



6<sup>th</sup> International CEO Communication, Economics, Organization & Social Sciences Congress

## **DIVERSITY ON PRODUCTIVITY: ANYTHING FOR EFFICIENCY & EFFECTIVENESS?**

**Samuel PD ANANTADJAYA**

Sekolah Tinggi Manajemen IPMI, Indonesia  
samuel.anantadjaya@ipmi.ac.id  
Orcid: 0000-0002-9256-9186

**Irma M NAWANGWULAN**

International University Liaison Indonesia, Tangerang  
irma.nawangwulan@iuli.ac.id  
Orcid: 0009-0006-4164-3311

### **ABSTRACT**

Organizational goals are mainly concerned about the level of efficiency and effectiveness. This is not surprising as the higher levels on efficiency and effectiveness lead to bulkier bottom-line. With the hefty income, organizations can have more retained earnings and dividends. Higher retained earnings means that future development becomes feasible. This pushes up the organizational market values. Dividends satisfy shareholders. Employees are loyal. If this is so, organizations should all have continued to exist in the market. However, the market shows also that organizations failed. This study attempts to seek possible causes on failure to reach the higher levels on efficiency and effectiveness through the lens on diversity management and employee loyalty. As Indonesia is an archipelago country that consists of people of multiple differences, it becomes important to evaluate the likelihood impact of diversity toward employee loyalty to reveal the influential impacts to organizations. The incorporated variables in this study includes; employee diversity, employee loyalty, quality of human resources, and productivity to represent the level of managerial efficiency and effectiveness. Relying on the previous network and acquaintances, this study includes respondents of Indonesian expatriates in other countries. The results are expected to show positive relationships among variables. The results provide the foundation for educational institutions and educators to start relaying the message on the importance of diversity.

**Keywords:** diversity; managerial efficiency; managerial effectiveness; employee loyalty; quality of human resources; employee productivity

## INTRODUCTION

Employee diversity and demography have been regarded as important elements toward shaping the organizational culture (Gorton & Zentefis, 2020; Ramakrishnan & Testani, 2011) & commitment (Alkadash, 2020; Aziz, et al., 2021; Cohen, 2013; Nikpour, 2017; Anantadjaya, Finardi, & Nawangwulan, 2010; Abdurohim, Anantadjaya, Jayanto, Kusdibyo, & Cakranegara, 2022). Both the primary and secondary characteristics of people are likely providing degrees of influence in terms of attaining productivity (Affum-Osei, Acquaaah, & Acheampong, 2015; Rabindarang, Khuan, & Khoo, 2014; Tandon, Mishra, & Mehta, 2020). Syed (2010) had studied the relationship between demography and commitment, which consisted of some factors of the primary and secondary characteristics of people (Khan, Khan, Khan, Nawaz, & Yar, 2013). This is confirmed by Jones & George (2008) by noting the variations of people are likely based on education, experience, physical appearance, age, gender, race, ethnicity, religion, sexual orientation, socio-economy, ability, and others. This pushes-forth for enhancement in human resources practices inside organizations worldwide in recruiting and retaining diverse employees (Ferrel, Hirt, & Ferrel, 2016). According to Saikh (2019), some notable benefits of diversity inside organizations include; multiple perspectives, improved engagements, attract talents, enhance global image, higher revenues, and easier troubleshooting (Anantadjaya, Nawangwulan, Kusumah, Setio, & Kartika, 2015; Setio & Anantadjaya, 2014).

An age-related relationship had been previously investigated in Ghana, India and Nigeria, for instance, to have connections to commitment (Affum-Osei, Acquaaah, & Acheampong, 2015; Bashir & Abdul, 2020; Amangala, 2013). Likewise, gender & commitment relationships had also been previously studied (Rabindarang, Khuan, & Khoo, 2014; Affum-Osei, Acquaaah, & Acheampong, 2015). Along with gender-based research, gender roles (Elkhdr & Kanbur, 2018), socio & cultural differences (Rabindarang, Khuan, & Khoo, 2014) are influential for masculinity and femininity (Khan, Khan, Khan, Nawaz, & Yar, 2013). Though females tend to be less-committed in a masculine-based organizations, however, studies have found out that female educators show a higher degree of commitment (Bashir & Abdul, 2020). Also, there were evidence on productivity improvement due to the mix of female and male workers in organizations (Khan, Khan, Khan, Nawaz, & Yar, 2013). In an international setting, ethnicity may push-up the level of satisfaction and motivation toward jobs when there are colleagues from the same ethnicity. Ethnicity may also provide joyful experience in inter-cultural interactions (Fujishiro, Heaney, & Hoppe, 2013). In the studies by Jones, Ni & Wilson (2009) found out that minorities tend to have a higher perception on discrimination at work. This results in employee disengagement and intention to stay. Management fairness must be ensured to all employees in accordance with the positions, ability, or competence. Individual's marital status generally correspond to the level of motivation toward work and job satisfaction (Knerr, 2002). Unmarried individuals have the tendency to show relatively minimal levels for work motivation and job satisfaction. This is translated into a lesser level of organizational loyalty, nonetheless (UKEssays, 2017). Blood type has also been studied to show influence onto individual's personality (Sakamoto & Yamazaki, 2002; Cattell, Young, & Hundleby, 1964). As the personality contributes to the individual's behaviors, it certainly affects the level of quality of human resources toward loyalty and productivity.

