



Building An Excellent Employee Experience: Analysis of Diversity & Inclusion, Learning Agility, And Culture Fit In Improving Performance Recognition

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Abstract

Introduction/Main Objectives: This study aims to analyze the influence of Diversity & Inclusion (DI), Learning Agility (LA), and Culture Fit (CF) on Employee Experience (EE) and its impact on Performance Recognition (PR), while also assessing the mediating role of EE in these relationships.

Background Problems: In the modern work era, organizations often struggle to translate key HR and organizational initiatives such as diversity programs, learning opportunities, and cultural alignment into a consistently positive employee experience that effectively enhances performance recognition.

Novelty: The novelty lies in examining the combined effect of three strategic organizational factors (DI, LA, CF) on Employee Experience and Performance Recognition within a unified model, and specifically testing EE as a mediator in these relationships an approach that clarifies how these variables interact to influence recognition outcomes.

Research Methods: The study uses a quantitative explanatory approach. The population includes employees, managers, and HR professionals in Malang City, East Java, with a sample of 105 respondents. Data were analyzed using descriptive statistics and path analysis.

Finding/Results: Diversity & Inclusion (DI), Learning Agility (LA), and Culture Fit (CF) each have a positive and significant effect on Employee Experience (EE). DI, LA, and CF also have a direct positive effect on Performance Recognition (PR). Employee Experience (EE) is a dominant factor that significantly influences Performance Recognition (PR). Mediation tests show that EE does not mediate the relationship between DI and PR or between LA and PR, but does act as a mediator in the relationship between CF and PR.

Conclusion: Building an inclusive culture, improving learning agility, and strengthening cultural fit are important strategies for creating a positive employee experience, which in turn enhances performance recognition. The findings highlight the central role of employee experience, particularly as a mediator between cultural alignment and recognition outcomes.

Keywords: Diversity & Inclusion, Learning Agility, Culture Fit, Employee Experience, Performance Recognition



Introduction

In the modern work era, attention to human resource development is increasing, especially in relation to creating an inclusive, adaptive, and employee experience-oriented work environment. Employee Experience (EE) is seen as one of the important foundations in increasing employee engagement, satisfaction, and productivity. EE not only reflects the employee's journey from the moment they join the company until the end of their tenure, but also encompasses their perceptions of the organization, its culture, and the recognition they receive. This concept has become a major focus because organizations that successfully create a positive employee experience tend to have higher retention rates and optimal performance.

One key aspect that contributes to EE is Diversity & Inclusion (DI). Diversity encompasses differences in background, gender, age, culture, and even ways of thinking, which, if managed well, can encourage new ideas and increase organizational competitiveness (Shore et al., 2011). Organizations that are able to build an inclusive culture not only create a more equitable workplace, but also foster creativity and innovation. However, DI practices still face various challenges, especially in organizations that do not yet have a sufficient understanding of how to manage diversity effectively.

In addition, Learning Agility (LA) is increasingly crucial amid rapid and complex changes. Employees with high levels of agility are able to learn quickly, adapt, and apply knowledge in various new contexts (De Meuse et al., 2010). This enables organizations to remain resilient in the face of global dynamics. On the other hand, Culture Fit (CF) plays an important role in ensuring the compatibility of values, attitudes, and behaviors between employees and the organization. Research shows that cultural fit is closely related to employee engagement and job satisfaction (Kristof-Brown, Zimmerman, & Johnson, 2005). Thus, the synergy between DI, LA, and CF is an important foundation in creating an excellent EE.

The urgency of this research lies in the limited number of empirical studies that integrally link DI, LA, and CF with EE and Performance Recognition (PR). Most previous studies have focused on multinational organizations or large companies (Roberson, 2019), so the context of local organizations is underrepresented. In fact, PR is an important element in increasing employee engagement and strengthening their work experience (Aguinis, 2019).

