

Inclusive Workplace Management on SDG 10: Reducing Inequality in Organizations

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Abstract— Inclusive management at the workplace is emerging as a critical issue towards achieving the Sustainable Development Goal 10 (SDG 10), which aims at reducing the level of inequality between and within strata of nations. Organizations play a very important role in minimizing income inequality, increasing diversity, and ensuring that all workers receive equal access to opportunities without racial, gender, and disability prejudice, as well as socio-economic status. The paper will shed light on the tools and ways that companies are applying to generate an inclusive environment and reduce inequality. Through the mixed-method design (including the use of surveys among the employees, interviews with the human resource managers, and the analysis of the policies at the organization), the study identifies a set of significant predictors of inclusive management in the workplace and their impact on the satisfaction, productivity, and employees retention. The results indicate that a properly designed diversity policy, the hiring policies and periodic performance appraisal policies based on equity, prove significant differences in the composition of the workforce and the engagement of workers. However the challenges such as unconscious bias, resistance to change, limited resources allocation still exist. The study provides recommendations that may be implemented in the practice in organizations that require alignment of the management practices in their organizations with SDG 10 and options of future research that can enhance inclusiveness in working environments.

Keywords— Inclusive workplace management, SDG 10, reducing inequality, diversity and inclusion, organizational equity, employee engagement, human resource strategies.

I. INTRODUCTION

The phenomenon of inclusive workplace management has turned into an acute problem of interest to the organizations which have strived to achieve social responsibility and business excellence. Since Sustainable Development Goal 10 (SDG 10) is a goal that emphasizes the necessity to decrease inequality within and between countries, it can be said that organizations are gaining more and more responsibility with regard to fairness, equity, and inclusivity of their internal processes [15]. The workplace inequality can be of different forms that include inequality in payment, limited chances of advancing the career ladder, underrepresentation of the minority groups and bias in recruitment and evaluation of performance. These differences are not only detrimental to individual career development but also have detrimental effects on the organizational performance, innovativeness, and involvement of the employees.

Inclusion in the contemporary organizational context is not only a regulation but a strategic benefit of an organization. The result of diversity and inclusion is that different organizations enjoy different perspectives, a better ability to resolve problems, and higher team cohesiveness. Research has always indicated that organizations with inclusive workplaces enjoy a high level of employee satisfaction, retention, and the ability to adapt to change [12]. Although this is being realized, inclusion remains a thorny issue in most organizations, which is usually attributed to structural, cultural, or behavioural factors. An unconscious bias, a lack of understanding of injustices, and the unwillingness to change are the most widespread obstacles to managing the workplace in a fair way.

The current study is driven by the rising demand to conduct a systematic review of the concept of inclusive practices in organizations and its correlation with SDG 10. Although the extent of research on diversity

management and inclusion has been examined in the past, there is paucity in providing a comprehensive evidence of how certain organizational policies can be associated with quantifiable gains in inequality in the workplace [10]. Furthermore, policy formulation has been a focus in most of the studies without proper evaluation of the effectiveness of implementation, employee perception, and organizational performance. This paper will address these gaps by examining both the structural processes and cultural behaviours that will make the workplace a more inclusive and equitable place to work in.

The key goals of the research are:

- To analyze present-day measures and approaches taken by the organizations to enhance inclusivity and eliminate inequality.
- To determine how such strategies affect employee satisfaction, engagement and the marginalized group representation [9].
- To create barriers and challenges on the path towards inclusive workplace management.
- To provide some practical recommendations to the organizations with an intention of synchronizing their internal management practices with SDG 10 goals.

This work resorts to the synthesis of survey data, the interview with HR professionals and the analysis of policies as they allow seeing the entire picture of how meaningful inclusivity may be implemented in the organization [13]. The second practical implication of the research is the growth in equity indices, employee engagement, and retention which is quantifiable. In doing so, the study does not only have theoretical information but rather provides real answers on what organizations can undertake in order to make their workplaces even more successful.

