

## WORKFORCE DIVERSITY IMPACT ON CIVIL SERVANT'S PERFORMANCE: MOTIVATION AND COMMITMENT AS MEDIATOR

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### *Abstract*

*This research aims to determine the impact of workforce diversity on employee performance by using work motivation and organizational commitment as mediating variables in State Civil Service Employees in Batu City. This research method uses a quantitative approach using the Explanatory Research method, which aims to explain the position of the variables that have been investigated and the relationship between one variable and other variables. Samples were taken using saturated sampling techniques, and data collection was carried out by distributing questionnaires online via Google Forms. The data analysis technique uses the Partial Least Square method using Smart PLS 4.0 Software. The research shows that workforce diversity is considered capable of positively and significantly influencing employee performance. This research also provides an understanding of the role of Work Motivation and Organizational Commitment as Mediating Variables in the relationship between Workforce Diversity and Employee Performance. This research confirms that workforce diversity has been managed well through various programs prepared inclusively, providing awards, recognition, and fair treatment. This aims to ensure that the needs of each employee can be met without discrimination and exceptions.*

*Keywords: Employee Performance; Organizational Commitment; Workforce Diversity; And Work Motivation.*

## INTRODUCTION

Human Resources is an important aspect of an organization that can think and make decisions, as well as having an important role in the development of an organization (Hayati and Yulianto, 2021). Every organization must pay attention to and design its human resource management well to achieve its stated goals organization. Diversity, especially in the workplace, is also very important in the era of globalization and growing diversity. The Workforce Diversity Aspect is a guideline for human resources in facing challenges from outside and trying to integrate themselves into

the organization. With this, employees can understand existing values and how they apply them in their actions and behavior (Suhendri, 2020 ).

If workforce diversity is managed effectively, this will encourage superior employee performance. According to (Jha, 2009 in Saxena, 2014), said that the most important asset in an organization is employees with diverse backgrounds because this diversity can increase the organization's ability to solve problems through the contribution of unique and creative ideas so that it can provide a competitive advantage for the organization. The success of an organization can be reflected in the performance of each employee, which will influence the organization's performance as a whole (Agussalim et al., 2022). One of the factors that can produce high employee performance is the motivation provided by the organization (Agussalim et al., 2022). Work motivation includes several energies from internal individuals and external factors related to work (Caissar et al., 2022). Highly motivated employees will complete their tasks with full dedication to increase their performance. Apart from work motivation, organizational commitment influences employee performance (Agussalim et al., 2022). Employees with a high level of commitment to the organization tend to display superior qualities and are more dedicated to carrying out their duties.

Workforce diversity in city government is an event that reflects the various backgrounds of individuals who work for city government, ranging from gender diversity, age diversity, or educational background diversity. City government is structured into multiple departments and bodies with different focuses and roles. Specific. Every agency and service in the city government consists of several State Civil Service Employees with diverse backgrounds, skills, and experience. The City Government, as a technical institution in the region, has the task of managing State Civil Service Employees and is responsible for creating State Civil Service Employees who are professional, can carry out public services for the community, and are effective in carrying out their role as a unifier of the nation (Tiara et al., 2023). This can be realized if the diversity of human resources in the apparatus is managed professionally and effectively through given motivation and work commitment so that the organization can achieve optimal performance levels and provide high-quality public services.

The performance of State Civil Service Employees in the Batu City Government Service is considered very good. High employee performance can be seen from several examples in the Health Service and Cooperative Service, MSMEs, Industry, and Trade. This is proven by the existence of health service activities for the community, such as the implementation of Community Feeding Centers (CfC) in several villages to reduce stunting rates, mobile health education, and also assistance to community health centers in Batu City ([drinks.batukota.go.id](https://drinks.batukota.go.id)). Likewise, the Department of Cooperatives, MSMEs, Industry and Trade has high employee

