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The Influence of Multinational Workforce Diversity and Organizational Culture on Employee Performance at PT Q Qatar

Yuniarko Nugroho¹, Hariandy Hasbi^{2*}

¹Sekolah Tinggi Ilmu Ekonomi STAN IM, Bandung, Indonesia, arkonugroho555@gmail.com

²Sekolah Tinggi Ilmu Ekonomi STAN IM, Bandung, Indonesia, hariandy.hasbi@stan-im.ac.id

*Corresponding Author: hariandy.hasbi@stan-im.ac.id²

Abstract: This study aims to analyze the influence of multinational workforce diversity and organizational culture on employee performance at PT Q Qatar, a company characterized by its cross-cultural workforce. Multinational workforce diversity reflects the extent to which employees of different nationalities, ethnicities, religions, and cultural backgrounds are managed fairly and inclusively. Meanwhile, organizational culture represents the shared values, norms, and behaviors that shape work patterns and social relationships within the company. This research employs a quantitative approach using a survey method conducted on 150 respondents selected proportionally from various departments. Data were collected through a five-point Likert scale questionnaire and analyzed using PLS - Structural Equation Modeling. The results reveal that multinational workforce diversity has a positive and significant effect on employee performance, indicating that inclusively managed diversity enhances collaboration and productivity. Organizational culture also shows a positive and significant influence on employee performance, suggesting that a strong and adaptive culture fosters a harmonious and effective work environment. This study underscores the importance of implementing effective diversity management practices and strengthening organizational culture to improve performance in multinational companies such as PT Q Qatar.

Keywords: Multinational Workforce Diversity, Organizational Culture, Employee Performance.

INTRODUCTION

The development of global economic integration has had a significant impact on the dynamics of modern organizations, particularly multinational companies operating across countries (Duchek, et al, 2020). Globalization not only expands market reach and investment opportunities but also creates increasingly complex multinational workforce diversity (Li, et al, 2020). This diversity includes differences in nationality, ethnicity, religion, language, culture, and values that individuals bring into the workplace (Dahanayake, 2020). In the context of companies operating in the Middle East, such as Qatar, workforce diversity is an inherent characteristic, as most employees come from various countries, including Asia, Africa, and

Europe. Poorly managed workforce diversity can lead to communication barriers, misunderstandings, and even discrimination among employees (Shrestha and Parajuli, 2021). Conversely, if managed inclusively and fairly, diversity can bring about benefits such as increased creativity, innovation, and broader problem-solving capabilities. According to Cox and Blake (1991), workforce diversity is an organizational asset that can enhance competitiveness if supported by management systems promoting equality and cross-cultural collaboration. Multinational workforce diversity refers to the presence of employees with different national, ethnic, religious, and cultural backgrounds within an organization, which, if managed effectively, can serve as a strategic source of strength for the company (Ekhomeh et al, 2022). In multinational companies diversity management practices are essential in creating a conducive and productive work environment (Ely and Thomas, 2001). Effective management that values differences and promotes inclusivity has the potential to strengthen employees' sense of belonging and commitment to the organization.

In addition to workforce diversity, according to Nanang at al. (2025) organizational culture also plays an essential role in determining the success of multinational companies. According to Schein (2010), organizational culture emerges from a long-term process of collective learning and functions as a social system that shapes how members think and act within the organization. A strong culture creates behavioral consistency, enhances a sense of belonging, and reinforces commitment to organizational goals. Organizational culture reflects the shared values, norms, beliefs, and behaviors that guide all members of the organization (Foeh and Sinaga, 2025). A strong and adaptive culture enables organizations to survive in dynamic and competitive business environments Nanang at al. (2025). Denison (1990) explains that an effective organizational culture can integrate shared values that drive high performance, such as employee involvement, consistency, adaptability, and mission orientation. In the context of multinational companies, organizational culture not only functions as an internal behavioral guide but also as an integrative mechanism that unites employees' diverse values and cultural backgrounds.

