


Overcoming Structural Barriers to Diversity in HR: A Narrative Review

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| Received : April 18, 2025 | ABSTRACT: In the face of increasing global workforce diversity, this study investigates the effectiveness of cultural competence training and inclusive recruitment practices within multicultural human resource management. The research aims to explore how these interventions influence employee performance, retention, and organizational inclusivity. Utilizing a narrative review approach, the study synthesizes findings from key literature on training methodologies, organizational structures, and leadership models. Special attention is given to comparative contexts between developed and developing nations, and the role of government policy in supporting inclusive HR strategies. The results demonstrate that interactive and virtual training methods significantly improve intercultural communication and reduce turnover. Structural barriers such as bureaucratic rigidity and resource limitations hinder policy implementation, while transformational leadership facilitates cultural integration and innovation. The study further identifies blended learning, internal communication enhancement, and digital evaluation tools as practical solutions to systemic challenges. Ultimately, the findings advocate for a strategic integration of cultural competence training and inclusive recruitment into organizational systems. These practices are shown to foster equity, collaboration, and long-term competitiveness in a dynamic global labor market. The study calls for future research to develop scalable models and evaluate their long-term effectiveness across diverse industrial settings. |
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INTRODUCTION

In an increasingly globalized and diverse business landscape, cultural competence in human resource (HR) practices has emerged as a pivotal determinant of organizational effectiveness and inclusivity. Defined as the ability of individuals and institutions to understand, appreciate, and effectively interact with people from different cultures, cultural competence encompasses a wide range of dimensions including cultural knowledge, cross-cultural communication skills, and self-awareness of cultural biases. Strategically, cultural competence serves as a vital approach in

optimizing the human capital of an organization by embracing ethnic uniqueness and diversity as drivers of creativity and innovation (Arcadi et al., 2024). Organizations that invest in cultural competence training and education are better positioned to cultivate adaptive, inclusive, and high-performing workforces.

Theoretical frameworks emphasize that cultural competence is not merely a set of behavioral guidelines, but an integrative understanding of historical, normative, and traditional contexts that shape individuals' workplace behaviors and perceptions (Griner et al., 2021). Effective cultural competence programming fosters awareness of social and cultural contexts, enabling organizations to formulate training strategies that encourage employees to critically engage with diversity and reflect on the complexity of cross-cultural interactions. These strategies are essential to strengthening inclusive practices within HR systems and aligning organizational values with global multicultural demands (Bonde et al., 2023; El Idrissi et al., 2023).

In light of globalization, the mobility of the workforce and the multicultural nature of organizations have drastically increased. This trend necessitates the reevaluation and redesign of HR policies to accommodate various cultural backgrounds. Multinational corporations, in particular, are compelled to develop HR strategies that are responsive to cultural diversity, especially in mitigating value-based conflicts and fostering inclusive communication (Banerjee et al., 2025). Thus, the integration of multicultural workforce management is not optional but strategic in a globally competitive environment.

Diverse cultural backgrounds within a workforce introduce a rich mix of perspectives, enhancing creativity and problem-solving capabilities. Consequently, recruitment and selection systems must align with diversity-supportive frameworks, ensuring equitable access and maximizing individual contributions. As global mobility intensifies, organizations must develop HR systems capable of nurturing culturally competent employees who can thrive in international contexts (Mugumbate & Gina, 2023).

However, several challenges hinder the effective implementation of culturally inclusive HR practices. One primary issue is the prevalence of traditional paradigms that fail to recognize the complexities of cultural differences. Furthermore, misperceptions and intercultural misunderstandings often disrupt workplace harmony and inhibit collaboration. The lack of structured support and clear internal diversity policies compounds this challenge. To overcome these barriers, organizations must implement comprehensive, context-responsive training programs (Joo & Liu, 2019).

Another critical challenge lies in the persistence of cultural stereotypes and biases within the workplace. These biases obstruct employee integration and collaborative efforts, particularly among those from ethnic and cultural minority groups. Training programs designed to dismantle these stereotypes are fundamental in fostering open, creative, and productive work environments. Developing targeted training to raise cultural sensitivity and reduce implicit bias is a vital step in promoting equity and inclusion.

