



## Addressing identity conflict in multicultural human resource management in Indonesia

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### ABSTRACT

Identity conflicts based on ethnicity, religion, race, and inter-group (SARA) have become a significant challenge in human resource management (HR) in Indonesia, especially in the context of multiculturalism. Identity politics that seep into organizations often create polarization that disrupts harmony and work productivity. This study uses a descriptive qualitative approach with a case study method in several multicultural organizations in Indonesia. Data collection in this study was carried out through a literature review that included a study of various organizational policies related to diversity and inclusion, as well as an analysis of the results of previous studies on human resource management (HR) in the context of multiculturalism. This approach aims to understand the main factors that influence identity conflict in the workplace, including the role of policies, organizational dynamics, and relevant management strategies. The study found that identity conflict in the workplace is triggered by several main factors, namely external identity politics that affect the internal dynamics of the organization, discrimination based on SARA, and leadership that is biased towards certain groups. The impacts of this conflict include decreased productivity, increased *turnover rates*, and decreased employee welfare. To address this conflict, organizations that successfully implement inclusive leadership, anti-discrimination policies, meritocratic systems, and diversity training are able to create a more harmonious and inclusive work environment. In addition, implementing a work culture that values diversity has also proven effective in reducing polarization in the workplace.

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### 1. INTRODUCTION

The Globalization has brought the world into closer interconnection, encouraging organizations in various sectors to adapt to a multicultural work environment (Elvira, 2021; Siswantara, 2017; Syarif Hidayatullah, 2010). In Indonesia, cultural, ethnic, religious, and local value diversity is an inseparable part of social and economic dynamics (Nuryanta, 2008; Setiarsih, 2016). In the context of human resource (HR)

management, this diversity offers great opportunities for innovation and creativity (Alamsyah, 2024; Budiani, 2011; Putra, 2022). However, at the same time, this diversity can cause identity conflicts that have the potential to hinder organizational productivity if not managed properly (Bava Budimansyah & Laurentius Axel, 2023; Haloho et al., 2024; Riyadi et al., 2023). Identity conflicts often arise from differences in values, norms, and perceptions held by individuals in an organization, thus affecting communication, teamwork, and work efficiency.

In addition to value and cultural factors, two other variables that influence the potential for identity conflict are the level of intercultural literacy and the demographic structure of the organization. A low level of intercultural literacy, namely the lack of an individual's ability to understand and appreciate cultural differences, often triggers misunderstandings, negative stereotypes, and prejudice between members of the organization. The inability to bridge these differences creates psychological distance and strengthens identity boundaries between groups. Conversely, high intercultural literacy contributes to the creation of an inclusive workspace, where differences can be understood as wealth, not threats.

Meanwhile, the demographic structure of the organization also plays an important role. Organizations with an unbalanced demographic composition or dominated by one particular ethnic, religious, or generational group have the potential to create an imbalance in representation, which in turn can create feelings of alienation and injustice for minority groups. This imbalance often reinforces social exclusivity and increases the potential for identity conflict, especially if there are no affirmative policies or open and fair communication forums. Thus, diversity management in organizations must consider these two variables seriously as part of a sustainable and contextual HR management strategy.

Furthermore, the framework of identity conflict in organizations needs to be systematically modeled as part of the dynamics of employment that have undergone significant transformation in the post-pandemic era. The COVID-19 pandemic has changed the structure and pattern of work relationships, accelerated digitalization, and increased psychosocial stress in the workplace. In this context, new challenges have emerged related to professional identity, work flexibility, and disparities in access to technology, all of which have the potential to deepen identity tensions between groups in organizations (Susanti & Alamsyah, 2022). In addition, the intensification of political polarization in Indonesia marked by the strengthening of political, ethnic, and religious identities in the public sphere is also reflected in the internal dynamics of organizations. This polarization often enters the workplace through expressions of group identity, ideological preferences, and even implicit political-based discrimination. This indicates that identity conflict is not only triggered by cultural or demographic differences alone, but also by external factors that strengthen symbolic boundaries between individuals or groups in the workplace.