A Company faces the challenge of developing an inclusive and adaptive organizational culture that embraces workforce diversity. With a balanced composition of local and expatriate employees, the company requires managerial approaches capable of bridging differences in work culture, communication styles, and perceptions of authority. According to Cherian et al. (2021), organizational cultures that emphasize openness and cross-cultural collaboration have been shown to increase employee satisfaction, loyalty, and performance. Employee performance refers to the individual work outcomes measured by the degree to which targets and organizational standards are achieved. According to Motowidlo (2021), performance encompasses not only quantitative work results but also behaviors that contribute to organizational success, such as cooperation, initiative, and responsibility. Performance reflects the effectiveness of human resource management in developing a productive, disciplined, and results-oriented workforce.

Therefore, understanding the influence of workforce diversity and organizational culture is crucial for companies in achieving effectiveness and sustainable competitive advantage. Employee performance is a critical factor in determining organizational success. Optimal performance not only reflects an individual's ability to carry out tasks but also serves as an indicator of how effectively an organization manages its human resources. Bernardin and Russell (2013) define performance as encompassing quality, quantity, timeliness, cost-effectiveness, and interpersonal relationships. In a multinational company context, employee performance is often influenced by how well individuals can adapt to a multicultural work environment and how supportive the organization is of these differences. Thus, workforce diversity and organizational culture are not merely external factors but also directly shape employees' motivation, satisfaction, and productivity.

Previous studies have supported the positive relationship between workforce diversity and performance. Zahira (2024) found that inclusively managed diversity enhances innovation and work effectiveness. Similarly, Syed and Ozbilgin (2019) emphasized that equitable diversity policies strengthen collaboration and organizational commitment. Meanwhile, Cherian et al. (2021) and Khan et al. (2023) demonstrated that a strong and positive organizational culture can improve performance through increased motivation and job satisfaction. However, there remains a research gap regarding how these two factors—workforce diversity and organizational culture interact within the context of companies in the Middle East, particularly in Qatar, where the workforce is highly heterogeneous and organizational structures are hierarchical.

Companies serve as an ideal case for examining this phenomenon, as they operate in a competitive business environment, employ a diverse multinational workforce, and implement management systems based on cross-cultural work values. The effectiveness of diversity management and the establishment of an adaptive organizational culture will determine the extent to which employee performance can be optimized. Poor diversity management or a lack of cultural adaptation may lead to conflicts, weak team communication, and decreased productivity. Therefore, this study aims to provide empirical insights into the relationship between multinational workforce diversity and organizational culture on employee performance, as well as offer strategic recommendations for human resource management in multinational companies.

Relationship between Multinational Workforce Diversity and Employee Performance; Multinational workforce diversity has a positive relationship with employee performance, where an inclusive work environment that values differences has been proven to increase employee morale, creativity, and productivity. This finding aligns with Cox and Blake (1991), which states that effectively managed diversity strengthens synergy among individuals through improved communication, fairness, and cross-cultural integration, ultimately leading to optimal work outcomes. This result is also consistent with the findings of Syed and Özbilgin (2019), who revealed that inclusive diversity management practices positively affect employee performance and loyalty. Therefore, it can be concluded that professionally managed multinational workforce diversity not only enriches organizational perspectives and innovation but also serves as a strategic factor in improving employee performance in multinational companies.

H1: Multinational workforce diversity has a positive effect on employee performance.

Relationship between Organizational Culture and Employee Performance; A strong, adaptive, and collaborative organizational culture shapes work behavior consistent with company values while increasing employees' motivation and sense of responsibility in performing their duties. This finding supports Denison's (1990) theory, which asserts that organizational culture encompassing employee involvement, consistency, adaptability, and mission orientation enhances organizational effectiveness and individual performance. This finding also aligns with studies by Cherian et al. (2021) and Khan et al. (2023), which found that participatory and innovation-oriented organizational cultures have a positive impact on employee motivation and performance outcomes. Therefore, it can be concluded that the stronger the organizational culture implemented, the higher the employee performance, as shared values within the organization cultivate a sense of belonging, loyalty, and commitment toward achieving corporate goals.

H2: Organizational culture has a positive effect on employee performance.

Accordingly, this study seeks to answer a key question: to what extent do multinational workforce diversity and organizational culture influence employee performance at PT Q Qatar?

Theoretically, the findings are expected to enrich the literature on human resource management in cross-cultural contexts, particularly in the Middle East region. Practically, the results of this study can serve as a basis for PT Q Qatar's management to strengthen inclusion policies, implement cross-cultural training, and develop an adaptive organizational culture to enhance employee motivation and performance sustainably.

