



DOI: <https://doi.org/10.38035/dijemss.v6i5>  
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## A Roadmap for Internalization and Implementation of a Respectful Workplace Policy in a Mining Company: Results of a Modified Delphi Survey Study

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**Abstract:** The implementation of a respectful workplace policy plays a crucial role in fostering a safe, inclusive, comfortable, and productive work atmosphere—particularly in the mining industry, which is known for its dynamic and complex operational environment. This research aimed to explore and determine effective strategies for implementing such a policy, with the goal of nurturing a culture rooted in mutual respect and aligned with organizational values and strategic objectives. The study employed a modified Delphi method, conducted over several rounds, with participants representing various organizational levels. Programs that achieved at least 75% consensus in the final round were examined further to establish implementation priorities based on both their effectiveness, impact and operational relevance. Findings highlighted several critical factors affecting the successful implementation of respectful workplace practices, including organizational culture, leadership and management commitment, alignment with corporate strategy, company core values, as well as communication and human resources practices. Strategies linked to these key elements were carried out simultaneously, incorporating initiatives such as embedding a culture of respect, enhancing HR competencies, building supportive infrastructure, launching an independent whistleblower system, and rolling out a comprehensive campaign across all operational units. Leadership emerged as a vital driver, responsible for accelerating progress and reinforcing an inclusive work environment. The respectful workplace policy must be systematically integrated into the company's broader culture and strategic framework to ensure its long-term success.

**Keyword:** Respectful Workplace, Modified Delphi Survey, Implementation, Organizational Culture

### INTRODUCTION

A respectful workplace often referred to as workplace civility is characterized by an environment where employees treat one another with mutual respect, free from discrimination, exclusion, harassment, bullying, or any other form of behaviour, regardless of personal attributes (Peng, 2023). Such a culture fosters safety, inclusivity, and dignity in the workplace. Establishing a respectful work environment involves cultivating mutual appreciation and actively discouraging disrespectful conduct. This atmosphere promotes employee resilience

(Mensah & Mpaun, 2024), as well as increased proactivity and productivity (Cherian et al., 2021).

Implementing respectful workplace policy also aligns with several Sustainable Development Goals (SDGs) pursued by organizations. These include SDG-3 (good health and well-being), SDG-5 (gender equality), SDG-8 (decent work and economic growth), SDG-10 (reduced inequalities), and SDG-16 (peace, justice, and strong institutions). When these principles are upheld, employees feel valued and recognized, contributing to positive workplace experiences and expectations. Ultimately, this leads to a harmonious and supportive working environment that enhances daily operations. In the mining industry, companies are increasingly embracing internal cultural transformation to address growing social challenges and external pressures. Mining operations often involve isolation, physically hazardous conditions, high-stress environments, hierarchical structures, and a predominantly male workforce. In response to these challenges, mining companies are beginning to implement respectful workplace frameworks as both an ethical and strategic initiative. Fostering a culture of respect helps improve employee retention and productivity, enabling organizations to navigate challenges more effectively and advance their strategic goals.

The management of the company in this study has initiated the development of policies and guidelines to support the implementation of a respectful workplace. This reflects a strong commitment to establishing a safe, inclusive, and respectful work culture. However, implementation practices vary significantly between corporate offices and remote operational sites. Despite having formal policies in place, research indicates that many employees face inconsistencies in how these policies are communicated, enforced, or upheld. These gaps may result in continued instances of harassment, exclusion, or unresolved grievances, hindering efforts to create an inclusive environment. The subject of this study is a state-owned mining company with a significant presence in both domestic and international markets. With decades of operational experience, the company has earned a solid reputation for efficient coal extraction, consistent quality, sustainability initiatives, and its contribution to regional and national economic development.

#### *Preliminary Study*

A preliminary study was conducted to get better understanding from employee's experiences regarding the implementation of respectful workplace policies. This involved interviews with a small group of employees from various departments, job levels, genders, and marital statuses within operational areas. Many respondents reported witnessing or personally experiencing discrimination, harassment, bullying, or unfair treatment based on attributes such as age, gender, marital status, race, or educational background. All participants agreed that respect in the workplace is essential and serves as a motivating factor that fosters a supportive, productive, and conducive work environment.