In general, the situation in this work introduction preconditions the subsequent interpretation of the way in which the inclusive management of the work place may be one of the ways to diminish the inequality within the organization. The study acknowledges the moral and strategic necessity of inclusion, the long-standing problems which continue to confront organizations, and the detailed plan of conducting the study of the effectiveness of the existing strategies. Finally, the research is expected to fill the gap between policy development and real implementation as it will produce a roadmap to the organizations to play their part in SDG 10 in a concrete and quantifiable way [11].

Novelty and Contribution

This study uses an innovative approach to the management of inclusive workplace because it combines various aspects of organizational practice, such as structural policies, cultural norms, and behavioral interventions, and examines their effectiveness in decreasing inequality. In contrast to the previous literature, which mainly dwells on either policy suggestions or individual case reports, this article unites the results of the empirical data gathered through the surveys of employees, interviews with managers, and the analysis of organizational policies to give a holistic picture of the effectiveness of inclusivity. The originality of the suggested study is the fact that it will focus on both the quantitative data (equity indices, indicators of representation, and the degree of employee satisfaction) and qualitative data (manager's opinions, challenges in the implementation of the idea, cultural factors).

The value added by this study is threefold:

- **Theoretical Contribution:** The paper contributes to the literature in workplace inclusivity by proposing a conceptual framework that connects certain organizational strategies to quantifiable decreases of inequality. It puts emphasis on how structural processes (policies, structures of recruitment and promotion) and cultural dimensions (consciousness, desire to change leadership and behavior) are reached toward the SDG 10 targets.
- **Practical Contribution:** The paper provides practical information on what organizations should do in order to embrace an inclusive practice. The research ought to be viewed as a targeted proposal in order to enhance the degree of employee engagement, reduce inequality, and empower the workforce diversity through suggesting effective approaches, such as organized mentoring, bias training, and equality-based performance evaluation. The fact that the results could be measured in terms of equity index and level of satisfaction of the employees is what enables the organizations to monitor progress and update the policies respectively.
- **Policy and SDG Alignment Contribution:** The paper reveals the explicit relationship between the activities in the organizations and international development objectives. By ensuring the inclusion of workplace management in accordance with SDG 10, it will provide organizations with a framework through which

it can make an immense contribution towards ensuring that the issue of inequality is minimized, that it is responsible to its stakeholders and that it fulfills its social responsibility.

Overall, the research has a very significant gap because it is conducted in a comprehensive, evidence-based manner on how companies can successfully manage inclusion. The comprehensive character of the method that covers not only quantitative but also qualitative knowledge will not only render the study results scholarly, but also applicable to the organizational decision-makers who are interested in making the working atmosphere less unequal.

II. RELATED WORKS

Inclusivity at the workplace has become a key point of discussion as a valuable instrument in the reduced inequality within the organization and the equality of the opportunities offered to all workers. The existing literature emphasizes that inclusivity does not only imply representation, but also it means being able to present the environment in which every individual will feel valued, respected and empowered to present a valuable contribution. Many studies highlight that those companies where a great practice of inclusivity is observed have higher employee engagement, higher productivity, and lower turnover of employees. It is dedicated to the need to integrate diversity and equity within the organizational culture rather than the peripheral or compliance-driven activity.

In 2025 X. Chen *et al.*, [2] proposed the concept of inclusive workplace management is associated with a number of issues including recruitment, career development, incentives, and career development. Firms that have adopted an organised approach to recruitment processes where focus is laid on diversity are said to increase the percentage of the marginalised groups. Similarly, the promotional and assessment systems practised by openness will deter favours and create some just career advancement pathways. Besides the described structural processes, cultural variables such as leadership commitment, awareness of unconscious bias, and the support of peers play an important role in the effectiveness of the inclusivity processes. Inclusive practices can be practiced consistently at every organizational level in order to make employees feel that there is fairness and equity in the way they are treated.

A number of reports emphasize the need to engage employees in inclusive settings. Some of the factors that affect the engagement include the perceived fairness, opportunities to access professional development as well as recognition of contributions. When organizations apply mentorship programs and support underrepresented groups, motivation and commitment are noticed to have risen. These programs do not just consider gender or racial diversity, they include other aspects such as disability, socioeconomic status and generational diversity. The literature points out that the positive feedback loop is that an inclusive workforce will result in improved performance of the organization, which will consequently support the importance of inclusivity.

