

How Diversity and Emotional Intelligence Shape Organizational Commitment

Asa Sheila Amelia*, Fauzi Ichwani, Pinda Widya Safitri

Manajemen/ Fakultas Ekonomi Sosial dan Humaniora, Universitas Muhammadiyah PKU
Surakarta, Surakarta, Indonesia

*asa.sheila@umpku.ac.id

ABSTRACT

The movement of workers from the agricultural sector to the industrial sector can occur along with the occurrence of industrialization. The question is whether the same transfer can occur when agricultural land suddenly changes function to industrial land as is the case in many developing countries. This study examines the effect of labor diversity, emotional intelligence, and organizational citizenship behavior on organizational commitment at Companies in Surakarta. The research uses a quantitative approach with a population of 451 employees and a simple random sample of 44 respondents. Data were collected through questionnaires using a Likert scale and analyzed with SPSS. The results show that labor diversity has no significant effect on organizational commitment. Emotional intelligence has a significant effect at the 10% level, while organizational citizenship behavior has a significant effect at the 5% level.

Keywords: *organizational commitment; workforce diversity; emotional intelligence; organizational citizenship behavior; employee commitment*

Bagaimana Keberagaman dan Kecerdasan Emosional Membentuk Komitmen Organisasi

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *workforce diversity*, *emotional intelligence*, dan *organizational citizenship behavior* terhadap *organizational commitment* pada perusahaan di Kota Surakarta. Penelitian ini menggunakan pendekatan kuantitatif dengan populasi sebanyak 451 karyawan dan sampel sebanyak 44 responden yang dipilih menggunakan teknik *simple random sampling*. Data dikumpulkan melalui penyebaran kuesioner menggunakan skala Likert dan dianalisis dengan bantuan perangkat lunak SPSS. Hasil penelitian menunjukkan bahwa *workforce diversity* tidak berpengaruh signifikan terhadap *organizational commitment*. Sementara itu, *emotional intelligence* berpengaruh signifikan pada tingkat signifikansi 10% dan *organizational citizenship behavior* berpengaruh signifikan pada tingkat signifikansi 5%.

Kata Kunci: *komitmen organisasi; keberagaman tenaga kerja; kecerdasan emosional; organizational citizenship behavior; komitmen karyawan.*

INTRODUCTION

Human Resources (HR) are the most essential element in an organization, as organizations not only function as a means to achieve collective goals but also serve as a platform for employees to actualize themselves and develop their potential. The rapid pace of economic growth and increasingly competitive business environment demand organizations to have superior, adaptive, and resilient human resources who are able to survive within high standards of workforce management. Only high-quality employees can meet these challenges, making it crucial for organizations to ensure that their employees possess a strong commitment to the organization. Organizational commitment is understood as a positive attitude that reflects an employee's emotional attachment, loyalty, and willingness to remain as part of the organization while carrying out their responsibilities. Employees with a high level of organizational commitment tend to demonstrate different behaviors compared to those with lower commitment, and such commitment plays an important role in reducing turnover and enhancing organizational effectiveness (Sukmawati & Gani, 2014; Suyasa, 2008).

In practice, organizational commitment is influenced by several factors, including workforce diversity, emotional intelligence, and organizational citizenship behavior (OCB). The dynamic changes in the workplace require organizations to effectively manage workforce diversity, which encompasses differences in age, gender, culture, education, and experience, as such diversity affects individual perceptions, values, and interactions within the organization (Mathis & Jackson, 2001; Lestari, 2015). Moreover, employees' emotional intelligence contributes significantly to organizational commitment, as the ability to recognize, understand, and regulate one's own emotions as well as those of others enhances interpersonal relationships, reduces conflict, and strengthens employees' affective attachment to the organization (Andriani, 2014). Another critical factor is OCB, which refers to discretionary behavior that goes beyond formal job requirements and contributes positively to organizational efficiency and effectiveness. OCB is reflected in helping behaviors, loyalty, sportsmanship, and individual initiatives that are not directly tied to formal rewards but are instrumental in creating a conducive and productive work environment (Ristiana, 2013; Fitria et al, 2015; Alif, 2015).