Amid the increasing need for inclusive HR management strategies, this study aims to explore the challenges and relevant approaches in addressing identity conflicts in multicultural organizations in Indonesia (Madiyono & Haq, 2023; Nugroho et al., 2023; Toloh & Muazidan Takalamingan, 2023). The focus of this study is to provide evidence-based guidance for practitioners and academics to build a harmonious, productive, and inclusive work environment.

Indonesia is a country with a rich culture with more than 1,300 ethnic groups and 700 regional languages (Madiyono & Haq, 2023; Mulyono, 2022; Putra, 2022; Safar & Nurazizah, 2022). This diversity creates unique opportunities for organizations operating in the country, but also presents significant challenges in HR management. Differences in culture and values often give rise to identity conflicts, characterized by feelings of alienation, negative stereotypes, or differences in goals between individuals

and groups within the organization. These conflicts can reduce mutual trust, increase stress levels, and decrease organizational performance.

Previous research has shown that identity conflicts are more likely to arise in work environments that lack cultural understanding and effective conflict management strategies. In Indonesia, this challenge is increasingly complex due to the interaction between traditional values, religion, and modernity that influence the dynamics of relationships between individuals in the workplace. In addition, a universal approach to HR management is not necessarily appropriate for the multicultural context of Indonesia, so a more contextual approach is needed.

In this context, research on identity conflict management strategies is crucial to improve the effectiveness of human resource management in Indonesia. This study not only highlights the importance of cultural awareness and intercultural competence, but also proposes a management model that is adaptive to Indonesia's diversity. Thus, this article contributes to the human resource management literature by offering a new perspective that is locally relevant and has global implications.

Hofstede's (1991) study of global cultural dimensions has become an important foundation in understanding cultural dynamics and interactions between individuals in the context of multicultural organizations. In the Indonesian context, dimensions such as high collectivism, reliance on hierarchy (power distance), and a pragmatic approach to cultural differences emphasize the importance of inclusive management that respects local norms and values. Another study by Trompenaars & Hampden-Turner (1998) found that organizations operating in environments with strong multicultural values need to adopt a flexibility and adaptation-based approach to create harmony. This study is relevant to the conditions in Indonesia, where organizations often have to navigate between the collective interests of the community and a modern individualistic orientation. Therefore, HR management that respects the diversity of values and traditions is crucial in creating cross-cultural synergy.

Research in the area of identity-based conflict management shows that conflicts are often triggered by cultural insensitivity and managers' failure to understand differences in values between groups. According to Thomas et al. (2013), diversity training-based approaches have been shown to be effective in improving intercultural competence and reducing tensions that arise from stereotypes. In the Indonesian context, inclusion policies that take into account racial and ethnic dynamics in the workplace have been discussed extensively by Suryawan et al. (2020), who emphasize the need for proactive measures such as creating strong anti-discrimination policies and establishing open communication forums between individuals. This literature underscores the need for inclusive leadership models that facilitate multicultural collaboration and ensure that the interests of all parties are fairly represented in organizational decision-making.

Although various studies have been conducted on HR management in a multicultural context, there are a number of research gaps that still require more attention. Most previous studies, such as those conducted by Hofstede (1991) and Trompenaars & Hampden-Turner (1998), focus on a universal framework for understanding organizational culture, but often ignore the complexity of local interactions that are unique to Indonesia, especially those influenced by SARA diversity. On the other hand, local studies such as Suryawan et al. (2020) tend to focus on describing phenomena without developing an applicable and contextual model of identity conflict management. In addition, studies related to the implementation of diversity policies often do not explore the integration of traditional values and modern management practices in the work environment. Therefore, more in-depth and context-based research is needed to answer how organizations in Indonesia can effectively address identity conflicts through an approach that is culturally relevant, while also adaptive to global demands.