Studies on years of work experience, or work background (Harvey, 2004), for instance, enable people to rely on multiple perspectives on organizational planning, strategies, alternatives and out-of-the-box solutions (Alexandra, 2017; Mohebbifar, Khosravizadeh, Mohseni, Bakhtiari, & Cheginy, 2014). Previous studies on employees' work experience found out that the longer years of work experience, the higher the levels of work motivation and job satisfaction (Mohebbifar, Khosravizadeh, Mohseni, Bakhtiari, & Cheginy, 2014). The quality of human resources are derived from knowledge, skills and ability (Baartman & de Bruijn, 2011). Education shows the approximation on accumulated knowledge, contributes in shaping the behaviors of the individuals (Nakosteen, 2021). As higher education contributes to higher employment opportunities, better compensation, and better bargaining power, it is often regarded as a crucial contributor in shaping the level of quality of human resources, employment loyalty, employment diversity, and productivity (Organization for Economic Co-operation and Development, 2019). As the basic element in demography, individual's age drives personality, taste and preferences (Mialki, 2021; Tandon, Mishra, & Mehta, 2020), just like the certain characteristics of generations of baby boomers, millennials, generation X, generation Z, or others. One's age approximates the quality, engagement, and productivity (Sousa, Ramos, & Carvalho, 2019).

From the perspective of employee loyalty, Susan DeFranzo (2021) stated that it is defined as people who are devoted to the organization's success. They believe that being a part of the organization is in their best interests, have plans to remain within the organization for the long-term, and do not actively seek other employment opportunities elsewhere (DeFranzo, 2021). Money is not the sole reason for an employee to work in an organization, as other factors of non-financial compensation such as providing safe and appropriate working facilities can help increase job satisfaction and loyalty (Sutanto & Perdana, 2016). Saydam Gouzali (2004) claims that it is impossible to use the exact same motivation-raising methods for every employee, due to the different factors and the differences in attitudes towards motivators that push an employee to work. Managers need to study these factors more closely to turn these motivators into "weapons" that will act as a stimulus to promote diligence, the presence of high levels of potential and loyalty to the organization. There are 4 indicators of employee loyalty; obedience (Sutanto & Perdana, 2016), responsibility (Yazaki, 2010; Maineldi, Hendriani, & Daulay, 2014), dedication (Sutanto & Perdana, 2016; Gaither, 2016), and integrity (Gouzali, 2004; Sutanto & Perdana, 2016; Indeed, 2021).

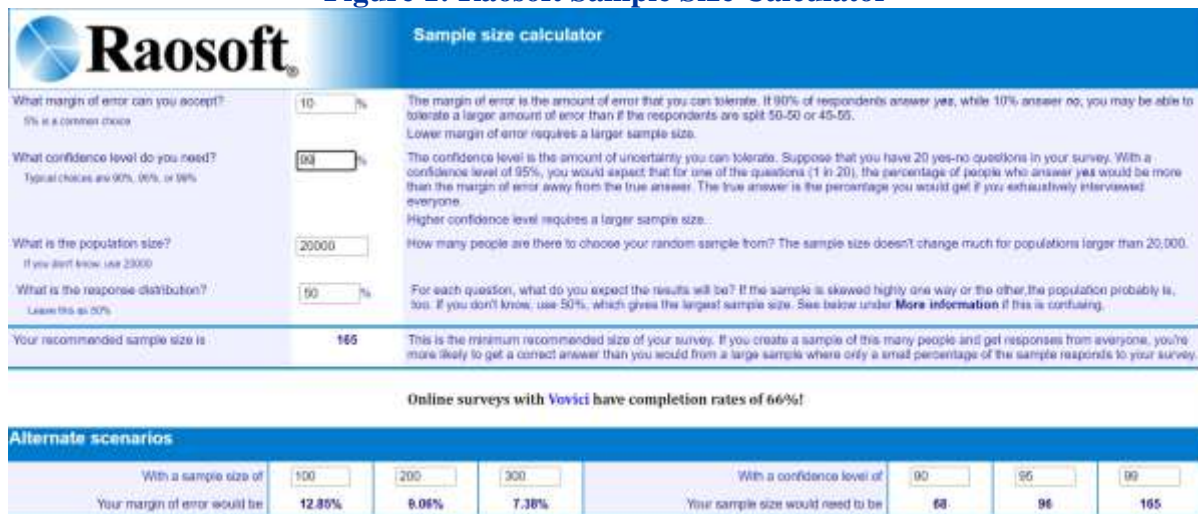
From the employee productivity it is derived from the notions of efficiency and effectiveness (Anantadjaya, 2009). The level of efficiency is characterized by the proper use of effect without wasting materials, or doing things right (Guy, 2022), whereas the level of effectiveness is when accomplishments are in accordance with the intention, or doing right things (Guy, 2022). This productivity acknowledges the breath of efficiency and effectiveness in terms of the flow of human resources.

## **2. METHODOLOGY**

This study relied on the previous network and acquaintances. Via online questionnaire distribution in social media and direct emails, a total of 200 Indonesian expatriates in the US were included in this study, initially. However, upon the relying of the questionnaires, there

were unfulfilled responses obtained. Relying on the Raosoft Sample Size Calculator, which is available online, the use of 200 total samples have satisfied the statistical inferences to have 10% error but yet still maintain 99% confidence level though with 50% to ensure the largest possible sample size as this study do not presume skewness in the data. Starting with this assurance, the sampling method was incorporated based on at least 2 ways in obtaining responses. Initially, the purposive sampling was used to start establishing contacts with the Indonesian expatriates. The snow-balling sampling was also used to get the contact rolling from one expatriate to another. This study strives for distribution of the Indonesian expatriates. The respondents were extended their consent and their names were maintained anonymous while their respective responses were acknowledged for further data analysis

