Providing a Model of Diversity and Inclusion in Human Resource Management with a Focus on Digital Transformation Tools

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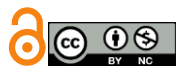* Corresponding author email address: mersedehadabi1360@gmail.com

A r t i c l e   I n f o

A B S T R A C T

Objective: The aim of this research is to provide a model of diversity and inclusion in human resource management with a focus on digital transformation tools.

Methodology: The study is applied in terms of purpose and exploratory in nature. The participants in the research included 14 experts and human resource managers, selected through purposive sampling of the judgmental type. To identify the components, thematic analysis was used. For data processing, the structural equation modeling method was applied using MICMAC software.

Findings: Based on the results, 15 criteria (transparency in decision-making, personalization of employee experience, digital key performance indicators, digital platforms, digital feedback, impartial digital assessments, digital culture building, big data analysis, artificial intelligence, digital communication tools, standardization of recruitment and hiring processes, digital performance management systems, digital learning platforms, diversity and inclusion awareness and training programs, equal access to digital resources, and digital support systems) were categorized into six levels.

Conclusion: This study emphasizes the importance of integrating digital transformation tools in human resource management to promote diversity and inclusion. The proposed model highlights key factors such as transparency, AI, and digital learning platforms, offering valuable insights for organizations seeking to create more inclusive and equitable work environments.

Keywords: *Diversity and Inclusion, Human Resource Management, Digital Transformation Tools.*

1   Introduction

In today's world, diversity and inclusion in human resource management have become fundamental pillars of organizational success (McCarthy et al., 2023). The presence of employees with diverse characteristics such as gender, ethnicity, age, work experience, and education can enhance organizational innovation, creativity, and productivity (Rosa, 2024; Wajcman, 2018). However, many organizations still face challenges in effectively implementing these principles. In many cases, the lack of cohesive strategies, insufficient training, and cultural resistance from employees and managers hinder the full

utilization of diversity and inclusion potential (Stevenson, 2021). These issues can lead to reduced efficiency, perceptions of discrimination, and even the departure of employees with diverse backgrounds from organizations (Mohideen et al., 2024).

Furthermore, diversity and inclusion, as a complex and multifaceted process, require a comprehensive and strategic approach. This approach should not only recognize differences as a source of strength but also design HR systems and processes to leverage this diversity for organizational benefit (Ayoko & Fujimoto, 2023; Ray, 2019). In the modern era, leveraging digital technologies and tools can provide effective solutions for better managing these processes (Roberson, 2019; Soare et al., 2022). Specifically, digital tools can help organizations mitigate unconscious biases in hiring decisions, performance evaluations, and training (Jivani, 2020). However, challenges related to the adoption of these tools and the creation of an inclusive organizational culture persist, necessitating novel and adaptable models for managing diversity and inclusion in the digital age (Greene & Kirton, 2024). Building and managing a culture of diversity and inclusion remains a significant challenge for many organizations, as the absence of appropriate tools and strategies can lead to interpersonal conflicts or team inefficiencies. This issue becomes more complicated as organizations strive to adapt to digital transformation and engage with emerging technologies (Ozkazanc-Pan, 2021a, 2021b; Turnbull, 2023).

Digital transformation, as a global phenomenon, has revolutionized human resource management practices (Rabl et al., 2020). Innovative tools such as artificial intelligence, data analytics, blockchain, and machine learning enable organizations to manage recruitment, training, and performance evaluation processes more intelligently and efficiently (Futagami & Kettunen, 2022). These tools not only enhance decision-making in HR management but also have the potential to create more inclusive and flexible environments (Fujimoto & Härtel, 2017). However, challenges associated with adapting these tools to diverse cultures and fostering organizational inclusion remain significant. One of the primary challenges in implementing diversity and inclusion is resistance to cultural and organizational changes (Galdiero et al., 2024). Many employees and even managers, due to a lack of awareness or traditional attitudes, may be reluctant to embrace the values of diversity and inclusion (Duchek et al., 2020; Giurge & Woolley, 2022). On the other hand, organizations need

financial, human, and technological resources to implement this approach, which may be limited for many (Hashemdar & Kordi, 2022). In this context, digital transformation tools can play a crucial role in addressing these challenges, but their optimal use requires comprehensive managerial models and frameworks (Singh & Ramdeo, 2023).

Digital tools can help organizations operationalize diversity and inclusion. For example, artificial intelligence algorithms can effectively identify and eliminate human biases in the hiring process (Ozkazanc-Pan, 2021a, 2021b). Additionally, e-learning platforms facilitate tailored training programs to meet the needs of diverse employees (Altman et al., 2021). Furthermore, HR data management systems can provide the necessary insights to analyze and improve diversity and inclusion. However, the lack of effective management models may lead to misuse or underutilization of these tools (Romano & Petruccioli, 2020; Shukla & Teraiya, 2022).