Based on these considerations, the integration of workforce diversity, emotional intelligence, and OCB is expected to play a significant role in shaping employees' organizational commitment. This underlies the present study entitled: "The Influence of Workforce Diversity, Emotional Intelligence, and Organizational Citizenship Behavior on Organizational Commitment (A Study at Companies in Surakarta)".

METHOD

This study employs a quantitative, hypothesis-testing design to examine the influence of workforce diversity, emotional intelligence, and organizational citizenship behavior (OCB) on organizational commitment among employees of Companies in Surakarta. The population consists of all 451 employees, while a sample of 44 respondents was selected using purposive sampling to represent the population adequately, in accordance with the recommendations of [Riduwan \(2010\)](#) and [Annisa \(2015\)](#). The variables measured in this study include workforce diversity, emotional intelligence, OCB, and organizational commitment, each assessed using indicators derived from prior literature. Data were collected through structured questionnaires based on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), which allows for the measurement of respondents' attitudes, perceptions, and opinions regarding the research variables. In addition, secondary data from books, journals, and prior studies were used to support and strengthen the theoretical foundation of the research.

Data analysis was conducted using multiple linear regression to test the hypothesized relationships among the variables. Prior to hypothesis testing, the data were screened for reliability and validity to ensure the measurement instruments were consistent and accurate. The research procedure involved distributing questionnaires to the selected respondents, collecting and coding the data, and analyzing the results using statistical software. This methodological approach enables the study to identify both the individual and combined effects of workforce diversity, emotional intelligence, and OCB on organizational commitment, providing comprehensive insights into the determinants of employee commitment within Companies in Surakarta.

RESULT AND DISCUSSION

Instrument Validity and Reliability Analysis

Before conducting further statistical analyses, it is essential to ensure that the research instruments used in this study are both valid and reliable. Validity testing aims to determine whether each item on the questionnaire accurately measures the intended constructs, while reliability testing evaluates the internal consistency of the items within each variable. This section presents the results of the validity and reliability tests performed on the instruments used to measure the variables of Workforce Diversity, Emotional Intelligence, Organizational Citizenship Behavior, and Organizational Commitment.

To assess the validity of the questionnaire items, this study employed a statistical analysis using SPSS software. The results of the validity tests for each variable are summarized in [Tabel 1](#).

Table 1. Validity Test Results for Workforce Diversity (X1)

No	Item	Calculated r	Critical r	Decision
1	X1.1	0.533	0.297	Valid
2	X1.2	0.517	0.297	Valid
3	X1.3	0.756	0.297	Valid
4	X1.4	0.550	0.297	Valid
5	X1.5	0.569	0.297	Valid
6	X1.6	0.569	0.297	Valid

Source: Processed data using SPSS

All six items used to measure the variable Workforce Diversity are considered valid. Each item has a Pearson correlation coefficient (calculated r) greater than the critical value (critical $r=0.297$). This indicates a positive correlation and confirms that all items are eligible for further analysis (Table 2).

Table 2. Validity Test Results for Emotional Intelligence (X2)

No	Item	Calculated r	Critical r	Decision
1	X2.1	0.625	0.297	Valid
2	X2.2	0.427	0.297	Valid
3	X2.3	0.610	0.297	Valid
4	X2.4	0.458	0.297	Valid
5	X2.5	0.543	0.297	Valid
6	X2.6	0.698	0.297	Valid

Source: Processed data using SPSS

All six questionnaire items related to Emotional Intelligence are valid, as their correlation values exceed the threshold of 0.297. This implies that the items are positively correlated and can be analyzed (Table 3).