Employees expressed that a respectful workplace promotes greater appreciation, innovation, motivation, proactivity, reduced stress, and a more harmonious and collaborative culture ultimately contributing to improved employee well-being, productivity, trust, and job satisfaction. Fifty percent of those interviewed were aware of the policy due to an internal email sent by the human resources department, while the other half had not been informed. Nevertheless, all respondents acknowledged that the policy's implementation remains suboptimal. The main obstacle was identified as the lack of adequate promotion and awareness-building activities. Participants suggested that this gap could be bridged through targeted training programs, strong leadership involvement, and well-executed policy implementation campaigns.

Although the company's management has shown commitment to fostering a respectful workplace, a gap remains between the guidelines established and their practical application in daily operations. Despite notable efforts to raise awareness, the actual implementation of respectful workplace practices differs significantly across departments and operational sites..

Such a disparity can negatively impact employee morale, job satisfaction, productivity, retention, and even the company's overall reputation.

This study aims to develop a comprehensive implementation program designed to internalize the respectful workplace policy in a way that aligns with the core values stated in the company's guidelines. Furthermore, the research includes an assessment and tiering of the proposed initiatives based on their effectiveness and potential impact in cultivating a respectful workplace culture. Based on these findings, the study will offer strategic recommendations and a feasible implementation plan to bridge the gap between policy and practice.

## Literature Review

A respectful workplace, refer to workplace civility, is defined as a work environment where employees are treated with dignity, fairness, and courtesy, regardless of gender, race, culture, marital status, or other personal attributes. In such an environment, employees feel safe, respected, valued, and empowered. Civility in the workplace means interacting with others respectfully and avoiding rude, aggressive, or disrespectful. Civility can be developed through listening (Verbiest et al., 2020), empathy, and effective communication (der Kinderen et al., 2020), which are essential for creating a positive work atmosphere, good relationships, and employee well-being leading to higher job satisfaction (Mura et al., 2024).

In industries like mining, where employees often work in isolated and demanding conditions, maintaining a respectful environment is vital for both their well-being and operational success (Peng, 2023; Smith et al., 2020). Civility reflects not only individual behaviour but also team dynamics and overall organizational culture. Workplace civility plays crucial role in promoting employee well-being and improving the outcome organizational objectives (Peng, 2023). Understanding this is essential for building a productive, efficient and employee's well-being (Smith et al., 2020). Respectful workplaces are closely tied to inclusivity, which means treating everyone fairly regardless of background such as gender, disability, language, or socio-economic status (WHO, 2022). Leaders play a key role in shaping this environment. Their support can motivate employees, help resolve issues, and break down hierarchy barriers. However, favoritism or lack of equal treatment may lead to exclusion or unfairness (Vijay et al., 2024). Leaders are also responsible for applying rewards and punishments fairly and consistently. This affects not only those directly involved but also how others perceive justice and leadership in the organization (Wang & Chen, 2023).

Workplace bullying is a serious issue that harms individuals, organizations, and society as a whole (Karatuna et al., 2020). Almost any workplace can experience bullying, especially when there is cultural or gender diversity (Osler, 2021). Research shows that bullying can cause depression, anxiety, and emotional stress (An & Kang, 2016; Mensah & Mpaun, 2024). Beyond the impact on individuals, bullying also lowers workplace performance by damaging relationships and reducing work quality (Agbornu et al., 2022; WHO, 2022). Heavy workloads and stress can worsen this, leading to fatigue, poor mental health, and decreased job performance (Mensah & Mpaun, 2024). In 2018, a survey by the Australian Human Rights Commission revealed that the mining industry had the fifth highest rate of workplace sexual harassment. In June 2022, the WA Parliamentary Community Development and Justice Standing Committee released a report highlighting sexual harassment cases affecting women in mining. Around the same time, Rio Tinto published its Everyday Respect report, which revealed findings from an internal review of harassment, bullying, and discrimination in its operations (PwC, 2022). This report also identified key risks and outlined ways to create safer and more inclusive workplaces. Based on these findings, the mining industry is now focusing on five key principles to drive cultural change (Shaw & Smith, 2022) such as understanding specific organizational risks, using proper change management tools, leading with courage and empathy, going beyond compliance, and committing to long-term improvement

The mining environment itself presents challenges such as remote and isolated work locations, physically risky conditions, high-stress goals, rigid hierarchies, and a male-dominated culture. One key problem is that employees may be unwilling to speak honestly in D&I programs due to lack of anonymity, and anonymized data is rarely shared or analysed. Despite these issues, many companies in the mining sector remain committed to supporting Respectful Workplace initiatives through ongoing D&I strategies.