Therefore, this study aims to analyze the roles of DI, LA, and CF in building superior EE, as well as to examine their influence on PR. The contribution of this study lies not only in enriching the literature on human resource management, but also in providing practical implications for organizations in developing more adaptive, inclusive, and mutually successful employee management strategies. Based on the above background, the following research question can be formulated:

1. Does Diversity & Inclusion affect Employee Experience?
2. Does Learning Agility influence Employee Experience?
3. Does Culture Fit influence Employee Experience?
4. Does Diversity & Inclusion influence Performance Recognition?
5. Does Learning Agility affect Performance Recognition?
6. Does Culture Fit affect Performance Recognition?
7. Does Employee Experience affect Performance Recognition?
8. Does Diversity & Inclusion affect Performance Recognition through Employee Experience?
9. Does Learning Agility affect Performance Recognition through Employee Experience?
10. Does Culture Fit influence Performance Recognition through Employee Experience?

Literature Review And Hypothesis Development

Diversity & Inclusion (X1)

Diversity & Inclusion (DI) is a strategic concept in human resource management that emphasizes acceptance of individual differences, whether in terms of gender, age, ethnicity, cultural background, or way of thinking, and creates an inclusive work environment so that every employee can contribute optimally (Shore et al., 2011). DI plays an important role in enhancing creativity, innovation, and better decision-making through diverse perspectives (Roberson, 2019). In the context of employee experience, DI has a positive impact on engagement, satisfaction, and retention, while also encouraging improved individual and organizational performance (Sabharwal, 2014).

Learning Agility (X2)

Learning Agility (LA) is an individual's ability to learn from experience, adapt quickly, and apply knowledge in various new and complex situations (De Meuse, Dai, & Hallenbeck, 2010). This concept is highly relevant in dealing with a dynamic work environment, as employees are required to be flexible in their thinking and actions. LA is closely related to employee competency development, where individuals with high agility tend to be more innovative, proactive, and able to deal with challenges effectively (Bedford, 2011). Thus, LA is an important indicator in improving work effectiveness and organizational success.

Culture Fit (X3)

Culture Fit (CF) is defined as the degree of alignment between an individual's values, beliefs, and behaviors and the culture of the organization where they work (Kristof, 1996). CF is considered important because employees who feel aligned with the organizational culture tend to show higher levels of work engagement, feel comfortable in the work environment, and are motivated to give their best contribution. Research shows that cultural fit also has a positive impact on employee loyalty, reduces turnover rates, and increases long-term retention (Kristof-Brown, Zimmerman, & Johnson, 2005). Thus, CF plays an important role in creating harmonious relationships between employees and organizations.

Employee Experience (Mediating Variable)

Employee Experience (EE) is the perception of employees regarding all interactions they experience throughout their work journey, from the recruitment process and career development to performance rewards (Morgan, 2017). This concept emphasizes that every point of interaction shapes the experience that influences employee satisfaction, motivation, and engagement. EE acts as a mediating variable that bridges the influence of organizational factors, such as Diversity & Inclusion, Learning Agility, and Culture Fit, on the final outcome in the form of performance and recognition. Research shows that positive work experiences increase employee retention, attachment, and productivity, while strengthening their relationship with the organization (Plaskoff, 2017).

Performance Recognition (Y)

Performance Recognition (PR) is defined as the process of giving rewards, both formally and informally, for the achievements, contributions, and positive behavior of employees in an organization (Aguinis, 2019). This recognition is not only in the form of financial compensation, but can also be verbal appreciation, career development opportunities, or symbolic awards. PR is closely related to motivation, as employees who feel recognized tend to have a higher drive to improve their performance (Brun & Dugas, 2008). In addition, PR also affects retention, where consistent appreciation helps build loyalty and reduce employee turnover rates. Thus, PR is a strategic factor in creating positive engagement and work experiences.

