



Human Resource Diversity Management and Knowledge Sharing: Gender Perspectives from Three Countries on The Asian Continent (Thailand, Japan, Indonesia)

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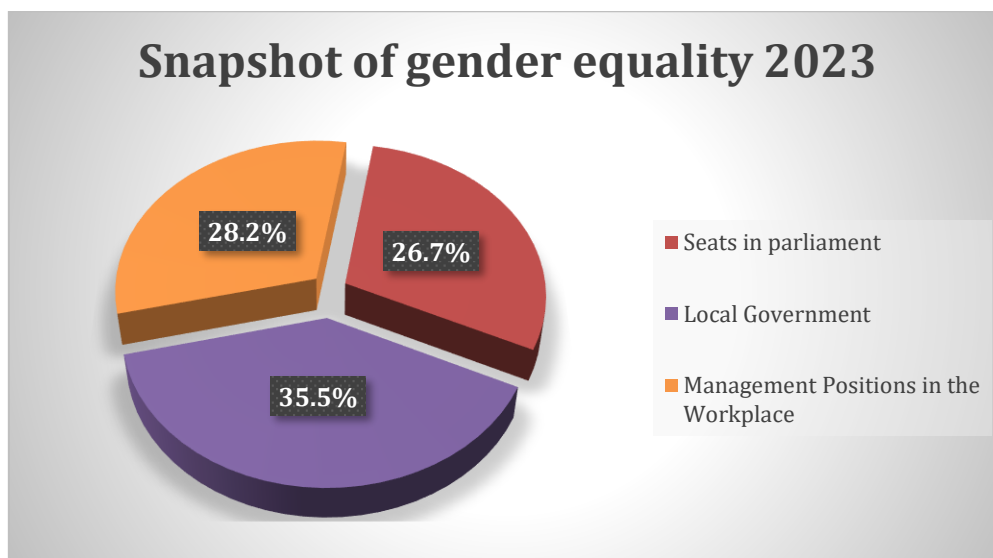
Abstract: This study reviews the literature on human resource diversity management and knowledge sharing. 11 international journals were taken as samples and then identified and analyzed. The author examines the implementation of human resource diversity management and knowledge sharing in several countries. This research study shows the importance of human resource diversity management in encouraging knowledge sharing in the workplace and how Thailand, Japan, and Indonesia implement gender equality in organizations. The analysis results in this study concluded from the three countries that the role of women in organizations is very beneficial for increasing knowledge and the smoothness of an organization and can develop the Company's performance. However, it is still dominated by men. This article contributes to the literature on human resource diversity management and knowledge sharing, which will be a reference for future research.



Introduction

Diversity refers to compositional differences among individuals within a workplace and differences and similarities among employees in terms of age, gender, race, religion, and nationality. It also highlights the differences among departments, divisions, and subsidiaries of businesses based in different states or countries. Various physical, social, and psychological characteristics, such as gender, ethnicity, sexual orientation, religion, and political beliefs, define individuals or groups within an organization. (Deborah et al., 2024)

Emphasizing ethnic diversity in global organizations has been widely accepted in human resource management (HRM) literature. These employees' work ethic, diligence, and understanding drive economic growth and development while positively contributing to multicultural societies. If managed effectively, diversity can be a source of competitive advantage. (Tran et al., 2024).



Source: UN Women

Figure 1: Gender Equality

Based on gender equality data from UN Women (2023) in countries that are members of the UN. SDG stimulus aimed at gender equality goals is critical to transformational impact. An additional \$360 billion annually is needed to achieve gender equality and empower women across key global goals, including ending poverty and hunger. Looking at gender equality data in 2023, 26.7 per cent are in seats in parliament, 35.5 per cent are in local government, and 28.2 per cent are in management positions in the workplace.

