

# ORGANIZATIONAL DIVERSITY: PERSPECTIVE NEED FOR COGNITION, ORGANIZATIONAL SUPPORT AND ORGANIZATION CULTURE STUDY IN THE INDONESIAN Z GENERATION

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## ABSTRACT

Various studies on issues of diversity have been carried out. This study is related to diversity management (Mazur, 2014). López et al (2019) research linking culture organizations to diversity. Innovative culture can increase respect for diversity. Cole et al., (2018) found identity to be the key to organizational behavior. Identity issues can determine the response of organizational members. Hsiao et al., (2015) found that diversity determines the behavior of individuals in organizations. These various studies indicate that the topic of diversity still requires further research. Diversity is a complex issue in many aspects. Organizations also experience many diversity problems. The research wants to know the Zer generation's perception of organizational diversity, perceived organizational support, organizational culture, and need for cognition. The study aimed to examine the influence of perceived organizational support, organizational culture, and the need for cognition on organizational diversity. The sample of this research is the Zer generation throughout Indonesia. The total sample collected is 335 respondents. The analysis uses Multiple Regression. Analysis tool using SPSS. This study's findings show that simultaneity influences perceived organizational support, organizational culture, and the need for cognition of diversity. Although, the findings partially show there is no influence between perceived organization support and diversity. On the other side, there is an influence between organizational culture and the need for cognition of diversity.

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## 1. INTRODUCTION

Diversity is sensitive issue among citizenship. Question about diversity and social environmental movement progressively begun at 1960s. Diversity issues increase specially in multicultural society. Debate and argumentation also become more challenging toward public policies (Taylor, 2012). Different cultural identity is difficult to resived one and other (modood at all, 2006). Comparison between two culture become bias and miss understanding. They bring their background such as ethnic, race, and religion and also behavior identities to share and show domination (Cole et al., 2018). The one ethnice feel more superior than others. Conflict between superior cultural and religion identity can't be avoided. An examples religion identity more effected than ethnic identity to created a conflict in Indonesian Society (Subagya, 2015)

Various studies on diversity issues have been conducted. This research is related to diversity management (Mazur, 2014). López et al., (2019) research links organizational culture with diversity. An innovative culture can increase respect for diversity. Cole et al (2018) found identity to be key to organizational behavior. Identity issues can determine the response of organizational members. Hsiao et al (2015) found that diversity determines individual behavior in organizations. These various studies show that the topic of diversity still requires further research. Based on various studies and responses, it is still necessary to look from the organizational side and also from the personal side of the organization members. These various options narrow down to topics related to the culture built by the organization, organizational support, and the need for cognition to be variables that can determine respect for diversity.

Everyone desires a state of mind (Pollock, 2018). The comfort of individuals to always work becomes more attractive so that it brings to the environment where they are. This tendency for comfort will be brought to the social environment where they interact and work (Cole et al., 2018). This group of people eventually forms a culture that they do together (Patrick & Kumar, 2012). They invite each individual to

have the same understanding of the interaction pattern. So it is necessary to form a more positive culture that encourages each individual to be more accepting of differences and feel protected (Hsiao et al., 2015).

Issues about diversity have progress until United Nation promote a institution to study about multi cultural. United Nation Educational Scientific Cultural Organization (UNESCO) need organize an conference discuss about diversity also published a report about diversity. That report had three purpose 1) analyze cultural diversity in all aspect, 2) to show the importance of diversity in different area, 3) to convince decision maker and other stakeholders (UNESCO, 2009).

Diversity also discussed at educational institution and workplace. In the organization context, specially in educational institutional, diversity become discourse (Vortovec, 2012). Differences in racial, sexual, and ethnic diversity is morally important to discuss and sometimes become debate (Sher, 1999) argue that diversity in educational important because of requirement of justice, intrinsically valuable, conducive to general welfare, conducive to value other than well being. Study Taylor (2007) the student look for diversity and equity characteristic (Congleton, 2007). Diversity in the organization context also can approached both organizational and individual.

## 2. LITERATURE REVIEW

### Perceive Organization Support on Diversity

In workplace and organization context, diversity also become interesting issue. study to diversity toward institutional use three dimension exogenous variabel, arena where decision made, and outcomes (Taylor, 2007). Organization effort to support diversity become more intense issues both individual and organizational perspective. Perceive organization support is concern about employees perception about organization values and their contribution and care about well being (Kurtesi *et al*, 2015). This theory make employees believe that organizational policies discretionary, obligation to aid organization, and fulfill social emotion need (Rhoades and Eisenberger, 2002) Perceive organization support can increase the exchange ideology toward organization member (Eisenberger *et al*, 1989). Organization effort to support diversity moderate of effect racial discrimination on affective commitment (Triana *et al*, 2010). Like this indirectly perceive organization support have relation with cultural diversity (Leveson, Joiner, and Bakalis, 2009) That researches show organizational support is needed to manage diversity identity. Organization need to be proactive to response diversity problem (Cole and Salimat, 2013)

