

The Impact of Workforce Diversity and Employee Commitment on Innovation Performance Case Study: PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko (Injourney Destination Management)

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Abstract

Purpose - This study aims to examine the influence of workforce diversity and employee commitment on innovation performance at Injourney Destination Management (IDM), a state-owned tourism enterprise in Indonesia. The research addresses how variations in demographic attributes and levels of commitment among employees contribute to innovation outcomes within the organization.

Design/methodology/approach - A quantitative research method with a causal-descriptive design was applied. Data were collected through structured questionnaires distributed to 154 employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4. Validity and reliability were tested through AVE, CR, and Cronbach's Alpha. Hypotheses were assessed using t-statistics and p-values.

Originality - The novelty of this study lies in its integrated assessment of workforce diversity and employee commitment as combined predictors of innovation performance in a government-owned tourism organization. Such an approach remains relatively underexplored in the context of Indonesia's public sector tourism industry.

Findings and Discussion - The results show that both workforce diversity and employee commitment significantly and positively influence innovation performance. Workforce diversity, particularly across gender, age, ethnicity, and education, was found to foster creative outputs. Meanwhile, affective and normative aspects of commitment played a key role in strengthening employee contributions to innovation. The R^2 value of 0.404 and Q^2 value of 0.357 indicate a moderate to strong explanatory and predictive relevance of the model.

Conclusion - This study concludes that diversity in the workplace and strong employee commitment are critical drivers of innovation performance. The findings underscore the need for inclusive HR practices and emotional engagement strategies to optimize innovation, especially within public-sector tourism enterprises. Future research is encouraged to explore alternative constructs and employ longitudinal methods for broader generalization.

Keywords - Workforce Diversity, Employee Commitment, Innovation Performance, Human Resource Management, Tourism Management

Introduction

The tourism industry is one of the most dynamic and rapidly growing sectors of the global economy, contributing significantly to global GDP and employment, as highlighted by UNWTO in 2019. Beyond being a source of foreign exchange, tourism also serves as a means of wealth redistribution by creating job opportunities and encouraging local entrepreneurship (Chaudhry et al., 2021). With the advancement of digital technology, the tourism sector has undergone significant digitalization through online booking platforms, tech-integrated attractions, and the rise of social media, all of which have increased tourist engagement. However, despite its growth, tourism also faces critical environmental sustainability challenges, such as carbon emissions from transportation and over-tourism. Therefore, adopting sustainable tourism practices is essential to ensure the long-term viability of the industry.

PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko now branded as Injourney Destination Management (IDM) was officially established on July 15, 1980, with the primary mandate to manage iconic cultural heritage sites including Borobudur, Prambanan, and Ratu Boko. As a state-owned enterprise fully owned by the Indonesian government, IDM operates with a strong emphasis on innovation and transformation, guided by four strategic pillars: Heritage Parks, Cultural Parks, Amenities, and Attractions. These pillars reflect the company's mission to preserve cultural heritage while enhancing tourism rooted in local wisdom. In 2021, IDM was entrusted by the Indonesian government to manage Taman Mini Indonesia Indah (TMII), reinforcing its role as a strategic partner in national tourism development. With a vision to become a world-class destination management company that showcases Indonesia's cultural and historical legacy, IDM's mission includes quality tourism development, capacity-building for human resources, digital innovation, multi-stakeholder collaboration, and local community involvement. The corporate culture, shaped around the BUMN core values of "AKHLAK" Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif guides all organizational behavior and stakeholder engagement. As a tourism and cultural company with a workforce of around 260 employees from diverse backgrounds, IDM consistently fosters creativity and innovation. This commitment culminates in initiatives such as the 2024 "Innovation Awards," where employees propose ideas to enhance services, products, systems, and overall performance, reinforcing the company's long-term sustainability and alignment with its strategic goals.

From 2020 to 2024, employees at Injourney Destination Management (IDM) actively engaged in various innovation programs, though management has assessed that the quantity and impact of these innovations remain below optimal levels. In response, beginning in 2024, the company intensified its call for employees to contribute more ideas in areas such as business process improvement and creative service development. Innovation is considered a strategic pillar in the tourism industry, serving not only as a driver of revenue growth but also as a key factor in organizational sustainability (Ganji et al., 2021). (Alshemmari & Al Monawer, 2024) emphasize that innovation is of practical importance for policymakers and business leaders alike, while (Won et al., 2021) categorizes innovation performance into product, process, and