METHOD

This study employs an explanatory quantitative research design aimed at examining the influence of multinational workforce diversity and organizational culture on employee performance at PT Q Qatar. This approach was chosen because it allows for objective testing of relationships among variables through numerical data that can be statistically analyzed. The population in this study consists of all employees of PT Q Qatar working across various divisions and representing different national backgrounds, including both local and expatriate staff. Since the total number of employees is not precisely known, the sample size was determined using the *rule of thumb* approach for Structural Equation Modeling (SEM), which recommends a sample size of 5–10 times the number of indicators (Hair et al., 2021). Based on this guideline, the ideal sample size ranges from 90 to 180 respondents. To ensure analytical stability and model fit, 150 respondents were selected as a representative sample. The sampling technique used was proportional stratified random sampling, where respondents were proportionally selected from each division and nationality group to reflect the company's multinational characteristics and ensure more valid and generalizable findings.

Variable X1 (*Multinational Workforce Diversity*) was measured using an instrument adapted from Alshaabani et al. (2022), includes six indicators: (1) recruitment and promotion policies free from discrimination based on religion, ethnicity, or nationality; (2) fair treatment in job promotion processes; (3) objective implementation of compensation and benefits policies; (4) equal opportunities for training and development for all employees; (5) unbiased performance evaluation free from cultural bias; and (6) creation of an inclusive, tolerant, and respectful work environment. Variable X2 (*Organizational Culture*) was measured using indicators adapted from Bogale and Debela (2024), consists of six main indicators: (1) open and transparent communication among employees, (2) understanding of the organization's vision, mission, and core values, (3) support for innovation and adaptability to change, (4) leadership role modeling in upholding ethical standards and organizational values, (5) appreciation for teamwork and collective achievement, and (6) employee pride and attachment to the company's culture. Variable Y (*Employee Performance*) was measured using indicators adapted from Motowidlo (2021), with six main indicators: (1) the ability to achieve work targets set by superiors, (2) efficiency in completing tasks on time, (3) quality of work outcomes meeting or exceeding company standards, (4) ability to collaborate effectively with colleagues, (5) efficient use of resources to achieve optimal results, and (6) supervisor recognition of high performance.

Data were collected through a structured survey using a closed-ended questionnaire developed based on indicators from the study variables: multinational workforce diversity, organizational culture, and employee performance. The instrument was distributed both physically and online to PT Q Qatar employees from various departments and national backgrounds to ensure balanced multinational representation. The data analysis technique used in this study was Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4 software. This method was selected because it is suitable for analyzing research models with a relatively large number of indicators and a medium sample size (150 respondents). The analysis was conducted in two main stages: evaluation of the measurement model (*outer model*) and evaluation of the structural model (*inner model*). The *outer model* evaluation aims to test construct validity and reliability using indicators such as

loading factor, Average Variance Extracted (AVE), Composite Reliability (CR), and Discriminant Validity. Meanwhile, the *inner model* evaluation tests the strength of relationships among variables through R-square values, path coefficients, and t-statistics obtained from bootstrapping. The PLS-SEM approach was chosen because it provides accurate estimates of complex causal relationships and is more flexible for handling non-normal data distributions, making it suitable for multinational organizational research.

RESULTS AND DISCUSSION

Various characteristics of each respondent in this study were also examined in order to add to the treasure trove of information and deepen the understanding of this study, as shown in Table 1.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	95	63.3
	Female	55	36.7
Age	< 25 years	18	12.0
	25–34 years	54	36.0
	35–44 years	49	32.7
	≥ 45 years	29	19.3
Nationality	Qatari (local)	60	40.0
	Expatriate (non-Qatari)	90	60.0
Years of Service	< 1 year	12	8.0
	1–3 years	46	30.7
	4–6 years	53	35.3
	> 6 years	39	26.0
Education Level	High School/Equivalent	21	14.0
	Diploma	34	22.7
	Bachelor’s Degree	68	45.3
	Postgraduate (Master’s/Doctorate)	27	18.0
Position	Staff/Non-supervisor	84	56.0
	Supervisor	36	24.0
	Manager	20	13.3
	Senior Manager/Head	10	6.7
Department	Operations	55	36.7
	Administration & HR	38	25.3
	Finance	19	12.7
	Teknik & Pemeliharaan	23	15,3
	Lainnya	15	10,0