Hofebeinfirm et al. (2023) demonstrated that corporate commitment to diversity and inclusion (D&I) has gained increasing economic significance for businesses worldwide, which is evident in Corporate Social Responsibility (CSR) reports where D&I now constitutes the recommended standard. Mayer (2023) highlighted that Human Resource Management (HRM) is rapidly evolving in the world of work, including in South Africa (Mayer, 2023). However, the workplace, at micro, meso, and macro levels, is still marked by exclusion and inequality toward individuals from different cultural groups, making discourses on equality, diversity, and inclusion highly relevant in contemporary South African organizations and society. Ayoku and Fujimoto (2023) applied a regression approach with a sample of publicly listed companies and found that gender diversity and sustainability committees are positively correlated with environmental performance (Ayoko & Fujimoto, 2023). Additionally, large Italian companies with three female directors exhibit a stronger attitude toward environmental sustainability. Mohideen et al. (2024) emphasized that best practices in HRM include various aspects such as recruitment and hiring strategies, training and employee development programs, leadership commitment, and the establishment of inclusive policies and practices in the workplace (Mohideen et al., 2024). McCarthy et al. (2024) suggested that technological advancements may impact how organizations respond to the growing diversity of the workforce, potentially either enhancing or hindering D&I efforts. The study explored the consequences of increasing diversity for organizations, such

as changes in legal and economic structures, a reimagined balance between work and family time, the use of technology to reduce biases, and a focus on organizational cultures and individual attitudes that may promote or impede inclusion (McCarthy et al., 2023). Goodarzi et al. (2023) found that strategic factors were identified as deployment strategies, while job-related factors were recognized as central themes to be prepared and facilitated to enable the digitalization of HRM (Goodarzi et al., 2023). The digitalization of HRM results in job, organizational, and behavioral outcomes, with a suggestion for managers of government organizations to pay particular attention to this model for the digital transformation of HRM. Abdoli et al. (2023) identified 27 components in five dimensions of diversity and in the analytical phase, five outcome components, including job performance, organizational innovation, improvement in human resource training and development, turnover intention, and commitment (Abdoli et al., 2023). Ganbari et al. (2020) proposed a framework for diversity management at IRIB, including team-oriented organizational culture as a support for diversity, the four principles of diversity management, dimensions of diversity, active diversity management strategy, the four components of diversity management, and their consequences, providing a pathway for planning the active and effective management of diversity at IRIB (Ghanbari & Sharifi, 2020).

Considering the aforementioned opportunities and challenges, designing a comprehensive model for managing diversity and inclusion in HR using digital transformation tools seems essential. This model should help organizations not only optimize the use of digital tools but also foster a suitable organizational culture for adopting these tools and creating inclusivity. The proposed model should include components such as needs identification, tailored training programs, data-driven approaches, and continuous monitoring. This study aims to provide an operational model for managing diversity and inclusion with a focus on digital transformation tools, addressing the existing gaps in this domain. With increasing competition in global markets and the growth of technology, organizations need innovative solutions to manage their human resources effectively. Providing such a model can help organizations not only lead

in the use of digital tools but also improve their performance and productivity while enhancing their ethical and social commitments. Therefore, the present study seeks to answer the question: What is the model of diversity and inclusion in human resource management with a focus on digital transformation tools?

2   Methods and Materials

This study, from a philosophical perspective, is an empirical research based on a deductive-inductive approach. The primary objective of the study is to propose a model of diversity and inclusion in human resource management with a focus on digital transformation tools. Therefore, it is classified as exploratory and applied-developmental research in terms of its purpose. Since the data in this study were collected without intervention or manipulation, it falls under the category of non-experimental (descriptive) studies, conducted through a cross-sectional survey approach.

The research is applied in terms of its objective and exploratory in nature, using a mixed-methods approach (qualitative and quantitative). To develop the components of the proposed model for diversity and inclusion in human resource management with a focus on digital transformation tools, documentary studies and thematic analysis were employed. The qualitative analysis team was selected using purposive judgmental sampling. The study population consisted of human resource managers, with 14 participants identified through purposive sampling for the qualitative analysis. Questions were posed to these human resource managers.

For designing the model of diversity and inclusion in human resource management with a focus on digital transformation tools, questions were formulated to address various dimensions of diversity, inclusion, and the role of digital tools in human resource management.

3   Findings and Results

Based on the Sterling Darling thematic analysis, the identified themes are presented in Table 1.

Table 1

Qualitative Analysis Themes for the Model of Diversity and Inclusion in Human Resource Management with a Focus on Digital Transformation Tools

Overarching Theme	Constructive Theme	Initial Theme
Digital Transformation Technologies	Artificial Intelligence	Using AI for employee data analysis, bias detection, and proposing diverse hires
	Big Data Analytics	Monitoring and analyzing workforce diversity and progress in inclusion
	Digital Learning Platforms	Ensuring equal access to training programs for all employees
	Digital Performance Management Systems	Fair performance monitoring without human biases
	Digital Communication Tools	Facilitating transparent and unbiased communication among employees
Managerial and Organizational Approaches	Digital Culture Building	Creating an environment where technology enhances diversity and inclusion
	Transparency in Decision-Making	Using digital systems for transparent decision-making
	Impartial Digital Assessments	Utilizing automated tools to eliminate unintended biases in evaluations
	Standardizing Recruitment Processes	Leveraging intelligent algorithms to identify diverse talents
	Diversity and Inclusion Awareness Programs	Delivering ongoing training on biases and the importance of inclusion
	Digital Key Performance Indicators	Defining metrics for continuous monitoring and evaluation of diversity and inclusion progress
Employee Experience	Personalization of Employee Experiences	Creating career paths tailored to individual needs using digital tools
	Equal Access to Digital Resources	Ensuring equitable access to resources and technology for all employees
	Digital Feedback Platforms	Collecting employee feedback to improve diversity and inclusion policies
	Digital Support Systems	Establishing support networks for employees in diverse environments

The information processing utilized the structural cross-impact analysis method in MICMAC software. As a result of variable monitoring, 15 components were identified and clustered based on qualitative studies (Table 2).