## 2. RESEARCH METHOD

This study uses a descriptive literature study approach to explore the dynamics of identity conflicts based on ethnicity, religion, race, and intergroup (SARA) in human resource management (HR) in multicultural organizations in Indonesia. This approach includes a review of relevant literature, including theories, previous research, and analysis of policy documents related to diversity, inclusion, and HR management in the context of multiculturalism (Insyiah et al., 2021; Iswandi, 2021; Wijastuti et al., 2021). This study uses a literature study approach with a focus on organizations with high levels of diversity. Through an analysis of previous research and relevant documents, this approach aims to provide an in-depth understanding of the context, triggers, impacts, and strategies for resolving identity conflicts in the workplace. The literature review includes research results that highlight the experiences of HR managers and employees from various cultural backgrounds, thus providing a holistic perspective on managing identity conflicts in multicultural organizations. (Hidayah & Retnasari, 2019; Muslihat & Ginanjar, 2019; Sari et al., 2020). The literature study approach used in this study includes an in-depth review of studies that discuss the experience of identity conflict, its impact on work dynamics, and organizational policies that support inclusion. The literature analysis includes company policy documents, such as diversity guidelines, codes of ethics, and anti-discrimination policies, which are indicators of organizational responses to diversity challenges. (Sari Fitri, 2022, 2024). This study also draws on previous research reports documenting patterns of social interaction in the workplace to provide contextual insights. This literature review identified key themes through thematic analysis that included coding, pattern identification, and triangulation with multiple secondary data sources, such as case study reports from other organizations. The validity of the findings was strengthened by referring to the triangulation approach, validating the results through cross-literature review, and systematic documentation of the analysis process. This approach ensured that the research findings were well-grounded in the academic literature and highly relevant to managing identity conflict in multicultural workplaces.

To ensure the quality and relevance of the literature sources used in this study, the following inclusion and exclusion criteria were established. Inclusion criteria include: (1) policy documents and scientific publications that explicitly discuss the issues of identity diversity, identity conflict, and HR management in the context of multicultural organizations; (2) sources published in the last 10 years, unless they are classical theories that are still conceptually relevant; (3) studies conducted in the context of organizations or societies with high diversity; and (4) literature available in Indonesian or English. Exclusion criteria include: (1) sources that are not relevant to the topic of identity conflict or diversity management in the workplace; (2) popular articles, media opinions, or sources that have not gone through an academic or peer-reviewed process; (3) research that is of a general descriptive nature without adequate conceptual analysis; and (4) sources that are not available in full or only include a summary/abstract.

To ensure objectivity in the selection and analysis of secondary data, this literature approach refers to systematic procedures in searching, selecting, and evaluating literature. First, the search process was carried out through leading academic databases (such as Scopus, Google Scholar, DOAJ, and Garuda) using keywords that are consistent and in accordance with the focus of the research. Second, the selection process was carried out by recording the organizational context of each study, such as sector (education, private, government), geographic location, and the level of cultural diversity in the organization. The analysis was carried out thematically, by comparing findings from various contexts to avoid generalization bias. In addition, this study used source triangulation, namely comparing data from various types of sources (journal articles, policy documents, case study reports) to confirm the validity of the information.

Objectivity was also maintained through documentation of the decision-making process in selecting literature, as well as critical reflection on the possibility of author or publication bias in presenting data. In this way, the literature approach used is not only in-depth, but also transparent and academically accountable.

### 3. RESULTS AND DISCUSSIONS

This study found that identity conflicts based on ethnicity, religion, race, and intergroup (SARA) in multicultural workplaces in Indonesia are triggered by three main factors: first, the influence of external identity politics on the internal dynamics of the organization; second, SARA-based discrimination that affects the sense of fairness among employees; and third, leadership that tends to be biased towards certain groups. These findings were identified through an analysis of literature that shows that social and political issues outside the organization often create polarization in the work environment. Previous studies have revealed that differences in political views or religious affiliations of employees can affect interactions in the workplace, which ultimately creates informal segregation within work groups. This literature provides an overview of how external social and political dynamics can impact team cohesion and the work atmosphere in multicultural organizations.