Research Conceptual Framework

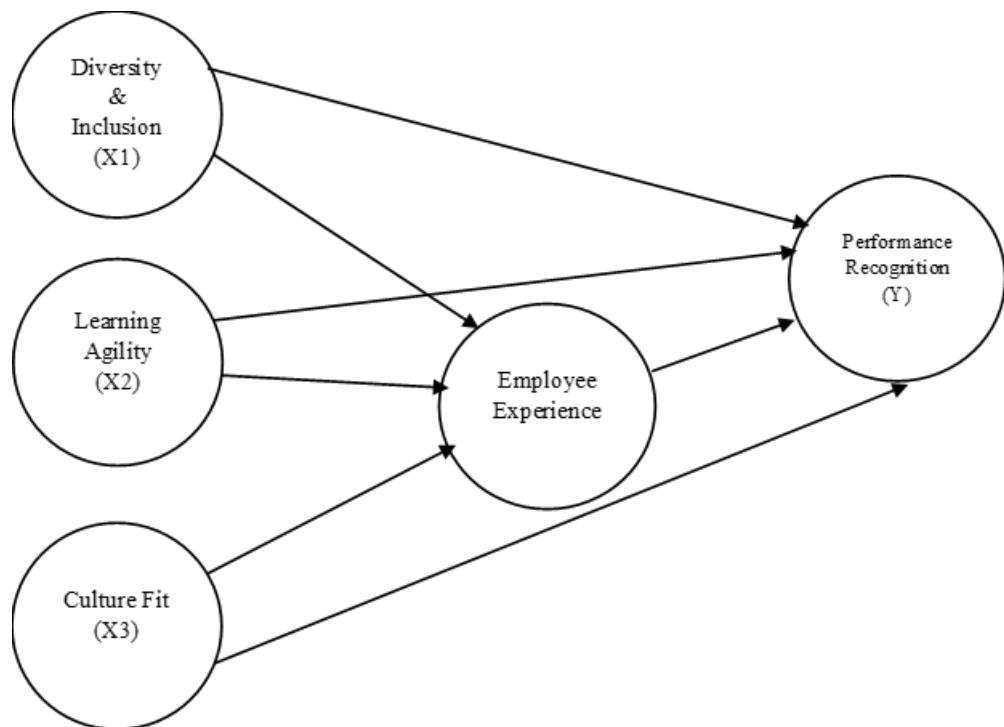


Figure 1 Research Conceptual Framework

Source : Research Data, 2025

Hypothesis Development

Relationship between Diversity & Inclusion (X1), Learning Agility (X2), and Culture Fit (X3) and Employee Experience (M)

Diversity & Inclusion (DI) is believed to create a more inclusive work environment, thereby improving the overall employee experience. Organizations that are able to manage diversity well give employees a sense of appreciation and acceptance, which in turn strengthens the employee experience (Shore et al., 2011). In addition to , Learning Agility (LA) enables employees to adapt quickly to change, develop new skills, and feel more confident in their work (De Meuse, Dai, & Hallenbeck, 2010). This directly contributes to a more positive work experience. On the other hand, Culture Fit (CF) plays an important role in building value alignment between employees and organizations, which has been proven to increase engagement and job satisfaction (Kristof-Brown, Zimmerman, & Johnson, 2005). Thus, these three factors are expected to have a significant impact on employee experience.

H1: Diversity & Inclusion has a positive effect on Employee Experience. H2: Learning Agility has a positive effect on Employee Experience.

H3: Culture Fit has a positive effect on Employee Experience.

The Relationship Between Employee Experience (M) and Performance Recognition (Y)

A positive Employee Experience creates high engagement and motivation, resulting in more productive and high-performing employees. Organizations tend to recognize tangible contributions when the employee experience supports their satisfaction, motivation, and loyalty (Plaskoff, 2017). Therefore, the better the employee experience, the higher the likelihood of receiving performance recognition.

H4: Employee Experience has a positive effect on Performance Recognition.

The Mediating Role of Employee Experience (M) in Influencing Performance Recognition (Y)

Employee Experience is not only the result of DI, LA, and CF practices, but also serves as a mechanism that bridges the influence of these three factors on performance recognition. In other words, DI, LA, and CF do not directly improve performance recognition, but rather through the creation of an excellent work experience. Previous research has shown that employee experience is an important mediating factor linking HR management practices to work outcomes (Morgan, 2017).

H5: Employee Experience mediates the relationship between Diversity & Inclusion, Learning Agility, and Culture Fit on Performance Recognition.

