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

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| ARTICLEINFO | ABSTRACT |
|---|---|
| **Keywords**:<br>Diversity,<br>Perceive Organization Support,<br>Organization Culture,<br>Need For cognition. | 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. |
| **E-mail:**<br>xxxxxx@gmail.com | |

## 1. INTRODUCTION

Diversity is sinsitive isue among citizenship. Question abaout diversity and social environmantal movement progresively begun at 1960s. Diversity issues increase specialy in multiculture 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 etnic, race, and religion and also behavior identities to share and show domination (Cole et al., 2018). The one etnice feel more superior than others. Conflict betwen superior cultural and religion identity can't be avoided. An examples religion identity more effected than etnic 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

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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).

Isues about diversity have progress until United Nation promote a isntitution 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 pospose 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, specialy in educational institutional, diversity become discourse (Vortovec, 2012). Direferencess in racial, sexcual, and ethnic diversity is moraly important to discuss and sometimes become debate (Sher, 1999) argue that diversity in educational important because of requirement of justice, intrinsicaly valuable, conductive to general walfare, conductuve to vulue other than well being. Study Taylor (2007) the student look for diversity and equaity characteristic (Congleton, 2007). Diversity in the organization context also can approached both organizatioanal and individual.

## 2. LITERATURE REVIEW

### Perceive Organization Support on Diversity

In workplace and organization context, diversity also become interesting isue. study to diverstiy toward instituzional use tree dimention enzogenous variabel, arena where dicision made, and outcomes (Taylor, 2007). Organization effort to support diversity become more intens issues both individual and organizational perspective. Persive organization support is concern about employees perception about organization values and their contribution and care about well being (Kurtesi *et all*, 2015). This teory make employes believe that organizational policess descretionary, obligation to aid organization, and fulfill socialemotion need (Rhoades and Eisenberger, 2002) Persive organization support can increase the exchange ideology toward organization member (Eisenberger *et all*, 1989). Organization effort to support diversity moderate of effect racial discrimation on affective commitment (Triana et all, 2010). Like this inderecly 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

Organisation culture also take part on diversity isues. Social construct in organization began discussed by quasioned the meaning the person as a social aspect at organization area (Morrill, 2008) Culture is knowlegde to intepreted experiences to obtain sicial 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 environtmen, 2) the estand emphasize or not diferent betwenorganization member, 3) culture determine advisibility of different behavior 4) culture have implication how policies regarde diversity be adopted. 5) culture have implecation management diversity to over entire organization (Spataro, 2005). Organization culture can rebuilt to solve diversity problem although there is resistance from the dominant culture (Z, 2007). And this argument supported with there is corelation betwen 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 specialy Psychology aspect. Cognition about deverse person at society is dimention can measure diversity specialy who high need for cognition.. cognition is a psychology process to reasonic logic based on different concept, make hypothesis Programing, make strategy, and problem solving ( Li *et all*, 2018). Cognition can subdivide as epistemic cognition, and practical cognition. Epistemic cognition is how produce and mantain believe, practical cognition evaluate information, make plan, and take action (Pollock, 2001). Need for cognition is individual tendency engenge in and enjoy thinking (Caciopo and Petty, 1982). research show that need for cogniton can related diversity. Cognition is import:ant to diversity in local 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)

### Research Hypothesis

*Organizational Diversity: Perspective Need For Cognition, Organizational Support, And Organization Culture*
*Study In The Indonesian Z Generation.* **Ferrynela Purbo Laksono, et.al**

This research is conduct on diversity in organization and several variable estimated can influence. That variables uses organizatioan approach and individual approach. Organizatioanal approach represented by perceive organisational support and organization culture. Individual approach use need for cognition. Cognition choosed because see how organization member think about organization diversity.

This research want make a avidances that their influences between perceive organization support, and organization culture on diversity. Influence betwen variable will proved partialy and simultaneously.