Women make up 50 per cent of the world's population and humanity. Gender equality in the workplace is essential for fairness and productivity, and it is one of the most critical global challenges (Pudelko & Tenzer, 2023)

Soft skills, such as leadership, interpersonal communication, cross-communication, and stakeholder engagement, are essential in ensuring successful project management. Therefore, human resource (HR) managers must oversee various work assignments while

ensuring all team members are committed to achieving the project's goals. (Nauman, et al, 2023)

One of the main competitive advantages in achieving goals is human resources. Service to the Community is meaningfully managing human resources for a company or industry (Riyanto et al., 2023). One of the most critical factors that influence a company's success is the presence of employees. If there are employees, the company can survive in a competitive environment (Khaeroni et al., 2023). Competitive advantage is a company's ability to use its day-to-day resources in a way that is aligned with its strategy (Mukhsin & Suryanto, 2022).

To create an environment that promotes diversity and a place where everyone can maximize their contribution and progress. The purpose of diversity management is to change the attitude of all members of the working community. This can be seen from the first principle of discrimination or entity, and the second principle is to observe diversity as an asset and resource through cultural learning (Kautto, 2024).

Team members who mistreat minorities based on gender, marital status or educational background will not share knowledge with other team members. Socially isolated individuals are less likely to agree with others and have more unique insights in diverse groups. Awareness of members' needs also helps to increase participation in exchanging functionally diverse knowledge within the team. (S. Wang & Noe, 2010). This study aims to determine how gender diversity and knowledge sharing are implemented in Thailand, Japan, and Indonesia.

Review of Related Literature

A. Human Resource Management

Human resources are one of the most important aspects of any company. In terms of educational attainment, qualifications, and experience, the value of an individual to an organization is higher than material resources. Human resources cover all organizational levels within a company, from managers to key employees and managers. These individuals are critical in driving innovation and business success in the company. In addition to serving as the driving force behind innovation, business intellectual capital is also a key driver and essential element for creating value and longevity (Hatane et al., 2024).

B. HR Diversity Management

A comprehensive view of employee diversity in the workplace refers to the heterogeneity and differences among employees within a given organization in terms of race, age, ethnicity, cultural background, physical ability, religion, gender, sexual orientation, language, education, lifestyle, beliefs, appearance, and economic status. (Fletcher & Marvell, 2023).

Diversity is the distribution of differences among unit members concerning a common attribute. There are three different concepts: disparity, variation, and divisiveness. At the same time, division and disparity measure horizontal and vertical differences. In Europe, diversity is defined by gender, age, race and ethnicity, sexual orientation, faith and belief, and disability. Diversity management has the potential to impact the quality of work in organizations. (Harrison & Klein, 2007)

The advantages and disadvantages of workforce diversity are a double-edged sword. Advantages include high-quality solutions and increased creativity and innovation, while disadvantages include increased conflict and training costs, poor communication, and displaced workers. Effective diversity management can reduce the adverse effects and increase the positive effects of employee-related diversity on an organization. (Shen et al., 2014)

Human resource diversity management has two aspects. First, Equality can be achieved through compliance with equal opportunity legislation. Second, it respects and utilizes diversity by increasing diversity and representation and empowering traditionally underrepresented workforces, such as ethnic minorities and women. Equality of opportunity aims to avoid sanctions for discrimination, while diversity benefits organizations by respecting and utilizing the diversity of their workforce. Effective HR diversity management minimizes the negative impacts of diversity and helps companies reap the benefits of diversity. (Shen et al., 2014).

Gender diversity is an essential factor in corporate governance. It relates to the treatment of women as directors or as employees in a department under the company. It is also a measure of the heterogeneity between gender groups displayed in the boardroom. Gender inequality can be seen as a process and feature that accentuates the various traits and skills of women and men as equal resources (Tania & Hesniati, 2022)

Equality of gender in any business will bring certain benefits to the company. This is related to the advantages of increasing knowledge, generating ideas, innovation, and problem-solving techniques, as well as the new business strategy's focus on knowledge and experience that is more innovative than it was in the past. Women have equal rights and obligations with men in any field, including assuming leadership or business positions (Nanda Mufarikha et al., 2023).