In 2025 F. Ceresia *et.al.* [8] suggested the other common theme that can be found in the related studies is that of organizational policies in subduing the inequality. A combination of formal diversity and inclusion policies, along with accountability mechanisms, can be used to make sure that inclusivity becomes integrated throughout organizational practice and is not an idealized goal. Such policies usually contain the provisions of fair hiring, pay equity, leadership, and anti-discrimination. The studies have shown that the more organizations have well defined structures of accountability, the more they will be successful in minimizing the gap between levels of hierarchy. On the other hand, organizations where policies are not formalized, usually have problems of inconsistencies and unintended biases during decision processes.

A difficulty in the introduction of inclusive management in the workplace is also noted in the literature. Some of the common barriers mentioned are resisting change, cultural inertia and scarcity of resources. Regardless of the presence of policies, their effectiveness may reduce when there is a lack of leadership buy-in, or the employees are not aware of the principles of inclusivity. The other issue is the assessment of the results of inclusion policies [3]. Although other organizations use the measures of representation, quantitative metrics might not adequately measure how the employees perceive fairness, psychological safety or equitable opportunities. Consequently, an integrated approach of structural, cultural and perceptual indicators is proposed to be used in a holistic evaluation.

Research also points out that making the best inclusivity is an ongoing process and not a one-time intervention. Companies that periodically evaluate the experiences of their staff, employees, track equity metrics, and modify policies as a result of the feedback will show a long-term progress in minimizing inequality [1]. The emphasis is frequently put on training programs of unconscious bias, cultural competency, and inclusive leadership as the elements of successful implementation. Besides, HR practices, including the use of AI to aid the recruitment process or analytics to aid the performance appraisal, are becoming a means

of facilitating fair decision-making. The literature however warns that technological solutions should be highly observed to prevent their tendency of continuing the biases that already exist.

In 2025 L. Siciliani et.al. [14] introduced the connection between inclusive management of the workplace and overall organizational performance is also widely documented. Inclusive organizations are said to be more innovative, better at solving problems, and reputed, which helps get talent and retain it. The facts underline the fact that inclusiveness is not only a moral and ethical necessity but also a business strategic benefit. SDG 10 can also be supported by organizations since inequality can be kept to a minimum and non-discriminatory conditions may be developed whereby the performance and competitiveness of the organization may be enhanced.

In general, the associated literature suggests that inclusive management in the working place is a multifaceted phenomenon, which implies both structural processes and culture development [4]. The most effective companies in reducing inequality would be those that incorporate open policies, corporate commitment, employee participation methods, and continuous control. Up to these revelations, there remain some holes in the overall understanding of how inclusive practices are achieved within the different organizational contexts and how their implication on the equity of the workforce can be quantified in the long-run. It shows the significance of the comprehensive research, which integrates policy analysis, employee perception research, and organizational outcomes to enhance the art of managing inclusiveness in the workplace.

III. PROPOSED METHODOLOGY

This research approach will be used to conduct a systematic study on the management practice in relation to inclusive workplace management and how it has contributed to inequality reduction. The study uses the mixed-methodology methodology, combining both qualitative and quantitative methods in order to achieve comprehensiveness [5].

The initial action is to measure how the employees perceive inclusivity through structured surveys. The questionnaire will comprise of several questions that will be rated using the Likert scale to measure satisfaction, engagement and perceived equity. The average inclusivity perceptions mean is calculated as:

$$\bar{X} = \frac{\sum_{i=1}^n X_i}{n} \quad (1)$$

where $\bar{X}$ is the average inclusivity score, X_i represents individual responses, and n is the total number of respondents.

Employee engagement is further analyzed through an engagement index calculated by:

$$EI = \frac{\text{Total Engagement Points}}{\text{Maximum Possible Points}} \times 100 \quad (2)$$

The index can be used to compare departments and demographics.

A scoring system is used to gauge the inclusiveness mechanisms that exist in an organization and their viability. The score of the policy effectiveness is provided by:

$$PES = \sum_{j=1}^m w_j S_j \quad (3)$$

where w_j is the weight assigned to policy j and S_j is its implementation score, with m representing the total number of policies.