managerial dimensions. (Sung & Choi, 2021) further argue that innovation should support long-term organizational development. To align innovation efforts with strategic goals, IDM uses Key Performance Indicators (KPIs) that guide collaboration among top management to ensure efficient operations and visitor satisfaction. The national rise in tourism activity as shown by a 21.02% increase in international visits and 25.62% in domestic tourism in early 2024 (BPS, 2024) has reinforced the importance of continuous innovation within IDM. This vision is echoed by the company's President Commissioner who stated that collaboration and shared responsibility among employees are key to solving problems and generating innovation. Additionally, the company recognizes that innovation success is strongly linked to employee quality and commitment. A culture of innovation is highly important, as it functions more effectively when organizational members uphold shared work values. These values are embedded in the corporate culture and demonstrated through everyday practices (Susanty et al, 2024). IDM has a significant number of long-serving employees, with many having worked for over 10 to 30 years, indicating high dedication. One senior employee emphasized their loyalty by stating that preserving world heritage is a mission they embrace, and the compensation received is sufficient for a stable life in Yogyakarta. This long-term dedication is also recognized through formal awards, such as 15- and 25-year service honors, which include substantial bonuses as outlined in the company's remuneration policy. Furthermore, consistently low resignation rates between 0.9% and 1.7% annually highlight the strong sense of belonging and commitment among employees. This stability and dedication play a vital role in fostering innovation, enhancing productivity, reducing unnecessary costs, and ultimately advancing the company's strategic goals.

The relationship between low employee resignation rates and innovation performance at Injourney Destination Management (IDM) reflects a general assumption that loyal employees are more likely to contribute to high innovation output, an idea suggesting a linear correlation. However, scholarly views vary: (Bogilović et al., 2020) argue that longer tenure may limit innovative thinking due to deep-rooted adherence to organizational culture, while (Demircioglu, 2021) suggests that senior employees bring valuable insights for innovation based on years of accumulated knowledge and experience. This tension invites a deeper analysis of IDM's long-serving employees, many of whom express confidence in their capacity to propose relevant innovations due to their familiarity with visitor expectations. Commitment, especially affective and normative, is essential to innovation performance, as emotionally engaged employees tend to be more proactive and solution-oriented (T. Li & Tang, 2022). Recognizing this, IDM launched an innovation competition in 2024 to channel employee creativity, while rewarding implementable and sustainable ideas. Effective innovation also depends on strategic human resource practices, and diversity is one key organizational factor influencing performance. Studies by (Ahmed et al., 2023) and (Al-Sabi et al., 2023) affirm that workforce diversity enhances decision-making, creativity, and innovation. Thus, this study introduces two complementary variables: workforce diversity and employee commitment to examine their combined influence on innovation performance, aiming to offer

more contemporary and holistic insights compared to previous research.

Based on data from the Human Capital Group, Injourney Destination Management (IDM) employs 250 individuals from diverse demographic backgrounds, including gender, age, place of birth, educational attainment, and marital status. The workforce is predominantly male, with a significant number of employees aged 51–60, and most were born in Central Java and DI Yogyakarta. Educationally, the majority hold a bachelor's degree, while marital status is largely dominated by those who are married. Although diversity exists, there are still imbalances in ethnicity and education level. In the context of the tourism industry, such diversity is particularly valuable, as it enhances creativity, innovation, and the ability to deliver personalized and inclusive services to a global visitor base. According to Tajeddini et al., (2023), a diverse workforce is essential for the tourism sector to thrive and meet the varied expectations of its international clientele.

Injourney Destination Management can be considered a tourism-sector company with a relatively diverse workforce, although notable gaps still exist across several dimensions of workforce diversity. This observation aligns with the theory presented by (Kerga & Asefa, 2018) in their journal article “The Effect of Workforce Diversity on Employee Performance”. Based on the demographic patterns observed in the company's employee data, this phenomenon serves as the foundation for the researcher to further explore the impact of workforce diversity and employee commitment on innovation performance, using Injourney Destination Management as a case study.

Literature Review

Organizational Behavior

Organizational behavior is a discipline that examines the nature and characteristics of individuals within an organizational setting. Due to the diverse nature of individuals, organizational behavior serves to understand how personal traits influence behavior in the workplace (Widyanti, 2019). Organizational behavior explores formal and informal relationships, identifies individual characteristics like age, gender, and marital status, and helps leaders manage workforce diversity, communication, and productivity (Tewal et al., 2017).