Research Methods

This study uses a quantitative approach with *explanatory research* that emphasizes numerical analysis to explain the causal relationship between variables. The research focuses on human resources and work environment studies, particularly related to the implementation of *Diversity & Inclusion* (DI), *Learning Agility* (LA), *Culture Fit* (CF), and their influence on *Employee Experience* (EE) and *Performance Recognition* (PR). This research was conducted in Malang City, East Java.

The research population comprised three groups, namely employees from various backgrounds, managers or leaders involved in decision-making, and human resource teams that implemented DI practices and measured employee experiences. Since the population size was unknown, the sample size was determined based on the rule of multiplying the number of indicators by 5–10 respondents. There are 21 indicators in this study, so the sample size used is 105 respondents. Data analysis was performed using descriptive statistics and *path analysis* () to test direct and indirect relationships between variables.

Result

Results of 2-Model Regression Analysis

This study used a 2-model regression analysis with the following results:

Model 1

$$M = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \dots \quad (1)$$

Table 1 Multiple Regression Analysis Model 1

Model 1 Regression		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	-6.028	1.547		-3.896	.000
	X1 = Diversity & Inclusion	.518	.069	.492	7.533	.000
	X2 = Learning Agility	.187	.065	.167	2.868	.005
	X3 = Culture Fit	.544	.090	.373	6.034	.000

a. Dependent Variable: M = Employee Experience

Source: Processed Primary Data, 2025

The regression analysis results show that *employee experience* (M) is significantly influenced by *diversity & inclusion* (X1), *learning agility* (X2), and *culture fit* (X3). The *diversity & inclusion* (X1) variable has a coefficient of 0.518 with a t value of 7.533 and sig. = 0.000, which means it has a positive and significant effect on employee experience. This indicates that the implementation of good diversity and inclusion can increase employee satisfaction and positive perceptions of the organization. Furthermore, *learning agility* (X2) shows a coefficient of 0.187 with a t-value of 2.868 and a significance level of 0.005. Although its contribution is relatively smaller, this variable is still significant, indicating that the ability to learn and adapt improves the quality of work experience. Meanwhile, *culture fit* (X3) with a coefficient of 0.544, a t-value of 6.034, and a significance level of 0.000 proved to have the most dominant effect. The alignment of organizational values and culture with employees is an important factor in shaping an excellent *employee experience*.

Model 2

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 M \dots \quad (2)$$

Table 2: Multiple Regression Analysis Model 2

Model 2 Regression		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	.269	.943		.285	.776
	X1 = Diversity & Inclusion	.110	.049	.132	2.244	.027
	X2 = Learning Agility	.136	.038	.154	3.534	.001
	X3 = Culture Fit	.216	.060	.187	3.616	.000
	M = Employee Experience	.465	.057	.588	8.224	.000

Source: Processed Primary Data, 2025

The regression analysis results in Model 2 show that the independent variables diversity & inclusion (X1), learning agility (X2), culture fit (X3), and the mediating variable employee *experience* (M) have an effect on *performance recognition* (Y). The *diversity & inclusion* variable (X1) has a coefficient of 0.110 with a t value of 2.244 and sig. = 0.027, indicating a positive and significant effect. This means that the implementation of diversity and inclusion encourages employee performance recognition. Furthermore, *learning agility* (X2) shows a coefficient of 0.136 with a t-value of 3.534 and a significance level of 0.001, indicating that the ability to learn and adapt increases the chances of employees receiving recognition for their performance. The *culture fit* variable (X3) has a coefficient of 0.216 with a t-value of 3.616 and a significance level of 0.000, which means that cultural fit also plays a significant role in shaping *performance recognition*. Finally, *employee experience* (M) shows the most dominant influence with a coefficient of 0.465, a t-value of 8.224, and a significance level of 0.000, confirming that positive work experience is a major factor in increasing employee performance recognition.

