

Impact of Diversity Management on Employee Engagement Through the Role of Organizational Trust and Motivation

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ABSTRACT

The diversity that exists in organizations such as gender, ethnicity, and language need to be managed properly so that organizational goals are achieved. The main objective of this research is to explore diversity management to achieve employee engagement and determine the mediating role of organizational trust and motivation in the relationship between diversity management and employee engagement in e-commerce company who provide fresh vegetables and fruits. The sampling method is purposive sampling by distributed questionnaires online to 135 respondents and analytical method used Partial Least Square-Structural Equation Modeling (PLS-SEM). The results of the research prove that there is a positive and significant influence of Diversity Management on Employee Engagement, Diversity Management has a positive and significant influence on Organizational Trust, Organizational Trust has a positive and significant influence on Employee Engagement, Diversity Management has a positive and significant influence on Motivation, Motivation has a positive and significant influence on Employee Engagement, and there is a positive and significant influence of the mediating effect of Organizational Trust and Motivation on Diversity Management and Employee Engagement. This research is limited because it was only conducted in

one of the e-commerce company, future researchers can explore service or manufacturing companies. Suggestions for future researchers are to use this research model by adding several other moderating and mediating variables to see the extent to which these variables affect the relationship between Diversity Management and Employee Engagement.

Keywords: Organizational Trust, Employee Engagement, Diversity Management, Motivation.

INTRODUCTION

The emergence of globalization, migration movements and work environments are becoming increasingly diverse, thus becoming the main reason for many changes in the business sector in which women, people with disabilities, and individuals who have demographic characteristics and different sociocultures are most influential. Diversity is found in many big cities, one of which is DKI Jakarta, which is one of the main destinations for refugees looking for work. Jakarta becomes the center of national economic activity, politics, and culture so that diversity can be easily found, one of diversity can be found in the organization. Organizations that can appreciate change and diversity will be more competitive in response to a wide range of approaches to managing a diverse workforce (Alshaabani et al., 2022). Diversity management was

initially often neglected in organizations. However, due to globalization, diversity management began to be widely considered by organizations and many authors who started doing research from different points of view (Yadav & Lenka, 2020). Many authors who introduced the concept of diversity to help in it promotes job title and career development and combats racial discrimination and gender (Köllen, 2021). Successful Diversity Management is built on small daily actions of employees, so it cannot be separated from the engagement of employees, employees need to be given an understanding that the environment more diverse work can result in greater productivity and help improve the performance of individuals and organizations (Kreitz, 2008).

Research conducted by Horváthová et al., (2019) states that employee engagement is considered a new topic, so many writers are starting conducted research in 2000. Ibrahim et al., (2019) states that employees maintain lower work engagement in the environment it is full of fear of losing your job and lack of good management. In contrast, employees who are full of energetic and enthusiastic feelings towards work usually shows greater results of attitudes and behaviors. Alshaabani et al., (2022) indicated that during the COVID-19 pandemic, the role of management was very it is important to increase employee engagement in the workplace so that it can affect organizational citizenship behavior. Employee engagement related to attitudes, behavior, performance, and employee welfare, so that employee engagement can provide a competitive advantage for the organization (Saks, 2022).

Employee welfare can be seen from how the organization treats employees, because the trust of the organization can be assessed through employee dependence to the organization and the way the organization treats employees fairly in accordance different interests with different practices (Ruswanti et al., 2022). On research conducted by Alshaabani et al., (2022) in

Hungary, shows that organizational trust can be considered as a mediating variable between management diversity and employee engagement.

This study is a continuation of the research of Alshaabani et al., (2022), but researchers change the variable into a variable work discomfort motivation, this is because the approach to employee engagement motivation is better than work discomfort and motivation will act as mediation between management diversity with employee engagement. Zareen et al.,(2015) states that motivating employees is a way that must be done by leaders to increase productivity and work engagement in the organization. Team work activities done effectively can help organizations to adapt to environmental changes and diversity that occur (Damayanti & Atmaja, 2022). Way effective to coordinate team work activities is to improve motivation of employees who have the ability to think innovatively (Anindita, 2023).

This study is a development of research Alshaabani et al., (2022), which aims to explore diversity management achieving employee engagement as well as knowing the mediating role of organizational trust and motivation in relationships between diversity management and employee engagement in moving companies in the field of supply of vegetables and fruits online-based management menguhubung diversity, organizational trust, motivation and employee engagement as variables together.

LITERATURE REVIEW

Diversity Management

Diversity is about differences and dissimilarities between people. Although an organization claims that the organization is relatively homogeneous, but employees vary sepelrti age, gender, race, ethnicity and trust values or cultural background (Weber et al., 2018). Diversity that exists in every organization can create a competitive advantage by increasing creativity and

decision making (Alshaabani & Rudnák, 2020).