performance as evidenced by the existence of activities and services to the community, such as development in the production and processing sector, which includes facilities and infrastructure as well as business entity licensing facilities, providing product marketing training to MSMEs and facilitating access to partnerships and capital for MSMEs (Haryo and Pamungkas, 2019). Quoted from a research journal by Yuyuk Liana (2020), who conducted research at the Batu City Health Service, it was found that employees in this service have high performance, which is produced through the support of quality employees, a satisfactory work environment, and also work discipline. Furthermore, quoted from a research journal by Achmad Yani et al (2020), who researched the Department of Cooperatives, UMKM, Industry, and Trade, it was found that employees in this department also had high performance. High performance can be created by having high work motivation, which will maximize their work. These two studies strengthen previous research on employee performance and several factors influencing it.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Workforce Diversity**

Workforce diversity is a phenomenon that is a valuable asset for organizations. According to (Djadji and Andadari, 2021). Diversity is a characteristic that differentiates one individual from another. Diversity in a work team can bring different views, ideas, and understandings. According to (Alghazo and Al Shaiban, 2016), several indicators of workforce diversity refer to age diversity, gender diversity, and educational background diversity.

### **Employee Performance**

A person's performance is measured through the quality and quantity of work they complete by the responsibilities given (Mangkunegara in Salam et al., 2021). Employee performance has a very important role in organizational success and growth. According to (Asmawiyah et al., 2020), employee performance influences individuals because each employee has a different ability to carry out the tasks given to them. The Employee Performance Indicators (Mangkunegara, 2011) refer to Work Quality, Work Quantity, Responsibility, Cooperation, and Initiative.

### **Organizational Commitment**

Organizational commitment is an element and action that reflects a situation where an employee has loyalty to an organization and has the desire and goal to maintain their membership in that organization (Robbins and Judges in Samsul, 2021). This

commitment will emerge within each individual when he feels that employees must give their best and be involved continuously in the organization's efforts. According to (Luthans, 2011), Organizational Commitment Indicators include Affective Commitment, Continuance Commitment, and Normative Commitment.

### **Work Motivation**

Work Motivation is a trigger that encourages the emergence of work enthusiasm for each individual to work effectively and coordinate to achieve common goals (Hasibuan, 2016). Motivation can encourage changes in a person triggered by feelings, emotional conditions, or mental urges that enable them to take action related to their needs, desires, and goals. According to (Maslow in Hasibuan, 2011), Work Motivation Indicators refer to physiological, security, social, esteem, and self-realization needs.

### **Workforce Diversity on Employee Performance**

The results of research conducted by (Amir Sohail et al., 2019) state that workforce diversity significantly affects employee performance. From the results of this research, a diverse team was formed to improve performance. This research aligns with (Padam Dongol, 2022), which states that workforce diversity significantly affects employee performance.

H1: Workforce diversity influences employee performance.

### **Workforce Diversity on Work Motivation**

The results of research conducted by (Prasojo and Martinus, 2021) state that workforce diversity influences motivation; organizations that can carry out diversity management well will create their motivation for employees. This research is in line with research conducted by (George and KOA Aduga, 2015), which states that workforce diversity influences motivation, establishing various strategies to help reduce the negative impact of diversity on motivation.

H2: Workforce diversity influences employee performance.

### **Work Motivation on Employee Performance**

The results of research conducted by (Ali Umar and Suarni, 2022) state that work motivation influences performance, and findings from field facts show that providing motivation is important in improving employee performance. This research aligns with (Asmawiyah et al., 2020), which states that work motivation positively and

significantly affects employee performance. Work motivation is one of the factors that greatly influences a person's performance.

H3: Work motivation influences employee performance.

### **Workforce Diversity on Organizational Commitment**

The results of research conducted by (E. Magoshi and E. Chang, 2009) state that workforce diversity positively affects organizational commitment. From the results of this research, the use and management of diversity in the organization by providing various needs and interests of employees can lead to organizational commitment from the employee side. Research also conducted by (Mahmud et al., 2023) states that workforce diversity significantly affects organizational commitment.

H4: Workforce diversity influences organizational commitment.