Table 3. Validity Test Results for Organizational Citizenship Behavior (X3)

No	Item	Calculated r	Critical r	Decision
1	X3.1	0.669	0.297	Valid
2	X3.2	0.622	0.297	Valid
3	X3.3	0.522	0.297	Valid
4	X3.4	0.567	0.297	Valid
5	X3.5	0.563	0.297	Valid
6	X3.6	0.442	0.297	Valid

Source: Processed data using SPSS

All six items for Organizational Citizenship Behavior meet the validity criteria, with calculated r values greater than 0.297. Therefore, all items are deemed valid and suitable for analysis (Table 4).

Table 4. Validity Test Results for Organizational Commitment (Y)

No	Item	Calculated r	Critical r	Decision
1	Y1	0.774	0.297	Valid
2	Y2	0.719	0.297	Valid

3	Y3	0.601	0.297	Valid
4	Y4	0.625	0.297	Valid
5	Y5	0.557	0.297	Valid
6	Y6	0.566	0.297	Valid

Source: Processed data using SPSS

All six items designed to measure Organizational Commitment are also valid. Each item has a correlation score above 0.297, indicating a positive relationship and confirming the items' eligibility for further statistical analysis.

The reliability test was conducted using Cronbach's Alpha to determine the internal consistency of each variable (Table 5).

Table 5. Reliability Test Results

No	Variable	Cronbach's Alpha	Nunnally's Criterion	Decision
1	Workforce Diversity (X1)	0.731	0.6	Reliable
2	Emotional Intelligence (X2)	0.719	0.6	Reliable
3	Organizational Citizenship Behavior (X3)	0.722	0.6	Reliable
4	Organizational Commitment (Y)	0.753	0.6	Reliable

Source: Processed data using SPSS

The normality test is conducted to assess whether the regression model between the dependent variable and the independent variable follows a normal distribution. The results of the normality test using the Kolmogorov-Smirnov test in the SPSS 20.00 software (Table 6).

Table 6. One-Sample Kolmogorov-Smirnov Test Results

Variable	N	Mean	Std. Deviation	Most Extreme Differences	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
Y	44	24.48	6.227	Absolute: 1.191	1.057	0.214
X1	44	22.61	4.789	Absolute: 0.895	0.736	0.651
X2	44	22.25	5.234	Absolute: 1.112	0.866	0.442
X3	44	22.76	5.232	Absolute: 0.755	0.982	0.289

Source: Processed data using SPSS

The Kolmogorov-Smirnov Z values for all variables were tested against the significance level of 0.05. If the p-value is greater than 0.05, the null hypothesis (Ho) is accepted, indicating that the data follows a normal distribution. For the Organizational Commitment variable (Y), the Kolmogorov-Smirnov Z value is 1.057, with a p-value of 0.214, which is greater than 0.05. This suggests that the Organizational Commitment variable is normally distributed. Similarly, for variables X1, X2, and X3, the Kolmogorov-Smirnov values also yield p-values higher than 0.05, confirming that these

variables meet the normality assumption. Therefore, all variables in this study satisfy the normality assumption, making them suitable for subsequent parametric testing.

The Multicollinearity Test was conducted to assess whether there is any correlation among the independent variables within the regression model. Ideally, the independent variables should not be highly correlated, as this could affect the reliability of the regression model. A model free from multicollinearity should have a Variance Inflation Factor (VIF) value close to 1, and a Tolerance Value near 0.1. The threshold for VIF is typically set below 10 (Achmad, *Business Research Methodology Workbook*, 2016). The results of the multicollinearity test, calculated using SPSS, are shown in Table 7.

Table 7. Summary of Multicollinearity Test Results

Model	Tolerance	VIF	Description
Workforce Diversity (X1)	0.828	1.207	No multicollinearity
Emotional Intelligence (X2)	0.928	1.078	No multicollinearity
Organizational Citizenship Behavior (X3)	0.850	1.177	No multicollinearity

Source: Processed data using SPSS

The results presented in Table 7 show that all models in this study exhibit tolerance values greater than 0.1 and VIF values less than 10. Therefore, it can be concluded that the regression model does not suffer from multicollinearity. These results indicate that the independent variables are not highly correlated with each other and that the regression model is stable and reliable for further analysis.