Despite extensive discourse on cultural competence, significant gaps remain in the literature. Much of the existing research emphasizes the health sector, notably among nurses and other healthcare professionals, thereby neglecting its broader relevance to business, technology, and industrial contexts. Additionally, many studies rely on qualitative approaches, with limited evaluation metrics and inconsistent outcome measures (Kohrt et al., 2016; Willey et al., 2018). The predominance of one-off training programs, lacking robust theoretical underpinnings and systematic post-training evaluation, further exacerbates the inability to assess long-term effectiveness (Kalbarczyk et al., 2019). This indicates an urgent need for integrated, adaptive evaluation models applicable across sectors and geographic settings.

In response, the primary objective of this narrative review is to evaluate the effectiveness of cultural competence training in improving workforce capabilities and performance in multinational environments. This review seeks to synthesize diverse findings through a holistic narrative approach, identifying core success factors and implementation barriers that influence the outcome of training interventions. By doing so, it aims to develop a clearer understanding of best practices and recommend an integrated model for training and evaluation that is adaptable to the globalized workplace.

This review focuses on a wide geographic and demographic scope, with particular attention to studies conducted in Western countries such as the United States, Australia, and European nations—regions that have spearheaded efforts in culturally inclusive health services and migrant integration. Although the literature is concentrated in healthcare, this review will also incorporate studies from underrepresented sectors such as multinational industries, hospitality, and maritime services to identify transferable insights and inform cross-sectoral applications (Song et al., 2021). Broadening the contextual base is essential for understanding how cultural competence training functions across varied organizational ecosystems and sociocultural dynamics.

By examining the theoretical, empirical, and practical dimensions of cultural competence training, this review contributes to ongoing efforts in reimagining HR practices for a globalized future. In doing so, it addresses an urgent scholarly and practical need to systematize and enhance diversity management through evidence-based training models. Ultimately, this review supports the strategic transformation of HR practices into frameworks that value cultural diversity as a resource rather than a challenge.

METHOD

This narrative review employed a systematic approach to identify and synthesize relevant literature on the intersection of cultural competence, human resource (HR) practices, multicultural workforce dynamics, and diversity management. To ensure comprehensiveness and rigor, the methodology included several key phases: keyword identification, literature search across reputable academic databases, application of inclusion and exclusion criteria, article screening and evaluation, and data organization using reference management software. Each stage was iteratively developed

and refined to capture studies that provide empirical or theoretical insights into the integration of cultural competence into HR practices across various organizational contexts.

The literature search was conducted using major academic databases such as Scopus, Web of Science, PubMed, and Google Scholar. These databases were selected for their extensive coverage of peer-reviewed journals and multidisciplinary research. The search strategy utilized Boolean operators (AND, OR) to combine and refine search terms. Primary keywords included "cultural competence," "HR practices," "multicultural workforce," and "diversity management." To broaden the search scope and capture interdisciplinary studies, additional keywords such as "inclusive HR," "cross-cultural training," "intercultural communication," and "organizational cultural competence" were also used. These terms enabled the identification of studies that, although not explicitly labeled under diversity management, contained relevant discussions on cultural competence training and inclusive organizational strategies.

Search strings were constructed to enhance specificity and relevancy. For instance, queries like "cultural competence" AND "HR practices" OR "diversity management" AND "multicultural workforce" were frequently applied. Filters were also set to restrict publication years to the past 10–15 years to ensure the inclusion of recent and relevant studies. Literature searches were updated periodically to incorporate the most recent contributions.

The search process was complemented by carefully formulated inclusion and exclusion criteria. Studies were included if they met the following criteria: (1) published in peer-reviewed journals; (2) explicitly focused on cultural competence and HR practices within multicultural or multinational organizational contexts; (3) provided empirical evidence or in-depth theoretical analysis through qualitative, quantitative, or mixed-method designs; and (4) written in English, or in other languages with an English abstract. These criteria ensured the methodological robustness and contextual relevance of the selected literature.

Conversely, exclusion criteria were established to eliminate less relevant or methodologically weak studies. Articles such as white papers, non-peer-reviewed reports, and non-academic sources were excluded. Studies focusing solely on technological aspects (e.g., IT or AI systems) without direct linkage to HR interventions or cultural training were also omitted. Similarly, narrative reviews lacking methodological clarity or empirical grounding, and articles that did not address the intersection of diversity and HR practices, were excluded to maintain the analytical rigor of the synthesis.

