



The Influence of Diversity on Employee Performance Study Case: PT Tanjung Migas Tanjung Morawa

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ABSTRACT

The purpose of this study aims to explain and analyse the effect of diversity on employee performance at PT Tanjung Migas Tanjung Morawa. The data sources in this study are primary data, namely employees of PT Tanjung Migas Tanjung Morawa and secondary data sources as a reference tool, namely journals and some literature and other documents. The population of this research data is all employees of PT Tanjung Migas Tanjung Morawa, totalling 33 people and sampling using a census. then the data collection method uses a questionnaire with SEM Smart PLS software as a data analysis tool. The results showed that there is a positive and significant relationship between diversity and employee performance. Hopefully PT Tanjung Migas can continue to evaluate in improving the application of Diversity to employees through aspects of ethnicity, gender, age, and religion so as to make employees feel comfortable at work in order to provide satisfactory performance for the company.

INTRODUCTION

In today's global economy, the need for diversity is more pronounced than ever. As companies expand their operations across geographies, the ability to create an inclusive environment is essential to benefit from a variety of perspectives. Research shows that companies that actively promote diversity increase creativity by tapping into a broader pool of ideas and experiences, in addition to increasing flexibility (Shore *et al.*, 2018). Additionally, research highlights the importance of diversity for long-term performance and sustainability by linking it to better financial results and higher levels of employee engagement and satisfaction (McKinsey & Company, 2020).

The question of whether diversity improves employee performance is not just a matter of social justice, but also an important business strategy. Research shows that organizations with diverse workforces are more likely to outperform their competitors in terms of financial returns, although specific numbers can vary across studies McMahon (2011). This raises an important question: how does diversity translate into improved performance in organizations?

Workplace diversity encompasses multiple dimensions, including demographic diversity (age, gender, ethnicity) and cognitive diversity (different perspectives and approaches to problem solving) (Rubaca, 2023). While having a diverse workforce does not guarantee improved performance, effective diversity management can yield significant benefits. For example, organizations that actively promote inclusion and respect for diverse perspectives often show increased employee engagement, job satisfaction, and organizational commitment (Alshaabani *et al.*, 2021). This is particularly evident in sectors such as hospitality, where diverse teams can better serve a variety of customer preferences, thereby improving overall service quality and performance (Rijal, 2023).

Diversity is important because it creates an inclusive environment, where every individual, with different backgrounds, cultures, and perspectives, can feel valued and heard. When different perspectives come together, it enriches creativity and innovation, allowing for more comprehensive solutions to challenges. Diverse teams bring together different experiences and perspectives, which can lead to more innovative solutions and better problem-solving abilities (Mushtaque *et al.*, 2021).

However, it is important to note that the presence of diversity alone is not enough; organizations must foster an inclusive culture where all employees feel valued and empowered to contribute (Rubaca, 2023). This is supported by findings highlighting the importance of perceived organizational support in enhancing employee performance in a diverse environment (Kim & Lee, 2014).

On the other hand, if diversity is not managed effectively, it can lead to misunderstandings, conflicts, and decreased morale among employees, which ultimately hinders performance (Mehari, 2024). Therefore, organizations must implement strong diversity management practices that not only value differences but also integrate them into the organizational structure. This includes training programs, mentoring opportunities, and policies that promote equity and inclusion (Alshaabani *et al.*, 2021).

With the advent of social media, knowledge about injustice and discrimination can now spread rapidly, allowing more people to see and understand the situation. Everyone has the opportunity to share their experiences or provide support to those who are victims of injustice, creating a greater effect. This makes society more involved in social issues that may have previously been less known. The pressure created by public awareness through social media also encourages institutions and authorities to act more openly and responsively. According to Castells (2012), the digital age allows for instant access to information about injustices that occur in various parts of the world. Social media plays a significant role in spreading stories of discrimination, which encourages social action and public pressure for more inclusive change.