The successful internalization of a policy within an organization depends on several key factors that shape how policies are adopted and embedded into daily practices. First, organizational culture plays a foundational role. Understanding and aligning with the existing culture is essential, as cultural dynamics can influence how smoothly a policy is embraced. In large organizations, cultural responses may vary across departments or units, making a one-size-fits-all approach ineffective (Johansson & Bystrom, 2024). Leadership and management commitment is another crucial driver. Leaders act as role models and are instrumental in setting the tone for policy adoption. Their active involvement, consistency, and engagement with employees reflect the seriousness of the organization's intentions (Sokol-Hessner et al., 2018). A strong alignment between the policy and the company's strategic direction is also vital. If a policy is perceived as disconnected from the organization's core goals, it may face resistance or confusion. Therefore, implementation efforts must be integrated with broader organizational strategies and guided by clear leadership (Gestberger, 2012). Furthermore, a company's core values influence how well policies are internalized. When policies align with the values held by employees and the organization, they are more likely to be accepted and embedded in behaviour (Flamholtz & Kannan-narasimhan, 2005). Finally, effective organization communication and human resources practices are essential to support this process. Training, development programs, and transparent communication help build a shared understanding and foster a culture that supports change. These efforts ensure that new policies are not only introduced but also lived out in everyday actions (Afra et al., 2023).

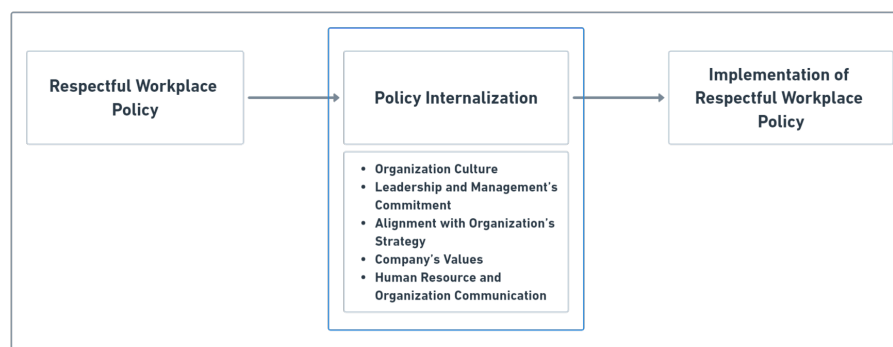


Figure 1. Conceptual Framework

The framework consists of several interconnected components. The success of a company's respectful workplace policy depends on factors such as its key factors. The goal of implementing a respectful workplace policy is to create a safe work environment, encourage positive employee behaviour, improve job satisfaction, foster proactive employee engagement, and promote awareness of employee mental health. It is expected that the implementation of this policy will lead to higher employee productivity (an individual goal) and gradual improvements in labour cost efficiency (a corporate goal). Additionally, external factors such as economic, social, political, and technological changes play a significant role in the policy's implementation. These external shifts may lead to regulatory changes that require the company to comply with updated regulations.