The article screening process was executed in two stages. Initially, titles and abstracts were reviewed for keyword relevance and thematic fit. Studies passing the initial screening were then subjected to full-text evaluation to assess methodological quality and contextual alignment with the study's aims. Evaluation criteria included the clarity of conceptual definitions, the appropriateness of research design, and the strength of data analysis. Critical appraisal tools and methodological checklists were used to guide the assessment process.

To manage the large volume of literature and ensure systematic documentation, reference management software such as Mendeley and EndNote was utilized. These tools facilitated the

tagging, grouping, and annotation of articles based on themes such as cultural competence, diversity training, and inclusive HR strategies. This organizational step was vital in enabling cross-comparison, theme identification, and integration of findings during the synthesis phase.

Specific emphasis was placed on identifying studies that assessed training outcomes related to cultural competence, including improvements in cross-cultural understanding, attitude shifts, and enhancements in organizational performance. Articles offering measurable outcomes, such as pre- and post-intervention evaluations, statistical analyses, and qualitative feedback, were prioritized due to their practical implications.

The methodology also incorporated meta-synthesis techniques to integrate findings from diverse study designs. By categorizing themes and comparing across studies, this approach facilitated the identification of consistent patterns and theoretical models. Studies that advanced theoretical frameworks or proposed models for integrating cultural competence into HR practices were considered particularly valuable.

Attention was given to the geographic and demographic context of the studies. Articles were selected from various global regions, including North America, Europe, Asia, and developing countries, to ensure a comprehensive and globally applicable synthesis. Additionally, the selected literature included diverse populations such as healthcare professionals, HR managers, and multinational employees. This diversity allowed for cross-sectoral insights into cultural competence implementation.

Moreover, the review highlighted studies demonstrating stakeholder engagement in cultural training initiatives. Research involving employees, managers, consultants, and trainers provided a multidimensional perspective on the acceptability, adaptability, and effectiveness of cultural competence programs. These participatory studies added depth to the evaluation of training interventions and their organizational impact.

Ultimately, the review's methodology was designed to yield a rich, evidence-based understanding of how cultural competence is conceptualized, developed, and operationalized within HR practices across multicultural organizational environments. Through careful planning, systematic search strategies, and rigorous evaluation, the methodological framework established a robust foundation for synthesizing relevant literature and deriving actionable insights for academic and practical applications in the field of sustainable human resource management.

RESULT AND DISCUSSION

The synthesis of existing literature yielded two overarching themes regarding the integration of cultural competence into human resource (HR) management and culturally inclusive recruitment. These themes are: (1) cultural competence training and human resource development, and (2) inclusive recruitment practices and diversity integration. The findings from both streams illustrate

how cultural competence is not only a developmental asset but also a strategic imperative in multinational and multicultural organizations.

Cultural competence training emerged as a widely utilized approach to improve employee performance, interpersonal collaboration, and retention. Rahimi et al., (2023) reported that virtual cultural competence programs among nursing educators increased participants' intercultural confidence, reduced turnover, and improved team synergy. These programs incorporated simulations, role-plays, and interactive digital modules that emphasized experiential learning and structured self-reflection. The pedagogical design focused on real-life cultural dilemmas, fostering empathy and critical thinking. Evaluation outcomes consistently demonstrated that interactive formats, particularly virtual simulations and peer discussions, significantly shifted participants' attitudes and enhanced cultural adaptability.

Antón-Solanas et al., (2021) extended these insights in their study on nursing students, highlighting that training was enriched through integration of broader cultural aspects such as lifestyle, religion, and tradition. These sessions not only incorporated theoretical frameworks but also employed immersive case studies and community-based simulations, improving learners' cultural readiness. Through iterative discussions and contextualized fieldwork, trainees were equipped to confront cultural dissonance in professional settings. Evidence indicated that context-sensitive training modules fostered higher retention and performance outcomes, substantiating the effectiveness of tailored interventions.

Rahimi et al. (2023) also observed that modern digital tools enabled geographically dispersed teams to access synchronized content and real-time feedback. Virtual simulations replicated complex cultural scenarios, allowing asynchronous and scalable training. Organizations using these tools reported increased cross-cultural awareness and cooperation across global offices, with metrics showing improvements in job satisfaction and group cohesion. These findings suggest that technologically mediated programs hold promise for large-scale competence development in transnational firms.