#### 3.1 Triggering Factors of Identity Conflict

This study reveals that identity conflicts based on ethnicity, religion, race, and intergroup (SARA) in multicultural workplaces in Indonesia are caused by three main interrelated factors. First, the influence of external identity politics on the internal dynamics of the organization is one of the significant triggers of conflict. In this context, issues of identity politics that develop outside the organization, such as differences in political views, religious affiliations, or public debates involving certain social groups, often seep into daily interactions in the workplace. This tension not only affects interpersonal relationships between individuals, but also creates polarization that disrupts teamwork. Literature review shows that differences in political views often trigger tensions that lead to discomfort in working together. Previous research notes that this disharmony tends to increase when organizations do not have adequate policies or mechanisms to manage the impact of external issues on internal dynamics. The literature also reveals that identity conflicts triggered by external identity politics can lead to informal segregation in the workplace, which in turn negatively impacts productivity, team cohesion, and overall organizational harmony.

The second factor identified is racial-based discrimination, which poses a serious challenge in creating a fair and inclusive work environment. This discrimination often occurs in the form of unfair practices that affect employees' access to career opportunities, such as placement in strategic projects, job promotions, or involvement in important decision-making. Some employees reported that negative stereotypes about certain groups act as barriers to recognition of individual abilities. For example, there is a perception that employees from certain minority groups are less competent than the majority group, even though their performance is equal or even better. This phenomenon reflects the existence of structural bias in the organization's decision-making process, which indirectly reinforces identity-based injustice. This condition not only creates tension among employees but also reduces their motivation to contribute optimally to their work. In the long term, racial-based discrimination can damage the organization's image as a fair and attractive workplace, and increase employee turnover rates.

The third factor that causes identity conflict is leadership that is biased towards a particular group. Leadership plays a key role in creating an inclusive and harmonious work environment. However, in some cases, leaders who have certain cultural preferences or religious affiliations tend to show bias towards groups that are similar to

their identity. This bias can be reflected in the provision of career opportunities, resource allocation, or strategic decision-making that favors one group over another. This type of leadership style often creates feelings of alienation among minority employees, who feel unappreciated or do not have equal opportunities to grow. The literature shows that employees often feel under-recognized when their identities do not align with their leaders' cultural or religious preferences. Previous research has noted that this situation can lower morale and create distrust in organizational leadership. In addition, previous studies have highlighted that identity conflict is increasingly difficult to manage in conditions where there is no leadership figure who can serve as a role model in promoting inclusivity and fairness. This shows the importance of inclusive leadership in creating a harmonious work environment and preventing the escalation of identity conflict.

In this context, multicultural organizations in Indonesia face significant challenges in creating a harmonious, inclusive, and productive work environment. The dynamics of exclusive leadership can be mapped into a spectrum of structural to symbolic biases that are rooted in the organizational system. Structural bias is seen in the form of formal policies or systematic practices that directly or indirectly discriminate against certain groups. Examples include recruitment, promotion, or strategic decision-making that tend to favor dominant groups. Meanwhile, symbolic bias operates more subtly and is often veiled in social norms, language, symbols, and organizational cultural values that reinforce the exclusion and dominance of certain identities.

Exclusive leadership that operates within this framework reinforces the formation of informal segregation in the work environment. This segregation is reflected in social groupings that are formed informally among employees based on shared identities, such as ethnicity, religion, or cultural background, which results in limited interaction across identities. This condition not only reduces social cohesion, but also hinders the distribution of opportunities and organizational justice. In the long term, informal segregation that is left unchecked can institutionalize discrimination and strengthen barriers to the creation of a truly inclusive and equitable organization.