**Figure 1: Raosoft Sample Size Calculator**

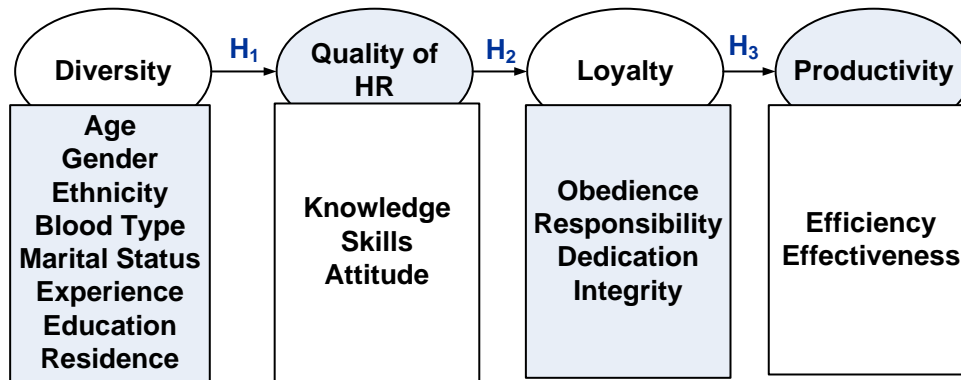


While the targeted respondents were 300 to proportionately represented the mainland of USA, there were 57 incomplete responses, for a total of 357 respondents. The spread of the samples is shown in the following table,

**Table 1: Sampling Process**

	Details	Notes	#s of Respondents
Population	Indonesian expatriates in the USA		
Sampling – Cluster	Regions	Northeast	75
	All respondents were maintained anonymously throughout this study	Midwest	75
		South	75
		West	75
Total Samples			300

The questionnaire consists of employee diversity (age, gender, ethnicity, blood type, marital status, experience, education, residence), quality of human resources (knowledge, skills, attitude), employee loyalty (obedience, responsibility, dedication, integrity) and productivity (efficiency, effectiveness). This study attempts to focus on the vital role of diversity in employee loyalty to bring about the satisfactory level of productivity. Once this process is properly managed, it is expected that the cycle will re-invent itself toward sustainability



Referring to the above discussions and the variables used in this study, the hypotheses are as follows;

- H<sub>1</sub> : There is a positive & significant relationship between Diversity and Quality of HR
- 
- H<sub>2</sub> : There is a positive & significant relationship between Quality of HR and Employee Loyalty
- 
- H<sub>3</sub> : There is a positive & significant relationship between Employee Loyalty and Employee Productivity
- 

### 3. DATA ANALYSIS

The available data from the respondents were run into the SPSS. The results are statistically acceptable for validity (.77) & reliability (.80), then it was analyzed in AMOS to simultaneously evaluate the relationships among variables. The level of fitness of the model appeared to be satisfactory. It is interesting to note that the presence of diversity provides some degree of influence toward the quality of HR inside companies. The sequence continues with the presence of quality of HR positively influences the presence of employee loyalty, which brings about the positive relationship unto the employee productivity.

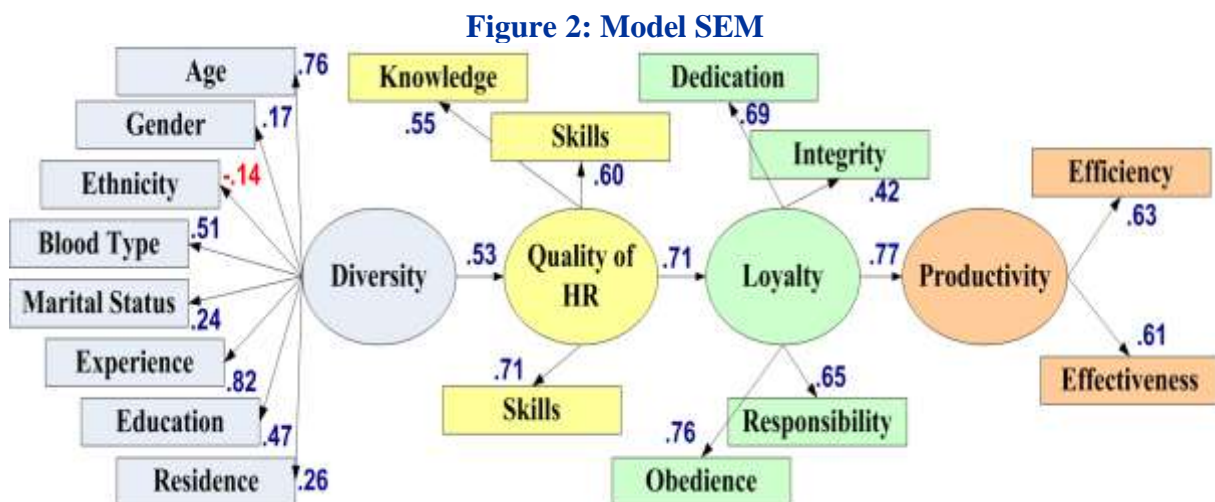
**Table 2: Goodness of Fit Model Results**

Measurement Criteria	Schumacker & Lomax (2010); Wijaya (2009)	Ghozali (2004); Santoso (2009)	Cucos (2022)	Result	Fit
CMIN/df (Normed Chi-Square)	CMIN/df ≤ 2 = better	CMIN/df ≤ 5 = better	≤ 3 = acceptable fit ≤ 5 = reasonable fit	<b>1.723</b>	<b>Good</b>
RMSEA (Root Mean Square Error of Approximation)	RMSEA ≤ 0.08 = better	RMSEA ≤ 5 = better	≤ 0.05 = reasonable fit	<b>0.155</b>	<b>Good</b>
GFI (Goodness of Fit Index)	GFI value closer to 1 = better	GFI value closer to 1 = better	1 = perfect fit ≥ 0.95 = excellent fit ≥ 0.9 = acceptable fit	<b>0.627</b>	<b>Good</b>