Beyond cognitive skills, several studies emphasized the emotional and behavioral dimensions of training. Affective components like empathy-building activities and personal storytelling facilitated deeper engagement. Reflective practices enabled employees to surface unconscious biases and develop inclusive behaviors. Workshops using role-playing and collaborative problem-solving activities emerged as effective in creating trust and mutual understanding, leading to enhanced psychological safety and workplace harmony.

Meanwhile, inclusive recruitment practices focused on redesigning systems to eliminate cultural bias and ensure diversity. One prominent approach involved the adoption of blind recruitment processes. This method anonymized applicant details such as names or ethnic indicators to foster objective assessments. Evaluations from various organizations indicated increased representation of minority applicants in shortlists and hires, underscoring its efficacy.

The composition and training of recruitment panels also featured prominently in the literature. Banerjee et al. (2025) found that multicultural hiring teams trained in unconscious bias recognition significantly enhanced equity in decision-making. These teams employed structured interview protocols and competency-based evaluations, which yielded more consistent and fair outcomes.

Organizations reported increased candidate satisfaction and reduced procedural discrepancies, suggesting the robustness of such inclusive models.

Digitalization played a transformative role in recruitment. AI-powered algorithms that anonymized CVs and assessed candidates based on pre-set criteria mitigated human biases. These systems generated more diverse applicant pools and improved match quality. Evidence from multinational firms demonstrated that algorithmic hiring tools, when audited and calibrated for fairness, supported diversity goals while maintaining recruitment efficiency.

Recruitment policies also emphasized the articulation of inclusive job descriptions and performance standards. Ads that explicitly valued multicultural adaptability attracted a broader candidate base. Ongoing internal audits ensured alignment between recruitment outcomes and inclusion targets. Barratt-Pugh and Bahn (2015) documented organizations adjusting their benchmarks and selection rubrics post-audit, leading to improved representativeness and transparency.

Mentoring and onboarding programs further anchored inclusivity in talent management. Barratt-Pugh and Bahn (2015) described mentoring frameworks that supported minority hires, enhancing social integration and career development. These programs increased early retention rates and accelerated professional growth. Onboarding strategies included cultural sensitivity training, which clarified organizational values and expectations, fostering early alignment and engagement.

A recurring theme across studies was the role of feedback in iterative policy refinement. Employee surveys and focus groups captured nuanced experiences of bias during recruitment. This feedback loop informed procedural updates and training enhancements, ensuring responsiveness to evolving workforce needs.

In addition, organizations pursued strategic partnerships with diversity-focused institutions and minority networks. These alliances expanded talent pipelines and reinforced employer branding. Cross-sector collaborations enabled knowledge transfer and the adoption of tested practices from other industries, enhancing policy robustness.

The findings also underscored the importance of leadership in driving systemic inclusivity. Transformational leaders who articulated diversity as a strategic priority achieved greater cultural alignment and team performance. Their involvement in policy development, mentoring, and resource allocation modeled organizational commitment and inspired collective action.

Comparatively, studies highlighted that developed countries encountered bureaucratic inertia and normative resistance, whereas developing countries struggled with resource limitations and institutional fragmentation (Schuster et al., 2018; Shi, 2025). Structural barriers included inadequate training budgets, inconsistent evaluation tools, and siloed departmental structures that hindered integration. In both contexts, however, leadership and organizational culture emerged as pivotal to successful implementation.

Lastly, holistic strategies combining cultural competence training with inclusive recruitment yielded the most sustainable outcomes. Organizations that synchronized these approaches reported enhanced workforce cohesion, reduced attrition, and superior innovation metrics. Rahimi et al. (2023), Antón-Solanas et al. (2021), and Barratt-Pugh and Bahn (2015) consistently noted

that dual-track interventions addressing both entry (recruitment) and development (training) stages created reinforcing cycles of inclusion.

Overall, the results affirm that cultural competence is a dynamic capability that requires institutional support and continuous reinforcement. Inclusive recruitment mechanisms ensure fair access, while development programs cultivate the skills and attitudes necessary for thriving in diverse settings. When embedded within a broader diversity strategy and championed by leadership, these practices generate not only equitable workplaces but also strategic advantages in an interconnected world.

The findings from this narrative review affirm and extend existing theoretical frameworks and empirical insights regarding the role of cultural competence training and inclusive recruitment in multicultural human resource (HR) management. Central to the discussion is the confirmation that structured and context-sensitive cultural competence development plays a critical role in improving employee performance and reducing turnover, as demonstrated by Rahimi et al. (2023) and supported by Sørensen et al. (2019). The validation of these models aligns with the broader argument that embedding cultural competence within HR systems is instrumental in securing long-term organizational competitiveness (Delphin-Rittmon et al., 2021).