## METHOD

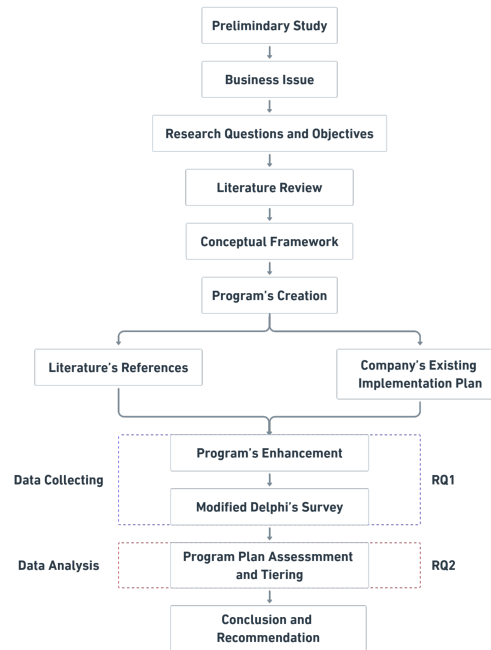


Figure 2. Research Flow Diagram

The program preparation involves gathering data through a literature review and the implementation plan provided in the company's internal guidelines. The prepared program is then refined through discussions with the human resources team to assess the feasibility of its implementation and its alignment with the company's profile. These discussions also focus on tools availability for the implementation process, which will be incorporated into the implementation plan, as well as ensuring that the survey language is clear and easily understood by participants. If any programs overlap, they will be consolidated into a more comprehensive program. This enhancement process is carried out in collaboration with the culture development and employee learning and development teams. The finalized program will be evaluated by the participants, whose details are listed below. Participants are selected based on their understanding of the department's business processes and operational activities. A diverse group of participants, in terms of gender and position level, will be chosen to provide a broader perspective on the field conditions and the implementation of the Respectful Workplace Policy.

Table 1. Participant List

<b>Planning Department:</b> Long Term Mine Planner; Long Term Infrastructure Planner ; Middle Term Mine Planne ; Surveyor; Geologist; Environment Planner; Forestry Planner; Geotechnical Engineer	<b>Extraction/Mining Department:</b> Operation Supervisor; Operation Control; Operation Service and Support; Operation Data Control; Monitoring and Optimization; Evaluation and Review; Administration and Evaluation
<b>Handling and Hauling Department:</b> Product Handling; Product Hauling; Product Delivery Planner; Product Optimization; Product Rehandling; Hauling and Handling Evaluation; Laboratory Teams	<b>Maintenance Department:</b> Maintenance Inspector; Maintenance Planner; Maintenance Supervisor; Troubleshooting ; Vulca and Lagging Pulley; Facility Maintenance Planner; Heavy Duty Maintenance Planner; Preventive Maintenance Planner; Engineering and Manufacturer Planner; Review, Evaluation and Reporting



The data collection process begins with the distribution of a survey. Participants will be asked to assess the effectiveness and impact of each work program using a Likert scale (ranking from 1 to 5) and to indicate their agreement with the prepared program plan. Additionally, participants will have the opportunity to provide feedback on the internalization program, tailored to the specific needs of each department, along with any other suggestions that could contribute to the development of a comprehensive implementation plan for the respectful workplace policy.

After the first round is completed, a summary of the results will be shared with participants in the following rounds. In the next round, the survey will be split into two different sets of questions. For programs with an agreement rate of less than 50%, the survey will be repeated with additional explanations. And for the other, participants will not be asked to rate the effectiveness and impact again; instead, they will simply confirm the program, effectiveness, and impact rate. Participants will choose one of the following two statements: "I agree with this program and its effectiveness and impact rating" or "I disagree with this program and its effectiveness and impact rating." Participants may also provide additional notes or opinions during this stage. This process will continue until the program reaches the 50% agreement threshold and saturation (when no new feedback or opinions are received from participants). However, since not all participants from the first round may participate in the follow-up surveys, the threshold will be adjusted to  $\geq 75\%$ . Programs that do not reach this consensus by the final round will be eliminated.

Program evaluation begins by analysing the percentage of agreement and the responses provided by participants, who represent the company's employees. This assessment involves organizing and comparing the effectiveness and impact rates of each program. Based on these effectiveness and impact scores, programs will be ranked from highest priority to optional, making them easier to implement in the workplace. Programs will be classified into four categories. The scale will be plotted on a 5x5 grid. The programs will be categorized into the following four groups that is: High Effectiveness, High Impact (Power Moves) These are strategic actions that are highly effective and have a significant impact. These programs should be prioritized for implementation; Low Effectiveness, High Impact (Big Bets): These programs have great potential but may not necessarily succeed. They require further consideration, validation, and evaluation before implementation; High Effectiveness, Low Impact (Quick Wins): These programs are easy to implement and efficient, although their impact on the workplace may be limited; Low Effectiveness, Low Impact (Time Wasters): These programs are ineffective and have minimal impact on employees. They should be avoided or removed from the plan.