Measurement Criteria	Schumacker & Lomax (2010); Wijaya (2009)	Ghozali (2004); Santoso (2009)	Cucos (2022)	Result	Fit
AGFI (Adjusted Goodness of Fit Index)	AGFI value closer to 1 = better	AGFI $\geq 0.09$ = better	$\geq 0.90$ = acceptable fit	<b>0.631</b>	<b>Good</b>
TLI (Tucker-Lewis's Index)	TLI value closer to 1 = better	TLI $\geq 0.09$ is better	TLI value closer to 1 = perfect fit TLI value closer to 1 = very good fit	<b>0.632</b>	<b>Good</b>
NFI (Normed Fit Index)	-	NFI $\geq 0.09$ is better	1 = perfect fit	<b>0.614</b>	<b>Good</b>
CFI (Comparative Fit Index)	CFI closer to 1 = better	CFI closer to 1 = better	1 = perfect fit $\geq 0.95$ = excellent fit $\geq 0.90$ = acceptable fit	<b>0.618</b>	<b>Good</b>
PNFI (Parsimonious Goodness of Fit Index)	-	Higher PNFI value = better	-	<b>0.525</b>	<b>Good</b>
PGFI (Parsimonious Goodness of Fit Index)	-	-	-	<b>0.542</b>	<b>Good</b>
RMR (Root Mean Residual)	RMR $\leq 0.05$ = better	RMR $\leq 0.05$ = better	$\leq 0.05$ = acceptable fit $\leq 0.07$ = acceptable fit	<b>0.055</b>	<b>Good</b>

Source: (Budiman, Anantadjaya, & Prasetyawati, 2014)

With all positive influence among variables, it is interesting to note such relationships provide evidence to what people have actually expected inside organizations. The presence of diversity, first of all, as the variable in this model, is certainly explained by numerous sub-variables, such as; age (.76), gender (.17), ethnicity (-.14), blood type (.51), marital status (.24), experience (.82), education (.47), and residence (.26). The only negative explanatory power can be observed from ethnicity.



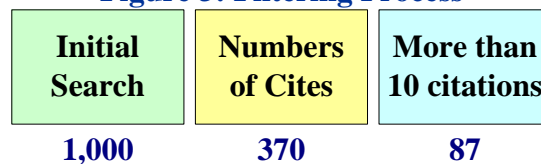
Nonetheless, since this study emphasizes on Indonesian expatriates whether in the US, the differences within Indonesian ethnic groups, of more than 1,300 ethnic groups (Rahmat, 2021; Badan Pusat Statistik, 2021) become inapparent for the world to notice. Also, the chances of meeting people from the same ethnic group are relatively slim though there were chances that the same ethnicity would likely collaborate together in the work spaces. Inside firms, management shall pay a closer attention into these elements as way to properly gauge the presence of organizational diversity.

The presence of quality of HR is portrayed from the classic combination of knowledge (.55), skills (.60), and attitude (.71) in this study. As the attitude shows the highest explanatory power unto the presence of quality of HR, this result confirms the vital role of attitude in employees' mindset, not only better than knowledge and skills, but also better than IQ, aptitude, talent, intelligence, education, money, wealth, past history, connections, and networking (Vaughn-Furlow, 2017).

From the perspective of employee loyalty, the results show obedience (.76), dedication (.69), responsibility (.65) and integrity (.42), respectively. These results mirror the common practice as employees' loyalty often times is tied into the level of employees' obedience rather than the other elements. Though there are possibilities in falling into the trap of blind obedience (Pejvack, 2020; Hess, 2013), it appears that basic conformity still measures the level of loyalty & the worldwide organizations where the Indonesian expatriates are employed seem to maintain the perception that obedience is the key success factor in controlling employee loyalty.

The results on productivity reveals that efficiency is able to provide the explanatory power of 63% while effectiveness is a mere 61%. These results provide evidence that both efficiency and effectiveness are able to support the existence of employee productivity. With the fact that the impact to employee productivity is 77%, these outcomes appear to support this research model that there are relationships between employee diversity, quality of HR, loyalty and employee productivity

**Figure 3: Filtering Process**



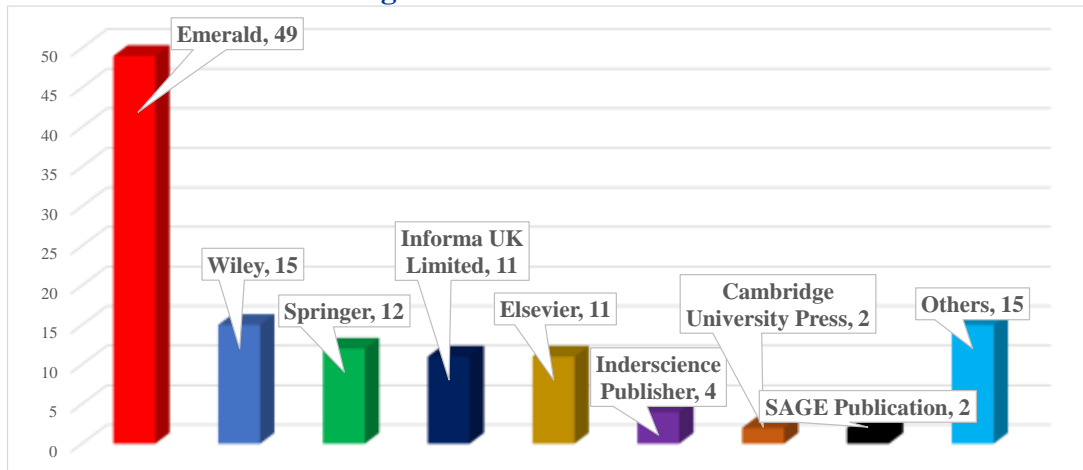
To provide qualitative confirmations, this study run also the systematical literature review on some keywords used in the model, which are; employee diversity, quality of HR, employee loyalty & employee productivity. Based on those keywords, the search into the CrossRef database was incorporated to reach 1,000 literatures. The filtering steps are based on the article citations, the names of Publishers, and a minimum of 10 citations; to drop down to 370 literatures and 87 literatures.