Table 2

Component Coding

Code	Component
D01	Transparency in Decision-Making
D02	Personalization of Employee Experiences
D03	Digital Key Performance Indicators
D04	Digital Feedback Platforms
D05	Impartial Digital Assessments
D06	Digital Culture Building
D07	Big Data Analytics
D08	Artificial Intelligence
D09	Digital Communication Tools
D10	Standardizing Recruitment Processes
D11	Digital Performance Management Systems
D12	Digital Learning Platforms
D13	Diversity and Inclusion Awareness Programs
D14	Equal Access to Digital Resources
D15	Digital Support Systems

In this study, the Delphi technique was employed to evaluate and validate the 15 identified components. The perspectives of 14 experts on each indicator are presented in Table 3.

Table 3

Evaluation and Screening of Indicators Based on the Delphi Technique

Questions	Mean	Median	Mode	Standard Deviation	Range	Quartile 1	Quartile 2	Quartile 3	Status
D01	3.162	3	4	0.998	4	3	3	4	Approved
D02	3.465	4	4	0.908	4	3	4	4	Approved
D03	3.651	2	2	0.482	1	2	3	3	Approved
D04	4	4	4	0	0	4	4	4	Approved
D05	3.302	3	3	0.599	2	3	3	4	Approved
D06	3.186	3	3	0.732	2	3	3	4	Approved
D07	3.627	4	4	0.655	2	3	4	4	Approved
D08	3.465	4	4	0.630	2	3	4	4	Approved
D09	3.255	3	3	0.658	3	3	3	4	Approved
D10	3.248	3	3	0.650	2	3	3	4	Approved
D11	3.744	4	4	0.538	2	4	4	4	Approved
D12	4	4	4	0	0	4	4	4	Approved
D13	3.754	4	4	0.520	2	4	4	4	Approved
D14	3.697	4	4	0.513	2	3	4	4	Approved
D15	3.767	4	4	0.427	1	4	4	4	Approved

The Kendall's coefficient of concordance was used to calculate the consistency of expert opinions.

Table 4

Kendall's Coefficient of Concordance

Delphi Round	Kendall's Coefficient	Degrees of Freedom	Significance Level
Round 1	0.845	14	0.000

According to Table 4, the Kendall's coefficient in the second round of the Delphi technique was 0.845, indicating a moderate level of consensus among experts. Additionally, the significance value of 0.000 shows that the results can be relied upon with 95% confidence.

To determine the model, the Interpretive Structural Modeling (ISM) method was applied. ISM is a method for examining the influence of variables on one another. This approach provides a comprehensive framework for measuring relationships and developing a model to achieve the overall research objectives. For the initial model design, ISM was employed.

The first step involved forming a Structural Self-Interaction Matrix (SSIM). Relationships among the overarching constructs were categorized using four symbols:

- **V**: Variable i influences j
- **A**: Variable j influences i
- **X**: Mutual influence
- **O**: No relationship

The SSIM is presented in Table 5.

Table 5

Structural Self-Interaction Matrix (SSIM)

SSIM	D01	D02	D03	D04	D05	D06	D07	D08	D09	D10	D11	D12	D13	D14	D15
D01	-	A	A	A	X	A	A	A	A	V	V	A	A	A	A
D02	-	-	X	X	V	A	A	A	A	V	V	A	A	A	A
D03	-	-	-	X	V	A	A	A	A	V	V	A	A	A	A
D04	-	-	-	-	V	A	A	A	A	V	V	A	A	A	A
D05	-	-	-	-	-	A	A	A	A	V	V	A	A	A	A
D06	-	-	-	-	-	-	X	X	V	V	V	V	V	V	V
D07	-	-	-	-	-	-	-	X	V	V	V	V	V	V	V
D08	-	-	-	-	-	-	-	-	V	V	V	V	V	V	V
D09	-	-	-	-	-	-	-	-	-	V	V	X	X	V	V
D10	-	-	-	-	-	-	-	-	-	-	X	A	A	A	A
D11	-	-	-	-	-	-	-	-	-	-	-	A	A	A	A
D12	-	-	-	-	-	-	-	-	-	-	-	-	X	V	V
D13	-	-	-	-	-	-	-	-	-	-	-	-	-	V	V
D14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X
D15	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

By converting the SSIM into a binary Reachability Matrix (RM) with values of 0 and 1, the final RM was derived. In this matrix, diagonal elements were assigned a value of 1. Additionally, secondary relationships were checked for consistency. For example, if A leads to B and B leads to C, then A should lead to C. If this condition was not met, corrections were made to include secondary relationships. The final reachability matrix is presented in Table 6.

Table 6

Final Reachability Matrix for Risk in Investment Companies

SSIM	D01	D02	D03	D04	D05	D06	D07	D08	D09	D10	D11	D12	D13	D14	D15
D01	0	0	0	0	1	0	0	0	0	1	1	0	0	0	0
D02	1	0	1	1	1	0	0	0	0	1	1	0	0	0	0
D03	1	1	0	1	1	0	0	0	0	1	1	0	0	0	0
D04	1	1	1	0	1	0	0	0	0	1	1	0	0	0	0
D05	1	0	0	0	0	0	0	0	0	1	1	0	0	0	0
D06	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1
D07	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1
D08	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1
D09	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1
D10	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
D11	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
D12	1	1	1	1	1	0	0	0	1	1	1	0	1	1	1
D13	1	1	1	1	1	0	0	0	1	1	1	1	0	1	1
D14	1	1	1	1	1	0	0	0	0	1	1	0	0	0	1
D15	1	1	1	1	1	0	0	0	0	1	1	0	0	1	0

To determine relationships and levels, the *reachability set* (output or impact) and the *antecedent set* (input or dependence) for each variable D$_i$ were identified.