C. Knowledge Sharing

Knowledge is how knowledge is transferred from individuals to groups and the entire organization to generate new knowledge and innovations and improve organizational performance. Knowledge sharing is necessary for specific knowledge to remain with one or more people, and their contribution to the organization is minimal knowledge exchange, e.g. Providing valuable support to coworkers through expertise and work-related feedback. (Shen et al., 2014)

Knowledge, as information derived from individuals, includes ideas, facts, judgments, and observations relevant to the work of an individual, team, or organization. Knowledge exchange results in information sharing, which helps others and encourages collaboration to solve problems, generate new ideas, or convey policies or procedures. Knowledge can be acquired through formal correspondence or face-to-face communication over networks with others, or it can be documented, organized, and shared with others. (S. Wang & Noe, 2010).

Understanding affects one's ability to give or receive knowledge from others. This highlights the critical steps in generating new ideas. By sharing knowledge, one can learn and apply knowledge to other areas and may become more adept at turning new ideas into

innovations. Acquiring knowledge is a crucial factor and foundation that can support one's innovation. Knowledge is the source of innovation, and individual learning can be understood as the process by which individuals gradually acquire new knowledge and collaborate to create new understanding. An individual who shares knowledge with coworkers can generate new ideas, concepts, methods, or products and ultimately support their innovative activities. (J. Wang et al., 2017).

Research Method

The method used in this article uses a systematic review approach that will be applied to examine and synthesize existing research. The systematic review method is the most reliable and appropriate method for collecting articles. Searching and selecting journals for inclusion in the research is done to assess the nature of knowledge and gaps regarding specific issues in a study. (Seliverstova, 2021). The literature samples used in the research are from international journals that study three Asian countries: Thailand, Japan, and Indonesia.

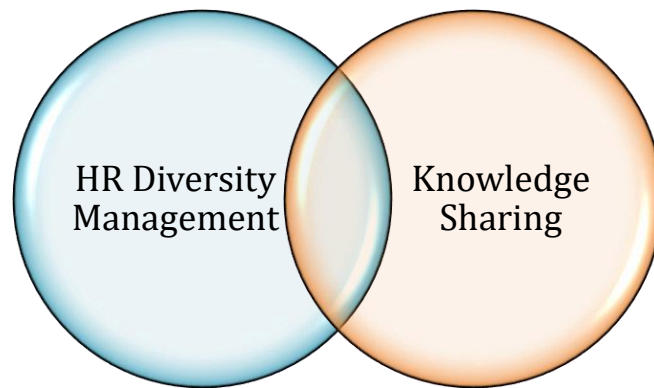


Figure 2: Theoretical Framework

Literature Analysis

11 International Journals were used to analyze this research.

Table 1. Systematic literature review sample on hr diversity management and knowledge sharing

No	Year	Author's	Article Title	Journal Title & Index	Results
1.	2014	Jie Shen, Ningyu Tang, Brian D'Netto	A multilevel analysis of the effects of HR diversity management on employee knowledge sharing: the case of Chinese employees	The International Journal of Human Resource Management Index Journal: Scopus	Good HRM practices, such as high performance in the work system, have a positive impact on organizational performance.

2.	2023	Padungsaksawasdi & Treepongkaruna	Corporate social responsibility, board characteristics, and family business in Thailand	Wiley Index Journal: Sopus	Board characteristics such as women are positively related to CSR strategy.
3.	2022	Zampone, et al.	Gender diversity and SDG disclosure: the mediating role of the sustainability committee.	Journal of Applied Accounting Research Indexing: Scopus	The presence of women on the company's board of directors encourages.
4.	2023	Chalermchaikit et al.	Inclusive Management Practices and Organizational Development in Five-Star Hotels in Thailand: The Case of General Managers	ABAC ODI JOURNAL Vision.Action. Outcome Indexing: TCI & ACI	Male dominance has a higher influence.
5.	2021	Pudelko & Tenzer	From professional aspirations to identity confirmation and transformation: The case of Japanese career women working for foreign subsidiaries in Japan	Wiley Indexing: Scopus	Western multinational companies can gain a competitive advantage in recruiting highly skilled local women.
6.	2023	Tagami	What Causes the Gender Wage Gap in Japan?	Japan Labor Issues	Gender wage gap: Women's wages are lower than men's.
7.	2024	Juniarti & Ferry Jie	Performance of gender diversity on board of directors: The case of Indonesia	Journal of Infrastructure, Policy and Development Indexing: Scopus	Gender diversity has a significant positive impact.
8.	2024	Hatane et al.	Intellectual Capital, Foreign and Female Executives in the Profitability of Indonesia's Banks	International Journal of Organizational Behavior and Policy Indexing: Copernicus	Human capital, which has an important role in a background, such as gender, will directly and indirectly influence the decisions taken.
9.	2024	Sini Kautto	Diversity management: The challenges of	LAB University of Applied Sciences	There is a high probability that everyone has secret prejudices that they don't know about. There is still

