

Impact of Diversity Management Against Employee Engagement: in B2B Companies

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Abstract: Diversity management can be considered differences related to gender, ethnicity, age, religion, sexual orientation, physical abilities, or other sources of differences that can have a significant impact on employee engagement. The emotional relationship of employees with organizational involvement and workplace diversity management positively affects employee improvement. This study aims to describe and explain the application of diversity management to achieve a competitive advantage at PT. Pratita Prama Nugraha. This study also aims to determine the mediating role of organizational trust in the relationship between diversity management and employee engagement at PT. Pratita Prama Nugraha. This study used a purposive sampling method involving 120 B2B company employees. Data were analyzed using Structural Equation Model (SEM) with SmartPLS 3.0. The results of the empirical analysis prove that the significant influence of diversity management has no effect on employee engagement but has a positive effect on organizational trust and affective commitment. The results from other studies indicate that organizational trust can be considered a mediating variable between diversity management and employee engagement.

Abstract: *Diversity management* dapat dianggap sebagai perbedaan yang berkaitan dengan jenis kelamin, etnis, usia, agama, orientasi seksual, kemampuan fisik, atau sumber perbedaan lainnya dapat berdampak besar pada keterlibatan karyawan. Pada hubungan emosional karyawan dengan keterlibatan organisasi dan tempat kerja *diversity management* berdampak positif pada peningkatan karyawan. Penelitian ini bertujuan untuk menggambarkan serta menjelaskan penerapan *diversity management* dalam rangka meraih keunggulan kompetitif di PT. Pratita Prama Nugraha. Penelitian ini juga bertujuan untuk mengeksplorasi peran mediasi kepercayaan organisasi dalam hubungan antara *diversity management* dan keterlibatan karyawan di PT. Pratita Prama Nugraha. Penelitian ini didesain dengan menggunakan metode purposive sampling yang melibatkan 120 karyawan perusahaan B2B. Data dianalisis menggunakan Structural Equation Model (SEM) dengan SmartPLS 3.0. Hasil analisis empiris membuktikan bahwa dampak signifikan dari *diversity management*, tidak berpengaruh pada keterlibatan karyawan tetapi berpengaruh positif terhadap kepercayaan organisasi dan komitmen afektif. Hasil penelitian lainnya menunjukkan bahwa kepercayaan organisasi dapat dianggap sebagai variabel mediasi antara *diversity management* dan keterlibatan karyawan.



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INTRODUCTION

Diversity management is a relatively young concept that is growing worldwide due to globalization. The traditional approach to *diversity management*

emphasizes equality in employment and "the ability of organizations to attract, retain, and motivate people from diverse cultural backgrounds," which can ensure competitive advantage through greater creativity,

problem-solving, and flexibility in adapting to change (Cox & Blake, 1991). With a strong emphasis on inclusion, *diversity management* is essential for increasing employee engagement and impacting all company goals and performance (Józefowicz, 2017).

Since the beginning, PT. Pratita Prama Nugraha always dedicates his work to ideal security so that integrity can last long, weaknesses can be understood, and mistakes can be anticipated. *PT needs diversity management.* Pratita Prama Nugraha manages diverse human resources to maximize this diversity to achieve organizational goals (Femi, 2017). On the other hand, the ranks of leaders are no longer limited to people of the same race. As proven in the review <https://thesocietypages.org/specials/fortune-500-ceos-2000-2020-still-male-still-white/> 2022, there will be 10% fewer white leaders than in 2000. recruitment, with the disappearance of distance restrictions, the opportunity to get ideal candidates from various locations is getting bigger. <https://id.hrnote.asia/orgdevelopment/diversity-di-place-work-keuntungan-dan-exemplary/>. Several studies have shown that companies that increase the representation of female employees in corporate leadership roles by up to a third of their employees can increase company profits by up to 15 percent. The Global Leadership Forecast issued by a global leadership consultant, DDI, reveals that companies with a composition that enforces 30 percent gender diversity are superior to other companies with less diversity in leadership and business. (Tempo.co, 2019) PT. Pratita Prama Nugraha employs employees regardless of gender because, looking at the data, workers in Indonesia are dominated by women. The working age population is based on Sakernas data for the February 2021 period processed by the Ministry of Manpower Pusdatik; the female working age population still dominates. Women are 50.02 percent of the total working-age population, while men are 49.98 percent (Zulfiyandi dkk., 2021).