### **Organizational Commitment on Employee Performance**

The research results conducted by (Heri Atmojo, 2021) state that organizational commitment has a positive and significant influence on performance, and the relationship between organizational commitment and performance is quite close. This research aligns with (Putu Krisda and Putu Bagus, 2022), which states that organizational commitment positively affects employee performance. From this research, good organizational commitment can improve employee performance.

H5: Organizational Commitment influences employee performance

### **Workforce Diversity on Employee Performance is mediated by Work motivation.**

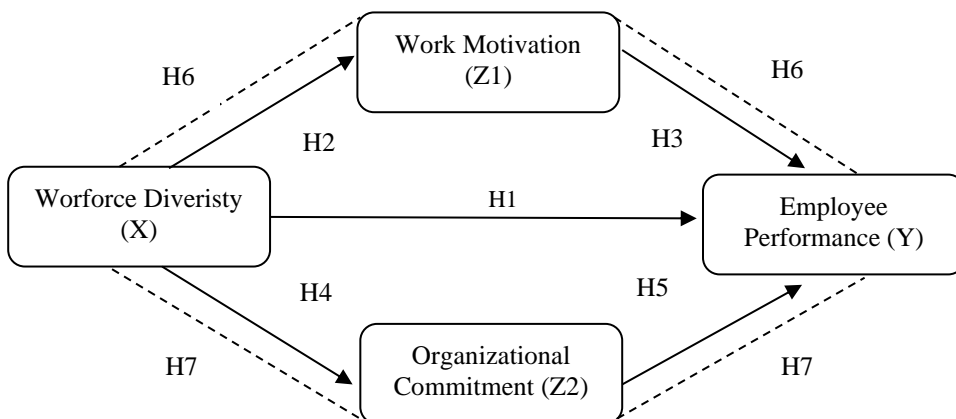
The results of research conducted by (Silsiani and Anang, 2018) state that workforce diversity greatly influences employee performance. The results of this research show that employees from various backgrounds can make it easier for organizations to solve problems, and they can also work well and on time. Research conducted by (Agussalim et al., 2022) States that work motivation has a positive and significant effect on employee performance. If it is carried out well, it can improve employee performance.

H6: Workforce diversity influences employee performance, mediated by work motivation.

## Workforce Diversity on Employee Performance is mediated by Organizational Commitment

Research results of (Shofi Hidayatullah et al., 2020) state that workforce diversity influences employee performance. This means that with better workforce diversity management in an organization, employee performance will also increase. Research by (Samsul and Didit, 2022) states that organizational commitment influences employee performance. With high organizational commitment, employees will tend to work harder and contribute more to the organization.

H7: Workforce diversity influences employee performance, mediated by organizational commitment.



Source:

Figure 1. Conceptual Framework

## RESEARCH METHODS

The method used in this research is a quantitative approach. This approach includes objective analysis of the facts or reasons behind social phenomena and hypothesis testing against relevant data (Ghozali, 2009). This research uses the Explanatory Research method to explain the position of the variables studied and their relationships with other variables (Sugiyono, 2017). The population used in this research was 123 from the Health Service and the Cooperatives, MSMEs, Industry and Trade Department, so the sampling used a saturated sampling technique where all population members were included as samples (Sugiyono, 2017).

In this research, there are two types of data, namely Primary Data and Secondary Data. Primary Data comes from data obtained directly through respondents' responses from questionnaires, while Secondary Data is data that has been managed in written or document form (Supriyanto and Maharani, 2013). The data collection technique used was an online questionnaire via Google Forms and a literature study to obtain information on the theory discussed. The data analysis technique used in this research uses Partial Least Square (PLS). PLS is an approach based on component-based structural equation modeling (SEM). According to (Ghozali, 2015), PLS-SEM focuses on building or developing theory. Because this research involves a complex model with limited samples, data analysis was carried out using Smart PLS 4.0 software. The use of Smart PLS 4.0 allows researchers to carry out random multiplication to avoid the problem of assuming normality

## RESULT AND DISCUSSION

### Validity Test

Convergent Validity measures how big the correlation is between constructs and latent variables. Convergent Validity testing can be seen from the loading factor on each construct indicator. If the loading factor value is  $>0.7$ , it is considered an ideal value and shows that the indicator is valid in measuring the construct being represented. However, a loading factor value of  $>0.5$  is still acceptable (Ghozali, 2015). The AVE value is considered to assess construct validity, and if the AVE value is  $> 0.50$ , then the model is considered good (Ghozali, 2015).

