

The Effect of Workforce Diversity on Employee Job Satisfaction

Workplace Diversity

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ABSTRACT

This research aims to determine the effect of workforce diversity on employee job satisfaction in South Tangerang, Banten. Conducted from September to October 2023, this research aims to test the proposed hypothesis through statistical analysis by using a quantitative approach. Data were collected using research instruments, and analysis was carried out to objectively assess the relationship between workforce diversity and job satisfaction. Non-probability sampling was conducted to ensure practical access to respondents. The sample size determined was 150 employees in South Tangerang. These findings reveal a positive and significant influence of workforce diversity on job satisfaction, challenging common assumptions regarding the acceptance of differences. Contrary to popular belief, research results show a high level of acceptance of workforce diversity, thereby contributing to increased job satisfaction among employees. This study offers a new perspective on the impact of workforce diversity on job satisfaction, and emphasizes its relevance in the specific context of South Tangerang.

Keywords: Diversity, Job satisfaction, Workforce, South Tangerang

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh keberagaman tenaga kerja terhadap kepuasan kerja pegawai di Kota Tangsel Banten dengan menggunakan pendekatan kuantitatif. Dilakukan pada bulan September hingga Oktober 2023, penelitian ini bertujuan untuk menguji hipotesis yang diajukan melalui analisis statistik. Data dikumpulkan dengan menggunakan instrumen penelitian, dan analisis dilakukan untuk menilai secara objektif hubungan antara keberagaman tenaga kerja dan kepuasan kerja. Pengambilan sampel non-probabilitas dilakukan untuk memastikan akses praktis kepada responden. Besar sampel yang ditentukan adalah 150 karyawan di Tangsel. Temuan ini mengungkapkan pengaruh positif dan signifikan keberagaman tenaga kerja terhadap kepuasan kerja, menantang asumsi umum mengenai penerimaan perbedaan. Bertentangan dengan anggapan umum, hasil penelitian menunjukkan tingginya tingkat penerimaan terhadap keberagaman tenaga kerja, sehingga berkontribusi terhadap peningkatan kepuasan kerja di kalangan karyawan. Studi ini menawarkan perspektif baru mengenai dampak keberagaman tenaga kerja terhadap kepuasan kerja, dan menekankan relevansinya dalam konteks spesifik di Tangsel.

Kata kunci: Keberagaman, Kepuasan kerja, Tenaga kerja, Tangerang Selatan

INTRODUCTION

An organization as a place to gather or associate to work together in order to achieve a goal, of course has human resources, which are a very important factor in achieving the

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organization's goals. The organization will become increasingly complex if the number of human resources participating increases (Kadarisman, 2012). This is where a leader's important role is to manage existing human resources because an organization will run without obstacles or run well if the human resources in the company or organization are managed well by company management. In supporting the achievement of these goals, an organization should be able to carry out every job optimally to realize what the organization hopes for (Sugiarti, 2022). Therefore, an organization must be aware that productive employees are needed to produce maximum employee performance. (Yandi & Havidz, 2022).

According to Seymen (2006), in recent years, diversity has become a factor that influences the running of an organization called workforce diversity. This agrees with Pourjam (2020), who states that organizational performance is greatly influenced by many factors, one of which is diversity in the organization. If work diversity goes well, employee performance will be good, too (Martanti & Kistyanto, 2018). Workforce diversity is a hot and burning issue in every organization in today's scenario because in every organization, human resource managers have to be careful in managing this diversity and ultimately conclude that there is a lack of awareness towards the approach of diversity managers, as managers do not have adequate knowledge and competence to manage a diverse workforce (Saxena, 2014).

Job satisfaction is an area of interest for employees of organizations and for researchers investigating it (Ardakani et al., 2016). Clearly, it serves as an important variable for organizational experience theory, which has applications in the study of organizational behavior, job design, and job auditing. Research has shown that job satisfaction stems from employee expectations as well as the nature of the particular job. Research also shows that individuals' evaluation of their work goes hand in hand with their values and motivation (Kökalan, 2019). Job satisfaction is introduced as a mediator to balance compensation with turnover intention and employee retention. According to Rahman and Syahrizal (2019), job satisfaction is a measure of employee sentiment and attitudes towards the work environment, type of work, relationships with coworkers, social networks, and remuneration. Satisfaction arises after the fulfillment of several employee desires and needs related to work (Sudiardhita et al., 2018).

Comprehensively regarding the dynamics of diversity that occur in organizations, with a focus on aspects that enrich individual differences. Next, the research will explore the important role of workforce diversity in influencing levels of job satisfaction within organizations, identifying the positive impacts that arise from an inclusive work environment. In addition, this article will describe various diversity management strategies that have been implemented in organizational contexts, highlighting best practices that support the integration and empowerment of all members of the workforce. However, no less important, this research will also explore the obstacles often faced in implementing workforce diversity, providing in-depth insight into the challenges that organizations may face in achieving their inclusiveness goals.