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

Eisenberger (1982; 2002; 2016) make several study about Perceive organization support on many perpective. Perceive organization support is employee perseption organization values to their contrbution abaot well being (Eisenberger, Malon, and Preson, 2016). Persive organization support can increase the exchange ideology toward organization member (Eisenberger *et all*, 1989). This study show that the member of organization will give more effort to better performance specialy in the education institution. Perceive organization have relation to performance, moderated by socioemotional (Armeli, Eisenberger, and Lync, 1998). And the other perpective their effect Organization effort to support diversity on affective commitment moderated by effect racial discrimation (Triana et all, 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 bachground member of organization (Z, 2008). And the argument there is corelation betwen 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 importand 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). Acording to discussion, hypothesis can formulate
**H3 : there is effect Need For Cognition on diversity**

3. **METHOD**

This reasearch is quantitive reserach, to prove there is influence between perceive 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 initiantion programe and orientation programe. Second reason is they encounter the culture of organization. The third reason is they realy undesrtand about diversity. This reasearch 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 simultaneously tested by $R^2$, and F test. If the findings of sig F test less than 0,05 the model simultaneously 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 significan valuese kess than 0,05 (P ≤ 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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| Chategories | Percent | Chategories | Percent | Chategories | 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 | | | | |
| **Total** | **100,0** | | **100** | | **100** |

Tabel 1 show that identity of respondent categorized on tree identity Enthnicity, Relegion believe, and Sex. Etnicity show that the highest is Javaniese 46,2%, Dayak 11,4%, Dayak 15,8%. Religion belive highest is Chatolic 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, Chatolic, and Woman

**Validity and realibility**

Tabel 2 Validity and Realibility Test

| Diversity | | Need For cognition | | Perceive Organization Support | | Organization Culutre | | Variable | Reability Cronbach's Alpha |
|---|---|---|---|---|---|---|---|---|---|
| DV1 | 0,564 | NFC1 | 0,577 | POS1 | 0,59 | OC1 | 0,506 | Diversity | 0,709 |
| DV2 | 0,663 | NFC2 | 0,656 | POS2 | 0,683 | OC2 | 0,604 | NFC | 0,755 |
| DV3 | 0,653 | NFC3 | 0,623 | POS3 | 0,624 | OC3 | 0,585 | POS | 0,744 |
| DV4 | 0,599 | NFC4 | 0,575 | POS4 | 0,716 | OC4 | 0,528 | OC | 0,764 |
| DV5 | 0,753 | NFC5 | 0,624 | POS5 | 0,724 | OC5 | 0,664 | | |
| DV6 | 0,632 | NFC6 | 0,631 | POS6 | 0,632 | OC6 | 0,718 | | |
| DV7 | 0,607 | NFC7 | 0,606 | | | OC7 | 0,659 | | |
| DV8 | 0,557 | NFC8 | 0,599 | | | | | | |
| DV9 | 0,623 | NFC9 | 0,635 | | | | | | |
| DV10 | 0,651 | NFC10 | 0,571 | | | | | | |
| DV11 | 0,582 | | | | | | | | |

The valididy and realibility test risult in table 2 show that all question above 0,5,  indicate that all quationair used as indicator are valid. And reability show that all variable are above 0,6 indicate that all variabel is reliabel.

Regression Analysis

The Model test the Influence of Perceive organization upport, organization Culture and need for cognition on Diversity. The feasibility of model test by F Test, Ajusted $R^2$.

Tabel 3 Regression Statistical Findings.

| | Sig. F | Adjusted $R^2$. | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | | B | Beta | | |
| Regression | 0,000 | 0,606 | | | | |
| (Constant) | | | 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 $R^2$ 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.

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The study alsi examine parcialy influence persive organization support, organization culture, and need for cognition on diversity. The findings show that perceive organization support have significant values 0,248 or more than 0,05. Indicate that there is not influence of persive organization support on diversity, and reject hypothesis1. That mean that the organization member may need not organization support to maintain diversity in the organization and the opposite argument that there is effect organization support on diversity (Triana et all, 2010; Leverson, Joiner & Barkalis. 2009).

Organization culture has positive and significant effect on diverstity 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. Hypotesis2 is confirmed by the evidence. That mean this study confirm the argument that organization culture is needed to built 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 indicate that theri is positive effect need for cognition on diversity. The hypothesis 3 is confirmed, this is support the argument the member of organization more enjoy thinkin can mantain diversity (Kearney, Gebert and Voepel, 2017; Goodman, 2006).

## 5. CONCLUSION

The study can consluded that simultanly there is influence perceive organization effort, organization culture, and need for cognition on diversity. although parcialy there is not influence betwen persive organization support and diversity. However parcialy there is influence organization culture and need for cognition on diversity. The teoretical implication related to this study is to keep diversity the organization need built culture in organization to support the defference background of organization member. The other side make sure the organization member thinking about diversity in context to built need for cognition.

The limitation of this reasech is coeficient determinant relative medium indicated that there is other variable can effect diversity. Also respondent take from one instution. Therefore, the futher reaserch is recomended to add variable influence diversity such as organization climate, and respondent take more intitution.

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