Furthermore, the dynamics of exclusive leadership can be mapped on a spectrum of structural to symbolic biases that are rooted in the organizational system. Structural bias refers to formal policies or practices that systematically discriminate against certain groups, while symbolic bias is more subtle, reflected in organizational values, narratives, or cultures that hinder inclusivity. In this context, exclusive leadership is not only represented in the unequal distribution of power, but also in the creation of symbolic norms that maintain the dominance of certain groups. This phenomenon is then closely correlated with the formation of informal segregation in organizations, where social interactions, division of labor, and access to development opportunities tend to be polarized based on cultural affiliation, gender, or social status. This informal segregation strengthens exclusivity and weakens social cohesion, which ultimately hinders the transformation of the organization towards a more inclusive and equitable structure.

These three factors, while independent, often reinforce each other, creating a complex dynamic of identity conflict in the workplace. External identity politics can exacerbate racial-based discrimination, especially if the organization does not have adequate policies to address diversity. On the other hand, biased leadership can reinforce discrimination, either directly through the actions of leaders or indirectly through ignoring discriminatory practices by other employees. In this context, multicultural organizations in Indonesia face significant challenges in creating a harmonious, inclusive, and productive work environment.

To address this identity conflict, organizations need to adopt a proactive and holistic approach. One step that can be taken is to implement a clear and explicit diversity and inclusion policy. This policy should include mechanisms to prevent and address racial-based discrimination, such as anonymous reporting of discrimination and a transparent handling process. In addition, it is important for organizations to provide

diversity training to all employees, including leaders, to increase their cultural awareness and intercultural competence. Such training can help employees understand the importance of diversity as an organizational asset and reduce negative stereotypes about other groups.

Leadership also plays a central role in managing identity conflicts in the workplace. Inclusive leaders, who value diversity and practice fairness in every decision-making, can be a role model for employees in building harmonious working relationships. To that end, organizations need to ensure that their leaders have inclusive leadership competencies through continuous training and development. In addition, organizations must promote a work culture based on meritocracy, where performance appraisals and rewards are based on individual contributions regardless of their identity background.

In the long run, the success of organizations in managing identity conflicts will depend on their commitment to creating an inclusive and equitable work environment. This commitment must be reflected in every aspect of the organization's operations, from policies to daily practices. In this way, organizations will not only be able to overcome existing identity conflicts but also build a strong foundation to support their sustainability amidst the increasingly complex challenges of multiculturalism. This study confirms that effective diversity management is key to creating harmony and productivity in multicultural workplaces, especially in Indonesia.

### 3.2 Impact of Identity Conflict

Identity conflict in multicultural organizations is an increasingly relevant issue in the era of globalization. When individuals with different cultural, ethnic, religious, and value backgrounds work together, these differences can pose significant challenges to work dynamics. One of the most visible impacts is decreased productivity. Tensions between individuals often arise from stereotypes, prejudices, or a lack of understanding of the background of coworkers. When identity conflict arises, effective communication is disrupted, resulting in poor teamwork. As a result, the operational efficiency of the organization decreases, especially in tasks that require intensive collaboration. These obstacles are exacerbated when conflicts are allowed to fester without proper intervention from management.

Another impact that is no less significant is the increase in employee turnover rates. A non-inclusive work environment often leaves individuals feeling isolated or unappreciated. When someone feels that their identity is not accepted or understood, they tend to experience deep dissatisfaction with the workplace. As a result, many employees seek opportunities in other organizations that value diversity and inclusion more. High turnover rates are not only detrimental to individuals, but also to organizations. The cost of recruiting and training new employees increases, while the experience and knowledge brought by employees who leave the organization is lost. In addition, high turnover also creates instability within the team, which in turn worsens productivity and efficiency.

Identity conflict also has a profound impact on the psychological well-being of employees. Work environments that are filled with tension or identity conflict are often a source of stress for individuals (Nakaya, 2018). This tension, if persistent, can affect the mental health of employees, leading to decreased motivation and morale. In many cases, employees exposed to identity conflict in the workplace report low levels of job satisfaction. This creates a negative cycle where the stress experienced by employees reduces their productivity, which in turn exacerbates the conflict in the workplace. Additionally, unresolved conflict often results in a toxic work environment, affecting overall team morale.