Diversity management can be thought of as differences related to gender, ethnicity, age, religion, sexual orientation,

physical ability, or other sources of differences that can have a significant impact on employee engagement (Skalsky & Mccarthy, 2009) (Horváthová dkk., 2019) (Hapsari dkk., 2019) (Yadav & Lenka, 2020). On the emotional relationship of employees with organizational involvement and workplace *diversity, management* positively impacts increasing employees (Bizri, 2018) (Wong dkk., 2010). Organizations can increase work participation rates by creating work experiences that support and are consistent with effective human resource management practices (Burke & El-Kot, 2010) (Burke dkk., 2009).

Employee engagement does adjust for the relationship between job insecurity and intention to leave. (Richter & Näswall, 2018) Job insecurity has broad adverse effects on employee well-being and health, attitudes toward work and the organization, and behavior at work (Stankevičiūtė dkk., 2021) (Wang dkk., 2015) (Vander Elst dkk., 2010).

Exposure to workplace bullying reduces employee engagement and increases employee dissatisfaction with work (Wardono et al., 2022) (Park & Ono, 2016). (de Beer dkk., 2015) (Lavaysse dkk., 2018). However, job anxiety is associated with lower engagement, which can be reduced by supervisor support (Getahun Asfaw & Chang, 2019) (Berraies dkk., 2020). Interactive models rather than incremental models best predict engagement. In addition, engagement mediates the relationship between interaction and task completion (Alfes dkk., 2016). The impact of *diversity management* on employees' emotional engagement can partly be explained by the impact of organizational culture on inclusiveness (Ashikali & Groeneveld, 2015).

Explorations regarding *diversity management* have been carried out (Alshaabani dkk. 2022). However, these studies are only associated with employee engagement, organizational trust, and job insecurity. In this study, the variable affective commitment was added. Where affective commitment involves identifying with the organization and internalizing organizational principles and standards (Lumley dkk., 2011) that lead to *diversity management* but still need to be researched.

Explorations related to the influence of *diversity management* that have been carried out before (Alshaabani dkk., 2022) have concentrated more on the service and service sectors, while in this study, it was carried out in the non-service sector, namely B2B companies.

This study aims to describe and explain the application of *diversity management* to gain a competitive advantage at PT. Pratita Prama Nugraha. This study also explores the mediating role of organizational trust in the relationship between *diversity management* and employee engagement at PT. Pratita Prama Nugraha. This paper contributes to the literature on business and management by assessing current studies on diversity management. It demonstrates the potential as an area of research that is attractive for future research (Alshaabani dkk., 2022).

METHODS

This quantitative study uses the *Structural Equation Model* (SEM) method, with data processing and analysis using SPSS 26 and SmartPLS 3.0 software. Researchers tested the validity and reliability with factor analysis using SPSS. The validity test was conducted by looking at the *Kaiser-Meyer-Olkin* (KMO) and *Measure of Sampling Adequacy* (MSA) values. KMO and MSA values above 0.5 indicate that the factor analysis is appropriate. Reliability test using *Cronbach's Alpha measurement*. The value of *Cronbach's Alpha* which is close to 1, indicates that the reliability test is improving (Hair dkk., 2019).

The target group for this study is employees from PT. Pratita Prama Nugraha. Self-administered questionnaires were created online and sent via online platforms (Facebook et al.). The sample of this research is PT—Pratita Prama Nugraha employees who have worked for at least one year at the company.

RESULTS AND DISCUSSION

The respondents of this research are employees. Of the 120 respondents, 53%

were women, while the remaining 47% were men. The majority of respondents were aged 18-25 years, namely 73.5%; as many as 16.7% were aged 26-32 years, and the rest were over 32 years, 9.9%. The majority of employees are single (78%). According to the length of work, most of the respondents had experience of more than two years, namely 42.4%, 37.9% had more than one year, and as many as 10.6% had worked more than ten years. Employees who work for less than one year are 9.1% but are not included in the respondent's criteria.