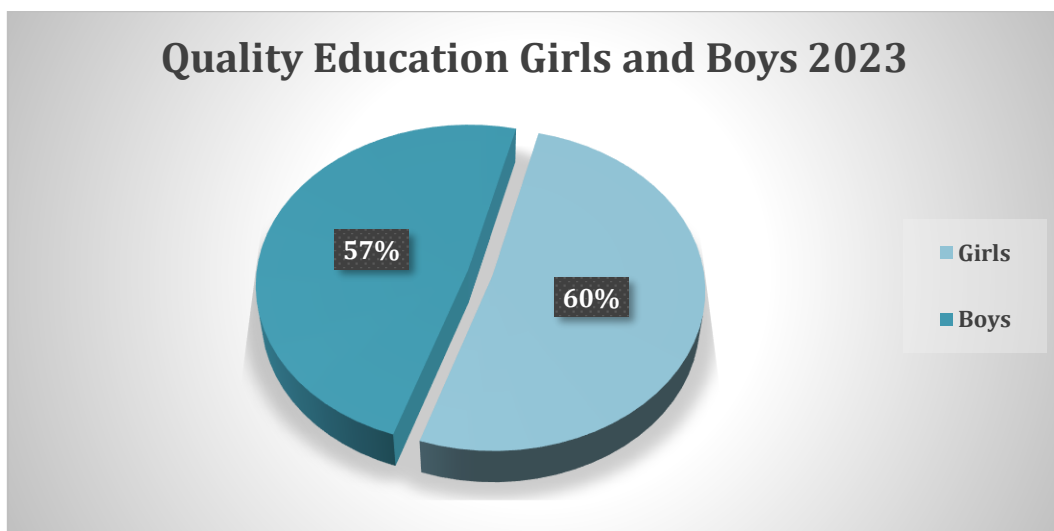
			recruiting international workers		some judgment in managers and peer group leaders.
10.	2024	Rahmadinni & Pratama	Proposed Strategy on Diversity Climate, Organization Development, and Organization Effectiveness in Indonesian Transportation Company	International Journal of Current Science Research and Review Journal Indexing: International	HR managers can effectively adjust policies and practices, resulting in a better HR framework that is in line with organizational goals and professional standards.
11.	2019	Abukhait, et. al	Empowerment, Knowledge Sharing And Innovative Behaviours: Exploring Gender Differences	International Journal of Innovation Management Journal Indexing: Scopus	Significant differences only exist in the impact of knowledge sharing on innovative behavior, thus supporting the following.