Source: Descriptives data

This study involved 150 employees of PT Q Qatar from various departments and national backgrounds, representing the company’s multinational workforce. Based on the characteristics, the majority of respondents were male (63.3%) and between the ages of 25–44 (68.7%), indicating a predominance of employees in their productive years. Most respondents were expatriates (60.0%), while local Qatari employees accounted for 40.0%, reflecting a balanced multinational workforce composition. In terms of education, the majority held a bachelor’s degree (45.3%), followed by diploma holders (22.7%) and postgraduate degrees (18.0%), suggesting a workforce with a relatively high level of academic competence. Most respondents held staff or non-supervisory positions (56.0%), while operational departments had the highest representation (36.7%), followed by administration and HR (25.3%). This

composition demonstrates both demographic and structural diversity among respondents, consistent with the multinational organizational characteristics central to this study.

The descriptive analysis results show at Tabel 2, that overall, the three research variables fall into the *high* category, with mean values of 3.56 for multinational workforce diversity (X1), 3.69 for organizational culture (X2), and 3.65 for employee performance (Y). This indicates that PT Q Qatar has implemented effective diversity management and organizational culture practices, which have had a positive impact on employee performance. The highest indicators were found in MWD1 (4.21) and EP1 (4.33), highlighting the company’s practice of nondiscriminatory recruitment and consistent achievement of work targets. However, some indicators such as MWD6 (2.74), OC6 (2.97), and EP6 (2.85) were categorized as moderate, suggesting that the company needs to strengthen employees’ sense of pride in the organizational culture, foster a more inclusive work environment, and improve its recognition and reward systems. Thus, although PT Q Qatar’s diversity management and organizational culture practices are generally effective, further improvements in inclusivity and employee appreciation are needed to enhance productivity and long-term loyalty.

Table 2. Descriptive Statistics of Research Variables

Item	Mean	SD	Category
Multinational Workforce Diversity (X1)			
MWD1 – Managers recruit and promote employees regardless of nationality, religion, or cultural background.	4.21	0.64	Very High
MWD2 – Employees are treated fairly in promotions without considering nationality or ethnicity.	4.05	0.71	High
MWD3 – Compensation and benefits policies are applied objectively to all employees regardless of cultural identity.	3.88	0.82	High
MWD4 – Training and development opportunities are fairly provided to employees from diverse cultural backgrounds.	3.42	0.94	High
MWD5 – Performance evaluation is conducted objectively without cultural or ethnic bias.	3.06	1.02	Moderate
MWD6 – The company fosters an inclusive, tolerant, and respectful working environment among nationalities.	2.74	1.11	Moderate
Average (X1)	3.56		High
Organizational Culture (X2)			
OC1 – The company promotes open communication and collaboration among employees from different backgrounds.	4.18	0.76	High
OC2 – Employees understand and embrace the organization’s vision and core values.	4.30	0.58	Very High
OC3 – The company supports innovation and continuous improvement in work.	3.91	0.77	High
OC4 – Leaders act in accordance with organizational values and ethics.	3.52	0.95	High
OC5 – The organization rewards teamwork and collective achievements.	3.24	0.98	Moderate
OC6 – Employees feel proud to be part of this organizational culture.	2.97	1.04	Moderate
Average (X2)	3.69		High
Employee Performance (Y)			
EP1 – I consistently achieve the work targets set by my supervisor.	4.33	0.65	Very High
EP2 – I complete my work efficiently and on time.	4.10	0.72	High
EP3 – The quality of my work meets or exceeds company standards.	3.89	0.81	High

EP4 – I collaborate effectively with colleagues to achieve team goals.	3.60	0.88	High
EP5 – I use company resources efficiently to achieve optimal results.	3.12	0.97	Moderate
Average (Y)	3.65		High

Source: Data description

The results of the convergent validity test show at Table 3, that all indicators in the three research variables Employee Performance, Multinational Workforce Diversity, and Organizational Culture have outer loading values greater than 0.7, indicating that each indicator represents its respective construct well. The Average Variance Extracted (AVE) values for each variable also exceed the minimum threshold of 0.5, with 0.834 for Employee Performance, 0.787 for Multinational Workforce Diversity, and 0.800 for Organizational Culture. This means that more than 50% of the variance of the indicators is explained by their latent constructs. The Composite Reliability (CR) values for all variables are above 0.7, demonstrating excellent internal consistency.