In the book *Organization Theory and Design* by Richard L. Daft (2020), the concept of diversity in organizations is discussed in the context of how organizations can respond to social change and the external environment and also emphasizes the importance of managing diversity in the workplace as a key element in organizational success in the era of globalization. Some key points regarding diversity according to Daft (2020): diversity as part of the external environment, diversity and innovation, diversity and organizational design. According to Tagliolo *et al* (2023) diversity categories: four macro categories of diversity which include: Psycho-physical aspects (such as disabilities), Cultural aspects (such as ethnicity, religion), Socio-economic conditions, Abilities, experiences, and individual strengths. This shows that diversity is not only about visible characteristics such as age or gender, but also includes more complex aspects such as socio-economic conditions and individual abilities.

This study aims to describe the diversity especially in the area of SPBU (Public Fuel Filling Station) owned by PT Tanjung Migas in Tanjung Morawa, North Sumatra, PT Tanjung Migas Tanjung Morawa was established in 1992 which is one of the fuel service providers for motor vehicles in the Tanjung Morawa area. Tanjung Morawa is a strategic area near Medan, with high industrial activity, so the need for gas stations is very important to support community mobility and the business sector. Through this, this study aims to uncover the interaction between intra-firm diversity and employee performance

in the unique context of an emerging economy. This paper emphasizes the importance of such investigations, not only for local companies but also for a global audience seeking a deeper understanding of the impact of diversity in the workplace context.

In addition, the existing literature often presents conflicting findings regarding the impact of specific types of diversity, such as gender and ethnic diversity, on employee performance. For example, Zhuwao *et al.* showed that while gender diversity can enhance performance, it can also lead to negative outcomes such as discrimination and harassment if not managed well (Zhuwao *et al.*, 2019). Similarly, Hsiao *et al.* found that while ethnic diversity has a positive impact on job satisfaction and commitment, its impact on turnover intentions is more complex and requires further investigation (Hsiao *et al.*, 2019). These inconsistencies underscore the need for nuanced studies that examine contextual factors that influence the diversity-performance relationship.

THEORETICAL REVIEW

Concept of Diversity

Diversity in management refers to the strategic approach organizations take to recognize, value, and leverage the differences among employees to enhance organizational performance and foster an inclusive workplace culture. This concept encompasses various dimensions, including race, gender, age, sexual orientation, and cultural background, and is increasingly recognized as a critical factor in achieving competitive advantage and innovation within organizations (Heitner *et al.*, 2013; Stevens *et al.*, 2008).

In organizational contexts, diversity management has emerged as a critical area of focus, emphasizing the need for effective strategies to harness the benefits of a diverse workforce. Research indicates that organizations that actively manage diversity can enhance creativity, improve problem-solving capabilities, and increase overall performance (Stevens *et al.*, 2008). For instance, the integration of cultural competence into organizational practices is essential for fostering an inclusive environment where diverse perspectives are valued and leveraged (Young & Guo, 2016). This approach not only benefits minority groups but also enriches the organizational culture as a whole.

Concept of Employee Performance

According to Shahi, (2023) Performance is what can be measured from a workforce to ensure that the workforce has worked and provided the best thing in accordance with the goals and targets set by the company. The dimensions and indicators of employee performance are productivity, quality, and work output.

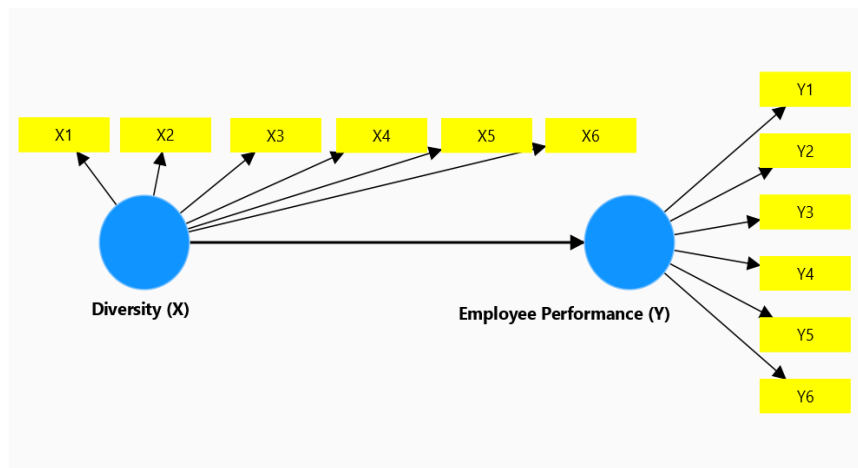
Relationship between Diversity and Employee Performance