To address these impacts, organizations need to take proactive steps to create an inclusive work environment. One approach is to conduct diversity training that focuses on increasing intercultural understanding. Such programs can help employees identify

and overcome their biases, as well as build better communication skills in a multicultural context. Additionally, it is important for management to develop policies that support inclusion and diversity, including effective conflict resolution mechanisms. By creating an environment where every individual feels valued and accepted, organizations can reduce the risk of identity conflict and its impact on work dynamics.

In multicultural organizations, success depends largely on the ability to leverage diversity as a strength, not a barrier. Identity conflict is a complex challenge, but with the right approach, organizations can transform it into an opportunity for growth and innovation. By reducing the negative impacts of identity conflict, such as decreased productivity, increased turnover, and decreased psychological well-being, organizations not only create a healthier work environment but also increase their competitiveness in the global economy.

### 3.3 Strategies for Resolving Identity Conflict

Addressing identity conflicts in multicultural organizations requires a comprehensive strategic approach to ensure that diversity becomes an asset, not a source of division. Research shows that inclusive leadership is a key element of this strategy. Leaders who understand the importance of diversity are more likely to create a work environment that values differences and promotes equity. Inclusive leadership includes the ability to listen to all voices without bias, give each individual fair consideration, and act as a mediator in conflicts involving identity. Inclusive leaders also have a role in establishing a vision of diversity as the core of the organization's culture, encouraging all members to respect and collaborate without identity barriers.

Anti-discrimination policies are also an important foundation in managing identity conflicts. These policies must be designed firmly and transparently to prevent discrimination based on SARA (Ethnicity, Religion, Race, and Inter-group). Organizations that implement such policies are not only committed to creating a fair work environment but also provide clear mechanisms for reporting and resolving issues. When employees feel that the organization has a system in place to protect them from injustice, they tend to trust management more and feel comfortable voicing their opinions. This also contributes to preventing conflict escalation, as any violations can be dealt with quickly before they escalate into bigger problems.

Implementing a meritocracy system is another crucial strategic step in creating a harmonious work environment. In this system, employee assessment and rewards are based on individual performance and contribution without considering their identity background. Meritocracy provides a strong sense of fairness in the workplace, as every individual is treated equally and rewarded based on their abilities. This not only increases employee motivation but also helps reduce the potential for jealousy or dissatisfaction that often triggers conflict. A meritocracy system also encourages individuals to focus on improving performance, thereby increasing the efficiency and productivity of the organization as a whole.

Diversity training also plays a vital role in addressing identity conflicts in the workplace. These training programs are designed to increase cultural awareness among employees and build the intercultural competencies needed to work in multicultural teams. With this training, employees can understand and respect differences while reducing stereotypes and prejudices. Diversity training also provides practical skills, such as cross-cultural communication techniques and how to handle identity-sensitive conflicts. When employees are more competent in dealing with differences, teamwork becomes more effective, and potential conflicts are minimized.

These four approaches, when applied synergistically, can create an inclusive, equitable, and harmonious work environment. Inclusive leadership provides direction and role model, anti-discrimination policies offer protection, meritocratic systems ensure fairness, and diversity training builds competency. These strategies are not only short-

term solutions to address identity conflict, but also the foundation for creating a sustainable organizational culture that values diversity. When diversity is managed well, organizations not only reduce the potential for conflict but also leverage diversity as a source of innovation, creativity, and competitive advantage. Thus, effective identity conflict management is an important investment for organizational success in this era of globalization.

The results of a synthesis of various literature studies that review the effectiveness of strategies in overcoming identity conflict in multicultural organizations found that the quantitative data in the table came from previous studies published in academic journals and organizational reports that focused on diversity, inclusion, and identity conflict management. These studies included empirical approaches, both through employee surveys and organizational policy analysis, to measure the impact of strategies such as inclusive leadership, anti-discrimination policies, meritocratic systems, and diversity training on work dynamics in multicultural environments.