Hypothesis Testing

Table 3 Research Hypothesis Test

Table 3 Research Hypothesis Test						
Hypotheses	Problem Statement		Beta	t	Sig	Explanation
Direct effect						
H1	Diversity & Inclusion (X1)	→ Employee Experience (M)	.492	7.533	0.000	Accepted

H2	Learning Agility (X2) → Employee Experience (M)	.167	2,868	0.005	Accepted
H3	Culture Fit (X3) → Employee Experience (M)	.373	6.034	0	Accepted
H4	Diversity & Inclusion (X1) → Performance Recognition (Y)	.132	2,244	0.027	Accepted
H5	Learning Agility (X2) → Performance Recognition (Y)	.154	3.534	0.001	Accepted
H6	Culture Fit (X3) → Performance Recognition (Y)	.187	3.616	0	Accepted
H7	Employee Experience (M) → Performance Recognition (Y)	.588	8,224	0	Accepted
Indirect Effect					
H8	Diversity & Inclusion (X1) → Employee Experience (M) through Performance Recognition (Y)	$.492 \times .588 = 0.289$		Rejected	
H9	Learning Agility (X2) → Employee Experience (M) through Performance Recognition (Y)	$.167 \times .588 = 0.098$		Rejected	
H10	Culture Fit (X3) → Employee Experience (M) through Performance Recognition (Y)	$.373 \times .588 = 0.219$		Accept	

Source: Processed Primary Data, 2025

Discussion

Diversity & Inclusion affects Employee Experience

The results of this study indicate that Diversity & Inclusion (DI) has a positive and significant effect on Employee Experience (EE). This means that the better the implementation of diversity and inclusion within an organization, the more positive the work experience felt by employees. Effective DI practices create a sense of appreciation, equal opportunities, and a fair work environment, so that employees feel more involved and satisfied. These findings are in line with the research by Shore et al. (2011), which confirms that inclusively managed diversity can increase employee engagement and strengthen a sense of belonging within the organization. Roberson (2019) also emphasizes that consistently implemented DI is associated with increased employee productivity and well-being. However, several other studies show that without the right strategy, diversity can actually lead to internal conflict and a decline in work experience (Guillaume et al., 2017). Thus, the effectiveness of DI is largely determined by the quality of implementation and the organization's inclusive culture.

Learning Agility affects Employee Experience

The results of this study prove that Learning Agility (LA) has a positive and significant effect on Employee Experience (EE). Employees who have the ability to learn quickly, adapt to change, and apply new knowledge in various contexts tend to have a better work experience. This is because they feel more confident in facing challenges and have opportunities to grow within the organization. These findings are consistent with the research by De Meuse, Dai, and Hallenbeck (2010), which emphasizes that learning agility is a key competency in a dynamic work environment and is closely related to employee satisfaction and effectiveness. Bedford (2011) also supports that individuals with high learning agility are more likely to achieve superior performance and positive work experiences. However, some research highlights that

if organizations do not provide adequate learning support, individuals' adaptability does not always contribute optimally to their work experience (Mäkelä & Suutari, 2020).

Culture Fit affects Employee Experience

The results of this study indicate that Culture Fit (CF) has a positive and significant effect on Employee Experience (EE). This means that the alignment between an individual's values, attitudes, and behaviors with the organizational culture can create a more comfortable work experience, increase emotional attachment, and strengthen employee loyalty. Employees who feel compatible with the organizational culture tend to have a positive perception of their work because they feel part of a community that is in line with their personal values. These findings are in line with the research by Kristof-Brown, Zimmerman, and Johnson (2005), which confirms that cultural fit is closely related to job satisfaction, attachment, and organizational commitment. Furthermore, O'Reilly, Chatman, and Caldwell (1991) also found that person-organization fit is an important predictor in determining employee satisfaction and retention. However, several other studies caution that too high a level of fit can limit diversity of ideas and innovation, thereby causing stagnation in the work experience (Verquer, Beehr, & Wagner, 2003). Thus, organizations need to balance cultural fit with diversity to keep the employee experience positive and dynamic.

Diversity & Inclusion affects Performance Recognition

The results of this study indicate that Diversity & Inclusion (DI) has a positive and significant effect on Performance Recognition (PR). These findings confirm that organizations that successfully manage diversity and create an inclusive culture tend to be more equitable in rewarding employee performance. The implementation of DI makes every individual feel that they have equal opportunities to develop and be recognized for their contributions, regardless of their personal background. This is in line with Roberson (2019), who explains that diversity accompanied by inclusive practices encourages improved team performance while strengthening recognition of individual contributions. Shore et al. (2011) also emphasize that inclusion in work groups increases perceptions of fairness, which in turn influences performance recognition. However, Guillaume et al. (2017) caution that without proper management strategies, diversity can actually lead to unfairness in the assessment process, thereby reducing the effectiveness of performance recognition. Thus, the effectiveness of DI in promoting PR is greatly influenced by the quality of the implementation of inclusive policies within the organization.