Diversity is an important concept in modern Human Resource Management (HRM), affecting the way organisations recruit, retain and manage talent. Diversity ensures that employees from diverse backgrounds feel valued, supported, and able to make maximum contributions. Integrating diversity in HRM can improve organisational performance, innovation, and employee satisfaction. In a McKinsey article (2022) Diversity is a value shared by many organisations that seeks to support diverse groups of individuals, including people of different races, ethnicities, religions, abilities, genders, and sexual orientations. Diverse companies are better able to respond to the challenges of securing the best talent, and meeting the needs of different customer bases.

One of the foundational aspects of diversity management is the understanding that effective management of diversity can lead to improved organizational outcomes. Nazarian emphasizes the role of cultural intelligence (CQ) as a vital competency for leaders to manage diversity effectively and to lead in multicultural environments (Nazarian, 2024). This highlights the importance of equipping managers with the necessary skills to navigate diverse workforces and harness the benefits of varied perspectives.

Based on the literature review above, the hypotheses in this study is:

H1: diversity positively and significantly affects employee performance



RESEARCH METHOD

This study uses quantitative data type using the technique of filling out questionnaires given to respondents. The data sources in this study are primary data, namely employees of PT Tanjung Migas Tanjung Morawa and secondary

data sources as a reference tool, namely journals and some literature and other documents. This research was conducted using quantitative methods with SEM Smart PLS software as a data analysis tool. The measurement of variable indicators in this study uses a Likert scale, then the indicators are used as guidelines in collecting instrument items in the form of statements and then answered by respondents. The population in this study were all 33 employees of PT Tanjung Migas Tanjung Morawa. This study uses a saturated sampling technique, which means that all populations will be used as samples.

RESULT AND DISCUSSION

Research Results

This research analysis was carried out using a quantitative method approach with descriptive analysis and hypothesis testing using SEM-PLS.

Table 1. Demographic Table of Respondents (N = 33)

No	Subject Overview	Description	Total	Percentage (%)	
1	Age	<30	30	90,90	
		30-35	3	9,09	
		36-40	-	-	
		>40	-	-	
		Total	33	100	
2	Gender	Male	14	42	
		Female	19	58	
		Total	33	100	
3	Last Education	SLTA / Senior High School	22	66,66	
		Diploma (D3)	3	8	24,24
		Strata 1 (S1)	3	9,09	
		Strata 2 (S2)	-	-	
		Total	33	100	
4	Length of Work	<1	-	-	
		1-3	22	66,66	
		4-5	5	15,15	
		>5	6	18,18	
		Total	33	100	

From Table 1, it can be seen that 19 respondents were female (58%), while 14 were male (42%). Respondents with an average age under 30 years were 30 people (90,90%), followed by respondents with an age range of 30-35 as many as 3 people (9,09%), The average last education of the most respondents was high school as many as 22 people (66,66%), and graduated from Diploma 3 as many as 8 people (24,24%). Then graduated from Strata 1 as many as 3 people (9,09). The average length of work of the most respondents is 1-3 years as many as 22 people (66,66%), 4-5 years of work as many as 5 people (15,15%), and above 5 years as many as 6 people (18,18).