Human Resource Management

Human resource management (HRM) is a field of management that focuses on the role of people within an organization (Noor et al., 2023). Human resources are considered the main asset of a company; therefore, HRM aims to comprehensively manage employees—from recruitment to the end of employment—covering needs analysis, placement, career development, transfers, supervision, and evaluation in a professional manner to support organizational growth (Adjunct & Marniati, 2020). In summary, HRM refers to the strategic management of people within an organization to achieve its goals.

Workforce Diversity

Kerga and Asefa (2018) define workforce diversity as the inclusion of individuals from various demographic backgrounds, such as gender, age, ethnicity, education, work experience, and marital status. Careful and continuous attention to workforce diversity is essential, as it can serve as a major source of competitive advantage. Effective diversity management fosters inclusion, innovation, and competitive advantage. Furthermore, Kerga and Asefa (2018) recommend that organizations manage cultural diversity effectively, as it has been shown to positively influence innovation performance. While Kerga & Asefa (2018) emphasize its impact on creativity and performance, they stress social equity and conflict prevention through inclusive policies. When managed well, diversity can enhance decision-making and collaboration, but poor handling may lead to tension and reduce team effectiveness, especially in culturally diverse industries like tourism.

Employee Commitment

Employee commitment reflects an employee participation characterized by a strong sense of loyalty, commitment to remain with the organization, and a willingness to contribute optimal performance (Hadi & Tentama, 2020). According to Allen & Meyer (2004, as cited in Ingarianti, 2015), commitment includes affective (emotional), normative (obligational), and continuance (cost-benefit) dimensions. High commitment levels correlate with increased motivation, better performance, and lower turnover. Theories from Varona (2002) also highlight the role of internal communication, participation, and recognition in strengthening commitment. As a mediating factor, strong commitment not only sustains employee loyalty but also amplifies the positive effects of diversity on organizational innovation (Ganji et al., 2021).

Innovation Performance

Innovation performance refers to a company's effectiveness in developing new products relative to its competitors (Oke et al., 2012). Cordero (1990), as cited in Oke (2012), defines innovation performance as the effectiveness and success of a company's efforts in developing and implementing new products, services, or processes. Oke et al. (2012) identify three key factors for measuring innovation within a company: innovation strategy execution (adapted from Crespell & Hansen, 2008), innovation-focused human resource policy (adapted from Foss & Laursen, 2003), and innovation performance (adapted from Cordero, 1990). Their findings reveal that both innovation strategy execution and innovation-focused HR policy positively influence innovation performance. It can be concluded that effective innovation strategies, when supported by HR policies focused on innovation, lead to improved innovation outcomes.

Methods, Data, and Analysis

This study employs a quantitative method with a causal-descriptive design aimed at analyzing the cause-and-effect relationship between two independent variables workforce diversity (X1) and employee commitment

(X2) on the dependent variable, innovation performance (Y) (Sugiyono, 2019). The research utilizes a survey strategy by distributing questionnaires via Google Forms and printed booklets, gathering data from 154 respondents out of a total population of 250 employees at Injourney Destination Management (Sugiyono, 2021). The researcher's involvement is minimal, as data collection was conducted without intervention, and the analysis was performed using a cross-sectional approach, meaning data was collected at one specific point in time.

To ensure validity and reliability, the study applies both discriminant and convergent validity tests along with Cronbach's Alpha and Composite Reliability (CR) measures. Data analysis is conducted using Structural Equation Modeling-Partial Least Square (SEM-PLS) with SmartPLS version 4, incorporating both outer and inner model testing (Sugiyono, 2018). The outer model analysis assesses convergent and discriminant validity as well as reliability, while the inner model evaluation focuses on collinearity, R^2 values, and predictive relevance (Q^2). Hypotheses are tested through path coefficients, t-statistics, and p-values, where significance is determined at $p < 0.05$ (Ghozali, 2018). The research also adopts a stratified random sampling technique based on the distribution of employees across the head office and two-unit offices (Prambanan and Borobudur), ensuring representation in the collected sample.

Results

This study involved 154 respondents from Injourney Destination Management who completed a questionnaire measuring three variables: workforce diversity (X1), employee commitment (X2), and innovation performance (Y). The characteristics of the respondents were analyzed across several demographic dimensions. Based on gender, the distribution was balanced, with 50.6% female and 49.4% male. Most respondents fell within the young age group (under 30 years), accounting for 47.7%, followed by 31.8% aged 31–40, and 20.8% aged 41 and above. In terms of ethnicity, Javanese respondents dominated at 65.6%, with other ethnic groups such as Sundanese, Betawi, Madurese, Minangkabau, Bugis, Batak, and Sumbanese comprising the rest.