- The reachability set includes variables that can be reached through D$_i$.

- The antecedent set includes variables that can reach D$_i$.

The input and output sets for each variable are shown in Table 7.

Table 7

Input and Output Sets for Level Determination

Variable	Output: Impact	Input: Influence	Intersection	Level
D01	D1-D5-D10-D11	D1-D2-D3-D4-D5-D6-D7-D8-D9-D12-D13-D14-D15	D1-D5	4
D02	D1-D2-D3-D4-D5-D10-D11	D2-D3-D4-D6-D7-D8-D9-D12-D13-D14-D15	D2-D3-D4	6
D03	D1-D2-D3-D4-D5-D10-D11	D2-D3-D4-D6-D7-D8-D9-D12-D13-D14-D15	D2-D3-D4	6
D04	D1-D2-D3-D4-D5-D10-D11	D2-D3-D4-D6-D7-D8-D9-D12-D13-D14-D15	D2-D3-D4	5
D05	D1-D5-D10-D11	D1-D2-D3-D4-D5-D6-D7-D8-D9-D12-D13-D14-D15	D1-D5	6
D06	D1-D2-D3-D4-D5-D6-D7-D8-D9-D10-D11-D12-D13-D14-D15	D6-D7-D8	D6-D7-D8	5
D07	D1-D2-D3-D4-D5-D6-D7-D8-D9-D10-D11-D12-D13-D14-D15	D6-D7-D8	D6-D7-D8	7
D08	D1-D2-D3-D4-D5-D6-D7-D8-D9-D10-D11-D12-D13-D14-D15	D6-D7-D8	D6-D7-D8	2
D09	D1-D2-D3-D4-D5-D9-D10-D11-D12-D13-D14-D15	D6-D7-D8-D9-D12-D13	D9-D12-D13	4
D10	D10-D11	D1-D2-D3-D4-D5-D6-D7-D8-D9-D10-D11-D12-D13-D14-D15	D10-D11	7
D11	D10-D11	D1-D2-D3-D4-D5-D6-D7-D8-D9-D10-D11-D12-D13-D14-D15	D10-D11	7
D12	D1-D2-D3-D4-D5-D9-D10-D11-D12-D13-D14-D15	D6-D7-D8-D9-D12-D13	D9-D12-D13	3
D13	D1-D2-D3-D4-D5-D9-D10-D11-D12-D13-D14-D15	D6-D7-D8-D9-D12-D13	D9-D12-D13	7
D14	D1-D2-D3-D4-D5-D10-D11-D14-D15	D6-D7-D8-D9-D12-D13-D14-D15	D14-D15	4
D15	D1-D2-D3-D4-D5-D10-D11-D14-D15	D6-D7-D8-D9-D12-D13-D14-D15	D14-D15	3

Thus, the D10-D11 variable is the first-level variable. After identifying the first-level variable(s), these variables are removed, and the set of inputs and outputs is recalculated without considering the first-level variables. The common set of identified variables, whose intersection equals the set of inputs, is selected as the second-level variables. The D1-D5 variables are second-level variables. The D2-D3-D4 variables are third-level variables. The D14-D15 variables are fourth-level variables. The D9-D12-D13 variables are fifth-level variables. The D6-D7-D8 variables are sixth-level variables. The influence-dependence of the studied variables is presented in Figure 1.