To measure equity in career advancement, an equity index is calculated as:

$$EQ_i = \frac{M_i}{T_i} \times 100 \quad (4)$$

where EQ_i is the equity percentage for level i , M_i is the number of minority employees promoted, and T_i is the total number of promotions at that level.

To determine the relationship between inclusivity practices and employee satisfaction, the correlation analysis will be employed:

$$r = \frac{\sum (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum (X_i - \bar{X})^2 \sum (Y_i - \bar{Y})^2}} \quad (5)$$

where X_i is the inclusivity score and Y_i is the satisfaction score.

Inclusive practices are used to model the probability of retaining employees and this is modeled using a logistic regression function:

$$P(R = 1) = \frac{1}{1 + e^{-(\beta_0 + \beta_1 X_1 + \dots + \beta_k X_k)}} \quad (6)$$

Here, $P(R = 1)$ denotes the probability of an employee staying, β_0 is the intercept, and $X_1, \dots, X_k$ are predictor variables representing inclusivity practices.

Variance in employee satisfaction is calculated to identify significant disparities:

$$\sigma^2 = \frac{\sum (Y_i - \bar{Y})^2}{n} \quad (7)$$

This aids in identifying the departments or groups that are more unequal. Training programs on bias reduction are evaluated using the index of improvement.:

$$II = \frac{\text{PostScore} - \text{PreScore}}{\text{PreScore}} \times 100 \quad (8)$$

PostScore and PreScore are post and pre-training evaluation results. To determine pay equity between the genders or between the minority or the majority, Gini coefficient is adjusted:

$$G = \frac{\sum_{i=1}^n \sum_{j=1}^n |X_i - X_j|}{2n^2 \bar{X}} \quad (9)$$

where X_i and X_j represent individual salaries.

An overall inclusivity index combining multiple metrics is computed as:

$$IWI = \alpha_1 \bar{X} + \alpha_2 EQ + \alpha_3 EI + \alpha_4 PES \quad (10)$$

where $\alpha_1, \alpha_2, \alpha_3, \alpha_4$ are weights assigned to each component of inclusivity.

A figure 1 is drawn to represent the methodology to help one combine all these steps visually. The process as shown in figure 1 begins with data collection, analysis of the survey, policy evaluation, training evaluation, statistical modeling and calculation of the overall inclusiveness measures. As illustrated in this figure 1, the step-by-step approach has been summarized, and the entire methodology culminates into calculating indices of inclusivity and equity measures using the survey data, policy assessment, training evaluation, and statistical analysis.