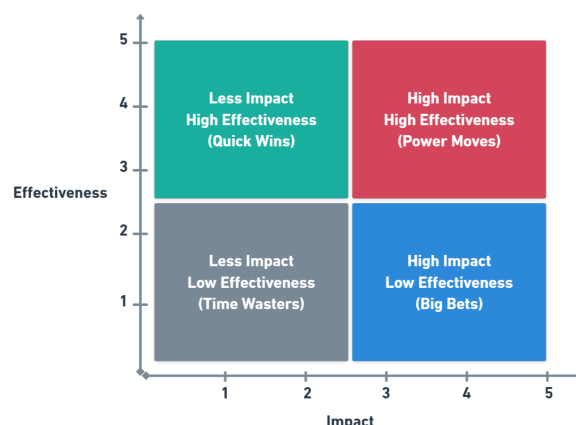


Figure 3. Program's Scale

## RESULTS AND DISCUSSION

The Delphi survey required three rounds to reach a consensus for all programs. All programs reached the 50% consensus threshold in second round. The final round focused on

confirming the programs and their effectiveness and impact scores. A higher 75% threshold was set due to participant availability, and 35 participants confirmed the programs.

The prioritization of programs is based on the effectiveness and impact rates agreed upon by participants. This process takes into account not only the aggregate scores across departments but also the specific characteristics and needs of each department. Additionally, the prioritization is done at the subcategory level according to the key factors identified in the respectful workplace policy framework. This approach ensures that the prioritized programs are highly relevant and feasible, considering the conditions in the field. Therefore, the prioritization process considers both the effectiveness and impact rates, as well as the operational and cultural context of the work environment.

#### *Organizational Culture*

The program is split into two stages: "Building a culture of respect" through formal training, workshops, and seminars, and a follow-up program, Culture Readiness Assessment. The first stage focuses on inclusiveness, diversity, anti-intimidation, anti-violence, and anti-discrimination. Participants emphasized the need for regular assessments to evaluate the program's implementation. A respectful workplace culture is crucial for employee welfare, aiming for a safe, inclusive, and discrimination-free environment (Cherian, et al., 2021).

#### *Leadership and Management Commitment*

Leadership and management are vital for successful policy implementation. Leaders play a crucial role in internalizing and promoting the Respectful Workplace policy by acting as role models and encouraging employee participation. A program was divided into two parts: Leaders as Champions of Mutual Respect Culture and "Leaders Promote Accountability. Leaders must be trained to handle disrespectful behaviour and promote transparency and fairness. Management's commitment is essential for fostering inclusive infrastructure and ensuring employee welfare (Sokol-Hessner, 2018).

Another important program under the management commitment factor is establishing an effective communication system to foster a culture of mutual respect between employees and management. This system aims to be a two-way platform where both parties can express their views regarding the Respectful Workplace initiative. Another priority within the management commitment factor is the development of employee support infrastructure, such as daycare facilities. This initiative aims to ease the challenges faced by employees with children, reducing stress and improving productivity. For the company, providing daycare helps boost employee retention, productivity, and loyalty. Additionally, other supporting infrastructure further enhances employee comfort and convenience.

#### *Alignment with Company's Strategies*

The program within the "Alignment with Company's Strategies" factor focuses on aligning labour contracts with the Respectful Workplace policy and integrating it with security, productivity, and sustainability. In a mining company, complying with occupational safety and health standards is a fundamental obligation. Integrating the Respectful Workplace concept with the Safety, Health, and Environment (SHE) framework promotes a respectful work environment (Lari, 2024). Acknowledging that occupational health includes both physical and mental health is essential for building a respectful culture (Kour and Shiratanaviriyakul, 2019). Incorporating clear sanctions for disrespectful behaviour into labour contracts provides clarity and legal certainty, ensuring that the company fairly and consistently protects employee welfare *Company's Values*.