Regarding educational background, most respondents held a bachelor's degree (68.8%), followed by high school graduates (20.1%), master's degree holders (9.7%), and a small proportion with a diploma (1.3%). In terms of work experience, 56.5% of the respondents had 0–10 years of experience, 26.6% had 11–20 years, and 16.9% had 21–35 years. Lastly, based on marital status, 64.3% of respondents were married, while the remaining 35.7% were single. These diverse respondent profiles contribute to the exploration of how workforce diversity and employee commitment relate to innovative performance within the company.

Research result

Outer Model Testing (Measurement Model)

The outer model testing includes three criteria: convergent validity, discriminant validity, and internal consistency reliability. These three

criteria, which were explained in Chapter 3, serve to assess the consistency of the measurement instrument and to determine the validity of each item (question) specified by the researcher. The following is the research model processed using SmartPLS 4:

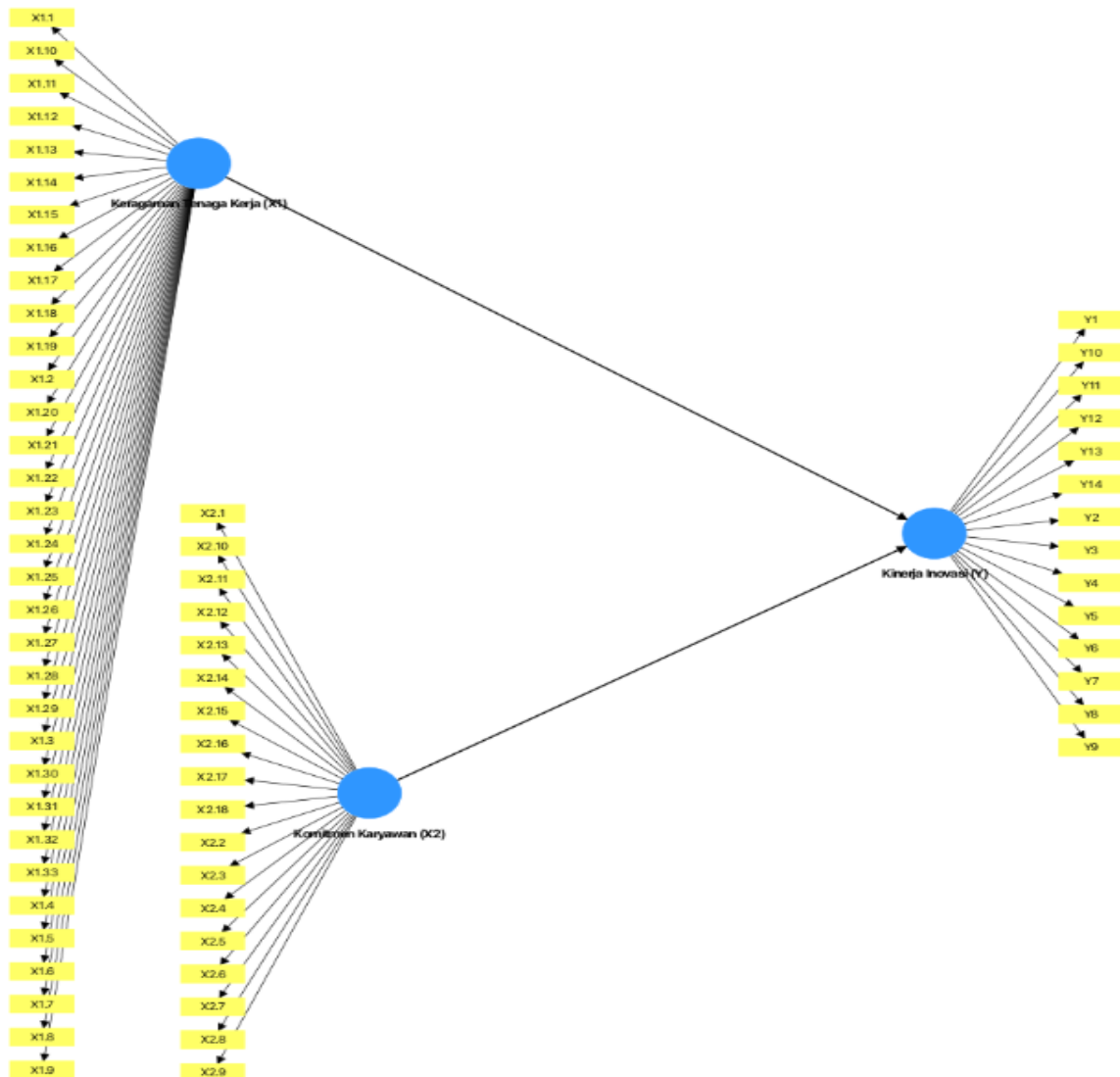


Figure 1. Outer model diagram

Convergent Validity

The parameter used to assess convergent validity is the outer loading value. Indicators are considered to have strong convergent validity if their outer loading is greater than 0.7. However, according to (Latan & Ghazali, 2012), indicators with outer loadings between 0.4 and 0.7 may still be retained as valid, provided that the composite reliability exceeds 0.7. Based on the outer loading analysis in this study, the majority of indicators across the three variables workforce diversity, employee commitment, and innovation performance meet the acceptable threshold. Although a few indicators fall below 0.7, the researcher decided to keep them based on theoretical support and sufficient composite reliability. To reinforce the convergent validity findings, the Average Variance Extracted (AVE) was also assessed. An AVE value above 0.5 indicates that more than half of the variance in observed

indicators can be explained by the corresponding latent construct, thereby confirming adequate convergent validity across the measured variables.

Table 1. Average Variance Extracted (AVE) Value Results

Variable	Average Variance Extracted (AVE)	Description
Workforce Diversity (X1)	0.656	Valid
Employee Commitment (X2)	0.385	Not Valid
Innovation Performance (Y)	0.601	Valid