Construct Validity and Reliability tests on reflective measurement models were carried out based on recommendations from Hair, Hult, Ringle, & Sarstedt (2017), where the loading factor value required in SmartPLS 3.0 is ≥ 0.70 . Measurement of construct validity in this study is acceptable and declared valid because the majority of indicators in each variable have a loading factor value above 0.70 (appendix 5B Table 6). The results of Composite Reliability (CR) and Average Variance Extracted (AVE) calculations in this study can be said to fulfill the overall requirements. According to (Hair et al., 2017), the required values are $CR \geq 0.70$ and $AVE \geq 0.50$. Calculation results for CR and AVE for the variable Affective Commitment ($CR=0.910$; $AVE=0.771$), *Diversity Management* ($CR=0.933$; $AVE=0.736$), Employee Engagement ($CR=0.926$; $AVE=0.676$), Job Insecurity ($CR=0.847$; $AVE=0.734$), Organizational Trust ($CR=0.867$; $AVE=0.685$). More about construct validity and reliability tests can be seen in Appendix 5B, Table 7, Figure 3, and Figure 4.

Structural test analysis was carried out to determine the value of R^2 in each equation. The R^2 value shows how much the independent variable can explain the dependent variable. The analysis results show that the Affective Commitment (AC) variable is influenced by the *Diversity Management* (DM) variable with an R^2 value of 0.331. Thus it can be interpreted that 33.1% of the variance of Affective Commitment (AC) can be explained by *Diversity Management* (DM). In comparison, the remaining 66.9% can be explained by other variables not included in this study.

The following analysis shows that the Employee Engagement (EE) variable is jointly influenced by the *Diversity Management* (DM), Organizational Trust (OT), and Job Insecurity (JI) variables with an R² value of 0.398. This shows that 39.8% of the variance in Employee Engagement (EE) can be explained by the variables *Diversity Management* (DM), Organizational Trust (OT), and Job Insecurity (JI). In comparison, the remaining 60.2% is explained by other variables.

The following analysis shows that the Job Insecurity variable (JI) is influenced by the *Diversity Management* (DM) variable with an R² value of 0.002. This shows that Diversity Management (DM) variables can explain 0.2% of the variance in Job Insecurity (JI), while other variables explain the remaining 99.8%.

The final analysis is that the Organizational Trust (OT) variable is influenced by the *Diversity Management* (DM) variable with an R² value of 0.501. This shows that Diversity Management (DM) variables can explain 50.1% of the variance in Organizational Trust (OT), while other variables explain the remaining 49.9%.

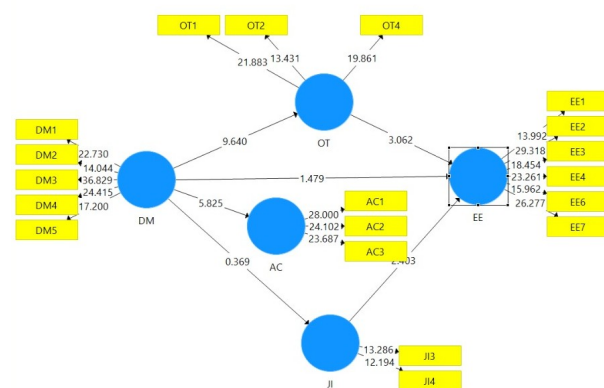


Figure 1. Path Diagram T-Value

The results of the Quality Model test show a good fit. This can be seen from the value of R Square, Q Square Redundancy, and SRMR. Based on the Path Diagram T-Value in Figure 2 above, the research model hypothesis testing can be presented as follows:

Table 1: Research Model Hypothesis Test

| hypot he sis | Hypothesis Statement | T-Value | Informati on |
|--------------|----------------------|---------|--------------|
|--------------|----------------------|---------|--------------|

| | | | |
|----|---|-------|--|
| H1 | Diversity Management has a positive effect on Employee Engagement | 1.405 | The data do not support the hypothesis |
| H2 | Diversity Management has a positive effect on Organizational Trust | 9,581 | The data support the hypothesis |
| H3 | Organizational Trust has a positive effect on Employee Engagement | 3.157 | The data support the hypothesis |
| H4 | Organizational trust mediates the relationship between Diversity Management and Employee Engagement | 2,583 | The data support the hypothesis |
| H5 | Diversity Management Harms Job Insecurity | 0.346 | The data do not support the hypothesis |
| H6 | Job Insecurity has a significant negative effect on Employee Engagement | 2,365 | The data support the hypothesis |
| H7 | Job Insecurity mediates the relationship between Diversity Management and Employee Engagement | 0.290 | The data do not support the hypothesis |
| H8 | Diversity Management has a significant and positive relationship with Affective Commitment. | 5,890 | The data support the hypothesis |

Based on the hypothesis test table above, it is known that the five hypotheses

have a T-Value above 1.96, so the data supports the research hypothesis that was built. While the three hypotheses have a T-Value below 1.96, the hypothesis is rejected. Complete information on the results of the SEM analysis of this study can be seen in Appendix 5.