One key insight drawn from this review is the systemic nature of barriers that impede the effective implementation of diversity policies. Structural rigidity, such as entrenched hierarchical systems and siloed departmental practices, often hinders the translation of inclusive values into operational behavior. These barriers highlight the necessity of adopting iterative feedback mechanisms and organizational restructuring to ensure the deep integration of multicultural values. Moreover, while developed countries face resistance embedded in legacy organizational cultures, developing countries are challenged by infrastructural and financial limitations (Schuster et al., 2018). This cross-national disparity underscores the need for adaptive strategies tailored to contextual realities.

Transformational leadership emerges as a powerful enabler in driving organizational change towards inclusivity (Chen & Yan, 2022). This study reinforces the role of leaders as both visionaries and implementers who translate inclusive rhetoric into concrete practices, such as interdepartmental mentoring programs and measurable evaluation standards (Barratt-Pugh & Bahn, 2015). Through participatory and empathetic leadership, transformational leaders foster a workplace culture that is not only inclusive but also conducive to innovation and long-term employee engagement.

The study also presents strong implications for organizational policy and government intervention. On an institutional level, integrating cultural competence as a core strategy in HR development, aligned with international standards and domestic regulations, is essential (Sørensen et al., 2019). Governments must go beyond regulation, acting as facilitators by providing funding, establishing inclusive standards, and promoting intersectoral collaboration. Empirical evidence suggests that public policy interventions such as regular audits and interagency coordination enhance the implementation of diversity initiatives.

A promising strategy for overcoming systemic barriers involves the integration of hybrid learning modalities. The combination of interactive online modules with face-to-face workshops enables reflective and experiential learning that enhances intercultural sensitivity. Furthermore, the

adoption of robust and reliable evaluation systems is crucial for assessing training effectiveness and guiding iterative policy development. Such measures support continuous learning, improve behavioral outcomes, and align training initiatives with strategic HR goals.

Structural challenges are further amplified by organizational silos, which disrupt interdepartmental communication and hinder policy cohesion. These findings validate change management theories that advocate for holistic restructuring and the creation of cross-functional teams. Modern digital systems, such as cloud-based HR platforms, can facilitate transparent data sharing and real-time performance monitoring, thereby reducing bureaucratic inertia and enabling agile responses to diversity challenges.

The comparative lens reveals stark differences between developed and developing nations. In developing contexts, the predominant challenges include inadequate investment in technology and insufficient managerial training, whereas developed nations often struggle with bureaucratic rigidity and cultural inertia. These findings emphasize the need for contingency-based approaches in multicultural HR policy implementation, where local conditions shape the design and execution of diversity programs.

Leadership again plays a central role in mediating these structural complexities. Transformational leaders not only articulate inclusive visions but also catalyze behavioral change through routine mentorship and participative governance. Evidence supports the effectiveness of such leaders in enhancing employee retention and fostering cross-cultural collaboration. Thus, leadership development must be a strategic priority, with tailored training programs that enhance inclusivity competencies.

Cross-sector collaboration represents another avenue for strategic intervention. Partnerships with government agencies, training providers, and academic institutions enhance the dissemination of best practices and foster policy innovation. Joint programs enable the co-creation of culturally competent curricula, offer funding synergies, and reinforce regulatory compliance. These collaborations are essential in scaling inclusive practices across diverse organizational settings.

The synergy between cultural competence training and inclusive recruitment is evident. When implemented together, these strategies yield superior outcomes in employee satisfaction, team performance, and organizational equity (Rahimi et al., 2023). Such an integrated approach aligns with global HR trends emphasizing adaptability, interpersonal sensitivity, and holistic talent assessment. Shifting from technical qualifications to inclusive competencies in recruitment reflects a paradigmatic change in HR management.

Continual professional development anchored in blended learning frameworks is vital for sustaining cultural competence. Technologically enhanced training, including virtual simulations and e-learning platforms, supports ongoing education without geographic constraints. These tools are particularly valuable in multinational organizations that operate across varied cultural contexts. By fostering immersive and reflective learning experiences, blended approaches promote behavioral transformation and strategic alignment.