It is a bit surprising to know that based on the number of citations that there were only 87 articles selected based on the filtering steps were published in Emerald (49 literatures), Wiley



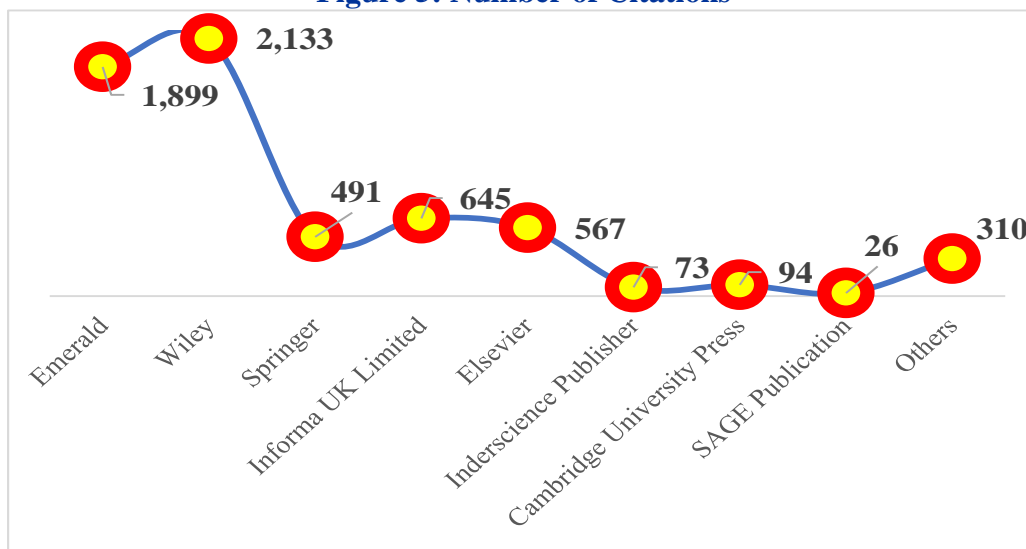
(15 literatures), Springer (12 literatures), Informa UK Limited (11 literatures), Elsevier (11 literatures), Inderscience Publisher (4 literatures), Cambridge University Press (2 literatures), SAGE Publication (2 literatures) & others (15 literatures). The other publishers consisted of MDPI, AMH International, Public Library of Science, National Bureau of Economic Research, JSTOR, Macrothink Institute, A and V Publication, IGI Global, Edward Elgar Publication, Growing Science, and American Psychological Associations.

**Figure 4: Selected Publishers**



The total numbers of citations can be seen from the Figure 5: Number of Citations that there were 1,899 in Emerald, 2,133 in Wiley, 491 in Springer, 645 in Informa UK Limited, 567 in Elsevier, 73 in Inderscience Publisher, 94 in Cambridge University Press, 26 in SAGE Publication, and 310 in Others.

**Figure 5: Number of Citations**

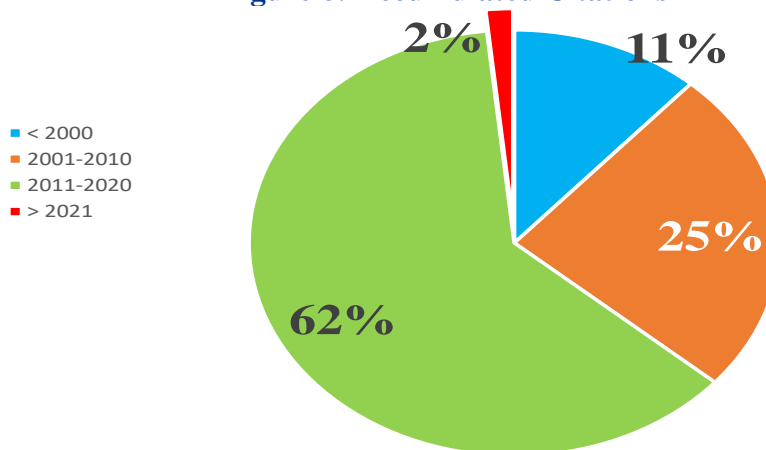


The following pie chart shows the total accumulated citations over the years with a total of 121 publications; before the year of 2000, there were 11% citations (or about 14 publications), between the year of 2001-2010, there were 25% citations (or about 30 publications), between



2011-2020, there were 62% citations (or about 75 publications), and there were only 2% citations (or about 2 publications) following the year 2021 onwards.

**Figure 6: Accumulated Citations**



This shows that the selected keywords have become popular and organizations appear to have experienced complexities around managing employee diversity, enhancing quality of HR, staggering slides in employee loyalty and diminishing employee productivity. The emphasis toward employee-related matters have been perceived as increasingly valuable for organizational sustainability instead of just a mere expendable without significant roles & contribution.

## CONCLUSION

Based on the analysis in this study, it can be safely concluded that the role of employee diversity holds a vital role in pushing-forward the quality of HR, employee loyalty and productivity. The sets of literature appear to be providing support toward the relationships among the variables and sub-variables. The positive relationships and impact are confirmed. Also, the additional mini analysis on the systematic literature review seems to suggest the rising interest in these subjects.