**Table 1.**  
*Validity Test*

Variable		Cross Loading	AVE	Desc.
Workforce Diversity (X)	X.1.1	0,775	0,571	Valid
	X.1.2	0,726		Valid
	X.2.1	0,771		Valid
	X.2.2	0,756		Valid
	X.3.1	0,720		Valid
	X.3.2	0,785		Valid
	Z1.1.1	0,745	0,548	Valid
	Z1.1.2	0,711		Valid
	Z1.1.3	0,727		Valid
	Z1.2.1	0,705		Valid
	Z1.2.2	0,776		Valid
	Z1.3.1	0,798		Valid

<b>Work Motivation (Z1)</b>	Z1.3.2	0,744		Valid
	Z1.4.1	0,710		Valid
	Z1.4.2	0,748		Valid
	Z1.5.1	0,711		Valid
	Z1.5.2	0,762		Valid
<b>Organizational Commitment (Z2)</b>	Z2.1.1	0,755		Valid
	Z2.1.2	0,749		Valid
	Z2.2.1	0,736		Valid
	Z2.2.2	0,758	0,570	Valid
	Z2.2.3	0,711		Valid
	Z2.3.1	0,804		Valid
	Z2.3.2	0,771		Valid
<b>Employee Performance (Y)</b>	Y1.1	0,741		Valid
	Y1.2	0,784		Valid
	Y1.3	0,740		Valid
	Y2.1	0,718		Valid
	Y2.2	0,744	0,547	Valid
	Y3.1	0,739		Valid
	Y3.2	0,740		Valid
	Y4.1	0,738		Valid
	Y4.2	0,726		Valid
	Y5.1	0,707		Valid
	Y5.2	0,753		Valid

Source: Data processed (2024)

The validity test uses Smart PLS 4.0 as an instrument to test the data shown in Table 1. All variables are feasible or valid because the value of the loading factor is  $>0.7$ . This means that the indicator is valid when measuring the construct being represented. The construct AVE value for each variable is  $> 0.5$ , so the construct can be declared valid

### Reliability Test

Measuring the reliability of a construct can use reflective indicators with two methods, namely Cronbach's Alpha and Composite Reliability. The construct is considered reliable and acceptable if Cronbach's Alpha and Composite Reliability values exceed 0.70 (Ghozali, 2015).



**Table 2.**  
***Cronbach Alpha and Composite Reliability***

*Source: Data processed (2024)*

In Table 2, it can be concluded that the Cronbach Alpha value for each variable is more than 0.70, namely the Workforce Diversity variable is 0.850, the Work Motivation variable is 0.917, the Organizational Commitment variable is 0.874, and the Employee Performance variable is 0.917. Thus, all constructs in this research are said to be reliable.

### Hypothesis Test

The bootstrapping method can show significant T-statistics and parameter coefficient values to evaluate the significance level of the influence between variables. A correlation is important if the t-count value obtained exceeds the t-table value (t-count > 1.98). You can pay attention to the probability value or p-value to determine significance. If the p-value obtained is <0.05, then the effect is considered significant (Sugiyono, 2017).