Diversity management is largely regarded as a general concept that initially taken as a replacement and reframing of affirmative action programs previous and Equal Employment Opportunity Act in Amelrika Selrikat (Oppenheimer, 2016). Diversity management is a business strategy used by organizations to recruit employees from a variety of different backgrounds. In addition, diversity management is a perspective used to improve workforce performance heterogeneous with differences in sex, ethnicity, nationality, culture and education (Yadav & Lenka, 2020). Diversity Management in an organization aim to create and maintain a positive work environment, so as to appreciate the similarities and differences of individuals. Diversity in a organization involves not only how others perceive themselves but how they perceive others, so that perception can affect the interaction and engagement between employees (Patrick & Kumar, 2012). Diversity management is critical as it aims to minimize challenges existing while increasing the benefits with a diverse workforce so that can maximize profits for the organization (Inegbedion et al., 2020).

Organizational Trust

Organizational trust is a feeling of mutual trust between each other, both between individuals but between groups in an organizational environment (Akhtar et al., 2019). Trust organization is an organization based on culture and communication behavior to be open and honest stands the trust that individuals, groups and other organizations are also competent, jury and care all reliable and identified with the same goals, norms and values (Utomo et al., 2023). According to Lee & Li (2021) organizational trust is presented into three dimensions that define the concept as follows: integrity, which consists of believing that the organization will perform fairly and taking into account the expectations of everyone, then dependency,

highlighting that the organization must fulfill its promises to increase the level of trust within employees and finally, competence which certifies that the organization can fulfill its promises. Andrade & Neves (2022) states that organizational trust is the belief of an individual or group to strive to act well in accordance with its commitment to provide the best wherever the employee works.

Employee Engagement

In a study conducted by Hapsari et al., (2019) reported that employee engagement is strongly associated with job satisfaction, organizational commitment, work engagement and feelings of empowerment, so employees are willing to work harder and align themselves with the company's values and goals. According to Schneider et al., (2018) Employee Engagement can provide a competitive advantage for organization. Nurhasanah et al. (2023) states that employee engagement is the level of employee attachment to the organization and how employees adjust themselves to the organization. Research conducted by Chanana & Sangeeta (2021) explains that employee engagement is the attitude of employees in organizations that encourage all members of the organization to contribute their best to the organization and commit to the organization's goals and values. Employee engagement are built on trust, commitment and communication between the organization and its members. Organizations can increase engagement by involving employees in decision making, because the level of employee enthusiasm and employee commitment to their work is a form of employee engagement (Chandani et al., 2016).

Motivation

Motivation is a desire in a person that drives him to act or something that is the cause of a person's actions (Hajiali et al., 2022). Motivation is the desire to get things done in achieving satisfaction and performance (Padave et al., 2023). Octavia & Anggarani

(2023) states that everyone in an organization is motivated in different ways. Employee motivation depends on many intrinsic and extrinsic factors such as attractive jobs, job rewards, satisfaction, stress, job security, promotion and growth, rewards, work environment, punishment and recognition. According to Maryani et al., (2021) work motivation is an energetic drive that comes from the desire of employees who relate with the work in determining the direction and perseverance in the work. In research Alshaabani & Benedek (2018) states that organizational support perceived by employees has a positive impact on employee engagement, and organizational support is one form of motivation that organizations provide to their employees. According to Sabrina & Ikhsan (2023) employees who have a high motivation to get a higher position are most likely to be able to increase work productivity in order to achieve organizational goals (Amalia, 2018).

Hypotheses Development

The relationship of Diversity

Management and Employee Engagement

Diversity Management in an organization aims to create and maintain a positive work environment by involving employees in it. Diversity management has a positive impact on the overall economic results of the company. Sukalova & Ceniga (2020) diversity in companies drives organizations to create a friendly environment where employees can interact with each other and share innovative ideas. Sifatun et al., (2020) diversity can be found anywhere, one of them in the workplace. The diversity that exists in every organization can create a competitive advantage by increasing creativity and decision making. Alshaabani & Rudnák (2020) the existence of diversity that occurs in an organization is inseparable from the engagement of employees in the organization. Proven in research conducted by Kahn (1990) states that employee engagement can occur when employees give their efforts and express themselves

physically, cognitively, and emotionally. Thus, it can be said that employee engagement aims to improve performance, autonomy, respect for diversity, integrity, and personal development (Horváthová et al., 2019). Not many studies have linked diversity management to employee engagement, such as Stephanie et al., (2015) by conducting a survey of health sector employees, stating that having diversity management practices and policies is very useful for increasing employee engagement. Based on the description above, the following hypotheses are proposed:

H1: Diversity Management has a positive influence on employee engagement.

The relationship of Diversity

Management and Organizational Trust

According to Berraies et al., (2020) organizational trust can be seen through employee trust and through how the organization will treat employees fairly and respect the interests of different employees. Based on Lee & Li (2021) research on organizational trust, there are three dimensions that define the concept of organizational trust, that is, integrity, which consists of the trust that the organization will work fairly and taking into account the expectations of all people. Secondly, constancy, which states that the organization should increase the level of confidence in employees. Finally, competence, which states that the organization is able to fulfill its promises. In addition, many researchers have recognized that many factors can be prepared to build and improve organizational confidence in the company, including employee empowerment, cultural norms, organizational structure, organizational justice, and leadership (Alshaabani et al., 2020).