Future studies may have to explore more potential respondents to even enrich the dynamics, or even putting more focus into particular variables, such as the negative explanatory power of ethnicity, or the minimal power of gender as to touch-on the gender issues encircling the topic on diversity

## REFERENCES

- Abdurohim, D., Anantadjaya, S. P., Jayanto, I., Kusdiby, & Cakranegara, P. A. (2022, September). Examining Factors That Can Improve Employee Performance. *Jurnal Manajemen Bisnis*, 9(2), 308-319. doi:<https://doi.org/10.33096/jmb.v9i2.309>
- Affum-Osei, E., Acquah, E., & Acheampong, P. (2015). Relationship between Organisational Commitment and Demographic Variables: Evidence from a Commercial Bank in Ghana. *American Journal of Industrial and Business Management*, 5, 769-778. doi:<http://dx.doi.org/10.4236/ajibm.2015.512074>

- Alexandra, K. (2017, June 14). *Why Your Skill Diversity Is Your Career Strength*. Retrieved May 14, 2021, from Work180: <https://au.work180.co/blog/why-your-skill-diversity-is-your-career-strength>
- Alkadash, T. M. (2020, March-April). Mediating Role Between Authentic Leadership, Organizational Commitment on Talents Turnover Intention: in Palestine Higher Education. *TEST Engineering & Management*, 83, 5320-5341. Retrieved August 3, 2021, from <https://ssrn.com/abstract=3751065>
- Amangala, T. A. (2013). The Effect of Demographic Characteristics on Organisational Commitment: a Study of Salespersons in the Soft Drink Industry in Nigeria. *European Journal of Business and Management*, 5(18), 109-118. Retrieved February 12, 2022, from <https://www.iiste.org/Journals/index.php/EJBM/article/viewFile/6649/6793>
- Anantadjaya, S. P. (2009). Measuring Human Resources: A Case Study in Small and Medium Enterprises. *Seminar Nasional Industrial Services 2009* (pp. 101-114). Cilegon: Jurusan Teknik Industri. Retrieved June 15, 2023, from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1397559](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1397559)
- Anantadjaya, S. P., Finardi, B. A., & Nawangwulan, I. M. (2010). Family Members & Family Business Activities: A Psychological Contract? *The 2nd Indonesia International Conference "Innovation, Entrepreneurship & Small Business"*. Bandung: Institut Teknologi Bandung & Universitas Multimedia Nusantara. July 31, 2021 tarihinde [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1645707](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1645707) adresinden alındı
- Anantadjaya, S. P., Nawangwulan, I. M., Kusumah, A. I., Setio, Y., & Kartika, C. (2015, April-June). Does the Image of Indonesian Contemporary Artists Matter? A Theoretical Review on Personal Diversity, Brand Image, Market Acceptance & Market Opportunity. *Independent Journal of Management & Productivity*, 6(2), 378-422. doi:10.14807/ijmp.v6i2.280
- Aziz, H. M., Othman, B. J., Gardi, B., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., . . . Anwar, G. (2021, May-June). Employee Commitment: The Relationship Between Employee Commitment and Job Satisfaction. *Journal of Humanities and Educational Development*, 54-66. doi:10.22161/jhed.3.3.6
- Baartman, L. K., & de Bruijn, E. (2011, March). Integrating Knowledge, Skills and Attitudes: Conceptualising Learning Processes Towards Vocationl. *Educational Research Review*, 6(2), 125-134. Retrieved June 14, 2023, from <https://www.sciencedirect.com/science/article/abs/pii/S1747938X11000145>
- Badan Pusat Statistik. (2021). *Statistik Indonesia: Statistical Year Book of Indonesia 2021*. Jakarta, Indonesia: BPS-Statistics Indonesia. Retrieved November 16, 2022
- Bashir, B., & Abdul, G. (2020, February 5). Correlates of Organisational Commitment Among University Teachers in India: An Empirical Investigation. *Asian-Pacific Journal of Management Research and Innovation*, 16(1). doi:<https://doi.org/10.1177/2319510X19872632>
- Budiman, A., Anantadjaya, S., & Prasetyawati, D. (2014, March 11). Does Job Satisfaction Influence Organizational Citizenship Behavior? An Empirical Study In Selected 4-Star Hotels In Jakarta, Indonesia. *RIBER: Review of Integrated Business and Economics Research*, 3(1), 130-149. Retrieved March 4, 2022, from SSRN: [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2406800](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2406800)