The Heteroscedasticity Test was conducted to analyze whether all independent variables exhibit the variance of residuals that diverge from the classical assumption, meaning that homoscedasticity is not met. In this study, the heteroscedasticity test was performed using logarithmic transformation (LN) of the data and the WLS (Weighted Least Squares) method, which divides all variables by one of the independent variables or divides all variables by the square root of one independent variable (Setiaji, 2004) in Achmad (2017). The results of the heteroscedasticity test, calculated using SPSS, are shown in Table 8.

Table 8. Heteroscedasticity Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.095	0.009	-0.015	11.21195

Source: Processed data using SPSS

From the heteroscedasticity test results in Table 4.12, the R^2 value is 0.009, which when multiplied by the number of observations ($N = 44$), results in 0.396. Since the LM value is smaller than the threshold of 9.2 ($0.396 < 9.2$), it can be concluded that the regression model's standard error (e) does not exhibit heteroscedasticity.

This analysis is conducted to assess the impact of several independent variables on the dependent variable. The regression equation is based on the linear model, which is applied using the SPSS software, and the results are summarized in [Table 9](#).

Table 9. Linear Regression Analysis Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	7.088	1.708		4.153
X1: Workforce Diversity	0.096	0.065	0.207	1.470
X2: Emotional Intelligence	0.108	0.066	0.218	1.641
X3: Organizational Citizenship Behavior	0.198	0.073	0.306	2.707

Source: Processed data using SPSS

From the linear regression results in [Table 9](#), we can observe the following:

1. The constant value is 7.088, with a t-value of 4.153 and a p-value of 0.000, indicating that the constant is significantly different from zero.
2. The Workforce Diversity variable (X1) has a positive coefficient of 0.096, but the p-value of 0.148 is greater than 0.05, suggesting that it does not significantly affect the dependent variable.
3. The Emotional Intelligence variable (X2) also has a positive coefficient of 0.108, but with a p-value of 0.105, it is not statistically significant at the 0.05 level.
4. The Organizational Citizenship Behavior (X3) variable has a significant positive coefficient of 0.198 with a p-value of 0.009, which is less than 0.05, indicating that this variable significantly influences the dependent variable.

These results suggest that Organizational Citizenship Behavior (X3) is the most influential factor among the independent variables, with a statistically significant positive effect on the dependent variable.

The t-test was conducted to examine the influence of the independent variables on the dependent variable. The regression test used a significance level of 95% (two-tailed test), with the following steps:

a. Workforce Diversity (X1)

1. Determining H_0 and H_a :
 - $H_0: \beta = 0$, meaning no effect of workforce diversity on organizational commitment.
 - $H_a: \beta \neq 0$, meaning there is an effect of workforce diversity on organizational commitment.
2. Determining level of significance ($\alpha = 0.10$):
 - $t_{\text{table}} = \alpha / 2; n - 1$

- $t_{table} = 0.10 / 2; 40 - 1 = 0.05; 40 = 1.684$

3. Testing criteria:

- H_0 is accepted if $-1.684 \leq t \leq 1.684$
- H_0 is rejected if $t < -1.684$ or $t > 1.684$

4. t value:

Based on the analysis using SPSS, the t value for workforce diversity is 0.464.

5. Conclusion:

The result shows $t = 0.464$, which is within the acceptance region, meaning H_0 is accepted and workforce diversity does not significantly affect organizational commitment at the Kementerian Agama Kota Surakarta.

b. Emotional Intelligence (X2)

1. Determining H_0 and H_a :

- $H_0: \beta = 0$, meaning no effect of emotional intelligence on organizational commitment.
- $H_a: \beta \neq 0$, meaning there is an effect of emotional intelligence on organizational commitment.

2. Determining level of significance ($\alpha = 0.10$):

- $t_{table} = 1.684$

3. Testing criteria:

- H_0 is accepted if $-1.684 \leq t \leq 1.684$
- H_0 is rejected if $t < -1.684$ or $t > 1.684$

4. t value:

Based on SPSS analysis, the t value for emotional intelligence is 1.774.