A. Evaluation of Measurement Model

A measurement model in this study consists of a reflective measurement model where the diversity and employee performance variables are measured reflectively. In Hair *et al* (2021) Evaluation of the effective measurement model consists of Loading Factor > 0.70, Composite Reliability > 0.70, Cronbach's Alpha > 0.50 and Ever Variance Extraction (AVE) > 0.50 and evaluation of discriminant validity in the form of fornell and lesser criteria and HTMT (Heterotrait Monotrait Ratio) below 0.90 and cross loading. According to the analysis results, the loading factor, Composite Reliability, Cronbach's Alpha and Average Variance Extracted (AVE) results are as follows:

Table 2. Outer Loading, Composite Reability, Cronbach Alpha, Average Variance Extracted (AVE)

Variable	Measurment Items	Indicator	Outer Loading	Cronbach Alpha	Compos ite Reabilit y	AVE
Diversity	D 1	Culture	0,948	0,950	0,960	0,801
	D 2	Language	0,924			
	D 3	Male & Female Rations	0,867			
	D 4	Work Experience	0,942			
	D 5	Gender Considerati on in hiring	0,853			

		and promotion				
	D 6	Public Holiday	0,829			
Employee Performance	EP 1	Timeliness	0,899	0,932	0,947	0,749
	EP 2	Responsibility	0,785			
	EP 3	Policy Compliance	0,930			
	EP 4	Teamwork	0,828			
	EP 5	Professional attitudes	0,852			
	EP 6	Communication skills	0,890			

In the Table 2. The diversity variable is measured by 6 (six) valid items where the outer loading value lies between 0.829 - 0.948 indicating that the six measurement items are strongly correlated in explaining diversity. The level of reliability of the diversity variable is acceptable with a composite reliability value of 0.960 and Cronbach's alpha of 0.950, which is above 0.70 and convergent validity shown by AVE 0.801 > 0.50. Of the six valid measurement items, diversity is more strongly reflected by D1 (0.948) on culture and ethnicity and D4 (0.942) on age-based work experience. Furthermore, empirical studies have consistently shown that culture and work experience diversity, in particular, correlates positively with employee performance. Khan *et al.* found a moderate positive relationship between culture diversity and performance, suggesting that diverse teams can leverage varied perspectives to enhance productivity (Khan *et al.*, 2019). This is supported by Kundu and Mor, who emphasize that employee receptivity to diversity management can influence perceived organizational performance, although their findings suggest that this relationship may not be as straightforward as previously thought (Kundu & Mor, 2017).

Employee performance variables are measurable by 6 (six) valid items where the outer loading value lies between 0.785 - 0.930 indicating that the six measurement items are strongly correlated in explaining employee performance. The reliability level of the employee performance variable is acceptable with a composite reliability value of 0.947 and Cronbach's alpha of 0.932, which is above 0.70 and convergent validity shown by AVE 0.749 > 0.50. Of the six valid measurement items, employee performance appears to be more strongly reflected by EP 3 (0.930) on policy compliance and EP 1 (0.899) on timeliness. This is in accordance with (Rubaca, 2023) that timeliness and policy compliance are an important part of employee performance.