Based on the table above, one variable Employee Commitment shows an AVE value below 0.5, specifically 0.385, indicating that the construct does not meet the criteria for convergent validity. This suggests that the indicators used are not sufficiently capable of consistently and accurately representing the latent variable. However, despite the low AVE, the Composite Reliability (CR) and Cronbach’s Alpha (CA) values for this variable demonstrate high internal consistency. Therefore, the Employee Commitment variable is still considered acceptable within the context of this study, in line with the tolerance approach suggested by (Ghozali & Latan, 2015).

Discriminant Validity

Discriminant validity testing is conducted to assess the extent to which one variable is distinct from other variables in a model. There are three common methods used to evaluate discriminant validity: the Fornell-Larcker criterion, the Heterotrait-Monotrait Ratio (HTMT), and cross-loading analysis. The following presents the results of the discriminant validity test, beginning with the Fornell-Larcker analysis:

Table 2. Fornell Larcker Analysis Results

Variable	Workforce Diversity (X1)	Innovation Performance (Y)	Employee Commitment (X2)
Workforce Diversity (X1)	0.810		
Innovation Performance (Y)	0.498	0.775	
Employee Commitment (X2)	0.091	0.314	0.621

Based on the Fornell-Larcker analysis, it can be concluded that the square root values of each construct are higher than the correlations with other constructs, indicating satisfactory discriminant validity. The second test, the Heterotrait-Monotrait Ratio (HTMT), evaluates the average of all correlations between indicators measuring different constructs, compared to the geometric mean of correlations within the same construct. HTMT is

grounded in the multitrait-multimethod framework, and a construct is considered to have acceptable discriminant validity when the HTMT value is below 0.90, as suggested by (Ghozali & Latan, 2015). The HTMT analysis results are presented in the table below.

Table 3. Results of Heterotrait-Monotrait Ratio (HTMT) Analysis

	Workforce Diversity (X1)	Innovation Performance (Y)	Employee Commitment (X2)
Workforce Diversity (X1)			
Innovation Performance (Y)	0.424		
Employee Commitment (X2)	0.205	0.188	

From the table above, the HTMT values obtained are <0.90, which indicates that discriminant validity between the two reflective constructs is established, thus confirming the constructs are valid.

Cross-loading analysis is the final step in testing discriminant validity. This analysis is conducted by comparing the loading value of an indicator on its original construct with its loading values on other constructs. In Table 4. the cross-loading values of each indicator on its original construct are higher than its loading values on other constructs. This indicates that discriminant validity for each indicator concerning its corresponding variable has been achieved.