Thus, in this study, researchers will observe how diversity management can increase organizational trust. In previous research Józefowicz, (2017); Alshaabani & Rudnák (2020) diversity management and organizational trust are strongly connected, due to the fact that diversity management

not only consists of differences between employees but also ensures that there is a mutual relationship between employees and the organization. It is very important for employees to feel needed in the decision making process of the company so that it will indirectly show its contribution to the company. Diversity management is the best way to ensure fairness, mutual respect and mutual engagement in terms of contributing to increasing the level of trust of the organization (Bizri, 2018). Based on the description above, the following hypotheses are proposed:

H2: Diversity Management has a positive influence on organizational trust.

The relationship of Organizational Trust and Employee Engagement

Organizational trust based on culture and behavioral communication to be open and honest based on trust that individuals, groups and organizations are also competent, honest and caring so that they can be relied upon and identified with the same goals, norms and values (Utomo et al., 2023). In a study conducted by Hapsari et al., (2019) reported that employee engagement is strongly linked to job satisfaction, organizational commitment, work engagement and feelings of empowerment, so that employees are willing to work harder and align themselves with company values and goals. Employee engagement is related to several variables at the organizational level such as leadership, achievement of achievement, organizational fairness and employee tenure (Alshaabani et al., 2020).

In a previous study conducted Alfes et al., (2016) stated that organizational trust is very instrumental in terms of increasing employee engagement. Thus, organizational trust is considered an important factor that can improve employee performance, organizational commitment, and employee engagement. Wong et al., (2010) stated that organizational trust helps to increase knowledge and knowledge sharing thereby impacting on increased employee

engagement. Alshaabani et al., (2022) explains that if organizations treat their employees fairly, then employees will also give their best to the organization. Organizational trust is a necessary factor to make employees more focused on work and care about company problems that will certainly engage employees. Based on the description above, the following hypotheses are proposed:

H3: Organizational trust has a positive influence on employee engagement.

The Role of Organizational Trust Mediation

The success factor that coordinates social action and decision-making is organizational trust. Increased employee engagement is achieved through increased trust in the organization. Employees who are in a trusting environment can create a bond with the organization. Thus, Trust has a great influence on employee work engagement (Stangrecka & Iddagoda, 2020). A Survey conducted by Kura et al., (2016) on 212 employees working in the public sector in Nigeria discussed on the mediating role of organizational trust towards perceived organizational support and constructive deviation. Wijaya (2023) states that organizational trust refers to the trust in an organization that will take positive actions that can benefit employees established in the employment relationship between the organization and employees. So that there is a willingness of employees to submit to the organization in the hope that the organization can realize the positive expectations of employees through employee engagement. Based on the description above, the following hypotheses are proposed:

H4: Organizational trust mediates the relationship between diversity management and employee engagement.

The Relationship of Diversity Management and Motivation

Many people judge employee diversity from caste, religion, race and culture as a conflict,

the application of diversity is something that is absolutely applied in an organization (Thomas, 2012). Diversity provides a great scope for organizations because it can create greater viewpoints and productivity (Hudson, 2014). Motivation in this case focuses on providing support in the form of more appreciation for employees, such as respecting employee opinions and not discriminating against each individual (Garg & Panchal, 2016). Organizations that can manage diversity management well will grow motivation for employees. If employees are noticed and heard their opinions then the employee feels more emotionally attached to their organization, so this will make employees will more establish relationships with others in the organization and equate the value of individuals to their peers (Saxena, 2014). This is also confirmed by the results of research Kundu et al., (2020) which states that effective implementation of diversity management can trigger employee motivation. Through a study conducted on Japanese employees and Korean employees, Magoshi & Chang (2009) confirmed that diversity management practices trigger positive employee attitudes. Based on the description above, the following hypotheses are proposed:

H5: Diversity Management has a positive influence on motivation

The Relationship of Motivation and Employee Engagement

Employee engagement can occur when people are engaged in their work, then they begin to care and be enthusiastic about the work and put all their effort into their work (Horváthová et al., 2019). In research Alshaabani & Benedek (2018) states that organizational support perceived by employees has a positive impact on employee engagement. Organizational support is one form of motivation that organizations provide to their employees. Khan & Iqbal (2013) revealed that there is a positive relationship between intrinsic motivation and employee engagement and a

positive relationship between extrinsic motivation and employee engagement. In a study conducted by Engidaw (2021), it was also concluded that there is a significant positive relationship between intrinsic motivation and extrinsic motivation with employee engagement. Research conducted by Tsvangirai & Chinyamurindi (2019) resulted in the same opinion, that is employee motivation and employee engagement are positively related to each other. Based on the description above, the following hypotheses are proposed:

H6: Motivation has a positive influence on employee engagement.

The Role of Motivational Mediation

Based on the research of Kundu et al., (2020) motivation acts as a mediator between diversity management and employee intention to quit. The results of the study showed that the application of diversity management programs can help increase employee motivation and reduce the intention to quit. This is also supported by research conducted by Kuvaas (2006) which states that motivation acts as a mediator between satisfaction of performance assesment and intention to quit.