Figure 1

The Diversity and Inclusion Model in Human Resource Management with a Focus on Digital Transformation Tools
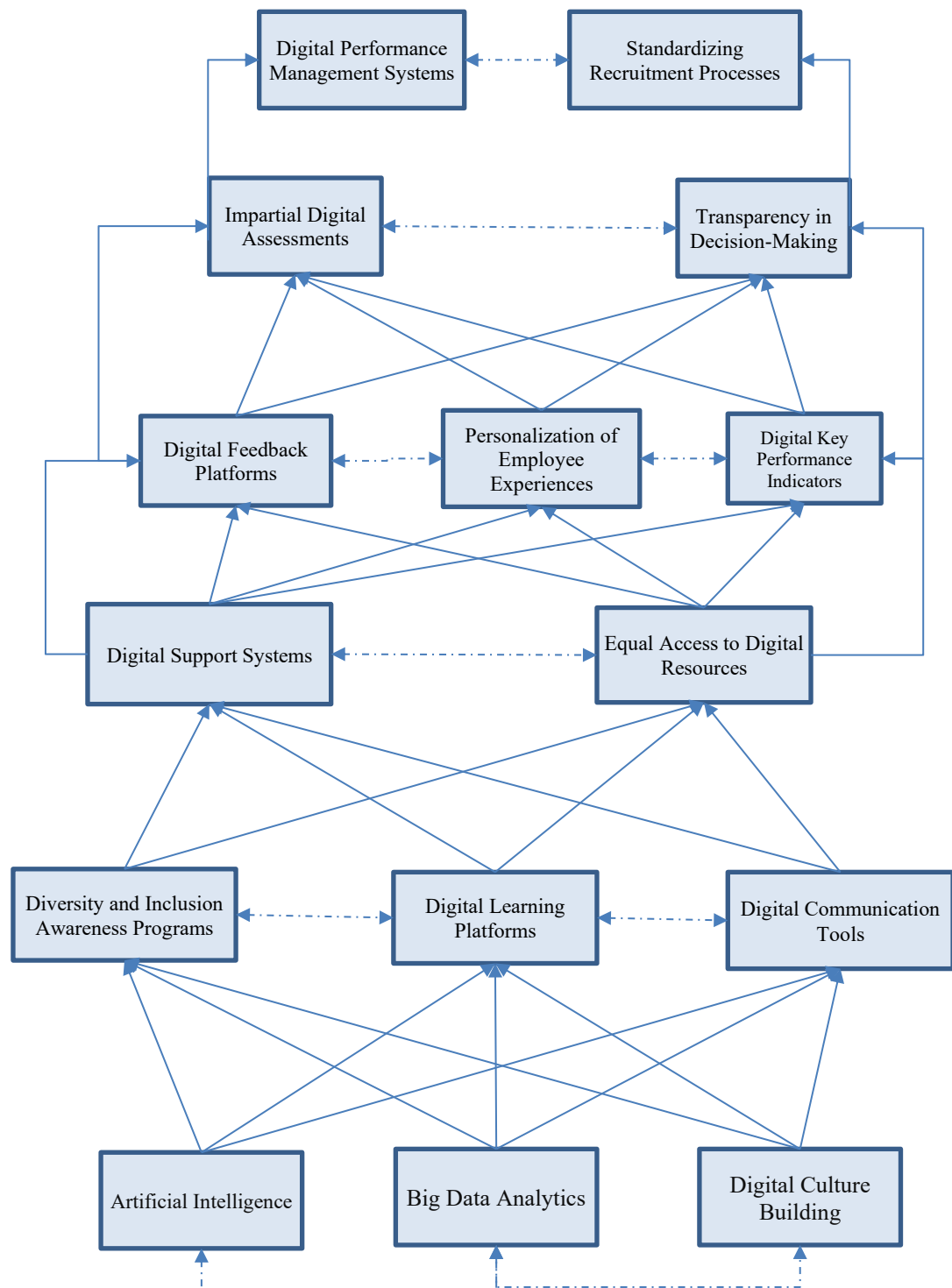
The distribution and dispersion method of variables in the scatter plot indicates the system's stability or instability. In the field of interaction/structural effects analysis using the MICMAC software, two types of dispersion are defined: stable systems and unstable systems. In the stable system model, the dispersion of variables is in the shape of L; in this

model, some variables have high influence and some have high dependence. However, in unstable systems, the situation is more complex; in this system, the forces of interest are scattered around the diagonal axis of the plot, and often exhibit an intermediate state of influence and dependence, which makes the identification of key variables difficult. Based on the scatter plot of the model's influencing factors, the system is in an unstable state. Most variables are scattered around the diagonal axis of the plot. Apart from a few variables indicating high influence in the system, the remaining variables exhibit a nearly similar state relative to each other (Figure 2).

Figure 2

Left: Stable System Right: Unstable System
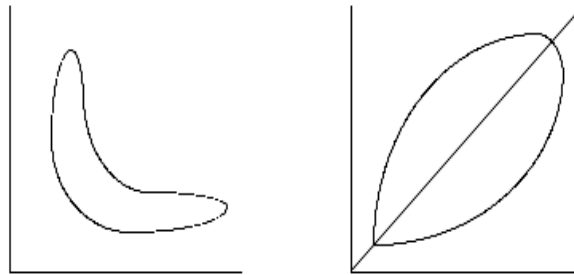
Figure 3 shows the dispersion pattern of the factors influencing the Diversity and Inclusion Model in Human Resource Management with a Focus on Digital Transformation Tools. This dispersion pattern generally indicates an unstable system.

Figure 3

Dispersion Pattern of Influencing Factors
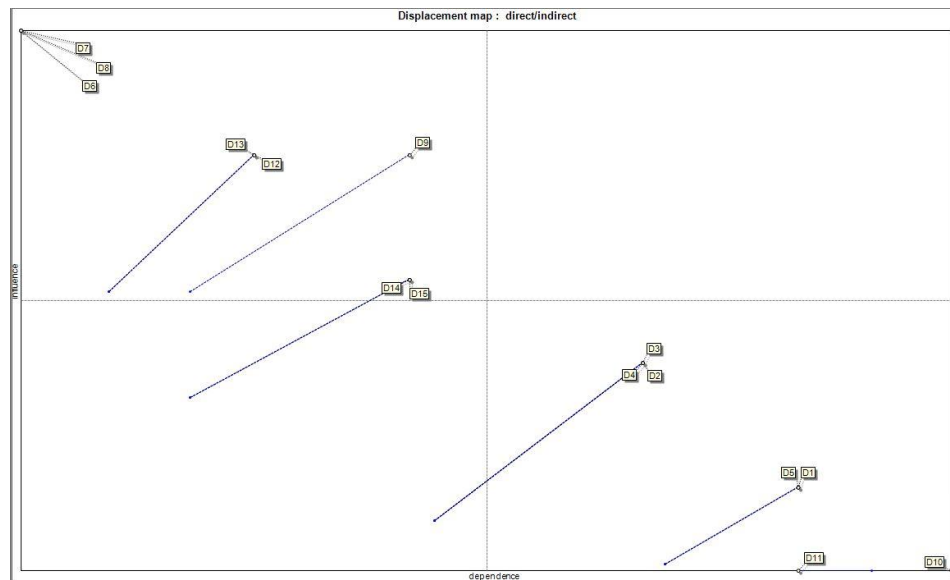
Determinant or Influencing Factors: These factors are more influential and less dependent. Therefore, the system is more reliant on these variables. These factors are displayed in the northwest section of the diagram. Critical influencing factors are the most important components, as the system's changes depend on them, and the level of control over these factors is crucial. On the other hand, these factors are also considered as the system's input variables. Among the 15 factors analyzed in this study, several indicators have been identified as driving forces influencing the model. In this research, the variables in this section include: digital culture promotion, artificial intelligence, and big data analysis.