**Tabel 3.**  
***Hypothesis Test***

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	
Workforce Diversity (X)	0,850	0,850	0,889	
Work Motivation (Z1)	0,917	0,918	0,930	
Organizational Commitment (Z2)	0,874	0,874	0,903	
Employee Performance (Y)	0,917	0,917	0,930	
	Original Sample (O)	Sample Mean (M)	T-Statistic (O/STDEV)	P Values
Direct Effect				
Workforce Diversity (X) -> Employee Performance (Y)	0,944	0,894	5,078	0,000
Workforce Diversity (X) -> Organizational Commitment (Z2)	0,920	0,866	4,945	0,000
Workforce Diversity (X) -> Work Motivation (Z1)	0,943	0,897	5,290	0,000
Organizational Commitment (Z2)	0,217	0,234	2,067	0,039

-> Employee Performance (Y)				
Work Motivation (Z1) -> Employee Performance (Y)	0,453	0,434	3,966	0,000
<b>Indirect Effect</b>				
Workforce Diversity (X) -> Work Motivation (Z1) -> Employee Performance (Y)	0,427	0,394	3,492	0,000
Workforce Diversity (X) -> Organizational Commitment (Z2) -> Employee Performance (Y)	0,199	0,201	2,226	0,026

Source: Data processed (2024)

## Discussion

### Workforce Diversity on Employee Performance

The analysis using Smart PLS 4.0 shows that the Workforce Diversity variable has a positive and significant effect on the Performance of State Civil Service Employees in Batu City with a P-value of 0.000 ( $<0.050$ ). The diversity of the workforce in Batu City's State Civil Service covers various aspects, including diversity in age, gender, and educational background. The workforce diversity within the Batu City State Civil Apparatus has been well managed through multiple programs prepared inclusively. This ensures that every State Civil Servant can meet their needs without discrimination or exceptions. The result of this study are reinforced by previous research (Martanti and Kistyanto 2018), Employees with different backgrounds and diverse backgrounds can make an organization capable of developing more well. This is because existing differences can generate ideas or finish problem work with good.

### Workforce Diversity on Work Motivation

The analysis using Smart PLS 4.0 shows that the Workforce Diversity variable has a positive and significant effect on Work Motivation among State Civil Service Employees in Batu City with a P-Value of 0.000 ( $<0.050$ ). Workforce diversity plays a key role in increasing the work motivation of the Batu City State Civil Service. Several factors influence this, including providing fair and competitive salaries, where each employee is rewarded according to their contribution and performance without considering their background or personal characteristics. Apart from that,

employees can work more effectively and efficiently by providing adequate and supportive facilities. Providing awards for work performance without discriminating against each employee's background is also one of the factors that can increase employee work motivation. The result of this study are reinforced by previous research (Velten and Lashley 2018), Workforce Diversity linked with Work Motivation, Because in part, many employees mention that cooperation in the team is one factor it's important that can increase motivation.

### **Work Motivation on Employee Performance**

The analysis results using Smart PLS 4.0 show that the variable value results are P Values 0.000 (<0.050). In this research, work motivation plays a very important role in improving the performance of state civil servants in Batu City. The direction of the positive influence between Work Motivation and Employee Performance shows that the higher the level of work motivation, the better the performance will be produced. Providing training and development relevant to job demands, recognition, appreciation for consistent work performance, and safety and health guarantees are also important factors that can improve employee performance. The work motivation given to the Batu City State Civil Apparatus can increase productivity and performance and influence the quality of their work. The result of this study are reinforced by previous research (Lotu, Widodo, and Sumarto 2022), Work Motivation becomes a pusher for employees to give their best in work. Motivation more work Good will increase the Employee Performance.

### **Workforce Diversity on Organizational Commitment**

The analysis using Smart PLS 4.0 shows that the Organizational Commitment variable has a positive and significant effect on the Performance of State Civil Service Employees in Batu City with a P-value of 0.000 (<0.050). Collaboration is the key to achieving common goals in a diverse work environment. Good management of workforce diversity can also increase employee commitment to their agency. When employees feel recognized, appreciated, and treated fairly, they tend to have strong emotional ties to the agencies where they work. So, they tend to feel happy at work and have a strong emotional bond with the agency employees become more committed to contributing optimally and working towards achieving common goals. The result of this study are reinforced by previous research (Hakim et al. 2023), Workforce Diversity in a managed organization will increase commitment to employees.