### Organization Culture on Diversity

Organization culture also take part on diversity issues. Social construct in organization began discussed by questioned the meaning the person as a social aspect at organization area (Morrill, 2008) Culture is knowledge to interpreted experiences to obtain social behavior (Luthans, 2005). Organization culture can built with deference background, way thinking, and deference social culture to be more inclusive organization (Mazur, 2014) Organization culture can be related in diversity because any reason 1) diversity is given by environment, 2) the stand emphasize or not different between organization member, 3) culture determine advisability of different behavior 4) culture have implication how policies regard diversity be adopted. 5) culture have implementation management diversity to over entire organization (Spataro, 2005). Organization culture can rebuild to solve diversity problem although there is resistance from the dominant culture (Z, 2007). And this argument supported with there is correlation between organization culture and diversity (Bana And Guyo, 2016; Wahida & Bana, 2016; López *et al* 2019).

### Need For Cognition on Diversity

Diversity also can approached in individual level specially Psychology aspect. Cognition about diverse person at society is dimension can measure diversity specially who high need for cognition.. cognition is a psychology process to reason logic based on different concept, make hypothesis Programming, make strategy, and problem solving ( Li *et al*, 2018). Cognition can subdivide as epistemic cognition, and practical cognition. Epistemic cognition is how produce and maintain believe, practical cognition evaluate information, make plan, and take action (Pollock, 2001). Need for cognition is individual tendency engage in and enjoy thinking (Caciopo and Petty, 1982). research show that need for cognition can related diversity. Cognition is important to diversity in local context (Goding, 2006) Racial diversity as independent variabel is related with diversity as dependent variabel (Goodman, 2006). Age and educational diversity related to team identification when moderated by need for cognition (Kearney, Gebert and Voepel, 2017)

### Research Hypothesis

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This research is conducted on diversity in organization and several variables estimated can influence. That variables uses organizational approach and individual approach. Organizational approach represented by perceived organizational support and organization culture. Individual approach use need for cognition. Cognition chosen because see how organization member think about organization diversity.

This research want make a evidences that their influences between perceived organization support, and organization culture on diversity. Influence between variable will proved partially and simultaneously.

### 1. The Influence Perceive Organization Support on Diversity

Eisenberger (1982; 2002; 2016) make several study about Perceive organization support on many perspective. Perceive organization support is employee perception organization values to their contribution about well being (Eisenberger, Malon, and Preson, 2016). Perceive organization support can increase the exchange ideology toward organization member (Eisenberger *et al*, 1989). This study show that the member of organization will give more effort to better performance specially in the education institution. Perceive organization have relation to performance, moderated by socioemotional (Armeli, Eisenberger, and Lync, 1998). And the other perspective their effect Organization effort to support diversity on affective commitment moderated by effect racial discrimination (Triana *et al*, 2010). And there relation perceive organization support on cultural diversity (Leveson, Joiner, and Bakalis, 2009). According to discription above the hypothesis can formulated :

**H1 : Percieved Organization Support effect on diversity**

### 2. The Influence Organization Culute on Diversity

Any study show that there is impact organization culture on diversity. Spataro (2005) believe that organization member from differences background can integreted in organization culture. This argument supported by several study, the organization culture can rebuilt from difference background member of organization (Z, 2008). And the argument there is corelation between organization culture and diversity (Bana And Guyo, 2016). Based on that argument, hypothesis can formulate:

**H2 : there is effect Organization Culture on diversity**

### 3. The Influence Need For Cognition on Diversity

There is debate about effect need for cognition on diversity. First argument say that Need for cognition not related to defferent sex identity (Caciopo and Petty, 1982). And the other argument say that there is effect need for cognition on diversity. Cognition is important to diversity context (Goding, 2006). Racial diversity as independet variabel is related with diversity as dependent variabel (Goodman, 2006). Age and educational diversity related to team identification when moderated by need for cognition (Kearney, Gebert and Voepel, 2017). According to discussion, hypothesis can formulate

**H3 : there is effect Need For Cognition on diversity**

## 3. METHOD

This reasearch is quantitative reserach, to prove there is influence between perceived organization support, organization culture, and need for cognition on diversity. The popultation is college student. The respondent choessen at least second years because they past initiation programe and orientation programe. Second reason is they encounter the culture of organization. The third reason is they realy undesrtand about diversity. This reaserch use regresression to analyze, and also use questionnaire with likert five scale to measure. The sample in this study was Z people who are still in Generation Z throughout Indonesia. They range in age from 18-23, at this age, some of them are at the college level. The respondent of the study is 335 persons. The regression model simultanly tested by  $R^2$ , and F test. If the findings of sig F test less than 0,05 the model simultanly fit with data, and  $R^2$  tu examine ability of independet variable to influence dependent variable. This study also test parcialy the influence of independent variable on dependent variable. The influence test with Significant Values. There is influence if signifikan valuese kess than 0,05 ( $P \leq 0,05$ )

## 4. RESULT AND DISCUSSION

### Respondents profile

The profil of Respondents can be discribed in tabel 1.