Learning Agility affects Performance Recognition

The results of this study indicate that Learning Agility (LA) has a positive and significant effect on Performance Recognition (PR). This means that the higher an employee's ability to learn from experience, adapt quickly, and apply new knowledge in various situations, the greater their chances of receiving recognition for their performance. This is understandable because organizations tend to appreciate individuals who demonstrate flexibility, innovation, and the ability to face challenges with effective solutions. These findings are in line with Bedford (2011), who asserts that learning agility is an important predictor of career success and superior performance. De Meuse, Dai, and Hallenbeck (2010) also emphasize that employees with high learning agility are more valued because their contributions are relevant to the ever-changing needs of the organization. However, other studies show that if organizations do not provide support and a conducive learning environment, the potential for learning agility does not always directly translate into performance recognition (Mäkelä & Suutari, 2020).

Culture Fit affects Performance Recognition

The results of this study indicate that Culture Fit (CF) has a positive and significant effect on Performance Recognition (PR). This means that the higher the level of alignment between

employees' values, beliefs, and behaviors and the organizational culture, the greater their chances of receiving recognition for their performance. Employees who feel aligned with the organizational culture tend to show commitment, loyalty, and work behavior consistent with the company's goals, so their contributions are more appreciated. These findings are consistent with Kristof-Brown, Zimmerman, and Johnson (2005), who emphasize that cultural fit is closely related to satisfaction and performance. O'Reilly, Chatman, and Caldwell (1991) also add that person-organization fit plays an important role in increasing retention and recognition of individual contributions. However, Verquer, Beehr, and Wagner (2003) caution that excessive cultural fit can reduce diversity of perspectives, which in turn can hinder innovation. Therefore, organizations need to balance culture fit with diversity so that performance recognition is not only given to homogeneous individuals but also to those who contribute through new ideas.

Employee Experience affects Performance Recognition

The results of this study indicate that Employee Experience (EE) has a positive and significant effect on Performance Recognition (PR). These findings confirm that a positive work experience, ranging from daily interactions and development opportunities to organizational support, can increase employees' chances of receiving recognition for their performance. Employees who feel valued, involved, and facilitated by a good work environment tend to be more motivated and demonstrate superior performance, making it easier for them to gain appreciation. This is in line with Plaskoff (2017), who states that employee experience is a new strategy in human resource management that focuses on satisfaction and involvement to improve work results. Morgan (2017) also emphasizes that organizations that invest in employee experience will be more successful in retaining talent while increasing recognition for their employees' contributions. However, Jiang and Men (2017) caution that if employee expectations are not met, a poor work experience can actually reduce motivation and diminish appreciation for performance. Thus, EE is a strategic factor in building a culture of appreciation in the workplace.

Diversity & Inclusion affects Performance Recognition through Employee Experience

The results of this study indicate that Diversity & Inclusion (DI) does not have a significant effect on Performance Recognition (PR) through Employee Experience (EE). These findings indicate that the effect of DI on performance recognition is more direct than indirect through employee work experience. In other words, diversity and inclusion implemented in organizations can indeed increase appreciation for performance, but this increase is not entirely mediated by the quality of work experience. These results differ slightly from the findings of Shore et al. (2011), who asserted that inclusion in the work environment can strengthen engagement and ultimately increase recognition of individual contributions. On the other hand, the research by Guillaume et al. (2017) supports these findings by stating that diversity without strong inclusive cultural support does not always improve positive work experience. Thus, the effectiveness of DI in encouraging performance recognition is highly dependent on the quality of the implementation of inclusion practices, not solely on employees' perceptions of work experience.