In research Alsawaier (2018), motivation acts as a mediation between gamification and employee performance, where gamification has an indirect effect on employee performance through motivational mediation. Based on Shecillia research (2023) employees who have work motivation tend to complete work on time and are able to achieve optimal performance. Suwarno et al., (2023) states that work motivation can mediate the relationship between work engagement and employee performance, this proves that employee performance will improve if employees feel motivated. Based on the description above, the following hypotheses are proposed:

H7: Motivation mediates the relationship between diversity management and employee engagement

MATERIALS & METHODS

This study uses four variables consisting of Diversity Management, Motivation, Organizational Trust and Employee Engagement. Variables of Management Diversity adapted from Bizri (2018) which consists of 6 statements. Then, variables of motivation were measured using 5 statements adapted from (Skudiene & Auruskeviciene, 2012). Variables of Organizational Trust measured using 7 statement adapted from (Gabarro, J. J., & Athos, 1976). Last, Variables of Employee Engagement was measured using 9 statements adapted from (Schaufeli et al., 2006).

The population in this study were employees at the company PT. Paskomnas Niaga Utama who engaged in the provision of vegetable and fruit-based online. Samples on the research uses Purposive Sampling method with sample criteria are respondents who work in the Division of Administrative, Finance and Accounting, Sales and Marketing, Procurement, and Customer Service, and have worked at least 6 months in the company, both men and women. Data collection on this study uses a survey method with online questionnaires using google form. Data collection techniques begin with the deployment of initial questionnaires (pretest) to 30 respondents, with the determination of the number of samples using size according to Hair et al., (2018) which states a minimum sample size of 5 times number of statements. In this study, there are 27 statements in the questionnaire, so that the sample used amounted to 135 respondents using a Likert scale on a scale of 1-5 (1 = strongly disagree and 5 = strongly agree).

This research is quantitative research using Structural Equation Model (SEM) and data processing and analysis using software SPSS and SmartPLS 4.0. In the test of validity and reliability, using factor analysis SPSS by looking at the values listed in the Kaiser Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA). Where if the value of KMO and MSA more than 0.5 then

factor analysis is appropriate. Furthermore, for reliability test using measurement of Cronbach's Alpha. Where the value of Cronbach's Alpha approaches 1 then it will be better (Hair Black, et al., 2019). Then test the inner model to test the preparation indicators in this study using the path coefficient and bootstrapping.

In this research, the proposed hypothesis was tested empirically by using Partial Least Squares-Structural Equation Modeling (PLS-SEM). Research hypothesis proposed empirically tested using SmartPLS. Reasons for use SmartPLS 4.0 is because it provides better results and more simple, and also research models are complex or large and there is no requirement for normality test (Bamgbade et al., 2015; Henseler et al., 2014).

Furthermore, data analysis techniques using 2 measurement models adapted from (Hair et al., 2013) as follows the Outer Model Analysis there are 5 parameters, namely: The Value of Convergent Validity (>0.70), Average Variance Extracted (AVE) (0.50), Discriminant Validity, Reliability Analysis (>0.70), Cronbach's Alpha (>0.70). Meanwhile, The Evaluation Of Model Measurements Structural (Inner Model Analysis) using 4 parameters, namely: Path Coefficient Value (path coefficients), Value of R Square (R^2), Value Of Stone Geisser Value ($Q\text{ Square}/Q^2$), Size Partial Influence ($F\text{ square}/f^2$). Then, doing hypothesis test with a level significance of using critical T value (T value) for one-sided test is >1.65 and for the significance level of P value 5% (0.05), it means significant if the value of P Value <0.05 . Therefore, to conclude that the hypothesis tested is significant at the level of 5% (<0.05), while for the critical T value should be >1.65 .

RESULT

Respondents of this study are employees at the company PT. Paskomnas Niaga Utama, there were 135 respondents. Of the 135 respondents obtained male sex as many as 62 people (45.9%) and the female sex as many as 73 people (54,1%). While based on

age that respondents 22 people (16.3%) aged 18-23 years, as many as 52 people (38.5%) aged 24-28 years, as many as 45 people (33.3%) 29-33 years old and 16 people (11.9%) were >33 years old. Based on last Education respondents as many as 17 people (12.6%) educated SMA/SMK, a total of 33 people (24.4%) educated D3, a total of 70 people (51.9%) educated S1 and 15 people (11.1%) educated S2. By division as many as 31 people (23%) respondents as administration, as many as 35 people (25.9%) respondents as finance and accounting, as many as 30 people (22.2%) respondents as sales and marketing, as many as 16 people (19.3%) respondents as procurement and as many as 13 people (9.6%) respondents as customer service. Based on the length of work as many as 12 people (8.9%) worked for < 1 year, as many as 36 people (26.7%) worked for 1 - 2 years, a total of 48 people (35.6%) worked for 3-4 years and a total of 39 people (28.9%) worked for >5 years.