Table 4. Cross Loading Analysis Results

Indicator	Workforce Diversity (X1)	Innovation Performance (Y)	Employee Commitment (X2)
X1.1	0.851	0.338	0.194
X1.10	0.909	0.3	0.086
X1.11	0.851	0.450	0.116
X1.12	0.828	0.243	-0.043
X1.13	0.839	0.408	0.103
X1.14	0.742	0.482	-0.024
X1.15	0.890	0.297	0.086
X1.16	0.827	0.391	0.072
X1.17	0.862	0.407	0.029
X1.18	0.856	0.420	0.030
X1.19	0.878	0.336	0.042
X1.2	0.789	0.520	0.115
X1.20	0.890	0.297	0.086
X1.21	0.844	0.203	0.014
X1.22	0.711	0.235	-0.043
X1.23	0.775	0.243	-0.044
X1.24	0.740	0.266	0.030
X1.25	0.758	0.334	0.081
X1.26	0.717	0.465	0.046
X1.27	0.754	0.436	0.019
X1.28	0.709	0.243	-0.063
X1.29	0.845	0.258	-0.015
X1.3	0.769	0.512	0.048
X1.30	0.855	0.213	0.024

Indicator	Workforce Diversity (X1)	Innovation Performance (Y)	Employee Commitment (X2)
X1.31	0.837	0.168	0.022
X1.32	0.753	0.448	0.182
X1.33	0.763	0.422	0.214
X1.4	0.837	0.396	0.111
X1.5	0.791	0.261	0.139
X1.6	0.775	0.522	0.157
X1.7	0.729	0.472	0.068
X1.8	0.807	0.594	0.148
X1.9	0.870	0.514	0.052
X2.1	0.235	0.178	0.513
X2.10	0.044	0.028	0.589
X2.11	-0.138	0.051	0.727
X2.12	0.017	0.202	0.784
X2.13	-0.145	0.082	0.706
X2.14	0.097	0.048	0.485
X2.15	-0.255	0.064	0.512
X2.16	-0.066	0.146	0.827
X2.17	-0.094	0.114	0.817
X2.18	0.207	0.318	0.607
X2.2	0.043	0.042	0.523
X2.3	-0.002	-0.001	0.601
X2.4	0.010	0.047	0.724
X2.5	-0.149	0.005	0.637
X2.6	-0.162	0.048	0.470
X2.7	-0.110	-0.156	0.522
X2.8	-0.149	-0.040	0.488
X2.9	-0.092	0.042	0.412
Y1	0.398	0.781	0.285
Y10	0.224	0.743	0.226
Y11	0.405	0.772	0.243
Y12	0.130	0.747	0.293
Y13	0.342	0.849	0.236
Y14	-0.018	0.699	0.155
Y2	0.554	0.777	0.212
Y3	0.623	0.832	0.213
Y4	0.445	0.821	0.093
Y5	0.463	0.842	0.278
Y6	0.393	0.807	0.376
Y7	0.260	0.743	0.250
Y8	0.284	0.725	0.293
Y9	0.140	0.688	0.231

Based on the cross-loading results in Table 4, several indicators show loading values on their main construct that are below 0.7. In this study, the researcher decided to retain those indicators because, according to (Ghozali & Latan, 2015), indicators with cross-loading values between 0.4 and 0.7 may still be acceptable, provided they do not compromise the overall construct quality and the loading on the primary construct remains higher than on other constructs. Therefore, in this study, indicators with loading values below 0.7 are retained as they are still theoretically relevant and do not violate discriminant validity requirements and are considered valid.

Reliability Test

In this reliability test, the researcher refers to the assessment of Cronbach’s Alpha (CA) and Composite Reliability (CR), both of which must have values greater than 0.7 to achieve a reliable construct. A reliable construct demonstrates high internal consistency in measuring the intended variable (Ghozali & Latan, 2015). The following is a table presenting the results of the reliability test using SmartPLS 4:

Table 5. Results of Cronbach’s Alpha and Composite Reliability Values

Latent Construct	Cronbach’s Alpha	Composite Reliability
Workforce Diversity (X1)	0.984	0.984
Employee Commitment (X2)	0.938	0.915
Innovation Performance (Y)	0.951	0.954

The conclusion that can be drawn from the table above is that the latent constructs have CA and CR values greater than 0.7, indicating that the latent constructs in this study possess good reliability.

Inner Model Testing (Structural Model)

In the collinearity issues test, a model is considered free from collinearity problems if the Variance Inflation Factor (VIF) value is less than 5 (Ghozali & Latan, 2015). The following presents the results of the collinearity issues analysis conducted by the researcher:

Table 6. Collinearity Issues Value Results

Predictor Variable	VIF
Workforce Diversity (X1) → Innovation Performance (Y)	1.370
Employee Commitment (X2) → Innovation Performance (Y)	1.370

The results of the collinearity issues calculation in this study show a value of <5, specifically 1.370, indicating that there is no indication of collinearity issues in the measured constructs.