5. Conclusion:

The result shows $t = 1.774$, which is greater than the critical value of 1.684, meaning H_0 is rejected and emotional intelligence significantly influences organizational commitment at Kementerian Agama Kota Surakarta.

c. Organizational Citizenship Behavior (X3)

1. Determining H_0 and H_a :

- $H_0: \beta = 0$, meaning no effect of organizational citizenship behavior on organizational commitment.
- $H_a: \beta \neq 0$, meaning there is an effect of organizational citizenship behavior on organizational commitment.

2. Determining level of significance ($\alpha = 0.10$):

- $t_{table} = 1.684$

3. Testing criteria:

- H_0 is accepted if $-1.684 \leq t \leq 1.684$
- H_0 is rejected if $t < -1.684$ or $t > 1.684$

4. t value:

Based on SPSS analysis, the t value for organizational citizenship behavior is 2.208.

5. Conclusion:

The result shows $t = 2.208$, which is greater than the critical value of 1.684, meaning H_0 is rejected and organizational citizenship behavior significantly affects organizational commitment at Kementerian Agama Kota Surakarta.

4. F-test

The F-test was used to assess the overall significance of the regression model by testing whether the coefficients of all independent variables are simultaneously different from zero.

a. Hypothesis Testing:

- $H_0: \beta_1 = \beta_2 = \beta_3 = 0$ (No significant effect of the independent variables)
- $H_a: \beta_1 \neq \beta_2 \neq \beta_3 \neq 0$ (There is a significant effect of the independent variables on organizational commitment)

b. Determining the F-ratio:

- $F_{table} = 2.84$

c. F-value:

Based on SPSS analysis, the F value is 4.147, which is greater than the critical value of 2.84, indicating that the independent variables have a significant collective effect on the dependent variable.

5. Determination Test

The coefficient of determination was calculated to measure the proportion of variance explained by the independent variables in the regression model (Table 10).

Table 10. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.487	0.237	0.190	2.744

Source: Processed data using SPSS

From Table 10, the Adjusted R^2 value is 0.237, meaning that the independent variables—workforce diversity, emotional intelligence, and organizational citizenship behavior—explain 23.7% of the variance in organizational commitment. The remaining 76.3% is explained by other factors not included in this model.

Based on the data analysis, all research instruments were found to be valid and reliable, and the normality test indicated that the data were normally distributed ($p = 0.214 \geq 0.05$), meeting the assumptions for parametric statistical analysis. The multicollinearity test showed tolerance values > 0.1 and $VIF < 10$, indicating no multicollinearity issues. The heteroscedasticity test revealed $LM < 9.2$, confirming that the regression standard error did not exhibit heteroscedasticity. Multiple linear regression analysis demonstrated

that workforce diversity, emotional intelligence, and organizational citizenship behavior (OCB) have a positive effect on organizational commitment. The regression equation obtained was: $Y = 7.308 + 0.066X_1 + 0.306X_2 + 0.396X_3 + e$, indicating that increases in each independent variable lead to higher organizational commitment. The positive regression coefficients for all variables confirm the direction of influence as hypothesized.

The t-test results showed that workforce diversity (X_1 , $t_{\text{calc}} = 1.774 > t_{\text{table}} = 1.684$, $p < 0.05$), emotional intelligence (X_2), and OCB (X_3 , $p < 0.05$) significantly influence organizational commitment. The F-test ($F_{\text{calc}} = 4.147 \geq F_{\text{table}} = 2.84$; $p = 0.012 < 0.05$) confirmed that the three independent variables simultaneously have a significant effect on the dependent variable. The Adjusted R^2 value of 0.237 indicates that 23.7% of the variation in organizational commitment can be explained by workforce diversity, emotional intelligence, and OCB, while the remaining variance is influenced by factors outside the model. These findings are consistent with the studies of Khan et al. (2016), which emphasized the significant effect of OCB, job autonomy, and organizational resources on organizational commitment, and Fitria et al. (2015), who demonstrated a significant relationship between OCB and organizational commitment. Therefore, the research hypothesis stating that workforce diversity, emotional intelligence, and OCB positively and significantly affect organizational commitment is supported.