Validity test and reliability test using SPSS factor analysis by looking at the value Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA). KMO Test or Kaiser-Meyer-Olkin (KMO) in this study was used to test validity of research questionnaires and determine the value of variation in each variable. Magnitude of KMO MSA value that must be met by each variable is >0.50 (Napitupulu et al., 2017). Based on the results of KMO Test, it can be seen KMO value of each indicator in each variable >0.50 it can be concluded that the analysis technique factors in the study can be continued.

MSA value that must be met each variable indicator is equal to >0.50, if question

indicator has MSA value <0.50 then the indicator should be discarded not included in further research. The MSA test is used to shows the sampling adequacy of each indicator on the instrument research. This test is viewed using the value of anti-image matrices. Indicators on instrument can be used if it has a value >0.50 and can be called that variable in accordance with the structure of other variables. Based on the results of the anti-image matrices test then can be seen MSA value of each indicator in each variable >0.50 then it can be concluded that all indicators in each variable has been feasible in factor analysis and meet the requirements of factor analysis.

Construct Reliability test using Cronbach Alpha and Composite Reliability as measurements of each construct. Rules for Cronbach Alpha value and Composite Reliability value that can be generally accepted is equal to 0.70 means that reliability can accepted (Ursachi et al., 2015). Based on the results of calculations it is known that all of questionnaire indicators qualified of requirements reliability test with Cronbach alpha >0.70 means that all research indicators are said to be reliable.

Internal consistency Reliability Test in SEM-PLS can be measured by looking at the value of Composite Reliability. The value of Composite Reliability can be said to be reliable when has a value >0.70 (Hair et al., 2017). Based on the calculation, the result is all construct variables have a Composite Reliability value >0.70. Thus, it can be stated that all construct variables in this study are consistent or reliable and worthy of being used to be processed into the next test phase.

Table 1. Results of Validity Test and Reliability Test

	<i>Cronbac h's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>	<i>Average variance extracted (AVE)</i>
Organizational Trust	0,922	0,924	0,938	0,685
Employee Engagement	0,933	0,934	0,944	0,654
Diversity Management	0,913	0,917	0,933	0,699
Motivation	0,862	0,862	0,901	0,645

Source: processed by researcher, 2024

Outer Model Test aims to specify the relationship between latent variables with each indicator and it mean to assess the validity and reliability of a model. Construct validity testing in PLS-SEM consists of convergent validity and discriminant validity. The magnitude of convergent validity can be known by looking at the value loading factor on the outer loading table and can also be seen through the amount of value AVE (Average Variance Extracted). Value loading factor >0.70 and >0.50 for value AVE is a constant quantity that must be satisfied in order to measure convergent validity (Hair et al., 2017). In the measurement of this study obtained results for 27 indicators has a value >0.70 . Indicators that have an outer loading value of not less than 0.4 and smaller than 0.7 then the indicator can still be considered for

maintained (Hair et al., 2017). Then the final result of the measurement of convergent validity all 27 indicators have been met. Using empirical standards of discriminant validity describes that between latent variables that one has a difference with other latent variables. Cross loading value of each indicator of latent variables can provide an explanation of the discriminant validity test. Value Cross loading shows the correlation between an indicator to their construct and against other constructs. Correlation value of the indicator to the latent variables need shows a result greater than the correlation value to other latent variables. Based on the results of data processing using SEM-PLS known that all variables qualify the validity of a good discriminant.

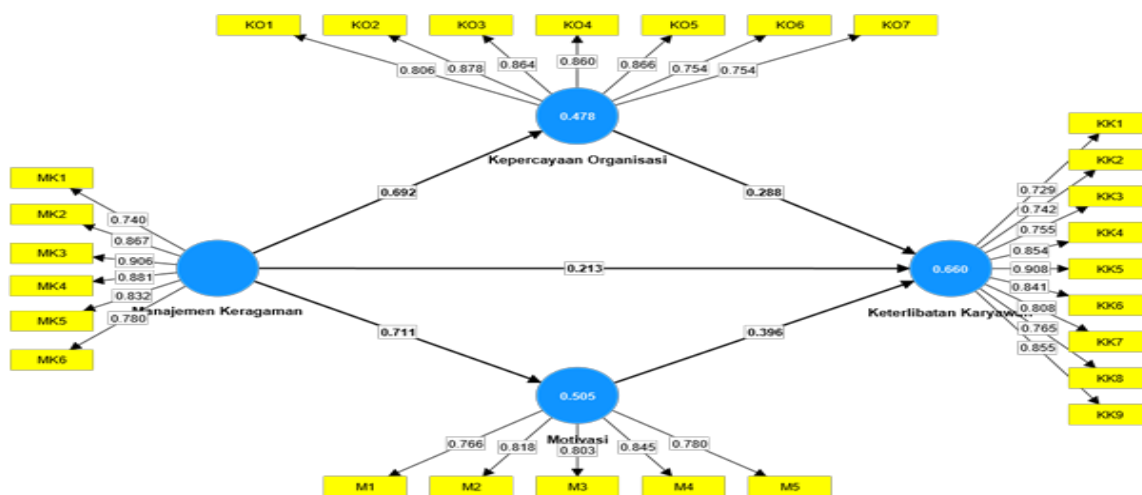


Figure 1. Outer Model

Inner test model is a structural model that connects between latent variables. Based on the value of the path coefficient to see how much influence between variables latent with bootstrapping calculations. Hypothesis testing in this study can be seen through the results of the path coefficient significance. The significance value of the path coefficient can be obtained using bootstrapping techniques with SEM-PLS software. According to Hair et al., (2017) if T value statistical is greater than the table T (1.65) at Level 5%, with p value <0.05 , it can be said that there is a significant