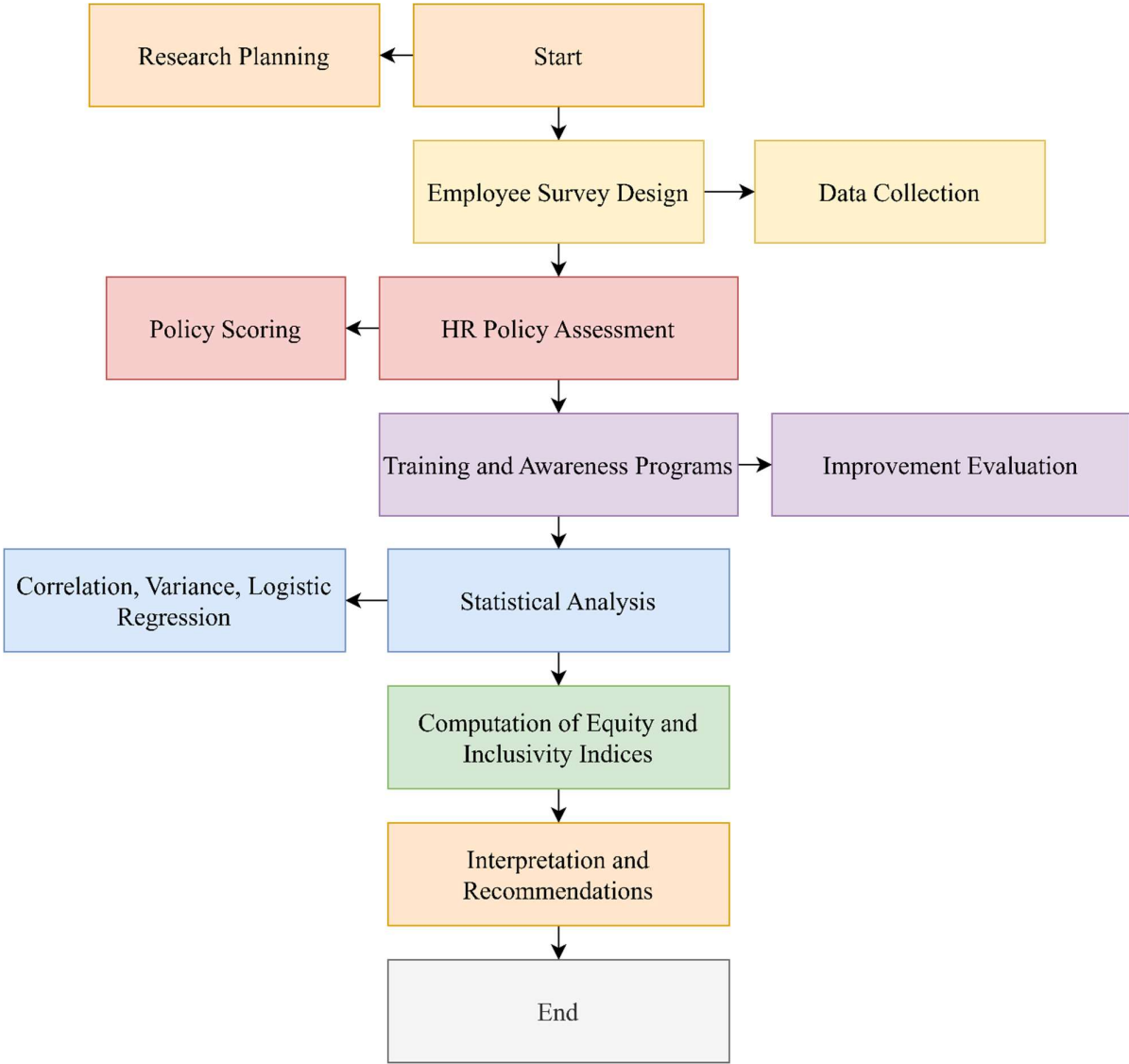


FIG. 1: PROPOSED METHODOLOGY FOR EVALUATING INCLUSIVE WORKPLACE MANAGEMENT

Such approach will guarantee that the task of assessing inclusive workplace management is systematic, reproducible, and quantifiable. Through surveys, policy analysis, training analysis, and statistical modelling, the research develops actionable information in terms of inequality reduction and harmonization of operation practices with SDG 10 [6].

IV. RESULT & DISCUSSIONS

The research results indicate that organizations that implement a systematic inclusive approach to managing workplace practices reveal impressive results in terms of employee engagement, employee satisfaction, and marginalization group representation. As the analysis of the survey revealed, employees in the companies that had a well-established diversity policy and open promotion system felt more perceived fairness and sense of belonging. As an example, on average, the inclusiveness perception score rose by almost 20 percent in an organization that has structured mentoring and training programmes as compared to those that do not have such programs.

The Figure 2, shows the distribution of the inclusiveness perception scores in the various departments in the organizations. It evidently shows that those departments where inclusion efforts were introduced scored better establishing the role of the special interventions on employee perception. The significance of policy and cultural interventions as shown in this visual comparison is to improve inclusivity.