- Cattell, R. B., Young, H. B., & Hundleby, J. D. (1964). Blood Groups and Personality Traits. *American Journal of Human Genetics Vol. 16 No. 4.*
- Cohen, A. (2013). Organizational Commitment Theory. In E. H. Keesler, *Encyclopedia of Management Theory* (Vol. 2, pp. 526-529). Thousand Oaks, CA, USA: Sage Publication. doi:<http://dx.doi.org/10.13140/2.1.4327.4881>
- Cucos, L. (2022, January 18). *How To Interpret Model Fit Results In AMOS*. Retrieved March 11, 2022, from Uedufy: <https://uedufy.com/how-to-interpret-model-fit-results-in-amos/>
- DeFranzo, S. (2021). *Tips To Improve Employee Loyalty, Part 1*. Retrieved March 20, 2021, from Snap Surveys: <https://www.snapsurveys.com/blog/tips-improve-employee-loyalty>
- Elkhdr, H. R., & Kanbur, A. (2018, December). Organizational Commitment in Relation to Demographic Characteristics among Lecturers Working at Libyan Universities. *International Journal of Humanities and Social Science Invention (IJHSSI)*, 7(12), 46-52. Retrieved February 12, 2022, from [http://www.ijhssi.org/papers/vol7\(12\)/Ver-3/J0712034652.pdf](http://www.ijhssi.org/papers/vol7(12)/Ver-3/J0712034652.pdf)
- Ferrel, O., Hirt, G., & Ferrel, L. (2016). *Business: A Changing World - Tenth Edition*. New York: McGraw-Hill Education. Retrieved March 10, 2021
- Fujishiro, K., Heaney, C., & Hoppe, A. (2013, April 19). Workplace Racial/Ethnic Similarity, Job Satisfaction, And Lumbar Back Health Among Warehouse Workers: Asymmetric Reactions Across Racial/Ethnic Groups. Hoboken, New Jersey, United States. doi:<https://doi.org/10.1002/job.1860>
- Gaither, C. (2016, March 21). *9 Signs Of Employee Dedication Every Employer Should Be Aware Of*. Retrieved March 24, 2021, from LinkedIn: <https://www.linkedin.com/pulse/9-signs-employee-dedication-every-employer-should-gaither-md-faafp>
- Ghozali, I. (2004). *Model Persamaan Struktural: Konsep dan Aplikasi dengan program AMOS*. Semarang, Indonesia: Badan Penerbit Universitas Diponegoro. Retrieved March 5, 2022
- Gorton, G., & Zentefis, A. (2020, July 16). Corporate Culture as a Theory of the Firm: The Role of Values, Customs, and Norms. *Voxeu CEPR*, pp. Articles-Columns. Retrieved July 30, 2021, from <https://voxeu.org/article/corporate-culture-theory-firm-role-values-customs-and-norms>
- Gouzali, S. (2004). *Human Resources Management*. Jakarta: PT Toko Gunung Agung. Retrieved March 20, 2021
- Guy. (2022, April 25). *"Efficiency is Doing the Thing Right. Effectiveness is Doing the Right Thing."* Peter Drucker. Retrieved June 15, 2023, from Business Fitness: <https://businessfitness.biz/efficiency-effectiveness-right-things-right/>
- Harvey, L. (2004). *Work Experience*. Retrieved May 14, 2021, from Analytical Quality Glossary: <http://www.qualityresearchinternational.com/glossary/workexperience.htm#>:
- Hess, M. (2013, March 6). Think for Yourself: The Danger of Blind Obedience. p. Small Business. Retrieved November 16, 2022, from <https://www.cbsnews.com/news/think-for-yourself-the-danger-of-blind-obedience/>

- Indeed. (2021, February 8). *Integrity: Definition And Examples*. Retrieved March 24, 2021, from Indeed: <https://www.indeed.com/career-advice/career-development/integrity-at-work>
- Jones, G. R., & George, J. M. (2008). *Contemporary Management* (5th ed.). New York City, NY, USA: McGraw-Hill/Irwin.
- Jones, J., Ni, J., & Wilson, D. (2009). Comparative Effects Of Race/Ethnicity And Employee Engagement On Withdrawal Behavior. Pittsburgh, Pennsylvania, United States. Retrieved May 27, 2021, from <https://www.jstor.org/stable/40604643?seq=1>
- Khan, I., Khan, F., Khan, H., Nawaz, A., & Yar, N. B. (2013). Determining the Demographic impacts on the Organizational Commitment of Academicians in the HEIs of DCs like Pakistan. *European Journal of Sustainable Development*, 2(4), 117-130. Retrieved February 3, 2022, from <http://www.ecsdev.org/images/V2N2/khan%20117-130.pdf>
- Knerr, M. (2002). *An Empirical Analysis Of The Relationship Between Marital Status & Job Satisfaction*. Retrieved May 28, 2021, from URC: <https://www.kon.org/urc/v4/knerr.html?>
- Maineldi, A., Hendriani, S., & Daulay, I. N. (2014, October). Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Loyalitas Karyawan Pada PT. Jatim Jaya Perkasa Kebun Banjar Balam Indragiri Hulu. Pekanbaru, Indonesia. Retrieved March 26, 2021, from <https://media.neliti.com/media/publications/33669-ID-pengaruh-kompensasi-dan-lingkungan-kerja-terhadap-loyalitas-karyawan-pada-pt-jat.pdf>
- Mialki, S. (2021, June 11). *What is Demographic Segmentation with 5 Examples*. Retrieved February 12, 2022, from Instapage: <https://instapage.com/blog/demographic-segmentation>
- Mohebbifar, R., Khosravizadeh, O., Mohseni, M., Bakhtiari, A., & Cheginy, Z. (2014, March). The Influence Of Employee's Work Experience On Priority Of Job Motivation Factors In Teaching Hospitals, Qazvin, Iran. Qazvin, Iran. Retrieved May 26, 2021, from [https://www.researchgate.net/publication/281270045\\_The\\_Influence\\_of\\_Employee's\\_Work\\_Experience\\_on\\_Priority\\_of\\_Job\\_Motivation\\_Factors\\_in\\_Teaching\\_Hospitals\\_Qazvin\\_Iran](https://www.researchgate.net/publication/281270045_The_Influence_of_Employee's_Work_Experience_on_Priority_of_Job_Motivation_Factors_in_Teaching_Hospitals_Qazvin_Iran)
- Nakosteen, M. (2021, May 1). *Education*. Retrieved May 14, 2021, from Britannica: <https://www.britannica.com/topic/education>
- Nikpour, A. (2017). The Impact of Organizational Culture on Organizational Performance: The Mediating Role of Employee's Organizational Commitment. *International Journal of Organizational Leadership*, 6, 65-72. Retrieved August 2, 2021, from [www.aimjournal.com](http://www.aimjournal.com)
- Organization for Economic Co-operation and Development. (2019). Education At A Glance. Indonesia. doi:<https://doi.org/10.1787/19991487>
- Pejvack, N. (2020, January 24). Is There a Mystery to "Blind Obedience"? *Journey Magazine*. Retrieved November 16, 2022, from <https://journeymagazineptbo.com/2020/01/24/is-there-a-mystery-to-blind-obedience/>
- Rabindarang, S., Khuan, W. B., & Khoo, Y. Y. (2014). The Impact of Demographic Factors on Organizational Commitment in Technical and Vocational Education. *Malaysian Journal of Research - MJR*, 2(1), 56-61. Retrieved February 2, 2022, from [https://www.researchgate.net/publication/283089130\\_The\\_Impact\\_of\\_Demographic\\_Factors\\_on\\_Organizational\\_Commitment\\_in\\_Technical\\_and\\_Vocational\\_Education](https://www.researchgate.net/publication/283089130_The_Impact_of_Demographic_Factors_on_Organizational_Commitment_in_Technical_and_Vocational_Education)