Discussion

This study aims to determine the effect of *diversity management* on employee engagement and the role of organizational trust, job insecurity, and affective commitment in this relationship. For this reason, this study used a quantitative method to test the results, and the data were analyzed using the SEM procedure. The results confirmed the initial hypothesis suggested by the current study. In testing the first hypothesis, it shows that *diversity management* does not affect employee engagement. The results of this study are in contrast to (Alshaabani dkk., 2022) those who find that *diversity management* positively affects employee engagement. The direct effect of *diversity management* on employee engagement in this study is at a moderate level, which is in line with different previous research here conducted in different industries (Downey dkk., 2015) (Skalsky & Mccarthy, 2009), which confirms the importance of *diversity management* as a significant factor in creating engaged employees who are full of motivation and enthusiasm for work. They. It shows the importance of organizational management in supporting employees so that they are more involved in work because *diversity management* is essential to show how organizations support and care about employees. From these aspects, it can be concluded that *diversity management's* role is fundamental in achieving employee engagement in the workplace (Ganji dkk., 2021).

Second, the hypothesis testing shows that *diversity management* positively affects organizational trust. This result is to the statement (Bizri, 2018) that diversity management is a best practice to ensure fairness, respect, appreciation, and involvement, which can also increase organizational trust. These results are consistent with previous research, which

highlighted the relationship between *diversity management* and organizational trust, as explained that *diversity management* can increase the perception of fairness among employees into organizational trust. (Alas & Mousa, 2016) Suppose organizations accept people as they are concerning fair treatment. In that case, positive consequences can increase employee motivation and other positive outcomes such as job satisfaction, organizational citizenship behavior, loyalty, performance, and trust. According to (Shen dkk. 2010), organizational trust is directly influenced by organizational policies and practices carried out by HR management because *diversity management* is considered an essential part of HR management policies and practices.

Third, the hypothesis testing shows that organizational trust positively influences employee engagement. This contrasts with the statement (Wong dkk., 2010) that employee engagement can be increased afterward thanks to organizational trust, which helps increase the exchange of knowledge. Thus, a direct positive effect is evident between organizational trust and employee engagement. In line with that, trust helps employees complete their work and respect their obligations to the company where they work. From this point on, most researchers explain this relationship with social exchange theory, which states that if employees believe that the organization treats them fairly, they are more likely to reciprocate that treatment. In conclusion, trust is a necessary factor to make employees concentrate on their work, feel concerned about company-wide issues, and feel motivated to be more involved (Ugwu dkk., 2014).

Fourth, the hypothesis testing shows that organizational trust mediates a positive relationship between *diversity management* and employee engagement. The results of this study concur with (Ugwu dkk., 2014) that trust is a crucial factor for any organization to ensure the welfare of its employees because trust maintains social exchanges and ensures positive work attitudes, such as being more involved in work and not feeling any difference in the

organization. These results align with research (Downey dkk., 2015), which shows effectiveness as a mediator between *diversity management* and employee engagement. These results also demonstrate the importance of organizational trust as a mediator between diversity management and disparate work outcomes.

Fifth, the hypothesis testing shows that the effect of *diversity management* on job insecurity is insignificant. These results do not follow research (Alshaabani dkk., 2022). The study results indicate that *diversity management* has a direct negative impact on job insecurity, demonstrating the role of diversity management in reducing job insecurity among employees (Lavaysse dkk., 2018). Although the impact of *diversity management* on reducing job insecurity is relatively low, it significantly influences feelings of job insecurity among employees, suggests motivation theory (Mahmoud dkk., 2020), which suggests that when employees perceive *diversity management* as a positive practice, they will be more motivated at work. Moreover, hence their level of job insecurity will decrease.