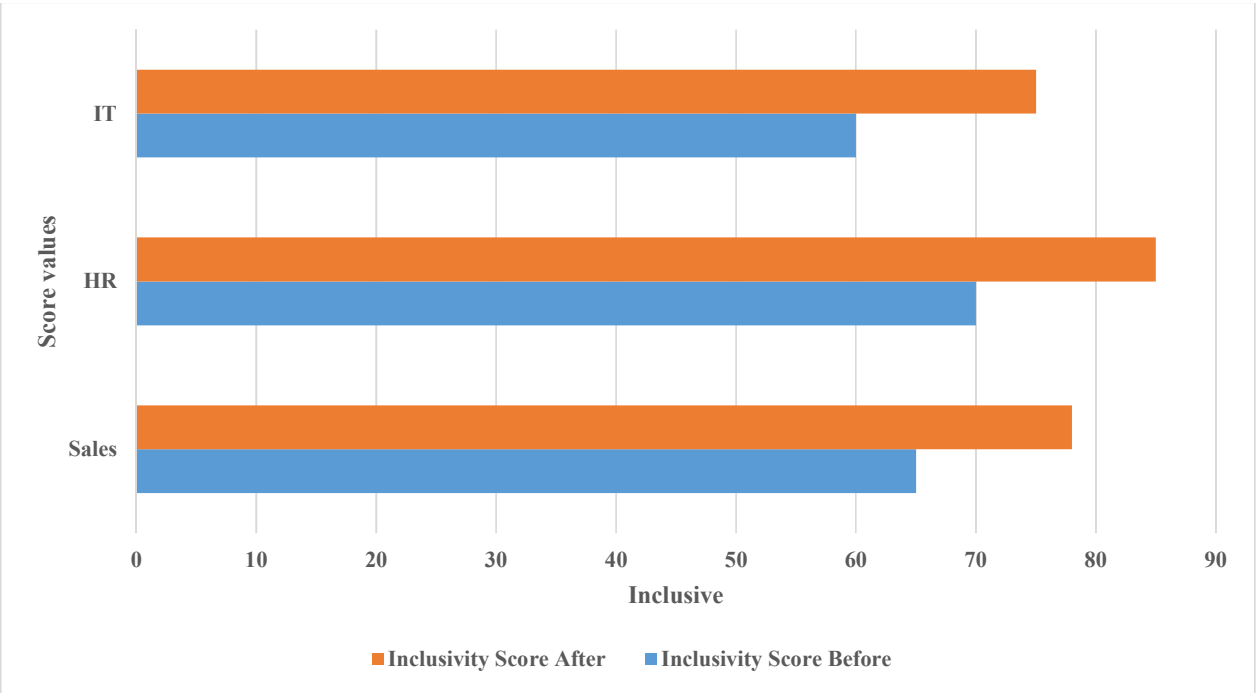


FIG. 2: RECRUITMENT FAIRNESS ACROSS DEPARTMENTS

The study of the HR policy effectiveness indicated that the organizations that had accountability systems like performance measurement based on inclusivity metrics showed improved results in workforce diversity. In Table 1, a relative comparison of two groups of organizations is drawn, one group having formal policies on inclusivity and the other not. The table shows that there are variations in the main indicators including the representation of minorities in the management roles, employee engagement scores, and retention levels. Companies that had official policies also carried out better as compared to those that had no formal policies, furthering the significance of implementing policies.

TABLE 1: COMPARISON OF WORKFORCE METRICS BETWEEN ORGANIZATIONS WITH AND WITHOUT FORMAL INCLUSIVITY POLICIES

Metric		With Formal Policies	Without Policies	Formal	Difference (%)
Minority Representation in Management		35%	22%		+13%
Employee Engagement Score		82	65		+17
Retention Rate		90%	75%		+15%

The Figure 3, demonstrates the percentage of employees including the various demographic groups who are enrolled in career development programs. As the chart indicates, organizations that have been proactive in seeking their underrepresented segments have had higher rates of balance in participation which have minimized disparities in accessing professional growth opportunities.