- Rahmat, H. (2021, July 8). Terbanyak di Dunia, Indonesia Miliki 1340 Suku Etnis. *Suara Pemerintah*, p. Indonesia Original. Retrieved November 16, 2022, from [https://suarapemerintah.id/2021/07/terbanyak-di-dunia-indonesia-miliki-1340-suku-etnis/#google\\_vignette](https://suarapemerintah.id/2021/07/terbanyak-di-dunia-indonesia-miliki-1340-suku-etnis/#google_vignette)
- Ramakrishnan, S., & Testani, M. (2011). People, Process, Technology - The Three Elements for a Successful Organizational Transformation. *SEMS Webinar* (p. Mini Series of Transformational Change). Institute of Industrial & Systems Engineers. Retrieved July 30, 2021, from <https://www.iise.org/Details.aspx?id=24456>
- Sakamoto, A., & Yamazaki, K. (2002, April). *Blood-Typical Personality Stereotypes and Self-Fulfilling Prophecy: A Natural Experiment with Time-Series Data of 1978-1988*. Retrieved December 18, 2012, from Department of Psychology: [www.hss.ocha.ac.jp/psych/socpsy/sakamoto/media/2003-2004/blood\\_typical.pdf](http://www.hss.ocha.ac.jp/psych/socpsy/sakamoto/media/2003-2004/blood_typical.pdf)
- Santoso. (2009). *SEM, Konsep dan Aplikasinya pada AMOS*. Jakarta, Jakarta, Indonesia: PT Elex. Retrieved March 5, 2022
- Schumacker, R. E., & Lomax, R. G. (2010). *A Beginner's Guide to Structural Equation Modeling (Third Edition)*. New York, New York, USA: Taylor and Francis Group, LLC.
- Setio, Y. B., & Anantadjaya, S. P. (2014, September). Peran Personal Diversity, Kompetensi & Kinerja Karyawan di Beberapa Perusahaan di Indonesia. *INSIGHT – EmergING Markets: BuSIness and ManaGement STudies Journal*, 179-201. Retrieved May 25, 2022, from <https://insight-journals.blogspot.com/>
- Shaikh, A. (2019, April 1). *Top 6 Benefits Of Diversity In The Workplace*. Retrieved May 11, 2021, from Grosum: <https://grosum.com/blog/tbenefits-diversity/>
- Sousa, I. C., Ramos, S., & Carvalho, H. (2019, September 27). Age-Diversity Practices and Retirement Preferences Among Older Workers: A Moderated Mediation Model of Work Engagement and Work Ability. (J. B. James, J. O. Mulders, & M. d. Molero, Eds.) *Frontiers in Psychology*. doi:<https://doi.org/10.3389/fpsyg.2019.01937>
- Sutanto, E. M., & Perdana, M. (2016, September). Antecedents Variable Of Employees Loyalty. Surabaya, Indonesia. Retrieved March 24, 2021, from [http://repository.petra.ac.id/17599/1/Publikasi1\\_91022\\_3296.pdf](http://repository.petra.ac.id/17599/1/Publikasi1_91022_3296.pdf)
- Syed, A. (2010, July). Personality Hardiness, Job Involvement and Job Burnout among Teachers. *International Journal of Vocational and Technical Education*, 2(3), 36-40. Retrieved February 20, 2022, from [https://www.researchgate.net/publication/228674649\\_Personality\\_hardiness\\_job\\_involvement\\_and\\_job\\_burnout\\_among\\_teachers](https://www.researchgate.net/publication/228674649_Personality_hardiness_job_involvement_and_job_burnout_among_teachers)
- Tandon, P., Mishra, S., & Mehta, J. D. (2020, September). A Study of Demographic Variables and Organizational Commitment of Employees. *International Journal of Management (IJM)*, 11(9), 1416-1424. doi:10.34218/IJM.11.9.2020.136
- UKEssays. (2017, May 11). *Relationship Between Marriage And Job Satisfaction*. May 17, 2021 tarihide UKEssays: <https://www.ukessays.com/essays/psychology/relationship-between-marriage-and-job-satisfaction-psychology-essay.php#citethis> adresinden alındı
- Vaughn-Furlow, B. (2017, August 18). Attitude More Important Than Skills. *The Daily Leader*. Retrieved November 16, 2022, from <https://www.dailyleader.com/2017/08/18/attitude-more-important-than-skills/>

- Wijaya, T. (2009). Analisis Structural Equation Modeling Menggunakan AMOS. Yogyakarta, Indonesia: Universitas Atma Jaya. Retrieved March 5, 2022, from <http://202.162.35.204:8191/opac/DetailOpacBlank.aspx?id=4155>
- Yazaki. (2010). Responsibilities Toward Stakeholders. Tokyo, Japan. June 2, 2021 tarihinde [https://www.yazaki-group.com/global/pdf/ser2010\\_09-18.pdf](https://www.yazaki-group.com/global/pdf/ser2010_09-18.pdf) adresinden alındı