shapes a positive work climate, where each individual feels like they have a voice and meaningful contribution, encouraging better collaboration and innovation within the team (Jamaluddin et al., 2013). In competitive and stressful work environments, employees who feel support from the organization tend to be more engaged and persistent in their work (Al-Omar et al., 2019). This support, whether in the form of guidance or recognition of contributions, helps to reduce stress levels and increase motivation. Employees who feel supported have a better capacity to focus on their tasks, adapt to challenges, and deliver optimal performance (Darmawan et al., 2020).

POS has a strong impact on positive work behaviors, including Organizational Citizenship Behavior (OCB) or extra-role behavior. Employees who perceive high support from the organization tend to be more willing to help colleagues and contribute to a positive work environment. This perception of support encourages employees to take initiatives that go beyond their basic responsibilities, which shapes a collaborative and supportive culture. Employees who feel supported show more dedication to the organization (Chauhan & Ghildiyal, 2020). This perceived support increases employee commitment, making them more motivated to contribute actively. Thus, a supportive environment contributes to OCB, and also strengthens employee loyalty, which in turn has a positive effect on their performance.

POS can increase work engagement through thriving and flourishing mechanisms in the workplace (Imran et al., 2020). Employees who feel support from the organization tend to be better able to develop their skills, as they feel safe to take risks and learn from experiences. This sense of support creates an environment that encourages personal and professional growth, which in turn increases job satisfaction. Employees who feel supported also contribute more to organizational innovation. With constantly evolving skills and high levels of satisfaction, they are more motivated to participate in creative processes and offer new ideas. This increases individual engagement, and enriches the culture of innovation within the organization, which is essential for long-term success (Darmawan, 2017).

Perceived organizational support is a key factor for increasing employee engagement and loyalty, especially in diverse work environments. When organizations actively show concern and support for employees, they succeed in creating a more inclusive work atmosphere. This inclusive environment makes employees feel valued, and encourages them to contribute better. In addition, perceived support can reduce turnover rates and improve workforce productivity and well-being. Employees who feel supported tend to be more loyal and motivated, which contributes to the overall performance of the organization. Thus, investing in organizational support is beneficial to the individual, and to the overall success of the organization. Employees who feel that the organization cares about their well-being and development are more likely to give their best in their work, leading to better results, increased productivity, and the courage to innovate.

Factors Contributing to Increased Perceived Organizational Support for Employees from Different Backgrounds

POS in a diverse work environment is strongly influenced by various factors that include organizational policies, leadership, and individual work experience. Perceived diversity in organizations contributes to increased perceptions of organizational support (Hsiao et al., 2015). Their study showed that when employees perceive an inclusive and diverse work environment, they are more likely to view the organization as a supportive entity. Thus, a clear diversity policy and tangible implementation of inclusion programs can increase perceptions of organizational support for employees from diverse backgrounds.

The leadership approach in the organization also plays a key role in improving POS. Jansen et al. (2015) highlighted that inclusive leadership approaches, such as multicultural leadership, can increase employees' sense of engagement and perceptions of organizational support. The study found that leadership that actively supports diversity and emphasizes inclusiveness increases employees' sense of trust in the organization and strengthens their emotional engagement.

Work flexibility is also a factor that can increase perceptions of organizational support. Maket et al. (2015) examined the impact of work flexibility policies, such as flextime, job rotation, and remote work, on organizational support perceived by employees. Their study showed that work flexibility policies provide employees with a greater sense of autonomy, which in turn increases the perception that the organization cares about their well-being.

Organizational justice is also an important factor for increasing perceived organizational support. Blouch and Azeem (2019) examined the relationship between perceived organizational justice and POS. They found that when employees feel that the promotion, compensation, and performance evaluation systems are carried out fairly, they tend to have a more positive perception of the organization (Werdati et al., 2020). Therefore, organizations need to ensure that their internal policies are implemented in a transparent and non-discriminatory manner. An inclusive organizational culture also plays a role in improving POS. Organizations that have a culture that encourages learning and integration of diversity are able to increase organizational support perceived by employees (Rabl et al., 2020). An organizational culture that encourages open communication and cross-cultural collaboration can create a stronger sense of belonging among employees from different backgrounds.

The influence of work experience cannot be ignored either. Employees with longer work experience in the organization tend to have higher perceptions of organizational support compared to new employees (Guillaume et al., 2015). This is because they have experienced firsthand how the organization treats and supports its employees over the long term. Therefore, an effective onboarding program for new employees can help accelerate the formation of positive perceptions of the organization.