Tabel 1. Respondent Profile.

Ethnicity	Relegion	Sex
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Categories	Percent	Categories	Percent	Categories	Percent
Javanese	46,2	Catholic	51,9	Man	45,6
Batak	11,4	Christian	27,5	Woman	54,4
Chinese	6,3	Muslim	13,8		
Flores	13,3	Hindu and Buddha	5,6		
Dayak	15,8				
crossbreed	4,4				
other ethnic	2,5				
<b>Total</b>	<b>100,0</b>		<b>100</b>		<b>100</b>

Tabel 1 show that identity of respondent categorized on tree identity Ethnicity, Religion believe, and Sex. Ethnicity show that the highest is Javanese 46,2%, Dayak 11,4%, Dayak 15,8%. Religion believe highest is Catholic 51,9%, Cristian 27%, Muslim 13,8% and Hindu Buddha 5,6%. Sex categories woman is higher than man with 54,45%. Over all, Respondent majority identity is Javanese, Catholic, and Woman

### Validity and reliability

Tabel 2 Validity and Reliability Test

Diversity	Need For cognition	Perceive Organization Support	Organization Culture	Reability Variable	Cronbach's Alpha
DV1	0,564	NFC1	0,577	POS1	0,59
DV2	0,663	NFC2	0,656	POS2	0,683
DV3	0,653	NFC3	0,623	POS3	0,624
DV4	0,599	NFC4	0,575	POS4	0,716
DV5	0,753	NFC5	0,624	POS5	0,724
DV6	0,632	NFC6	0,631	POS6	0,632
DV7	0,607	NFC7	0,606	OC1	0,506
DV8	0,557	NFC8	0,599	OC2	0,604
DV9	0,623	NFC9	0,635	OC3	0,585
DV10	0,651	NFC10	0,571	OC4	0,528
DV11	0,582			OC5	0,664
				OC6	0,718
				OC7	0,659

The validity and reliability test result in table 2 show that all question above 0,5, indicate that all questionair used as indicator are valid. And reliability show that all variable are above 0,6 indicate that all variabel is reliabel.

### Regression Analysis

The Model test the Influence of Perceive organization support, organization Culture and need for cognition on Diversity. The feasibility of model test by F Test, Ajusted R<sup>2</sup>.

Tabel 3 Regression Statistical Findings.

	Sig. F	Adjusted R <sup>2</sup> .	Unstandardized Coefficients B	Standardized Coefficients Beta	t	Sig.
Regression (Constant)	0,000	0,606	19,11		9,27	0,000
Perceive Organization Support			0,08	0,07	1,16	0,248
Organization Culture			0,25	0,19	3,00	0,003
Need For Cognition			0,48	0,64	10,32	0,000

The findings of table 3 show that F test sig 0,000 less than 0,05 indicate the model in this studi fit with the data, it is clear that the independent variable can explain dependent variable. perceive organization Support, organization culture and need for cognition Simultanly effect to diversity. Adjusted R<sup>2</sup> simultanly to measure ability of independent variable influence dependent variable. The findings show that ability of perceive organization support, organization culture, and need for cognition can explain deversity at 60,6%. While remain the findings 39,4 % is influenced by other variable not include the model.

The study also examines the partial influence of organizational support, organizational culture, and need for cognition on diversity. The findings show that perceived organizational support has significant values of 0,248 or more than 0,05. Indicate that there is no influence of perceived organizational support on diversity, and reject hypothesis 1. That means that the organization member may need not organizational support to maintain diversity in the organization and the opposite argument that there is effect organizational support on diversity (Triana et al, 2010; Levenson, Joiner & Barkalis, 2009).

Organization culture has positive and significant effect on diversity due to significant values. The findings of test show that significant values is 0,003 or less than 0,05, also beta values show that 0,25, indicate that there is positive effect organization culture to diversity. Hypothesis 2 is confirmed by the evidence. That means this study confirms the argument that organization culture is needed to build diversity at organization (Bana & Guyo, 2016).

Need for cognition has positive effect on diversity. The findings show that the significant values is 0,000 less than 0,05, also the beta value is 0,48. The study indicates that there is positive effect need for cognition on diversity. The hypothesis 3 is confirmed, this supports the argument that the member of organization more enjoy thinking can maintain diversity (Kearney, Gebert and Voepel, 2017; Goodman, 2006).

## 5. CONCLUSION

The study can conclude that simultaneously there is influence perceived organization effort, organization culture, and need for cognition on diversity. Although partially there is no influence between perceived organizational support and diversity. However partially there is influence organization culture and need for cognition on diversity. The theoretical implication related to this study is to keep diversity the organization need built culture in organization to support the difference background of organization member. The other side make sure the organization member thinking about diversity in context to build need for cognition.

The limitation of this research is coefficient determinant relative medium indicated that there is other variable can effect diversity. Also respondent take from one institution. Therefore, the further research is recommended to add variable influence diversity such as organization climate, and respondent take more institution.

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