influence, while the direction of the relationship can be determined by looking at the value of the original sample.

The value of the coefficient of determination (R^2) describes to what extent the exogenous variable able to explain endogenous variables. According to Hair et al., (2019) R^2 value categorized as strong if the value exceeds 0.67, and categorized as moderate if it exceeds 0.33, and categorized as weak if it exceeds 0.19. Based on the analysis it is known that Diversity Management variable is able to explain Organizational Trust variable by

47% with a value of R2 of 0.478 so that it is included in the moderate category, while 53% were influenced by other variables outside this study. The analysis also shows that Diversity Management variable is able to explain the Employee Engagement variable of 66% with a value of R2 of 0.660 so that including in the moderate category,

while 34% are influenced by other variables. Last, Diversity Management variable is able to explain the Motivation variable of 50% with a value of R2 of 0.505 so that it is included in the moderate category, while 50% influenced by other variables outside this study.

Table 2. The Value of The Coefficient of Determination

	R-square	R-square adjusted
Organizational Trust	0,478	0,474
Employee Engagement	0,660	0,652
Motivation	0,505	0,502

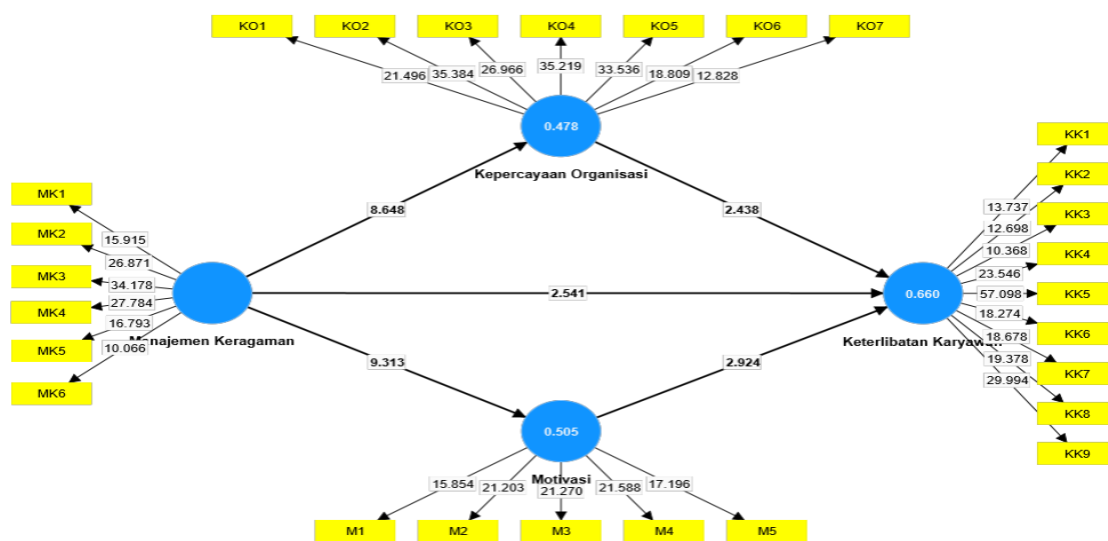


Figure 2. Path Diagram T-Value/Inner Model

Based on The Path Diagram T-Value in Figure 3, hypothesis testing can be presented as follows:

Table 3. Results of Hypothesis Testing

Hypothesis	Original sample (O)	T statistics (O/STDEV)	P values	Decision
H1 Diversity management has a positive influence on employee engagement	0,213	2,541	0,011	Accepted
H2 Diversity management has a positive influence on organizational trust	0,692	8,648	0,000	Accepted
H3 Organizational trust has a positive influence on employee engagement	0,288	2,438	0,015	Accepted
H4 Organizational trust mediates the relationship between diversity management and employee engagement.	0,199	2,287	0,022	Accepted
H5 Diversity Management has a positive influence on motivation	0,711	9,313	0,000	Accepted
H6 Motivation has a positive influence on employee engagement	0,396	2,924	0,003	Accepted
H7 Motivation mediates the relationship between diversity management and employee engagement	0,282	2,420	0,016	Accepted