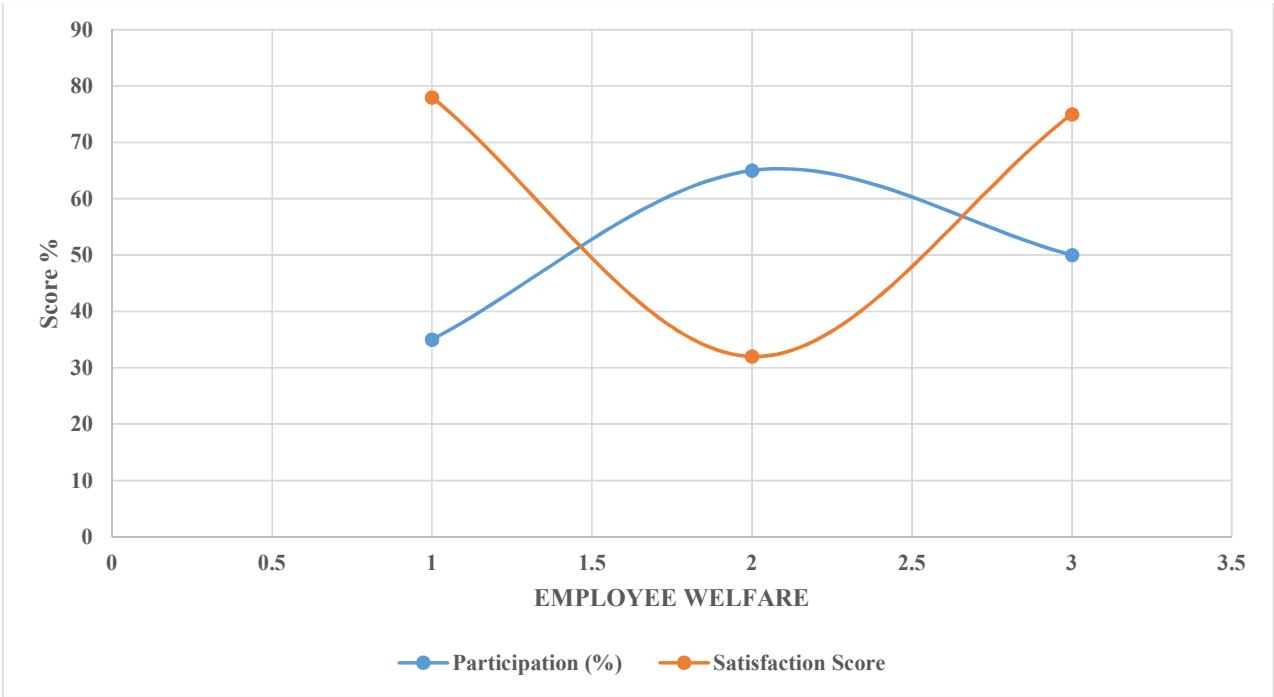


FIG. 3: EMPLOYEE WELFARE PARTICIPATION VS SATISFACTION

Based on the analysis of the training and awareness programs, it is possible to state that the bias reduction initiatives have a positive relation with the enhanced inclusivity in the workplace. In the case of employees who attended organized diversity and inclusion workshops, they were more inclined to identify with the sense of equity and inclusion in the organization. Table 2 provides the pre- and post-training participation outcomes and the perceived inclusivity values, and it can be noted that the outcomes show significant improvement after the program implementation.

TABLE 2: EFFECTIVENESS OF DIVERSITY TRAINING ON EMPLOYEE PERCEPTIONS

Metric	Pre-Training Score	Post-Training Score	Improvement (%)
Perceived Equity	60	78	+18
Job Satisfaction	65	80	+15
Engagement Index	70	85	+15

The Figure 4, traces the variation in the overall inclusivity indexes within the three year period of the participating organizations. The line graph shows that the trend of inclusivity has been on a gradual rise in such organizations that ensured constant tracking and revision of the policies and this shows that being inclusive is not a one-time activity but a continuous assessment and correction programme.