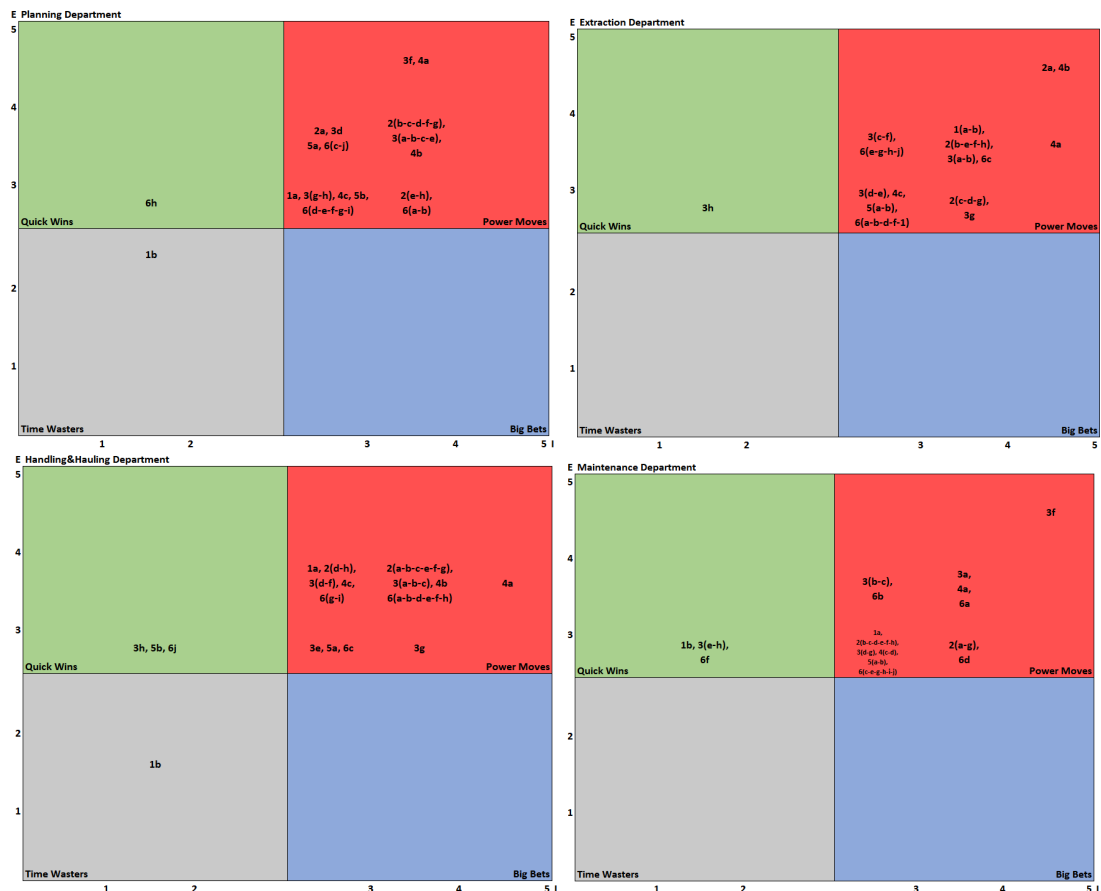
The internalization of culture within state-owned companies is continuously embraced across all levels. Aligning the Respectful Workplace policy with the AKHLAK culture, especially the "Harmonious" value, is seen as a strategic program supporting a respectful workplace culture. Participants agreed that integrating Respectful Workplace content into the "Harmonious" value internalization program would strengthen its implementation (Flamholtz and Kannan-Narasimhan, 2005).

## Organizational Communication and Human Resources

Having a competent HR team is crucial for building a strong internal communication system to support the Respectful Workplace policy. Competent HR professionals are essential to manage program implementation, reporting processes, and violation handling, ensuring fairness and transparency. A comprehensive campaign is also necessary to promote the Respectful Workplace policy across all levels, using a variety of communication channels such as social media, email, and traditional meetings (Yang, et al., 2023). Overcoming barriers like limited social media access or email usage requires translation into local languages and regular updates during meetings. Ongoing evaluation and benchmarking with other companies are important to refine the campaign.

A priority initiative is developing an independent whistleblower system separate from the company's internal channels. This ensures that reports are handled impartially, reinforcing the company's commitment to integrity and accountability in upholding the Respectful Workplace policy. Furthermore, aligning KPIs with internalizing company culture, including offering counseling services as part of annual check-ups, will address both physical and mental employee welfare. Programs like the buddy system also foster respect and awareness among colleagues.