Dependent Factors or, better stated, the driving forces for "outcomes": These factors are located in the southeast section of the diagram. They have low influence but very high dependence. In this study, the variables standardizing recruitment and hiring processes and digital performance management systems are positioned here. The following figures illustrate the graphical representation of the factors influencing the model. In these figures, the direct and indirect effects of the driving forces on other system components are identified. The nature of the effects is categorized as strongest impact, strong impact, medium impact, weak impact, and weakest impact.

Figure 4

Diagram of Direct Influences of Factors (Strongest Impact)
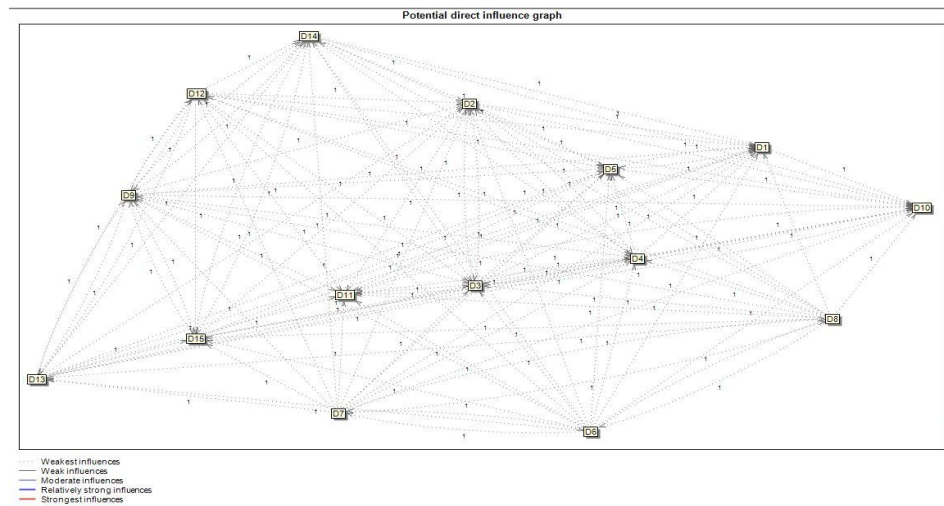
Figure 5