Factors such as diversity and inclusion policies, supportive leadership, work flexibility, organizational justice, inclusive culture, as well as work experience contribute significantly to improving perceptions of organizational support for employees from diverse backgrounds. Clear policies and proactive leadership create an atmosphere where employees feel valued and cared for, while work flexibility allows them to balance personal and professional responsibilities. By optimizing these factors, organizations can create a more supportive work environment, which further increases employee engagement. Employees who feel supported tend to be more loyal and committed in the long run thus strengthening workforce stability and overall organizational performance (Mahyanalia et al., 2017). This suggests that organizational support is important for individual well-being, and for the long-term success of the organization.

Organizational Strategies to Create a Work Environment that Supports Diversity and Promotes Employee Well-being

Increasing diversity in the workplace requires a planned strategy in order to create an inclusive work environment and improve employee well-being. A key strategy that can be implemented is ensuring information fairness and transparency in organizational communication (Moss et al., 2018). Organizations that implement open communication allow all employees from different backgrounds to feel valued and treated equally, ultimately improving their engagement and well-being. Employees who feel that they are not ignored and have equal opportunities to contribute, tend to feel more satisfied with their jobs.

Another strategy that can be implemented is inclusive leadership to open communication. Leadership that supports diversity contributes to increased employee engagement by recognizing individual differences and creating a safe work environment (Luu et al., 2019). Leaders who show support for diversity through inclusive policies will increase employees' sense of belonging, which in turn has a positive impact on their well-being.

Managing a multigenerational workforce is also an important aspect of an organization's diversity strategy. Organizations that implement flexible policies, such as adjustable working hours and cross-generational training programs, are able to improve overall employee well-being (Jones, 2017). These policies help reduce work stress and improve employees' work-life balance.

Another strategy that has proven effective for creating an inclusive work environment is the implementation of anti-discrimination policies and the promotion of diversity. Bendl et al. (2019) emphasized that organizations must have clear policies related to diversity in order to ensure that every individual feels accepted and respected. This helps to improve employee well-being and contributes to increased productivity.

Another strategy is to implement mentoring and professional development programs for employees from diverse backgrounds. Hughes (2019) points out that mentoring programs designed to support diversity can help employees to adjust to new work environments and accelerate their career development. Employees who gain access to mentors who understand their needs are more likely to feel motivated and more satisfied in their work.

The implementation of better work-life balance policies is also a major factor to support employee diversity and well-being. Organizations that offer benefits such as parental leave, work location flexibility, and mental well-being support have higher retention rates and happier employees (Ellemers & Rink, 2016). With these policies, employees feel that the organization cares about their well-being, which in turn increases their loyalty.

Overall, effective organizational strategies to create a work environment that supports diversity and enhances employee well-being include communication transparency, inclusive leadership, multigenerational workforce management, anti-discrimination policies, mentoring programs, and work-life balance policies. Communication transparency ensures that all employees feel involved and valued, while inclusive leadership establishes an atmosphere where every voice is heard. Multigenerational workforce management and anti-discrimination policies help create a fair and equal environment. Mentoring programs provide support for career development, while work-life balance policies help employees maintain mental and physical health. By systematically implementing these strategies, organizations can build an inclusive and productive work environment, ultimately improving employee well-being and job satisfaction in the long-term.

CONCLUSION

Perceived organizational support in a diverse work environment is crucial to improving employee engagement and well-being. Organizations that adopt diversity strategies through communication transparency, inclusive leadership, flexible policies, and professional development programs are able to create a more inclusive and productive work environment. Employees feel supported by the organization, they are more likely to feel engaged in their work, feel valued, and motivated to make the best contributions. This support boosts self-confidence and provides space for employees to develop personally and professionally, ultimately improving their well-being at work.

Strong organizational support encourages employee engagement, increases their loyalty, and creates a sense of belonging to the company. The implementation of anti-discrimination policies and the promotion of diversity are proven to benefit organizations in terms of increased workforce retention, work efficiency, and employee satisfaction. A work environment free from discrimination and bias allows employees to focus on tasks and achieving organizational goals and productivity. Thus, organizations that place diversity as a strategic priority are able to create a healthy, innovative and sustainable work environment.

Suggestions that can be given to organizations are the importance of designing policies that are oriented towards diversity and employee welfare on an ongoing basis. Organizations need to ensure that the policies are formal, and implemented in the day-to-day corporate culture. This includes ensuring that all employees, regardless of their background, have equal access to the opportunities and resources needed to thrive.

Inclusive leadership training for managers and executives should be strengthened so that they can understand the importance of diversity and encourage a fair and transparent work environment. Organizations need to develop mentoring and training programs that can help employees from diverse backgrounds to develop and reach their full potential. Implementation of a diversity-based evaluation and feedback system is also necessary to ensure that every employee feels valued and has equal opportunities in their career development. By consistently implementing these strategies, organizations can build a work environment that supports diversity and improves employee well-being, which will ultimately have a positive impact on the organization's performance and competitiveness at the global level.

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