Source: The Author

Result and Discussion

A. HR Diversity Management

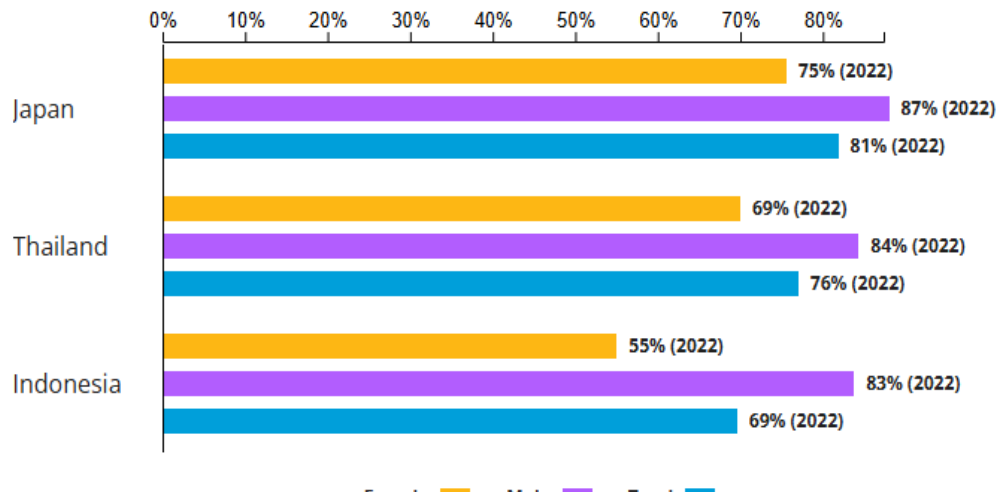
Research (Shen et al., 2014) It is revealed that HR diversity management influences knowledge sharing. The findings indicate that efforts to control human resource management effectively can foster collaboration and knowledge sharing in the workplace. The importance of human resource diversity management (HRM) in fostering knowledge sharing in the workplace. Companies should monitor the diversity of teamwork in the workplace and practice management that encourages collaboration between employees from different backgrounds.



Source: UN Women

Figure 3: Quality Education

Based on UN Women's data on quality education for women and men in UN member countries, more women than men are completing school at all levels, but the school completion rate is still below 100. The results obtained from UN Women data show that 60 per cent of women have completed high school, compared to 57 per cent of men.



Source: The World Bank

Figure 4: Labor force participation rate (% of population) 2022
Gender: Female, Male, Total

The data from the World Bank on the female and male workforce in Thailand, Japan, and Indonesia show that the majority of workers are male. Japan has the largest workforce compared to Thailand and Indonesia; women comprise 75 percent of the population, and men comprise 87 percent.

In the context of business circles in Thailand, women play a relatively more vital role in evaluating the CSR scores of these types of businesses; most importantly, women's perspectives on CSR implementation in the workplace and the governance mechanisms of gender diversity should be emulated (Padungsaksawasdi & Treepongkaruna, 2024)

Women bring a unique character to the board in terms of experience, skills, viewpoints, and networks that will enhance the internal decision-making process and the company's ability to meet the needs of various stakeholders and improve the company's performance. Compared to men, women are more likely to be stakeholder-oriented and have a more democratic and participatory leadership style. Companies with more women on their boards will be more likely to carefully consider providing information on targets being pursued to meet the SDGs. As such, internal policy development discussions and processes will improve if women evaluate employees' perspectives, skills, competencies, leadership, experience, and relationships. This will enhance the company's ability to address stakeholder group responsibilities more effectively through higher levels of SDG disclosure (Zampone et al., 2024)

Thai culture clearly states that organizations should implement harmonious promotion to develop and uplift the image of women without discrimination. Inclusive-based practices can maintain an essential point in minimizing gender inequality and different backgrounds by implementing inclusion and diversity in the long run. The gradual change of inclusive practices will reduce such practices by reducing male dominance, organizational growth and development, employee competencies, and gender roles that show different issues at different phases of building human resource management techniques (Chalermchaikit et al., n.d.)

Research (Pudelko & Tenzer, 2023) Conducted in Japan, which shows that Japan is the only country that has the highest level of gender inequality. Traditional diversity management practices such as equal recruitment, pay and promotion policies, rigorous prosecution of gender harassment, and an environment where women can freely exercise labour rights are highly relevant. More important, however, are practices facilitating women's identity affirmation or career identity transformation in ways that connect them further to their foreign employers. Understanding employees as professionals in every organization is critical, even more so than the current GDM policies developed and championed by HR management and specialized staff.