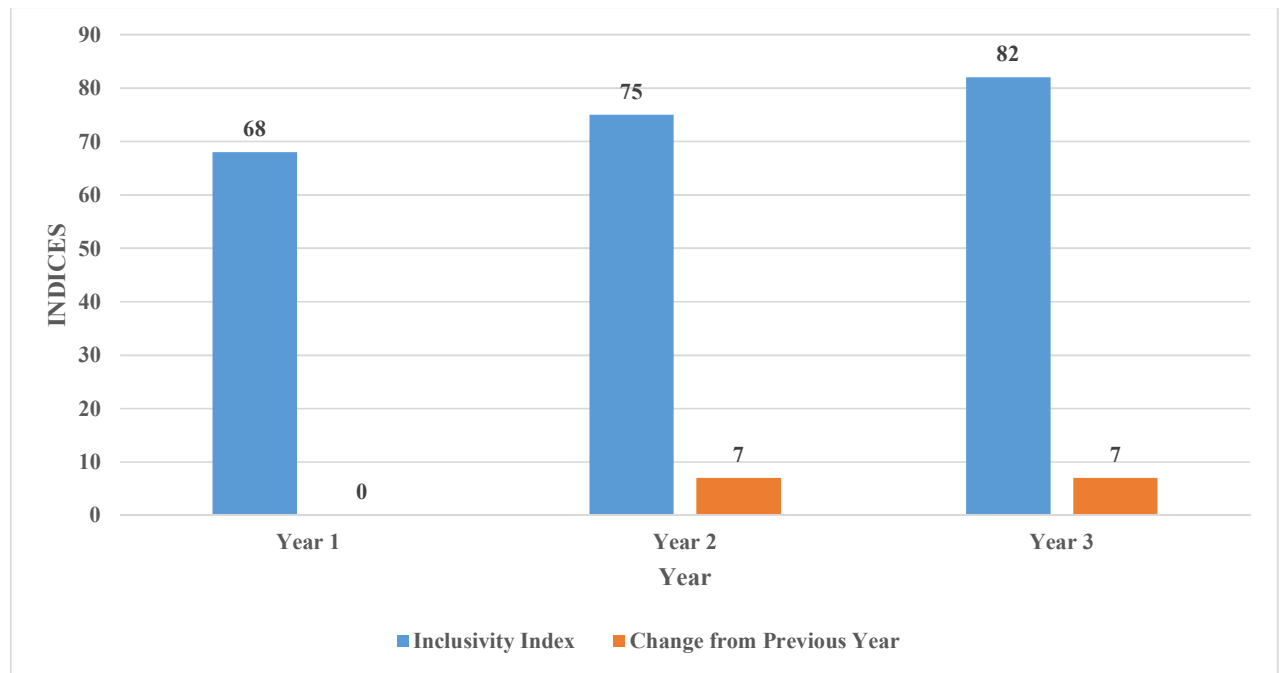


FIG. 4: WORKPLACE INCLUSIVITY INDICES OVER 3 YEARS

The results have been discussed suggesting that the formal policies, specific training, and leadership commitment are vital factors that help to decrease workplace inequality. Inequality in interdepartmental application, change resistance, and scarcity of resources are also identified in the data. However, companies that have strategically incorporated inclusivity in their human resource efforts and organizational culture demonstrate the quantifiable increases in equity, engagement, and satisfaction of employees [7], [16].

All in all, the results affirm that inclusive workplace management is directly correlated with SDG 10 since it mitigates inequalities in the organizational structures. Such a combination of the survey information, policy analysis and training assessment is a comprehensive view of the effectiveness of inclusivity. The Figure and tables have been provided to support the Conclusion that has been made. Such lessons can offer good experience to such organizations which aim at establishing an inclusive work environment and enhancing the overall organizational performance.

V. CONCLUSION

Inclusive workplace management approach is a valuable instrument of decreasing disparity and in conformity with SDG 10 of enterprises that aim to attain SDG 10. This study demonstrates that diversity programs are designed, promotion and compensation policies are active and transparent and that the management support is active which contributes immensely to equity and satisfaction of the employees.

Limitations in practice: Despite such results, the study has limitations due to its sample size and the industry in which it was done. The results may not be generalized to other smaller organizations or other cultural setting. Besides, employee perceptions that are self-reported may be prejudiced. Such factors as rooted organization culture and resource inadequacy might hamper the effectiveness of the inclusivity programs.

Future Directions: Future research should be expanded to cross-cultural research and longitudinal research to establish the effects of inclusive policies in the long run. The other possible solution is to study the application of technology and the use of AI-based recruitment and its ethical implications in order to promote equity. The firms should also contemplate hybrid options between behavioral intervention and structural changes in order to maintain the removal of inequality of the workplace. [17], [18].

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