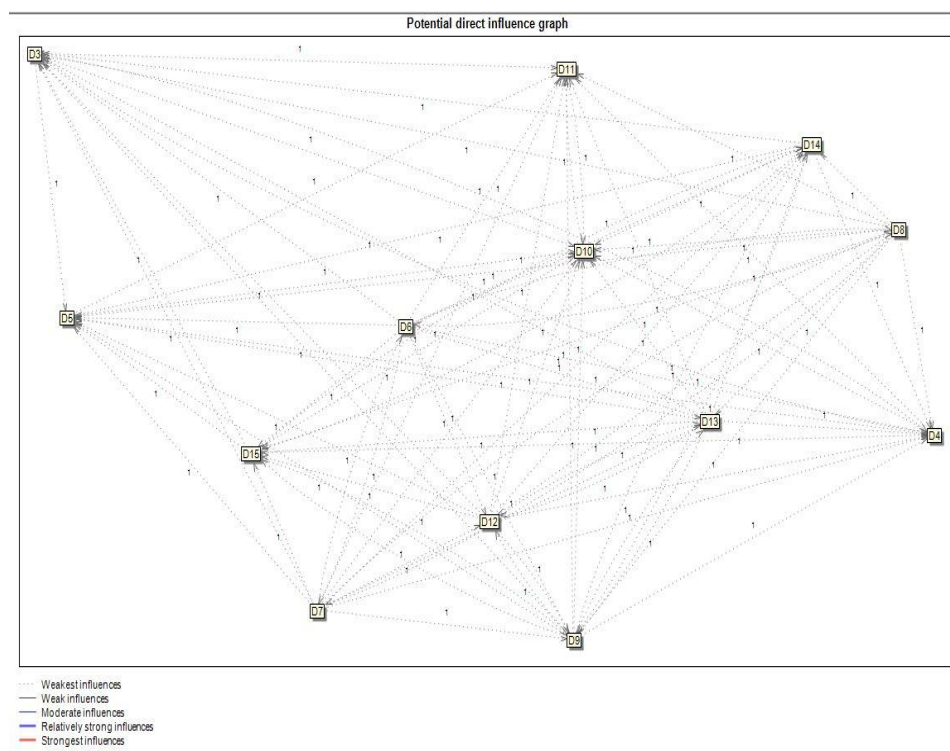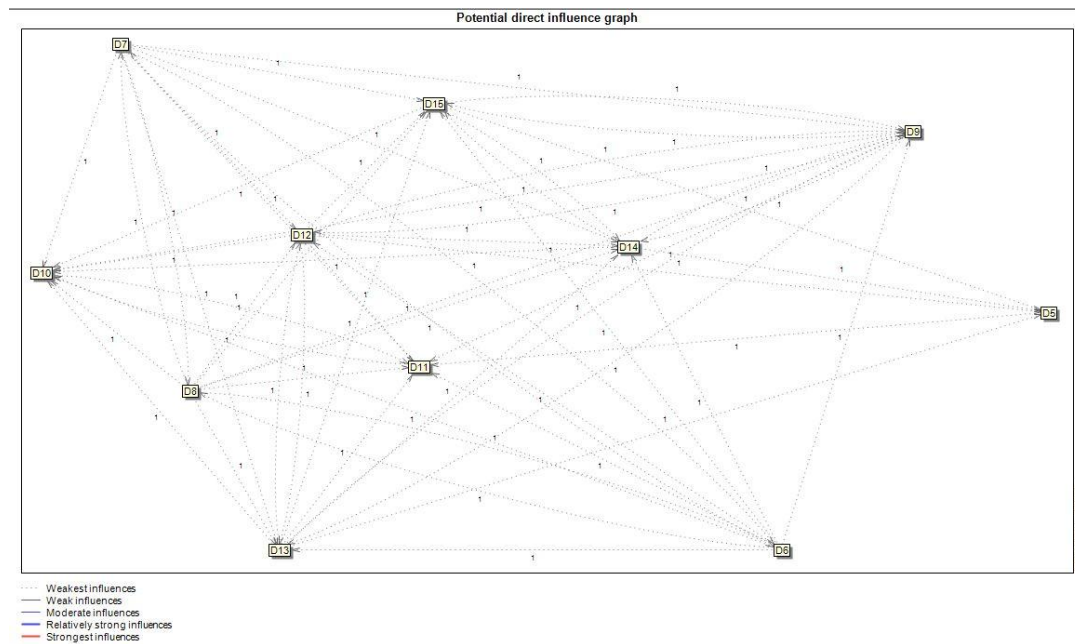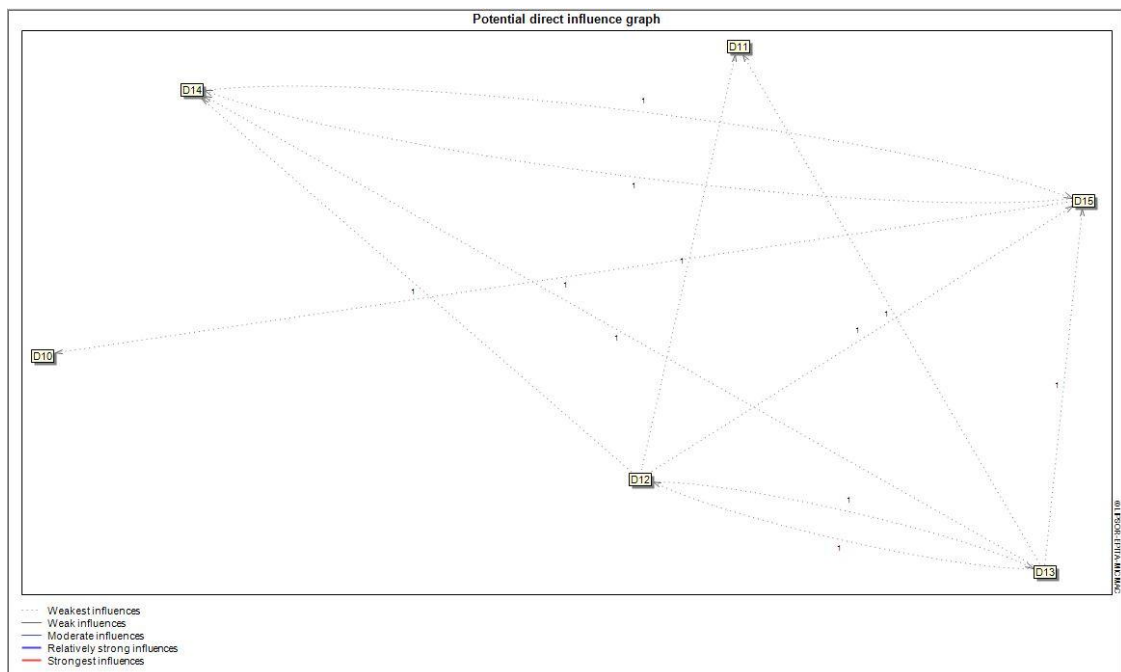*Diagram of Direct Influences of Factors (Strong Impact)*

Figure 6

Diagram of Direct Influences of Factors (Medium Impact)

Figure 7

Diagram of Direct Influences of Factors (Weak Impact)

4   Discussion and Conclusion

The aim of this research was to present a model for diversity and inclusion in human resource management with a focus on digital transformation tools. Based on the results, 15 criteria (decision-making transparency, personalized employee experience, key performance indicators for digital, platforms, digital feedback, unbiased digital assessments, digital culture building, big data analytics, artificial intelligence, digital communication tools, standardized recruitment and hiring processes, digital performance management systems, digital learning platforms, diversity and inclusion awareness and training programs, equal access to digital resources, and digital support systems) were categorized into 6 levels.

Decision-making transparency is one of the key principles in creating an inclusive and fair environment. Digital transformation tools assist managers by providing accurate data and the ability to analyze it, enabling them to make evidence-based decisions. This transparency increases trust between employees and managers and strengthens the sense of fairness in the organization. The use of technologies such as management dashboards or analytical systems can eliminate human bias from decision-making and enhance an organizational culture based on fairness and transparency.