LITERATURE REVIEW

Workforce diversity shows that the organization has differences in terms of gender, age, ethnicity, race, and sexual orientation. People differ not only in gender, culture, race, and social and psychological characteristics but also in their perspectives and prejudices. This diversity is a human difference that is influenced by primary and secondary dimensions. Primary dimensions are dimensions that are influenced by age, gender, physical ability, sexual orientation, race, and ethnicity. Secondary dimensions are influenced by education, marital status, organizational role and level, religion, language, income, geographical location, and so on. Workforce diversity in an organization can also refer to cultural diversity, which can be enhanced when the composition of employees from different cultural groups in the organization has an equal impact on attitudes, habits, and perceptions (Hofhuis et al., 2015). Because group and individual characteristics are culturally determined, diversity in organizations influences the sense of identity and

mutual understanding among employees, so differences in leadership styles (Agustina & Mahfudz, 2020), organizational attitude models, behavioral characteristics, and communication styles are largely cultural influences (Seymen, 2012).

Job satisfaction is a positive attitude towards someone's work when what they do gets tangible and/or intangible rewards. Job satisfaction is also synonymous with employees' feelings regarding satisfaction with their work in the organization (Khan et al., 2016). It is also defined as employee attitudes that reflect how employees feel about their work in general as well as specific aspects of their work (Ilies et al., 2023). The study explains that a high level of job satisfaction means employees will show a positive attitude in the workplace, but if the level of job satisfaction is low, then employees will tend to show a negative attitude toward the job. The work in question includes carrying out established performance standards, following established rules and policies, interacting with colleagues and superiors, etc. Job satisfaction reflects employee attitudes towards working conditions, security, the job itself, salary, supervision, opportunities, and coworkers. (Sweis et al., 2019)

According to Anugerah (2014), there are several factors that can influence employee job satisfaction. The work he undertakes can provide interesting work, opportunities to learn, and the opportunity to accept responsibility. The salary received is in accordance with the type of work carried out and remains in accordance with the agreement carried out together. Promotions occur, which, of course, are always the hope of every employee. Management supervision is used to provide direction, technical assistance, support, and motivation to employees. Colleagues who can be expected to help each other and work together. Based on the description, the thinking model framework that describes this research consists of two variables, namely, workforce diversity and job satisfaction. The influence of variables is as in Figure 1. From the research model in Figure 1, the hypothesis in this study is that there is a relationship between workforce diversity and job satisfaction.

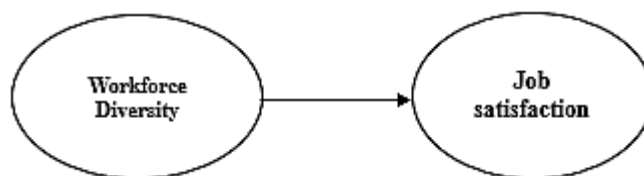


Figure 1. Research Model

METHODS

This research uses a quantitative approach to examine the effect of workforce diversity variables on job satisfaction. This research was conducted in several companies in South Tangerang City, Banten. Sampling was carried out from September to the end of October 2022. The purpose of this analysis is to test the hypothesis proposed in the research. With a statistical approach, this research can provide more objective and accountable results regarding the relationship between workforce diversity and job satisfaction among employees in South Tangerang.

Data collection was carried out through the use of questionnaire instruments which were distributed directly to respondents. In carrying out survey sampling, simple random sampling techniques were used. Apart from that, convenience sampling or also called purposive sampling, is a sampling method where the researcher chooses the sample that is most easily accessible or practically available. The number of sample members is at least 10 times the number of items or variable indicators studied. This research uses 13 items from 2 variables, so the minimum sample size is $13 \times 10 = 130$ respondents. Then, to minimize the possibility of error, the researchers determined a sample of 150 respondents. In selecting respondents, only employees in the South Tangerang area were included in this research. Analysis was carried out using SPSS version 22.

RESULTS

The validity test is carried out by comparing the calculated *r* value with the table *r* value. For degree of freedom (*df*) = *n*-2, in this case *n* is the number of samples. In this study, the *df* value can be calculated as 100-2 or *df* = 98 with an alpha of 0.05, the *r* table is 0.1966; if *r* count > *r* table and the *r* value is positive, then the question item or 13 indicators are declared valid, and vice versa if *r* count < *r* table then the question item is declared invalid. Furthermore, the results of variable validity testing are presented and can be seen in Table 1.

Table 1. Instrument Validity Test Results

Variable	Item	R count	R table	Ket.
Diversity	Diversity 1	0.729	0.1966	Valid
	Diversity 2	0.922	0.1966	Valid
	Diversity 3	0.886	0.1966	Valid
	Diversity 4	0.895	0.1966	Valid
	Diversity 5	0.865	0.1966	Valid
	Diversity 6	0.898	0.1966	Valid
Satisfaction	Satisfaction 1	0.912	0.1966	Valid
	Satisfaction 2	0.913	0.1966	Valid
	Satisfaction 3	0.933	0.1966	Valid
	Satisfaction 4	0.884	0.1966	Valid
	Satisfaction 5	0.914	0.1966	Valid
	Satisfaction 6	0.939	0.1966	Valid
	Satisfaction 7	0.881	0.1966	Valid

From the tables above, it can be seen that each item or question for each variable has *r* count > *r* table (0.1966) and has a positive value, thus the question item is declared valid.