Sixth, the hypothesis testing shows that job insecurity harms employee engagement, but the impact is relatively low. These results are consistent with the statement (Yu dkk., 2020) explaining that when employees feel job insecurity, they tend to develop negative emotions, which in belief will reduce job involvement. The current results could be more consistent with studies linking job insecurity with adverse work outcomes. Likewise, (Wang dkk. 2015) states that employee performance may decline due to job insecurity, which is why workers may feel less engaged in their work. This idea is also supported by (Getahun et al., 2019). The adverse effects of job insecurity do not directly apply to employees' attitudes or behavior. However, they can be reflected negatively on employees' physical, psychological, and mental energy, reducing their engagement.

Seventh, the hypothesis testing shows that job insecurity mediates the relationship between *diversity management* and employee engagement. On the other hand, job insecurity negatively mediates the

relationship between *diversity management* and employee engagement, suggesting that job insecurity can negatively reduce the effect of *diversity management* on employee engagement. This result is in line with (de Beer dkk. 2015), which states that HR policies and practices related to diversity and discrimination can reduce job insecurity among employees, directly reflected in their involvement in the workplace.

Eighth, the hypothesis testing shows that *diversity management* positively affects affective commitment. These results are under the statement (Bizri, 2018) and (Ashikali & Groeneveld, 2015) that this can be supported by Social Exchange Theory and Institutional Theory, which show that employees related to *diversity management* in their institutions, introducing rules and norms and collective ideology (Bizri, 2018), will show extra-role behavior in return. By implementing *diversity management*, employees of higher education institutions tend to develop a sense of security and interpersonal respect that drives their affective commitment (Ashikali & Groeneveld, 2015).

CONCLUSION

This study proves that the significant impact of *diversity management* has no effect on employee engagement. Second, we show that organizational trust can mediate between *diversity management* and employee engagement because *diversity management* is a best practice for ensuring fairness, respect, and rewards, which can also increase organizational trust, which is examined later as an essential factor for making employees concentrate on their work, feel concerned about the company's overall problems, and feel motivated and highly engaged. In addition, there is a significant negative effect of job insecurity and its mediating role between *diversity management* and employee engagement. With the help of cognitive appraisal theory, the absence of *diversity management* can lead to higher levels of job insecurity, job injustice, and unfair pay, which negatively impacts employees' organizational citizenship behavior and engagement with their work and roles. In addition, the results show that *diversity management* has a

significant relationship and positive effect on affective commitment. Because of *diversity management*, employees feel they have a strong commitment and attachment to an organization.

In writing, this research has several limitations or limitations that can be corrected by further research. First, the respondents in this study are only limited to employees who work in B2B companies with at least one year of service, even though they represent the population in Indonesia. So that future research can be focused on different industries to gain broader insights into *diversity management* on employee engagement outside the B2B industry. In addition, because the data was collected through a questionnaire, there is a possibility of problems that will occur in general. It is hoped that further research will add several moderators and other mediating variables to see how they affect the relationship between *diversity management* and employee engagement. For example, future research may add innovative behavior, communication, leadership style, etc. It is also suggested that future researchers conduct qualitative research to confirm the results of this study.

This research provides several managerial implications. First, managing diversity in the workplace is becoming an increasingly significant concern today, and it has been widely stated from a business perspective that most organizations should consider it in their corporate culture. From the research results, it can be suggested to the managers working for these B2B companies to increase their general awareness around *diversity management* during the recruitment process by hiring people of different backgrounds, ages, genders, cultures, etc., and improving their working relations afterward. In addition, internal policies should be implemented that aim to minimize violations and ensure the principle of equal treatment. Proper conflict management, teamwork, and cooperation training are essential for engaging and developing a diverse workplace. Second, it shows how organizational trust can be essential for addressing *diversity management* in B2B companies and how it can influence employee engagement. It is

crucial to know that exercising trust in the organization is not only the manager's responsibility but also the employees' responsibility. That is why they should always try to be aware of their changing needs, take care of their growth, and always try to transfer it to their managers to build a certain level of trust and increase their satisfaction, motivation, commitment to their work, and, of course, their engagement.

Furthermore, implementing a well-structured *diversity management strategy is a significant way to increase trust between various parties of the organization, which helps increase the exchange of knowledge and positively impacts employee engagement.*

Finally, this research also opens up other areas of job insecurity. In addition, companies must also pay attention to the implementation of affective commitment within the company; the more employees are exposed to effective *diversity management, the more they feel loved and committed to the organization.*

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