Each key factor in implementing the Respectful Workplace policy is prioritized for simultaneous execution. The development of physical infrastructure is carried out alongside the embedding of respect culture into daily operations. In this process, the Leadership and Management Commitment factor plays a crucial role as the driving force, ensuring that the policy is not just formally introduced, but genuinely integrated into work behaviours and organizational culture. This simultaneous approach aims to create comprehensive and lasting change by combining enhancements in physical systems, skill development, and the establishment of new mindsets and cultures in the workplace.





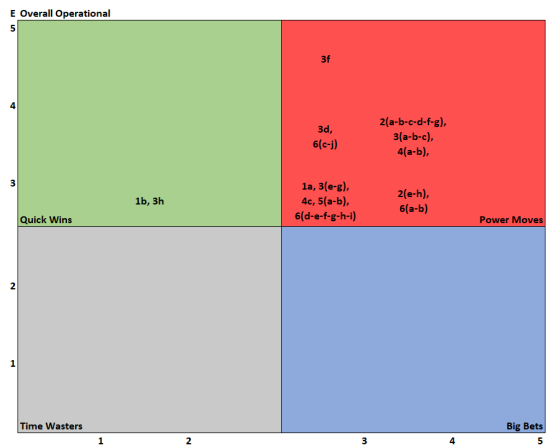


Figure 4. Program Plotting (Planning Dept., Extraction Dept., Handling and Hauling Dept., Maintenance Dept, and Overall Operation.)

Based on the categorization above, overall of the 33 programs evaluated, they are divided into just two categories: Power Moves and Quick Wins. The list of prioritized programs is shown below.

Table 2. List Program based on Priority

No		Program		Agreement %
1		Organizational Culture		
	1a	Building a culture of respect.	Conduct trainings/workshops/seminars emphasizing respect, inclusiveness, diversity, anti-intimidation, anti-violence, and anti-discrimination.	100%
	1b	Culture readiness assessment.	Conduct a cultural assessment to evaluate the implementation of the Respectful Workplace program.	94%
2		Leadership		
	2a	Leaders as Champions of a culture of mutual respect.	Leaders act as role models to promote the implementation of a respectful workplace.	97%
	2b		Leaders are involved in strengthening Respectful Workplace commitment.	97%
	2c		The leader acts as a mediator or facilitator between the management and the employees in the implementation of a Respectful Workplace.	97%
	2d		Leaders encourage employees to speak up and promote respectful workplace practices.	97%
	2e		Conduct leadership training for work unit leaders so they can model respectful behavior, influence others, and effectively handle issues of disrespect.	89%
	2f	Leaders promote accountability.	Leaders encourage employees to become more proactive in implementing Respectful Workplace policies and ensure that all reports regarding Respectful Workplace implementation are fair and protected.	91%
	2g		Leaders are fair and accountable to their people Respectful Workplace.	97%
	2h		Establish clear communication between managers and employees to ensure that the Respectful Workplace is implemented.	91%
3		Management Commitment		
	3a	Build an inclusive and standardized infrastructure.	Have a standardized lactation room in each business unit / work location	97%
	3b		Have a prayer/worship room for all of the religions that are practiced by employees.	94%