Table 1. Effectiveness of Strategies in Addressing Identity Conflict in Multicultural Organizations

Strategy Aspects	Method	Quantitative Data
Inclusive Leadership	Job satisfaction	75% of employees in inclusive organizations are satisfied with their jobs, compared to 50% in non-inclusive organizations.
	Conflict reduction	70% of employees report reduced identity conflict when leaders support diversity.
Discrimination Policy	Discrimination cases	Organizations with this policy saw a 40% reduction in cases in two years.
	Experience of discrimination	60% of employees in organizations without policies experience discrimination, compared to 30% in inclusive organizations.
Meritocracy System	Sense of justice	80% of employees in meritocratic organizations feel valued, compared to 45% in other organizations.
	Productivity	The meritocratic system increases productivity by up to 25% in one year.
Diversity Training	The comfort of working in a multicultural team	85% of employees felt comfortable after training, compared to 60% before.
	Conflict reduction	Identity conflict decreased by 30% after diversity training was provided.
	Turnover rate	The turnover rate in organizations with diversity training is 10% , lower than the average of 20% .

The table above shows how a strategic approach can have a positive impact on managing identity conflict in the workplace. The data shows that inclusive leadership has a significant impact on job satisfaction, with 75% of employees in organizations with inclusive leadership feeling satisfied, compared to 50% in non-inclusive organizations. In addition, leadership that values diversity can reduce identity conflict in the workplace, with 70% of employees reporting reduced interpersonal tension when diversity is supported by management. This shows that the role of leaders as diversity facilitators is crucial in creating a harmonious work environment.

Anti-discrimination policies, meritocracy systems, and diversity training have also been shown to produce significant results. Organizations that implement anti-discrimination policies have managed to reduce discrimination cases by 40%, and experiences of discrimination have decreased from 60% to 30%. Meritocracy systems promote a sense of fairness among employees, with 80% feeling valued, compared to only 45% in non-meritocratic organizations. Diversity training has also been shown to be effective, increasing comfort working in multicultural teams by 85% and reducing identity conflict by 30%. The low turnover rate in organizations with diversity training (10% compared to an average of 20%) suggests that this strategy not only creates an inclusive

work environment but also retains top talent. Overall, this table underscores the importance of implementing an integrated strategy to effectively manage identity conflict.

#### 4. CONCLUSION

Conflicts based on ethnicity, religion, race, and inter-group (SARA) are significant challenges in human resource management (HR) in Indonesia, especially in multicultural environments. These conflicts are triggered by various factors, including external identity politics that influence organizational dynamics, SARA-based discrimination, and non-neutral leadership. The impacts are very real, including decreased productivity, high employee turnover rates, and decreased employee psychological well-being.

However, organizations that adopt strategies such as inclusive leadership, anti-discrimination policies, meritocratic systems, and diversity training have shown success in overcoming these conflicts. These strategies not only create a harmonious and inclusive work environment but also increase employee trust in management. In addition, a work culture that values diversity has been shown to be effective in reducing polarization in the workplace. Thus, this study emphasizes the importance of a systematic and consistent strategic approach to managing identity conflicts in multicultural organizations in Indonesia.

The identity conflict management model proposed in this study offers a holistic approach based on inclusive communication, reconstruction of organizational values, and strengthening individual capacity in dealing with identity differences. This approach is believed to be able to strengthen social cohesion and the effectiveness of multicultural organizations. However, there are a number of limitations and challenges in its implementation, especially in organizations with homogeneous cultures that tend to be resistant to change. In this context, resistance arises from the tendency to maintain the status quo, fear of losing dominant identity, or lack of awareness of the importance of diversity. This model requires structural and cultural readiness that is not always available, so the transformation process can be slow and face internal resistance. To overcome these challenges, inclusive strategies such as diversity training, inclusive leadership, and the application of the principle of meritocracy must be understood and implemented as part of a systemic approach, not as partial or symbolic solutions. This means that these strategies are not enough to be applied incidentally, but must be integrated into the policies, procedures, and culture of the organization as a whole and sustainably. Thus, the organization not only manages identity conflicts reactively, but also builds a preventive and proactive foundation that supports diversity as a collective strength.

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