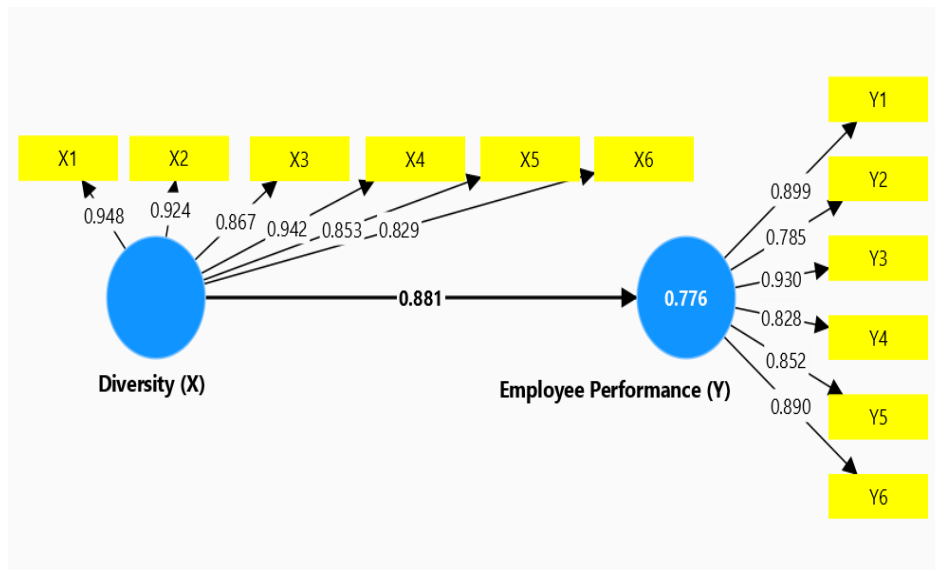


Table. 3 Discriminant Validity - Fornell and Lacker

	Diversity (X)	Employee Performance (Y)
Diversity (X)	0,895	
Employee Performance (Y)	0,881	0,866

In the Table. 3 Discriminant validity evaluation is an evaluation of the measurement model to ensure that variables are theoretically different and empirically/statistically tested. The method used is the Fornell and Lacker criteria. The Fornell and Lacker criteria are that the root AVE of the variable is greater than the correlation between the variables. The diversity variable has an AVE root (0.895) greater than the correlation with employee performance (0.881). Thus the results show that the discriminant validity of the diversity and employee performance variables is fulfilled.

Table 4. Discriminant validity - Cross Loadings

	Diversity (X)	Employee Performance (Y)
X1	0,948	0,771
X2	0,924	0,779
X3	0,867	0,671
X4	0,942	0,824
X5	0,853	0,927
X6	0,829	0,703

Y1	0,825	0,899
Y2	0,773	0,785
Y3	0,819	0,930
Y4	0,687	0,828
Y5	0,720	0,852
Y6	0,731	0,890

In Table 4. cross loading at each statement point of the Diversity variable, the value of the X1-X6 indicator is higher than the value of the employee performance variable indicator, and vice versa, the value of the employee performance indicator is higher than the diversity indicator at each employee performance statement point. which means that each indicator can reflect each variable.

B. Evaluation of Structural Model

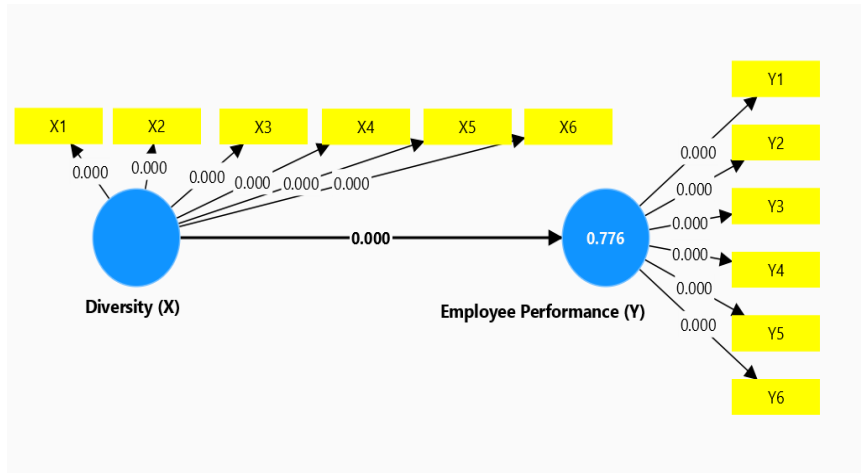
Structural model evaluation is related to hypothesis testing of the influence between research variables. According to Hair *et al* (2019) Structural model evaluation testing consists of checking the absence of multicollinearity between variables with an inner VIF size below 5. Hypothesis testing and 95% confidence interval estimated parameter coefficient lane or P values < 0.05. The direct variable effect at the structural level is the direct effect with the f square measure (f square 0.02 low, 0.15 moderate, and 0.35 high). The overall evaluation of the model consists of R square with Chin (1998) criteria for the interpretation value of R Square of 0.19 (low influence), 0.33 (moderate influence) and 0.66 (high influence).