Learning Agility affects Performance Recognition through Employee Experience

The results of this study indicate that Learning Agility (LA) does not significantly affect Performance Recognition (PR) through Employee Experience (EE). This suggests that although employees with high learning and adaptability skills can improve their performance, this contribution is more directly valued by the organization without having to be mediated by work experience. This finding differs from the view of De Meuse, Dai, and Hallenbeck (2010), who state that learning agility supports the formation of positive work experience because employees feel more confident in facing change. However, the results of this study are in line with the study by Mäkelä and Sutari (2020), which emphasizes that learning agility does not

always improve work experience if the organization does not provide adequate support and a learning environment. Thus, the mediating role of EE in the relationship between LA and PR is less prominent, and organizations need to ensure that a conducive work environment also supports agility potential to contribute optimally to performance recognition.

Culture Fit influences Performance Recognition through Employee Experience

The results of this study indicate that Culture Fit (CF) has a positive and significant effect on Performance Recognition (PR) through Employee Experience (EE). These findings indicate that the alignment of employees' values, beliefs, and behaviors with the organizational culture not only enhances positive work experiences but also strengthens the likelihood of employees receiving recognition for their performance contributions. With culture fit, employees feel more comfortable, motivated, and emotionally attached to the organization, making their work experience more meaningful and ultimately leading to greater appreciation from the organization. This study is consistent with Kristof-Brown, Zimmerman, and Johnson (2005), who stated that cultural fit promotes engagement and performance recognized by the company. O'Reilly, Chatman, and Caldwell (1991) also emphasized that person–organization fit can mediate the relationship between individual factors and work outcomes, including performance recognition. However, Verquer, Beehr, and Wagner (2003) caution that too high a level of fit can reduce diversity of ideas. Thus, organizations need to balance cultural fit with diversity so that the benefits to work experience and performance recognition remain optimal.

Conclusion

This study aims to analyze the influence of Diversity & Inclusion (DI), Learning Agility (LA), and Culture Fit (CF) on Employee Experience (EE) and its impact on Performance Recognition (PR), with EE as the mediating variable. The results of the study indicate that the three independent variables have a positive and significant effect on EE. This means that inclusively managed diversity, high adaptability, and organizational cultural fit with individual values are important factors in creating a positive work experience.

Furthermore, DI, LA, and CF were also found to have a direct effect on PR. This shows that organizations that prioritize inclusive practices, encourage learning, and build a culture that is in tune with their employees are better able to reward performance. However, among all the variables, EE was the dominant factor that had the most influence on PR, confirming that a positive work experience is key to increasing employee appreciation.

In the mediation test, EE was not proven to mediate the influence of DI and LA on PR. This indicates that both variables have a greater direct influence on PR. Conversely, EE was proven to mediate the influence of CF on PR. Thus, cultural fit not only strengthens work experience, but also increases employees' chances of gaining recognition for their contributions.

Overall, this study confirms that organizations need to integrate diversity strategies, agility development, and cultural fit with efforts to improve the employee experience. These efforts will ultimately result in an inclusive, adaptive, and appreciative work environment that not only increases employee engagement but also drives widely recognized performance achievements.

Based on the results of the study, there are several recommendations that can be given to organizations. First, it is important for companies to strengthen Diversity & Inclusion practices by creating fair and inclusive policies. Diversity training programs and open dialogue forums can help build a work culture that values differences while strengthening employee experience. Second, organizations need to encourage increased Learning Agility by providing development

opportunities, such as adaptive training, job rotation, and project-based learning. This will help employees be better prepared to face the dynamics of an ever-changing work environment.

Third, companies are advised to maintain and strengthen Culture Fit by ensuring that organizational values are well socialized and by recruiting employees who share the same core values. However, companies also need to balance fit with diversity so as not to create excessive homogeneity. Fourth, organizations must invest in improving the Employee Experience, for example through career support, adequate work facilities, and transparent communication. By creating a positive work experience, employees will be more motivated, loyal, and likely to receive recognition for their performance.

In practical terms, this study suggests that organizations capable of integrating diversity, learning agility, and cultural fit into their HR management strategies will be more successful in creating an inclusive and productive work environment, while also strengthening their performance reward systems.

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