Reliability testing was carried out on question items that were declared valid. A variable is said to be reliable if the answers to questions are always consistent. The instrument reliability coefficient is intended to see the consistency of answers to the questions given by respondents by looking at the results of the Cronbach Alpha (α) statistical test. A variable is said to be reliable if the Cronbach Alpha value is > 0.6. The closer the alpha value is to one, the more reliable the data is. The reliability for each variable is presented in Table 2.

Table 2. Cronbach's Alpha

Variable	Cronbach's Alpha	R critical	Ket.
Workforce Diversity	0.931	0.6	Reliable
Job satisfaction	0.953	0.6	Reliable

Based on the table above, the calculation results for each variable in this research, such as workforce diversity and job satisfaction, have a total of 13 question weights, all of which are reliable. This can be proven from the Cronbach alpha value for each variable, which has a value above 0.6.

The *t* test in this research is used to ensure that the variable, namely workforce diversity, has an effect on job satisfaction. A *t* test (partial test) will be carried out. In measuring this *t* test, the significance value is used, if the sig value is < 0.05 then the independent variable has an effect on the dependent variable. If the sig value is > 0.05 then the independent variable has no effect on the dependent variable. The statistical test results can be seen in Table 3.

Table 3. T Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
	Coefficients		Beta		
(Constant)	-,010	,768		-,013	,990
Workforce Diversity	1,194	,036	,957	32,755	,000

a. Dependent Variable: Job Satisfaction

It is said that the variable has a significant value of 1.194, which means > 0.05 , so H1 is accepted. The conclusion is that the workforce diversity variable has a significant effect on employee job satisfaction. The coefficient of determination (R²) in this research is used to measure the contribution of the independent variable to the dependent variable. If the R² value is far from one then the contribution of the independent variables to the dependent variable is very limited, whereas if the R² value is close to one then the independent variables provide almost all the information on the dependent variable. The coefficient of determination value can be seen in Table 4.

Table 4. Coefficient of Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.957 ^a	0.916	0.915	2.42228

a. Predictors: (Constant), Workforce Diversity

Based on Table 4, the results of the coefficient of determination (R²) test above show an Adjusted R Square (R²) value of 0.916. This shows that the workforce diversity variable greatly explains the job satisfaction variable of 91.6%. Meanwhile, the remaining 8.4% is explained by other factors outside the model.

Overall, the findings of this study provide significant contributions to the theoretical understanding of the relationship between workforce diversity and job satisfaction. The conventional assumption that differences may be considered unacceptable is now being challenged, especially in the South Tangerang context. This challenges existing theoretical perspectives that suggest potential resistance or negative attitudes towards workforce diversity. The positive influences identified in this research imply that organizations and academics should reassess existing theoretical frameworks to accommodate the dynamics of workforce diversity, recognizing its potential positive impact on job satisfaction.

From a practical point of view, the results of this research highlight the importance of embracing workforce diversity in South Tangerang and may also occur in similar contexts. Organizations can leverage the positive influence of workforce diversity to increase job satisfaction among employees. This shows that creating an inclusive and diverse work environment can result in a more satisfied and satisfied workforce. Companies operating in South Tangerang and the surrounding areas can consider implementing policies and practices that encourage diversity and inclusion, such as diverse hiring practices, inclusive leadership training, and cultural competency programs. Additionally, human resource management strategies must recognize and leverage the positive impact of workforce diversity to create a workplace culture that values differences and contributes to overall employee satisfaction and well-being.

CONCLUSION

Based on the results of this research, it can be concluded that the variable of workforce diversity has a positive and significant impact on job satisfaction. This finding challenges the conventional belief that differences are often perceived as unacceptable. The results demonstrate a substantial positive influence of workforce diversity, particularly in South Tangerang, indicating a high level of acceptance. This, in turn, leads to elevated job satisfaction. The findings suggest a paradigm shift from the notion that differences might be viewed negatively, emphasizing the positive impact of embracing diversity in the workplace, especially in the context of South Tangerang.

Limitations of this study include the use of a quantitative approach, limiting exploration of the complexities of workforce diversity and job satisfaction to statistical measures. This study focuses on companies in South Tangerang, Banten, which has the potential to limit the generalization of the findings to a wider context. Sampling,

conducted in September through October 2022, may not be able to capture variations over time, and a cross-sectional design may not reveal the dynamics of workforce diversity and job satisfaction over time.

Data collection relies on questionnaire instruments distributed directly to respondents, giving rise to the possibility of bias or misinterpretation in responses. Simple random sampling and convenience sampling techniques were used, which could potentially affect the representativeness of the sample. Future research efforts could use qualitative approaches to provide richer insights into workforce diversity and job satisfaction. Exploring a variety of industries and regions will increase the external validity of the findings. Longitudinal studies can capture the changing nature of these variables over time. Utilizing a mixed methods approach can provide a comprehensive understanding, combining quantitative measures with qualitative depth. Additionally, the use of advanced statistical techniques and considering variables not addressed in this study could contribute to a more comprehensive exploration of the relationship between workforce diversity and job satisfaction.

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