Table 5. Path Coefficient Significance Test, P Value, Multicollinearity between latent variables (VIF), F Square, R Square,

Hypothesis	Path Coefficient	P values	Test Result / Sig?	F Square	R Square	VIF
H1: Diversity (x) -> Employee Performance (y)	0,881	0,000	Positif & Significant	3,460	0,776	1,000

In the Table 5. The results of the evaluation of the structural model show that the model is acceptable, namely there is no multicollinearity between the variables indicated by the inner VIF 1,000 below 5. The estimated parameter results are robust. Furthermore, the r square value based on the existing

processing results, it can be said that the effect of Diversity on employee performance is 0.776, which is > 0.66 , which means that it has a very high influence.



Based on the results of hypothesis testing above, it is known as follows:

Hypothesis (H1) is accepted, namely that there is a positive and significant effect of Diversity on employee performance with path coefficient (0.881) and p-value ($0.000 < 0.05$), meaning that when Diversity is applied it will improve employee performance. And the application of Diversity in improving employee performance has a high influence at the structural level (f square = 3.460).

C. Evaluation of Model Fit and Goodness of Fit

Table 6. Model Fit SRMR

	Saturated model	Estimated model
SRMR	0,096	0,096

From Table 6. SRMR is the standardised Rood Mean Square Residual. In Yamin (2022) this value is a measure of model fit, namely the difference between the data correlation matrix and the estimated model correlation matrix. In Hair *et al* (2021) the SRMR value below 0.08 indicates a fit model. However, in Karin schmelleh *et al* (2003) the SRMR value is between 0.08-0.10. from the table above shows the model fit from the data results of the estimated model is 0.096 this linear regression model is fit and good.

Research Discussion

The evaluation of the measurement model in this study based on outer loading and composite reliability values > 0.70 , while for Cronbach alpha and AVE the value is > 0.50 so that the requirements for convergent validity are well met. Then evaluate the measurement model based on discriminant validity with the Fornell and Lacker method, it is known that the AVE root $>$ correlation between variables means that the discriminant variable diversity of employee performance and work motivation is fulfilled. Finally, evaluate the measurement model based on variable discrimination with cross loading. The decision criteria are that the indicator cross loading must be smaller than the correlation between other variable indicators. Based on the research results, it is known that the correlation value of the diversity variable has a higher correlation with the diversity variable and a lower correlation with other variables.

After carrying out various evaluations of the measurement model and making sure that the evaluation analyses of the goodness and suitability of the model in this study are fulfilled and can be used, the next step is hypothesis testing.

Diversity impact on employee performance

According to the results of regression analysis, the first hypothesis (H1) which states that there is a positive and significant effect of diversity on employee performance and the hypothesis is accepted. This is proven by the path coefficient value of 0.881 and a P-value smaller than 0.05 ($0.000 < 0.005$). The path coefficient value of 0.881 means that the application of diversity by one unit will positively improve employee performance by 0.881 units. Then the p value of 0.000 which is smaller than 0.05 indicates that the results of this analysis are statistically significant. The f square value of 3.460 shows that the effect of diversity on employee performance is very high. This reinforces the conclusion that diversity has a positive and significant influence on employee performance at PT Tanjung Migas. This is echoed by Li *et al.*, who found that strong employee commitment, facilitated by effective diversity management, positively influences job performance (Li *et al.*, 2021).

CONCLUSION

This research finds some important conclusions, that diversity has a positive and significant effect on employee performance. The relationship between diversity and employee performance is complex and multifaceted. While diversity has the potential to enhance organizational performance significantly, it requires intentional management and a commitment to fostering an inclusive environment. As businesses navigate the challenges and opportunities presented by a diverse workforce, understanding and leveraging the strengths of diversity will be essential for achieving sustained success. This

2028

research has several important implications for practitioners and academics. For practitioners, companies need to be more aware of the importance of diversity and pay attention to and improve the application of diversity in the form of ethnic diversity, gender, age, and religion. For academics, it is necessary to conduct further research on other roles that can affect employee performance such as Equity, inclusion, employee motivation, compensation, working conditions, and organisational culture.

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