

habis gelap, terbitlah terang

The Truth Behind Workplace Transparency & Fairness

What HR says vs what employees experience

Yova Beltz,
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& HR Content Creator



The claim

- We have policies
- We are fair
- We are transparent



The Reality

- Depends on situation
- Depends on manager
- Depends on urgency
- Depends on the HR

Reality Check



Katanya ada policy, tapi kok beda implementasi?

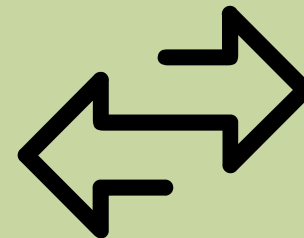
Katanya performance-based, tapi kok yang dapet promosi dia?

Katanya open communication, tapi... nggak juga?

what is written \neq what is experienced

“Performance-based promotion”
“Competitive & fair salary”
“Open communication”
“Clear career path”

The Gap



“Depends on relationship”
“Depends on what hiring manager says”
“Judged or shut down”
“Depends on the exposure”

WHERE IT BREAKS

Salary



- No clear structure
- Negotiation-driven
- Internal gaps exist

Promotion



- Unclear criteria
- Decision feels subjective
- Visibility matters

Performance Evaluation



- Standards shift
- Feedback inconsistent
- Weak calibration

Communications



- Partial information
- Delayed explanation
- Avoid difficult conversations

WHAT EMPLOYEES DO

- Compare (effort vs outcome, self vs others)
- Track patterns (who gets what, how decisions repeat)
- Connect dots (even with incomplete info)

They don't need full data. Patterns are enough.



WHAT HAPPENS NEXT

No clarity

- Assumption (usually negative)
- Distrust (starts small)
- Disengagement (emotional withdrawal)

This builds quietly, not suddenly.

THE RISK

- High performers pull back first
- Effort becomes “just enough”
- Quiet quitting becomes normal
- Resignations feel sudden (but aren't)

You lose your best people... before you realize it.



BLIND SPOTS

We Think It's Clear

Avoiding Discomfort

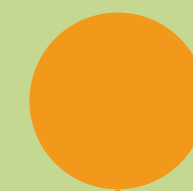
Too Many Exceptions

Leadership Gap

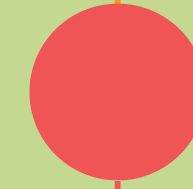
WHAT ACTUALLY WORKS

- Clarity
- Explained decisions
- Consistency
- Leader Alignment

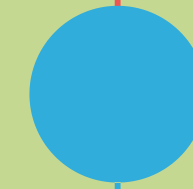
What should we aim for



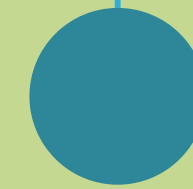
Not perfect fairness → explainable decisions



Not full transparency → sufficient clarity



Not zero bias → managed & acknowledged bias



Not rigid system → consistent application

the Truth

Transparency is
not about
sharing everything
It's about removing
confusion

Q&A



Thank you

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