Table 3. Outer Model Testing

Variable	Indicator	Outer loadings	Cut of Value	HTMT	AVE	CR	Cut Of Value	Validitas Konvergen
Employee Performance	EP1	0,970	0,7	0,861	0,968	0,834	0,5	Valid
	EP2	0,910	0,7					Valid
	EP3	0,867	0,7					Valid
	EP4	0,932	0,7					Valid
	EP5	0,870	0,7					Valid
	EP6	0,927	0,7					Valid
Multinational Workforce Diversity	MD1	0,900	0,7	0,808	0,956	0,787	0,5	Valid
	MD2	0,937	0,7					Valid
	MD3	0,955	0,7					Valid
	MD4	0,782	0,7					Valid
	MD5	0,767	0,7					Valid
	MD6	0,960	0,7					Valid
Organizational culture	OC1	0,895	0,7	0,553	0,960	0,800	0,5	Valid
	OC2	0,913	0,7					Valid
	OC3	0,842	0,7					Valid
	OC4	0,961	0,7					Valid
	OC5	0,797	0,7					Valid
	OC6	0,948	0,7					Valid

Source: Processed data PLS-SEM

In addition, the HTMT values for each variable are below 0.90, meeting the discriminant validity criteria. Based on these results, it can be concluded that all indicators in this research model possess strong convergent validity and reliability, making them suitable for further structural analysis.

Table 4. Goodness of fit model

	R-square	Q Square	SRMR
Employee Performance	0,852	0,700	0,099

Source: Processed data PLS-SEM

The evaluation of the structural model shows at Tabel 4, that the R-square value for the Employee Performance variable is 0.852, meaning that 85.2% of the variation in employee performance can be explained by the predictor variables Multinational Workforce Diversity and Organizational Culture. The Q-square value of 0.700 indicates that the model has a strong predictive capability and effectively represents the observed data. Moreover, the Standardized Root Mean Square Residual (SRMR) value of 0.099 is below the maximum acceptable limit of 0.10, suggesting that the model has an adequate level of goodness of fit. Therefore, this research model is considered suitable for use, as it meets the model fit criteria and demonstrates a high level of predictive power for employee performance.