Table 7. R Square Value Results

R Square	Relationship
Innovation Performance (Y)	0.404

R² functions to measure the extent to which the independent variables can explain the dependent variable. Based on the results in Table 7, the R Square value for the Innovation Performance variable is 0.404, indicating that Workforce Diversity and Employee Commitment have a moderate influence on Innovation Performance. This means that 40.4% of the variance in innovation performance can be reasonably or moderately explained by

workforce diversity and employee commitment as the independent variables.

Table 8. Predictive Relevance Value Results - Q^2

Q^2 Predict	Value
Innovation Performance (Y)	0.357

The following is the result of the predictive relevance (Q^2) value for construct Y is 0.357, which falls into the large category. This indicates that the model is not only statistically appropriate but also has adequate predictive ability for construct Y. Based on this, the Q^2 value of 0.357 demonstrates that constructs X1 and X2 are collectively able to predict construct Y with a good or strong level of predictive relevance.

Hypothesis Testing

The criteria used in hypothesis testing are p-values, t-statistics, and the significance values between indicators. If the resulting values are >0 , it indicates a positive effect (+) or a positive relationship between the variables. Conversely, if the resulting values are <0 , it indicates a negative effect (-) or a negative relationship between the variables. The results of the hypothesis testing are presented in Table 9 as follows:

Table 9. Hypothesis Test Results

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values	Conclusion
H1: X1 -> (Y)	0.526	0.527	0.079	6.659	0.000	Accepted
H2: X2 -> (Y)	0.175	0.191	0.076	2.315	0.021	Accepted

This study employed a significance level of 0.05, where the p-value must be less than 0.05 and the t-statistic must exceed the critical value of 1.96 to validate the hypothesis. For Hypothesis 1 (H1), the influence of Workforce Diversity on Innovation Performance, the results show an Original Sample (O) value of 0.526, indicating a positive and direct relationship between the two variables. This means that increased workforce diversity is associated with an increase in innovation performance. Additionally, the t-statistic value is 6.659, which exceeds the threshold of 1.96, and the p-value is 0.000, which is below 0.05. These results confirm that the positive relationship is statistically significant, and thus, H1 is accepted.

For Hypothesis 2 (H2), which posits that Employee Commitment positively affects Innovation Performance, the Original Sample (O) value is 0.175, also suggesting a positive and aligned relationship. This implies that higher employee commitment is likely to lead to improved innovation performance. The t-statistic for this relationship is 2.315, greater than the t-table value of 1.96, and the p-value is 0.021, well below the 0.05 threshold.

These results demonstrate that the hypothesis is statistically supported and confirm that employee commitment has a significant positive impact on innovation performance.

Discussion

Analysis of Workforce Diversity at Injourney Destination Management

This study measured workforce diversity across six dimensions: gender, age, ethnicity, educational background, work experience, and marital status. Based on the collected data, the total respondent score reached 20,546 with an average percentage of 80.9%, which falls into the "Good" category. This indicates that Injourney Destination Management (IDM) exhibits a relatively high degree of workforce diversity. Among the six dimensions, gender diversity scored the highest, particularly on the item indicating fair treatment of female employees in decision-making processes, showing a strong perception of gender equity within the organization.

The lowest score was found in the educational background dimension, especially the item regarding the company's policy of providing study leave for employees pursuing further education. With a score of 561 or 72.9%, this still falls into the "Good" category but suggests room for improvement in educational support. Although the company has offered study leave, it does not always guarantee the same job position upon return, creating some uncertainty. Nonetheless, the practice remains beneficial for professional growth and reflects IDM's partial commitment to academic advancement.

Analysis of Employee Commitment at Injourney Destination Management

Employee commitment in this study was assessed through three dimensions: affective, normative, and continuance commitment. The total score recorded was 8,886 with an average percentage of 80.37%, placing it in the "Moderate" category. This indicates that while employees at IDM are generally committed, there is still potential for strengthening this aspect, particularly in fostering deeper emotional and value-driven loyalty to the organization.

The highest score within this variable came from affective commitment, specifically on the item measuring the personal desire of employees to remain part of the company (77.8%). This shows that employees are internally motivated to stay. However, the lowest score (39.1%) was also found within affective commitment, where employees reported a lack of emotional attachment to the organization. This discrepancy highlights that although some employees show strong commitment, others may still feel detached, pointing to a need for strategies that strengthen emotional engagement.