Source: processed by researcher, 2024

Based on the table above, the results obtained 7 hypotheses (H1, H2, H3, H4, H5, H6 and H7). H1 testing is the effect of diversity management on employee engagement obtained results of statistical T value $2.541 > 1.656$ with p value $0.011 < 0.05$ then it can be stated that diversity management has a positive influence and significant effect on employee's engagement, thus H1 is acceptable. H2 testing is the effect of diversity management on organizational trust obtained results of statistical T value $8.648 > 1.656$ with a p value of $0.000 < 0.05$, it can be stated that diversity management has a positive influence and significant to the organizational trust, thus H2 is acceptable. H3 testing is the effect of organizational trust on employee engagement obtained results of statistical T value $2.438 > 1.656$ with p value $0.015 < 0.05$, then it can be stated that organizational trust has a positive influence and significant to the employee engagement, thus H3 is acceptable. H4 testing is the effect of organizational trust is able to mediate the relationship between diversity management and employee engagement obtained statistical T value $2.287 > 1.656$ with p value $0.022 < 0.05$, then it can be stated that organizational trust has a positive influence and significant to mediate the relationship between diversity management and employee engagement, thus H4 is acceptable. H5 testing is the effect of diversity management on motivation obtained statistical T value $9.313 > 1.656$ with p value $0.000 < 0.05$, then it can be stated that diversity management has a positive influence on motivation, thus H5 is acceptable. H6 testing is the effect of motivation on employee engagement obtained statistical T value $2.924 > 1.656$ with p value $0.003 < 0.05$, then it can be stated that motivation has a positive influence on employee engagement, thus H6 is acceptable. H7 testing is the effect of motivation is able to mediate the relationship between diversity management and employee engagement obtained statistical T value $2.420 > 1.656$ with p

value $0.016 < 0.05$, then it can be stated that motivation has a positive influence and significant to mediate the relationship between diversity management and employee engagement, thus H7 is acceptable.

DISCUSSION

This study intends to explain the impact of diversity management on employee engagement through the role of organizational trust and motivation. In the first finding in this study, it was stated that diversity management has a positive influence and significant effect on employee's engagement, meaning that diversity in the company encourages organizations to create a friendly environment where employees can interact with each other and share innovative ideas (Atmaja & Damayanti, 2022). It can be seen from the age characteristics of diverse employees and the most dominant age of employees aged 24-28 means that employees can accept diversity among employees in the workplace. Based on the observation, the diversity that is clearly visible in this company is the diversity of ethnicity, consisting of Javanese, Chinese, Sundanese, Betawi, Batak and Minang. The employees in this company are mostly Javanese, but the management is dominated by Chinese. The existence of diverse demographic characteristics, can affect employees in carrying out their work. This is because the demographic makeup of the workforce may be the basis for differences in perceptions, values and attitudes among employees. The diversity that exists in every organization can create a competitive advantage by increasing creativity and decision making.

Diversity that occurs in an organization is inseparable from employee engagement in the organization, employee engagement can occur when employees give their efforts and express themselves physically, cognitively, and emotionally. Thus, it can be said that employee engagement aims to improve performance, autonomy, respect for

diversity, integrity and personal development. The results of this study are in line with research conducted by Stephanie et al., (2015) by conducting a survey of health workers, stating that having diversity management practices and policies is very useful for increasing employee engagement and Alshaabani & Rudnák (2020) the existence of diversity that occurs in an organization is inseparable from employee engagement in the organization.

In the second hypothesis test, there is the effect of diversity management on organizational trust, meaning that organizational trust can be seen through employee trust and through how the organization will treat employees fairly and respect the interests of different employees. There are three dimensions that define the concept of organizational trust, namely integrity, which consists of the belief that the organization will work fairly and taking into account expectations everybody. Can be seen from the characteristics of the respondents, the most dominant last Education is S1 refers to Bachelor Degree which means it can accept the diversity that exists in the company and can already determine trust in the company. In addition, the diversity what happened in the company was a marked difference in religion. Based on the observation, the majority of employees are Muslims and the other half are Christians. Although there is religious diversity, employees still trust in the organization because of the attitude of respect for each other. Many researchers have recognized that many factors can be put in place to build and increase confidence organization within the company, among others, employee empowerment, cultural norms, organizational structure, organizational justice, and leadership. The results of this study are in line with previous studies by Józefowicz, (2017); Alshaabani & Rudnák (2020) diversity management and organizational trust are strongly connected, due to the fact that diversity management consists not only of differences between employees but also ensure that there is a

mutual relationship between employees and the organization.

The results of the third hypothesis testing states that the effect of organizational trust on employee engagement. It means that the greater the trust employees have in an organization, will be increase their engagement in the work. It emphasizes that when employees feel confidence in the organization and its management, they exchange it for better work results to fulfill their responsibilities at work. Based on the observation, employees who believe in the company will be eager to get involved in the company's annual event, the current results are in line with the research of Alfes et al., (2016) stated that organizational trust is very instrumental in terms of increasing employee engagement. Thus, organizational trust is considered an important factor that can improve employee performance, organizational commitment, and employee engagement.