Digital transformation allows for the personalization of employee experiences, which is highly impactful in promoting diversity and inclusion. Tools such as artificial intelligence and data analytics can identify employees' unique needs, abilities, and interests, offering suggestions for personal development or adjustments to the work environment. This personalization not only increases employee satisfaction but also contributes to a sense of value and engagement within the organization, which are key indicators of inclusion in the workplace. To evaluate the success of diversity and inclusion models, it is essential to define and monitor digital key performance indicators (KPIs). These indicators may include the hiring rate of individuals from diverse groups, employee satisfaction with inclusivity, and productivity derived from digital tools. Advanced human resource management systems enable continuous monitoring of these indicators, clarifying the organization's strengths and weaknesses. Monitoring these indicators helps the organization adjust its strategies more accurately and move toward achieving inclusivity goals.

Artificial intelligence, as a powerful tool in human resource management, plays a significant role in increasing diversity and inclusion. AI algorithms can help analyze resumes impartially, facilitating the identification of candidates' competencies without considering gender, race, or other personal factors. Additionally, AI technology aids managers in analyzing organizational data and identifying areas of weakness in employee inclusivity. The use of AI in predicting human resource needs and personalizing employees' career paths fosters a more diverse and inclusive environment.

Digital communication tools such as Microsoft Teams, Slack, and online collaboration platforms are effective solutions for enhancing inclusivity in the workplace. These tools reduce communication barriers by providing a space for easy interaction and equal access for all employees, enabling clear and effective communication. Furthermore, the ability to share ideas and experiences on these platforms strengthens a culture of collaboration and increases the sense of participation and value among employees. These features are particularly vital for employees working remotely or in different geographical locations.

Standardizing recruitment and hiring processes with the help of digital tools is a fundamental step in eliminating human biases and improving diversity. Applicant Tracking Systems (ATS) {Greene, 2024 #126425} and data analysis related to candidates make the recruitment process transparent and fair {Hashemdar, 2022 #126436}. These tools provide the opportunity to evaluate candidates based on clear and impartial criteria {Akbari, 2023 #126439}, ensuring that the best talents, regardless of personal or social backgrounds, are hired by the organization. Consequently, this standardization leads to a more diverse workforce and enhances inclusivity within the organization.

Digital performance management systems play a crucial role in implementing diversity and inclusion models because these tools can continuously and impartially evaluate employee performance. By using clear and standardized criteria, these systems ensure that all employees have equal opportunities for promotion and advancement. Moreover, digital performance evaluations can more accurately identify employees' strengths and weaknesses, contributing to the creation of a personalized career development path for each individual. Thus, digital performance management systems, by providing objective data, strengthen a more inclusive and equitable organizational culture.

Digital learning platforms, by providing accessible and personalized training, help promote diversity and inclusion within the organization. These platforms enable employees to acquire the necessary skills and knowledge based on their

specific needs. This not only empowers employees from diverse groups but also improves interactions between individuals with varied cultural and professional backgrounds. Furthermore, the use of these platforms enhances equal learning and development opportunities for all employees, ultimately increasing inclusivity in the organization.

Diversity and inclusion awareness and training programs, through digital tools, can be widely implemented across the organization, educating employees on challenges related to diversity and inclusion. These programs, by providing educational content and simulated scenarios, help employees become more sensitive to issues related to individual differences. Moreover, through evaluations and digital feedback, these training programs can demonstrate their effectiveness, thus contributing to strengthening the inclusivity culture within the organization. Ultimately, such programs ensure that all employees feel actively involved in organizational processes.

Equal access to digital resources and digital support systems is one of the key components in achieving inclusivity. By providing equal access to technology and digital resources for all employees, organizations can prevent digital discrimination. This equal access enables employees, regardless of geographical location, experience level, or specific needs, to benefit from organizational tools. Digital support systems also assist employees in solving day-to-day problems and challenges, thereby enhancing their sense of inclusion and participation within the organization.

To implement a diversity and inclusion model in human resource management with a focus on digital transformation tools, the following recommendations can be applied:

- Artificial intelligence algorithms can be used to conduct recruitment processes in an intelligent and impartial manner. These tools can reduce human biases that may interfere with decision-making due to factors such as gender, race, or social background. For example, using AI systems to analyze and evaluate resumes based on skills and actual experience can help attract diverse and inclusive talent.

- Organizations can enhance employee awareness by launching online learning platforms that include courses and educational content on the importance of diversity and inclusion. These platforms can include videos, webinars, and tests that offer employees the opportunity to learn and understand diversity issues better.

- Creating a transparent and inclusive environment through digital communication tools such as Slack, Teams, or Zoom is feasible. These tools can help employees at various levels access information, exchange views, and collaborate effectively, promoting an open environment that benefits the inclusive organizational culture. Employees should feel that they can freely express their opinions and participate in decision-making processes.

- The use of digital performance management systems, which provide precise and impartial monitoring of employee performance, can contribute to transparency in evaluations and enhance inclusivity. These systems continuously review employee performance and assess it against fixed and unbiased criteria, ultimately promoting equal opportunities within the organization.

- The use of analytical tools such as Big Data and advanced analytics can help organizations identify gaps in diversity and inclusion. These tools can continuously gather data from various sources and identify strengths and weaknesses in the organization's inclusivity policies, which will ultimately improve human resource strategies.

- Ensuring equal access to digital resources for all employees, including remote workers or employees with special needs, is a crucial step toward enhancing inclusivity. By using digital platforms and cloud-based tools, organizations can provide equal access to educational, advisory, and managerial technologies for all employees. This equal access ensures that all employees, regardless of background or position, have equal opportunities for growth and development.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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