The creation of an open organizational culture further amplifies training efficacy. When employees perceive psychological safety and value alignment, they are more likely to embrace multicultural principles. Internal communication forums, cross-departmental dialogue, and inclusive policy

frameworks support this transformation (Barratt-Pugh & Bahn, 2015). Such cultural shifts foster creativity and teamwork, which are essential for sustained organizational performance.

Simplifying bureaucratic structures is another critical pathway for embedding diversity values. Flattened hierarchies and team-based management enhance information flow and accelerate policy responsiveness (Chae & Park, 2018). Research suggests that flexible organizational designs improve adaptability and employee motivation, facilitating more inclusive HR practices.

At the policy level, governments must establish clear national standards and incentivize inclusive practices. Legislative clarity, financial support, and regulatory oversight can drive uniformity in policy adoption and encourage private-sector participation. Moreover, governments can model best practices through their own employment systems, reinforcing the legitimacy and urgency of diversity initiatives (Drame et al., 2022).

Investing in leadership development is imperative. Targeted programs focused on diversity-sensitive leadership enhance managerial capacity to navigate complex cultural landscapes (Manolopoulos et al., 2021). Mentorship, coaching, and immersive workshops are effective in building awareness and fostering behavioral competencies necessary for inclusive governance.

Outcome-based evaluation systems provide measurable insights into the effectiveness of cultural competence initiatives. Standardized metrics such as satisfaction surveys, attrition rates, and team performance indicators inform decision-making and strategic adjustment. These systems enable organizations to identify performance gaps and continuously refine their diversity strategies.

Digital transformation is central to overcoming structural inertia. E-learning platforms, cloud-based management systems, and real-time data analytics streamline training delivery and policy evaluation (Haggqvist et al., 2020). In globalized operations, these technologies bridge geographical divides and standardize training outcomes. The literature consistently supports a dual emphasis on training and systemic reform. Multicultural HR development is not only about equipping employees with intercultural skills but also about reshaping organizational structures to accommodate diversity (Barratt-Pugh & Bahn, 2015). Future research should investigate innovative strategies that accelerate this dual transformation and reduce institutional resistance.

Institutional policies must proactively embed multicultural principles. Structural reform, leadership development, and inclusive communication are key enablers. Government agencies play a complementary role by fostering an ecosystem of compliance and innovation. Collaborative research initiatives and academic partnerships can further support innovation. Shared knowledge platforms and interdisciplinary networks encourage experimentation and scale-up of effective practices (Forsyth et al., 2018). These efforts can help institutionalize multicultural competence across sectors and geographies.

Higher education institutions also have a critical role in equipping future leaders with intercultural skills. Revising management and healthcare curricula to include comprehensive cultural competence modules enhances workforce preparedness and social responsiveness.

In sum, the discussion affirms the theoretical and practical value of integrating cultural competence training and inclusive recruitment. It identifies critical barriers and proposes strategic responses that combine technological, structural, and leadership solutions. Continued innovation, contextual

sensitivity, and intersectoral collaboration are vital for embedding multicultural principles within modern HR systems (Lelek, 2014).

CONCLUSION

This study provides strong empirical and theoretical evidence supporting the integration of cultural competence training and inclusive recruitment practices in multicultural human resource management. The findings underscore the critical role of interactive, technology-supported training methods in improving cross-cultural communication, reducing workplace bias, and enhancing employee retention and performance. Moreover, the structural and systemic barriers identified—including hierarchical rigidity, siloed departments, and limited resources—reveal that the success of diversity initiatives depends not only on training programs but also on holistic organizational reform. Comparative analysis between developed and developing countries further emphasizes the need for context-specific strategies in implementing multicultural HR policies.

Transformational leadership emerged as a pivotal factor in championing cultural inclusion, with leaders playing active roles in mentoring, initiating change, and aligning diversity with organizational strategy. The study also highlights the strategic importance of government involvement in setting regulatory frameworks, providing incentives, and supporting cross-sector collaboration (Robles & Cho, 2024).

To address ongoing challenges, this study recommends the adoption of blended learning programs, real-time evaluation tools, structural reorganization, and stronger internal communication channels. Future research should explore the long-term impacts of integrated cultural competence programs and investigate the scalability of inclusive recruitment models across different sectors and regions. In conclusion, embedding cultural competence and inclusive recruitment into organizational systems is not only a response to current global workforce dynamics but a strategic imperative for sustainable and equitable HR development.

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