The wage gap is often lower for women than for men. The gender pay gap usually increases with age. In these industries, almost all age groups of the workforce can find that the upward distribution of wages among women is lower than the downward distribution of wages among men. The medical, healthcare, and social welfare fields also show gendered wage distributions as these show high levels in men's salaries with age. Manufacturing distributions show upper, middle, and lower-level wages, suggesting that women benefit from seniority-based wages, but gendered wages are much smaller (Tagami, 2023).

Research (Juniarti & Jie, 2024) In the case of Indonesia, gender diversity benefits organizations because women are more sensitive to organizational values and harmony, encourage information and resource sharing, conflict resolution, and more democratic leadership. Compared to men, female leaders spend more time training and developing employees. In addition, women are considered more challenging because they must endure hardships before occupying a position in a male-dominated hierarchy. They can contribute more to psychology, improve interactions with coworkers, and maintain a healthy position in the business environment. To enhance the interests of external and internal teams, women leaders should use a relational leadership approach, which has proven beneficial in this early business environment.

Research (Hatane et al., 2024) In Indonesian banking, gender balance can potentially increase the diversification of perspectives and governing bodies. The presence of Female directors can positively enhance an organization's quality and ability to identify key stakeholders, resulting in more successful business operations. The board of directors is critical to an organization's human resources. It will undoubtedly have a direct and indirect influence on the decisions made by directors with various backgrounds or characteristics, such as gender and nationality.

B. Knowledge Sharing

Leaders have an important role to play in avoiding cultural differences and enriching diversity in the workplace. In general, leaders need training and support in order to perform their tasks well. Racism or racist behaviour in groups of workers that require action, culturally specific dress, and on clear grounds plays an important role in diverse organizations. Familiarization should begin at the beginning of the recruitment process, explaining the content of the job, language skills required, working hours, salary, and other halal matters related to the employment relationship. It is important to have a strong sense of workplace policies, racist or racist behaviour, and work attire. All employees must be aware of these policies. When situations like this arise, it is important to react appropriately as soon as possible, conduct a thorough investigation and clarification of the issue at hand, and identify a solution. (Kautto, 2024)

Regarding work processes, the solution uses a holistic approach to encourage diversity and teamwork within the organization. From improving communication to implementing structural changes and encouraging continuous learning, the solutions are meant to create a cohesive and inclusive work environment within the company. When it comes to diversity practices in the workplace, extensive communication between coworkers can lead to better outcomes, solve language or cultural misunderstandings, and ensure that all inputs are valued. Training has the potential to promote better understanding in diverse groups, to understand perspectives and skills among members, to reduce stereotypes, and to foster cross-group collaboration. Leaders who understand and value diversity can create a supportive work environment. (Rahmadinni & Pratama, 2024).

Women feel empowered, they may be more willing to share their knowledge, which may signify greater confidence and increase their capacity to innovate. It is necessary to educate women to overcome barriers caused by gender bias that prevent them from engaging in innovative behaviors in organizations and society as a whole. Feelings of empowerment can increase women's ability to implement creative ideas and positively contribute to their work environment and the wider society. Empowered women are more likely to utilize their knowledge exchange in various initiatives. That's because they have higher authority, which allows them to have their ideas heard, accepted, and implemented (Abukhait et al., 2019).

Conclusion

This study can conclude that in Thailand, women bring unique characteristics in terms of experience and skills, which will improve company performance. Inclusive-based practices can maintain important points in minimizing gender inequality and different backgrounds by implementing inclusion and diversity in the long term. In Japan, the wage gap is often lower for women than men. Indonesia The presence of female directors can positively improve the quality and ability of the organization to identify key stakeholders, resulting in more successful business operations. Empowered women are more willing to share their

knowledge, which can signal greater self-confidence and increase their capacity for innovation.

Suggestions

This research reviews the diversity management literature, drawing on issues from several countries. Future research is expected to examine diversity management from various perspectives and conduct statistical research on HR diversity management and knowledge sharing that can affect performance in organizations.

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