	<b>3c</b>		Implementing inclusive and accessible workplace policies	94%
	<b>3d</b>	Establish a system for learning and improving the culture of mutual respect for each other.	Have a mechanism/method within the organization that can be used to communicate about implementing a Respectful Workplace.	94%
	<b>3e</b>		The Board of Directors is held accountable for responding to implementing the Respectful Workplace.	97%
	<b>3f</b>	Facilities to Support Employees.	Build a workplace daycare center.	89%
	<b>3g</b>		Provide counseling room at the worksite.	97%
	<b>3h</b>		Create collaborative spaces, respectful corners, and teleconferencing rooms (secondary infrastructure).	80%
<b>4</b>		<b>Alignment with Company's Strategies</b>		
	<b>4a</b>	Aligning with labor contract.	Establish a clear set of sanctions for disrespectful behavior.	94%
	<b>4b</b>		Integrate labor union agreements with Respectful Workplace implementation.	97%
	<b>4c</b>	Promote wit value-based storytelling.	Incorporate Respectful Workplace into ISO, SHE or other standards used by the company and implement it in daily operations.	91%
<b>5</b>		<b>Company's Values</b>		
	<b>5a</b>	Aligning with corporate value strategies.	Incorporate Respectful Workplace into the corporate culture.	100%
	<b>5b</b>	Promote wit value-based storytelling.	Use value-based storytelling to conduct Respectful Workplace promotions.	91%
<b>6</b>		<b>Organizational Communication and Human Resource</b>		
	<b>6a</b>	Ensure the professionalism of human resources.	Develop Respectful Workplace implementation training programs for HR teams to update their skills.	94%
	<b>6b</b>		Have a competent HR team to handle Respectful Workplace reporting.	94%
	<b>6c</b>	Develop a continuous monitoring and evaluation program.	Develop an ongoing monitoring and evaluation program.	94%
	<b>6d</b>	Establishment of an independent reporting system.	Build an independent whistleblower system.	94%
	<b>6e</b>	Alignment with Key Performance Indicators (KPIs).	Develop Respectful Workplace implementation SOPs.	94%
	<b>6f</b>		Incorporate the implementation of the Respectful Workplace into performance reviews.	89%
	<b>6g</b>	Run interactive campaign/promotion.	Develop a comprehensive mechanism to promote/campaign for implementing Respectful Workplace.	100%
	<b>6h</b>		Update advertising methods on a regular basis.	97%
	<b>6i</b>		Conduct a benchmarking exercise against the programs in place at other companies in similar industries.	97%
	<b>6j</b>	Develop a mentoring program or buddy/partner system.	Develop a buddy/partner program to implement Respectful Workplace.	83%

The implementation plan can be developed by integrating the findings from the literature review, the pre-prepared program implementation guidelines, survey results, and discussions with the human resources team (during the enhancement phase) and participants (during the Delphi phase), all while considering the priority level and available resources. The plan includes programs for each key factor, the tools to be used, the responsible individuals or departments, the timeline for implementation, and the frequency of each program.

This study extends application of modifies Delphi method beyond its common usage with using it in mining sector that unique, unexplored, high risk and male-dominated setting. This imply that this method can be applied in significant hierarchical culture and operational constraints effectively. This method also contributes measurable and feasible results that suitable for industrial context that help build bridge the gap between ideals and implementations. From management's perspective, the findings from this study offer practical guidance to implement respectful workplace policy in rigid and intense mining sector.

The step-by-step roadmap develop through the process provides a strategical sequence start from leadership engagement and extending to training, monitoring and cultural reinforcement. The most significant implications in the pivotal roles of the leader in the organization, as participant emphasized. This highlighted the importance of top-down modelling of desired workplace cultures. In addition, independent whistle blower system indicates there's trust gap that must address through improving communication, system design and follow up. The participatory nature of Delphi method process itself serves as managerial lesson with involving diverse stakeholder to increase legitimacy, enhance contextual fit and foster organizational buy-in.

## CONCLUSION

In conclusion, the research on the implementation of the Respectful Workplace policy within the mining company's operations highlights several key findings. First, it identifies crucial factors such as organizational culture, leadership and management commitment, company values, alignment with company strategies, and organizational communication as the primary influencers in successfully implementing the policy. Furthermore, the programs developed to support the policy have received a high level of agreement, demonstrating their relevance and applicability to the company's operations. Leadership and management commitment emerged as the most significant factor, emphasizing the importance of leaders acting as role models and ensuring real commitment through policies and infrastructure. Additionally, the integration of Respectful Workplace into existing values, the creation of an independent whistleblower system, and the development of operational support facilities are seen as essential for fostering a respectful and inclusive environment.

The research also provides several recommendations to strengthen the implementation process. These include running parallel programs based on key factors, developing an independent whistleblower system, integrating Respectful Workplace into the company's culture, and designing a comprehensive and adaptive campaign strategy. Enhancing organizational communication and human resource development, prioritizing high-impact programs, and continuously evaluating the implementation are also recommended. By following these recommendations, companies can build a respectful and inclusive work environment that enhances employee well-being, boosts productivity, and strengthens employee loyalty to the organization.

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