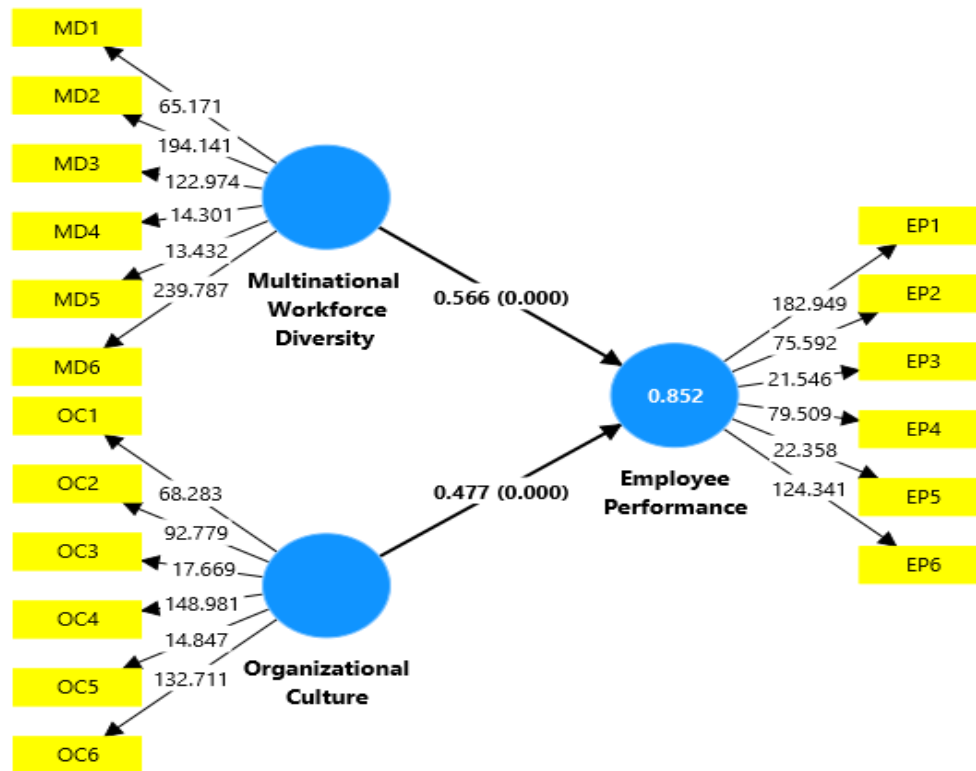


Figure 1. PLS-SEM Model Estimation Results

Table 5. Direct Effect Testing Results

	Original sample	T statistics (O/STDEV)	P values
MWD -> EP	0,566	14,294	0,000
OC -> EP	0,477	11,799	0,000

Source: Processed data PLS-SEM

The results of the analysis of the relationships between variables show that multinational workforce diversity has a positive and significant effect on employee performance. According to Tabel 5, the path coefficient value of 0.566, with a t-statistic of 14.294 and a p-value of 0.000, indicates that better diversity management leads to higher employee performance at PT Q Qatar. This means that a work environment that values differences in background, nationality, and culture encourages greater collaboration, motivation, and productivity among employees.

Additionally, organizational culture also has a positive and significant effect on employee performance, with a path coefficient of 0.477, a t-statistic of 11.799, and a p-value of 0.000.

These results indicate that the stronger and more adaptive the organizational culture implemented, the higher the level of employee performance. A work culture emphasizing open communication, teamwork, and consistency in organizational values significantly enhances employee commitment and responsibility in achieving company goals. Together, these results confirm that workforce diversity and organizational culture are critical factors in fostering superior performance within multinational corporations.

The analysis shows at Tabel 6 that Multinational Workforce Diversity and Organizational Culture simultaneously have a significant effect on Employee Performance at PT Q Qatar. This is indicated by the F-count value of 391.690, which is much higher than the F-table value of 3.058, demonstrating that the regression model used is significant and can jointly explain the variation in employee performance.

Table 6. Coefficient of Determination and Simultaneous Effect

Endogen (Y)	Eksogen (X)	F Hitung (F Tabel)	R-square	R-square adjusted
Employee Performance	1. Multinational Workforce Diversity 2. Organizational Culture	391,690 (3,058)	0,852	0,850

Source: Processed data PLS-SEM

The R-square value of 0.852 indicates that 85.2% of the variation in employee performance is explained by Multinational Workforce Diversity and Organizational Culture, while the remaining 14.8% is influenced by other factors not included in the model. The adjusted R-square value of 0.850 further confirms that the model maintains a stable explanatory capability even after adjusting for the number of independent variables. Therefore, it can be concluded that both exogenous variables jointly exert a strong and significant influence on improving employee performance in PT Q Qatar’s multinational work environment

Table 7. Hypothesis Testing Results

Hypothesis	Path Coefficient	T-statistics	P-value	Conclusion
H1: Multinational Workforce Diversity has a significant effect on Employee Performance	0.566	14.294	0.000	Accepted
H2: Organizational Culture has a significant effect on Employee Performance	0.477	11.799	0.000	Accepted

Source: Processed data PLS-SEM

Based on the hypothesis testing results in Tabel 7, all proposed hypotheses in this study are supported and accepted. The analysis reveals that Multinational Workforce Diversity has a positive and significant effect on Employee Performance, with a path coefficient of 0.566, a t-statistic of 14.294, and a p-value of 0.000, meaning that better diversity management leads to higher employee performance. Furthermore, Organizational Culture also has a positive and significant effect on Employee Performance, with a path coefficient of 0.477, a t-statistic of 11.799, and a p-value of 0.000, indicating that a strong and adaptive organizational culture enhances motivation, discipline, and work effectiveness. Therefore, both hypotheses are accepted, confirming that Multinational Workforce Diversity and Organizational Culture significantly contribute to improving employee performance at PT Q Qatar.