### **Organizational Commitment on Employee Performance**

The analysis using Smart PLS 4.0 shows that the Organizational Commitment variable has a positive and significant effect on the performance of State Civil Service Employees in Batu City with a P-value of 0.039 ( $<0.050$ ). Organizational commitment is an important foundation for the success and sustainability of an agency. In Batu City government agencies, State Civil Service employees are highly committed. It leads to a high level of loyalty. Employees who feel emotionally attached to their organization will grow more loyal to one agency in the long term. This will certainly positively impact the agency because employees with high commitment will contribute optimally to achieving the agency's goals. The result of this study are reinforced by previous research (Muis, Jufrizen, and Fahmi 2018) Makin's strong commitment to organizations owned by employees will increase the Employee Performance.

### **Workforce Diversity on Employee Performance as Mediated by Work Motivation**

The analysis using Smart PLS 4.0 shows that the Workforce Diversity variable has a positive and significant effect on Employee Performance through Work Motivation as a Mediating Variable with a P-Value of 0.000 ( $<0.050$ ). Diversity of the State Civil Service Workforce. In this study, Batu City includes variations in education level, age, and gender. This diversity offers the potential for various perspectives, skills, and approaches that can expand the agency's ability to face existing challenges. Through the work motivation provided to employees, workforce diversity can significantly impact employee performance. Through supportive policies Diversity, motivating agencies, and the development of relevant training programs, organizations can exploit the full potential of their diverse workforce and improve the overall performance of Batu City's State Civil Service. Research result (Shofi et al. 2020) show that workforce Diversity can improve Employee Performance. Research result (Herawati et al. 2022) shows that employees who are motivated to Work tall tend to do work they with good.

### **Workforce Diversity on Employee Performance as Mediated by Organizational Commitment**

The analysis using Smart PLS 4.0 shows that the Workforce Diversity variable has a positive and significant effect on Employee Performance through Organizational Commitment as a Mediating Variable with a P-value of 0.026 ( $<0.050$ ). The diversity of the Batu City State Civil Service Workforce in this study includes variations in education level, age, and gender. Workforce diversity can trigger increased organizational commitment, which in turn will improve employee performance.

Employee performance is measured through various parameters such as productivity, work quality, efficiency, and contribution to achieving organizational goals. Employees who feel valued and accepted in a diverse work environment tend to develop higher levels of commitment to the organization. This commitment then encourages them to contribute more to achieving organizational goals, ultimately improving overall employee performance. Research results (Suhendri 2020) show that workforce Diversity influences employee performance. Research result (Burhannudin, Zainul, and Harlie 2019) showed that commitment Organizations can increase employee performance.

This study discusses workforce diversity through age diversity, gender diversity, and educational diversity. This study also verify the influence of variable Work Motivation and Organizational Commitment to the connection between Workforce Diversity to Employee Performance. Population and sample in this research only Civil Servant in Batu City.

## **CONCLUSION**

Based on the description that has been explained regarding the Effect of Workforce Diversity on Employee Performance with Work Motivation and Organizational Commitment as Mediating Variables (Study of State Civil Service Employees Batu City), it can be concluded that Workforce Diversity has a positive and significant effect on the Performance of State Civil Service Employees in Batu City, Workforce Diversity has a positive and significant impact on the Work Motivation of State Civil Service Employees; Work Motivation has a positive and significant effect on the Performance of State Civil Service Employees in Batu City; Organizational Commitment has a positive and significant impact on Civil Service Employee Performance State in Batu City, Organizational Commitment has a positive and significant impact on the Performance of State Civil Apparatus Employees in Batu City, Workforce Diversity has a positive and significant effect on Employee Performance through Work Motivation as a Mediating Variable, and Workforce Diversity has a positive and significant effect on Employee Performance through Organizational Commitment as a Mediating Variable. Suggestions for future researchers to be interested in conducting tests on similar topics to take different samples in the agency. Others should have larger numbers so that they can represent the existing population. Future researchers can also change or add new variables that influence employee performance.

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