In the fourth hypothesis test showed that organizational trust is able to mediate the relationship between diversity management and employee engagement, it means that employees must feel the trust of the organization first before feeling employee engagement. It can be seen from the gender characteristics of the most dominant respondents are women, meaning that women can easily accept diversity among employees and can put their full trust in organization so that it can make other employees involved in the work they do. This study is in line with research conducted by Wijaya (2023) stating that organizational trust refers to the belief in organizations that will take positive actions that can benefit employees who are interwoven in labor relations between organizations and employees. So that there is a willingness of employees to submit to the organization in the hope that the organization can realize the positive expectations of employees thanks to employee engagement.

The fifth finding in this study states that diversity management has a positive influence on motivation, meaning that

diversity provides a large scope for organizations because it can create a greater perspective and productivity. Motivation in this case focuses on providing support in the form of more appreciation for employees, such as respecting employee opinions and not discriminating against each individual. Organizations can run diversity management well, will cause motivation for employees. If employees are paid attention and heard their opinions then the employee feels more emotionally attached to their organization, so this will make employees will more establish relationships with others in the organization and equate the value of the individual to others. It is also corroborated by the results of research Kundu et al., (2020) which states that effective implementation of diversity management can trigger employee motivation. Through a study conducted on Japanese employees and Korean employees. Magoshi & Chang (2009) assert that diversity management practices trigger positive employee attitudes.

The results of sixth hypothesis testing show that motivation has a positive influence on employee engagement, that everyone in an organization is motivated in different ways. Motivation of workers depends on many factors intrinsic and extrinsic factors such as attractive jobs, job rewards, satisfaction, stress, job security, promotion and growth, rewards, work environment, punishment and recognition. Perceived organizational support of employees' positive impact on employee engagement, and organizational support is one form of motivation that organizations provide to their employees. The results of this study are in line with research conducted by Tsvangirai & Chinyamurindi (2019) got a common opinion, that employee motivation and employee engagement are positively related to each other.

In the seventh hypothesis testing in this study, motivation mediates the relationship between diversity management and employee engagement, meaning that motivation acts as a mediator between

diversity management and employee engagement. Results of the study showed that the application of diversity management programs can help increase employee motivation and improve employee performance so that employees are involved in organizational decision making. The result in line with research of Suwarno et al., (2023) stated that work motivation can mediate the relationship between work engagement and employee performance, this proves that employee engagement will increase if employees feel motivated.

CONCLUSION

The results of the research prove that there is a positive and significant influence of Diversity Management on Employee Engagement, Diversity Management has a positive and significant influence on Organizational Trust, Organizational Trust has a positive and significant influence on Employee Engagement, Diversity Management has a positive and significant influence on Motivation, Motivation has a positive and significant influence on Employee Engagement, and there is a positive and significant influence of the mediating effect of Organizational Trust and Motivation on Diversity Management and Employee Engagement.

Limitations of this research focuses only on achieving diversity management employee engagement and know the role of trust mediation organization and motivation in the relationship between diversity management and employee engagement in one of the e-commerce companies who provide fresh vegetables and fruits online based, not including other factors that can affect employee's engagement. Further researchers can explore the service company or manufacturing because it has more employees and researchers can do the research is more extensive as in Jabodetabek or outside Java. Suggestions for the next researcher is to use this research model by adding or replacing some other moderation variables and mediation variables to see to

what extent these variables affect the relationship between diversity management and employee engagement.

In this research, managing diversity in the workplace is becoming more important in this era and from a business point of view has been widely mentioned that most employees should consider this in their culture company. However, this is less common in companies at provide vegetables and fruits online based, which is why our research opens up opportunities good development for this issue. Researchers suggest to managers who work in service companies to increase their general awareness of diversity in the workplace by fostering diversity during the recruitment process by hiring people from different backgrounds, ages, genders, culture, and improve their working relationships later.

In this study shows that diversity management has been managed by either by one company in terms of the distribution of compensation and benefits objectively without distinguishing religion and ethnicity so as to foster motivation of employees. In this case, the company needs to maintain even improve the manage of diversity management by providing rewards to employees fairly regardless of religion or ethnicity so that employees are more motivated and employee engagement will also increase. In addition, internal policies should be implemented with the aim of minimizing violations and ensure the principle of equal treatment. Researchers argue that giving proper training around conflict management, teamwork and cooperation is essential to engage and develop diverse workplaces. Second, researchers demonstrate how organizational trust can be important in the face of diversity in e-commerce companies and how it could affect employee engagement. It is important to know that applying trust in organization is not only the responsibility of managers but also the responsibility of employees. That is why companies should always strive to be aware of changing needs them. Furthermore, the company should

provide full support for employees to increase work engagement and employee confidence in company by providing opportunities openly for employees to provide positive ideas to the company so that employees are more enthusiastic in work and provide training to employees both in the field of work or soft skills training. Therefore, diversity management needs to be managed better for a sense of employee confidence in the company increased, so that employees can compete positively with the talents of each and feel treated fairly by the company. Well-managed diversity can foster the spirit of employees to be more involved in their work so that employees are able to contribute and provide good performance to achieve corporate goals.

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