The Influence of Multinational Workforce Diversity on Employee Performance

That the diversity of the Multinational Workforce is also supported by a recruitment policy that is open to anyone without discrimination on the basis of religion, ethnicity, or nationality, in addition to fair treatment for workers in the implementation of compensation policies and the existence of equal opportunities in skill development and employee promotion as well as transparent performance evaluation so as to create an inclusive, tolerant and respectful work environment. These things make workers willingly give their best abilities in work and are seen in their positive work performance in the company's growth such as the ability to achieve work targets, quality of work results and efficiency in completing tasks on time.

The findings of previous studies indicate that multinational workforce diversity has a significant positive effect on employee performance through enhanced engagement, satisfaction, and innovation within the workplace. Ehilebo et al. (2022) found that diversity in terms of age, gender, and experience contributes to higher levels of employee engagement and job satisfaction particularly in the banking sector because differences in individual backgrounds enrich perspectives and expand problem-solving approaches. Similarly, *The Role of Workforce Diversity in Firm Performance* (2023) emphasizes that organizations that view diversity as a strategic component of human resource management experience greater creativity and problem-solving ability, enabling them to compete effectively in global markets.

Furthermore, Sembiring et al. (2024) revealed that cultural diversity in the workplace enhances cross-cultural competence and strengthens collaboration and communication among employees from various backgrounds. Li et al. (2021) added that the relationship between diversity management and employee performance is mediated by person-job fit and work commitment, suggesting that effective management is essential to maximizing the benefits of workforce diversity. Meanwhile, Sadaqat et al. (2024) found that bureaucratic leadership styles can moderate the relationship between workforce diversity and performance, demonstrating that adaptive and inclusive leadership plays a key role in optimizing the potential of multinational employees. However, scholars also highlight that workforce diversity can lead to challenges such as conflicts and communication barriers, thus requiring effective management strategies to transform diversity into a strategic strength that enhances performance and global competitiveness.

The Influence of Organizational Culture on Employee Performance

Organizational Culture helps build awareness of multinational workers in carrying out their daily activities such as always communicating openly and transparently between employees, they understand the company's vision and mission in achieving targets and implementing organizational business values, in addition they also support innovations carried out and have the ability to adapt to changes both internally and externally to the company, they also emulate leadership as a role model in implementing organizational ethical standards in work, and appreciate the opinions and input of superiors and colleagues so that solid teamwork is created to achieve work targets collectively, and the creation of employee pride and attachment to the company culture that creates individual and collective work enthusiasm and carries out work with significant work results.

The results of this study show that organizational culture has a significant effect on employee performance and is one of the key factors in improving organizational effectiveness. Kurniawan (2024) found that organizational culture plays a major role in enhancing employee performance at the Al Hikmah Education Foundation, while Zebua et al. (2024) reported that a strong organizational culture in the Tirta Umbu Water Company created a productive, harmonious, and result-oriented work environment. These findings emphasize that a positive organizational culture fosters responsibility, discipline, and high motivation among employees.

Nizar et al. (2025) also confirmed that a strong organizational culture is crucial in shaping employee behavior aligned with the company's values and vision, thereby improving overall performance.

In addition, Shiba et al. (2025) explained that job satisfaction serves as a mediating factor between organizational culture and employee performance, where a positive work culture fosters engagement and satisfaction among employees. Furthermore, Marendra et al. (2024) found that organizational culture can also act as a moderating factor that influences the relationship between leadership and employee performance. This means that although leadership directly affects performance, the presence of a strong organizational culture can amplify or balance that effect. However, several studies also note that the influence of organizational culture is not uniform across contexts, as each organization possesses unique characteristics and values. Therefore, strategies for strengthening organizational culture must be tailored to the specific conditions and needs of each organization to achieve optimal outcomes.

CONCLUSION

The results of this study indicate that the diversity of the multinational workforce has a positive impact and supports the company's business processes. This is because they receive fair treatment, equal compensation policies, equal career development opportunities and work results are evaluated transparently, thus creating a work environment that is very supportive of them to provide the best work results. Likewise, an open organizational culture makes them feel comfortable to communicate well, able to understand the vision, mission, and core values of the organization, support the innovation created and able to adapt to changes in their environment, and have role models in working in implementing ethical standards and appreciating the achievements of the team so as to create the ability to achieve the set work targets, efficiency in completing tasks on time, quality work results meet standards, can collaborate with colleagues, efficiently use resources and achieve high performance.

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