Analysis of Innovation Performance at Injourney Destination Management

According to (Sung & Choi, 2021), innovation and creativity are vital in organizational transformation. In this study, innovation performance was measured through three dimensions: innovation strategy execution, innovation-focused HR policies, and innovation outcomes. Furthermore, Wahyuningtyas & Sule (2014) claim that innovation and creativity hold a

vital role in the process of organizational transformation. The total score was 7,776, with an average percentage of 70.6%, indicating a "Good" level of innovation performance among IDM employees. This reflects the company's ongoing efforts to foster a culture of innovation and adaptability.

The highest score came from the innovation strategy execution dimension, especially the indicator reflecting a specific plan to promote innovation (74.3%). This suggests that IDM has taken deliberate steps in guiding its innovation strategy. The lowest score appeared under innovation-focused HR policies, at 66.5%, suggesting that while efforts exist, the HR framework supporting innovation could be further enhanced. This finding aligns with (Bogilović et al., 2020), who argue that without consistent innovation, companies risk falling behind in competitive markets.

The Effect of Workforce Diversity on Innovation Performance at Injourney Destination Management

The study found that workforce diversity significantly influences innovation performance. Based on Table 4.13, the t-statistic is 6.659 and the p-value is 0.000, both indicating statistical significance. The original sample value of 0.526 suggests a strong positive correlation, meaning that as workforce diversity improves, so does innovation performance. These findings validate the hypothesis that diversity has a constructive impact on innovation within the company.

This result supports prior research by (Demircioglu, 2021), which concluded that diverse teams enhance innovation, especially in high-competition environments. (Kerga & Asefa, 2018) further emphasized that diversity improves employee performance and should be supported through skills development programs. Although some challenges persist, such as stereotypes, (T. Li & Tang, 2022) argues that with proper management, diversity enhances productivity. Therefore, IDM should continue fostering inclusive practices, training programs, and cross-cultural collaboration to sustain its innovation capabilities.

The Effect of Employee Commitment on Innovation Performance at Injourney Destination Management

This study also revealed that employee commitment significantly affects innovation performance. According to Table 4.13, the t-statistic is 2.315 and the p-value is 0.021, indicating that the hypothesis is accepted. With an original sample value of 0.175, the relationship between employee commitment and innovation is positive. In other words, higher commitment among employees leads to improved innovation outcomes within the organization.

Studies by (Ahmed et al., 2023) reinforce this by showing that committed employees tend to exhibit proactive and innovative behaviors. Companies must recognize that innovation is not only the responsibility of HR but should be championed by top management. A strong leadership commitment to employee development can foster loyalty and engagement, ultimately enhancing innovation performance throughout the organization.

Conclusion

Based on the findings from the study entitled "The Influence of Workforce Diversity and Employee Commitment on Innovation Performance: A Case Study at PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko (Injourney Destination Management)", it can be concluded that both workforce diversity and employee commitment significantly and positively impact innovation performance within the organization. The research confirmed that a diverse workforce encompassing gender, age, ethnicity, education, work experience, and marital status plays a crucial role in fostering innovative outcomes. Similarly, a strong sense of employee commitment, measured across affective, normative, and continuance dimensions, also contributes meaningfully to enhancing innovation. Winarno et al., (2021) said that the importance of knowledge dissemination and sharing is one of the key benefits that companies can gain, one of which is by fostering positive collaboration and innovation. Furthermore, Widyaputri & Sari (2022) stated that the level of employee commitment to their tasks, as well as their ability to complete them independently without relying on others, is one of the indicators for measuring independence. From a practical perspective, several recommendations are proposed to strengthen these relationships. The company is encouraged to establish transparent career pathways, promote participatory decision-making, and foster empathetic leadership to create a more inclusive and committed workforce. Additional initiatives such as coaching, mentoring, and well-being programs, along with regular team-building activities, can enhance employee engagement. It is also critical for management to articulate the company's long-term vision and clarify the role of each employee in achieving it. On a strategic level, embedding innovation metrics within performance appraisals, facilitating creativity training, and assigning innovation targets, such as quarterly idea submissions, are essential steps. From a theoretical standpoint, future research is advised to explore emerging theories on diversity and commitment, experiment with new variables or frameworks, and adopt alternative methodologies to enrich the academic discourse on innovation performance.

Limitation

It is recommended that future research further explore the effect between workforce diversity, employee commitment, and innovation performance by incorporating more recent theoretical perspectives. Researchers are also encouraged to substitute one or more of the current variables with alternative constructs to develop new combinations of variable effects that have not yet been examined. Additionally, future studies may benefit from employing different theories, methodologies, or measurement dimensions to enrich and broaden the understanding of the topic.

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