CONCLUSION

Based on the findings of this study, several academic and practical recommendations can be proposed for future research and organizational practice. First, it is recommended that future studies expand the sample size and include employees from multiple divisions or companies to enhance the generalizability of the results. Researchers may also consider incorporating additional variables, such as leadership style, job satisfaction, or organizational culture, to better explain the remaining variance in organizational commitment. Longitudinal research designs could also provide insights into how workforce diversity, emotional intelligence, and OCB influence commitment over time.

From a managerial perspective, organizations should prioritize the development of employees' emotional intelligence and encourage organizational citizenship behaviors, as these factors significantly enhance organizational commitment. Training programs focusing on emotional regulation, interpersonal skills, and teamwork can strengthen employees' ability to contribute positively beyond formal job responsibilities. While workforce diversity did not show a significant individual effect, fostering an inclusive and diverse work environment may still create synergistic benefits when combined with other human resource practices. Organizations are advised to integrate diversity

management, emotional intelligence development, and OCB promotion into HR strategies to build a more committed, productive, and resilient workforce.

REFERENCE

- Achmad, N. (2016). Buku Latihan Metodologi Penelitian Bisnis. Sukoharjo: Fakultas Ekonomi Dan Bisnis Universitas Muhammadiyah Surakarta.
- Alif, A. (2015). Pengaruh Motivasi Kerja, Pengembangan Karir Dan Lingkungan Kerja Terhadap Organizational Citizenship Behavior (Ocb) Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Perusahaan Terminal Lpg . Jurnal MIX, Volume VI, No. 2, 291 – 309
- Andriani, A. (2014). Kecerdasan Emosional (Emotional Quotient) Dalam Peningkatan Prestasi Belajar. Edukasi, Volume 02, Nomor 01.
- Annisa, N. N. (2015). Pengaruh Kepemimpinan, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan (Studi Pada PT. Aston Graphindo Indonesia). Skripsi.
- Fitria, Rilma Maulida, R. S. (2015). Peranan Komitmen Organisasi Terhadap Organizational Citizenship Behavior Pada Perawat. Jurnal Ecopsy, Volume 2, Nomor 1.
- Khan, Sofiah Kadar et al. (2016). A Study of Organisation Citizenship Behaviour, Job Autonomy and Organisational Resources Towards Organisation Commitment in Private Schools in Malaysia. International Academic Research Journal. April 2016
- Lestari, S. (2015). Pengelolaan Diversitas Karyawan Dalam Membangun Keunggulan Kompetitif. Jurnal Fokus Bisnis, Volume 14, No 01.
- Mathis, R. L., & Jackson, J. H. (2001). Manajemen Sumber Daya Manusia (Kedua). Salemba Empat.
- Riduwan, M. (2010). Dasar Dasar Statistika. Bandung: Alfabeta.
- Ristiana, M. M. (2013). Pengaruh Komitmen Organisasi Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Dan Kinerja Karyawan Rumah Sakit Bhayangkara Trijata Denpasar . DIE, Jurnal Ilmu Ekonomi & Manajemen Vol. 9 No.1, Hal. 56-70.
- Sukmawati, Sukmawati, and Nurjaya Gani. (2014). Pengaruh Kecerdasan Emosional, Kepuasan Kerja, Dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada Koperasi Karyawan PT. Telkom Siporennu Makassar. Jurnal Manajemen dan Akuntansi, vol. 3, no. 3, 1 Dec
- Suyasa, N. T. (2008). Komitmen Organisasi Dan Organization Citizenship Behavior Pada Karyawan Call Centre Di PT. X. Phronesis Jurnal Psikologi Industri Dan Organisasi.