



The Effect Of Inclusiveness And Diversity On The Performance Of Program Employees Through The Quick Reaction Team At The Social Office Jember District

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ABSTRACT

The role of human resources is becoming increasingly important as it relates to global developments that are full of competitive competition between large and small companies, both private and government companies. One of the ways that organizations can face competition is by empowering and exploring all the potential of their human resources to the fullest. This study aims to test and analyze the significant influence of employee inclusiveness and diversity on the Rapid Reaction Team (TRC) program and the performance of employees of the Jember Regency Social Service, This study uses a quantitative approach. The study population was 193 employees of the Jember Regency Social Service and the sample was taken using saturated sampling technique. The results showed that there was a significant influence of inclusiveness and diversity on the Rapid Response Team (TRC) Program. There is a significant influence of inclusiveness and diversity on employee performance. There is a significant influence of the Rapid Response Team (TRC) Program on employee performance. There is a significant influence of inclusiveness and diversity on employee performance through the Rapid Response Team (TRC) Program.

INTRODUCTION

The role of human resources is becoming increasingly important as it relates to global developments that are full of competitive competition between large and small companies, both private and government companies. One of the ways that organizations can face competition is by empowering and exploring all the potential of their human resources to the fullest. In line with this, an organization needs to increase its attention to the quality of employees, both attention in terms of the quality of knowledge and skills, careers and welfare levels, so as to increase employee achievement and motivation to give all their abilities in achieving organizational goals (Hasdiana 2018). Human Resource Management (HRM) is very important for companies in organizing, managing and utilizing human resources productively, effectively and efficiently to achieve company goals. The company's failure to manage human resources

can result in the company failing to achieve its goals and objectives. Matters relating to this achievement are of course also determined by the performance of each component within a company or organization. Of course, it is very important to pay attention to the performance of employees in a work team in a company or agency. Performance is the result of work produced by an employee in accordance with their responsibilities based on their abilities and skills that can improve performance in an organization, including inclusiveness, diversity and the Rapid Response Team (hereinafter referred to as the TRC Program). The Jember Regency Social Service is one of the Regional Government agencies responsible for providing social services in the Jember Regency area. The Jember Regency Social Service acts as a driving force in creating an inclusive and equitable social environment for all levels of society in Jember Regency to prevent new social problems from arising. Programs such as skills training, social assistance, and social assistance are some examples of these efforts. One of the programs of the Jember Regency Social Service is the Rapid Response Team (TRC) Program (Staf et al. 2023) which is interesting to be used as research material. The Jember Regency Social Service through the TRC Program will be the object of this research. So in the context of the research to be carried out, researchers will use inclusiveness and diversity which will then be moderated through a work team which in this case is the Rapid Reaction Team (TRC) Program which affects the performance of Jember Regency Social Service employees. Through various programs, including the TRC Program, the Jember Regency Social Service has achieved performance as shown in table 1.

Table 1. Employees Performance Identification Analysis

No	Strategic Goals	Target Indicator	Target	Realization of Implementation				
				2019	2020	2021	2022	2023
	Increased Social Services for PMKS	Percentage of PMKS that meet Minimum Basic Needs	100%	72,93%	63,12%	62,03%	89,43%	90,00%
	Increased handling of social protection and empowerment for PPKS	Percentage of PMKS whose Basic Needs are met	100%	72,93%	63,12%	62,03%	90,03%	90,25%
	Increasing Social Restoration	Percentage increase in management of heroes' graves	100%	0	0	0	0	100%
	Increasing the Effectiveness of Achieving Device Performance Targets	Percentage of program Indicators achieved is unlucky	100%	0	0	0	0	100%

Source: Social Office Jember District 2024

In Table 1, it can be seen that the performance of the Jember Regency Social Service has four strategic goals launched by the Social Service and has a percentage of implementation realization that tends to fluctuate over the past five years. Namely, increasing social services for PMKS (Persons with Social Welfare Problems) in 2019 with a percentage of 72.93%, in 2020 with a

percentage of 63.12%, in 2021 with a percentage of 89.43%, in 2022 with a percentage of 89.43% and in 2023 with a percentage of 90.00%.

Employee performance can be influenced by employee inclusiveness as described by Phytanza et al. 2022). Employee inclusiveness Inclusivity is a concept and practice that focuses on creating an environment where all individuals feel welcome, valued and supported, regardless of their background, identity or differences. Inclusivity in its most general sense is the full involvement of employees and allowing others to be fully themselves in activities carried out together. So that all parties can be fully involved and (Chaudhry et al. 2021) united So that the higher the inclusiveness of employees, the greater the influence on employee performance. The next factor that affects employee performance is diversity. Diversity is the diversity or variation among individuals within a group, community, or organization. This includes various aspects, such as race, ethnicity, gender, age, sexual orientation, disability, cultural background, religion, and socio-economic (Novel et al. 2023). With diversity, employees can learn from each other, solve problems in different ways, and create more creative solutions. This can improve the performance of the team and the organization as a whole (Ridwan et al. 2020). According to (Ferdman, B. M.; Davidson 2002), Employee performance can also be influenced by employee diversity. The existence of diversity along with the challenges of globalization, to maintain a competitive advantage. That a diverse group will enable good performance (Subyantoro, A., & Suwanto 2020). In addition to impacting employee performance, inclusiveness and diversity have an influence on work teams. A work team is a group of individuals who work together to achieve a specific goal or outcome that cannot be achieved by individuals independently. Work teams often have a common goal and utilize a combination of their members' expertise, skills and experience to complete tasks. Work teams have a clear and mutually agreed upon goal or outcome, which encourages members to work in the same direction, team members interact and cooperate with each other, sharing knowledge and skills to achieve team goals. This collaboration often involves effective communication and division of responsibilities, each team member usually has specific roles and responsibilities, tailored to their expertise and abilities. Performance can be measured from open and honest communication, opportunities for development, implementation of tasks by team members, creativity in creating and applying individual talents and abilities, speed in responding to every situation, employee motivation in achieving good work results. Quality of work of coworkers who meet targets and complete tasks on time, employee responsibility for assigned tasks. Employee performance requires the collectivity of the work team plus the company or organization consists of various elements, so it really needs an open attitude in order to create a conducive work environment atmosphere and successfully achieve the targets that have been set. In this case, the process of openness between people in an institution or organization is needed (Sudaryono 2022).

Inclusiveness involves removing barriers, overcoming discrimination, and ensuring that all people have equal opportunities to participate and thrive (Paramansyah, A., & Parojai 2024), (Sudaryono 2022) The higher the employee inclusiveness, the greater the influence on employee performance. This is supported by empirical evidence from the results of several studies that show inclusiveness can affect employee performance. This can be seen in previous research (Farhani, 2024; Mustari et al. 2024; Wulandari & Noviana, 2024; Fajar, 2024; Diniarsa & Batu, 2023; Mitchell et al. 2015) which states that inclusiveness has a significant effect on employee performance. However, this research is not in line with research from (Purnamaningtyas & Rahardja, 2021; Nguyen et al. 2019) who found that there is an opposite relationship between inclusiveness and employee performance, that there is no relationship between inclusiveness and employee performance. Diversity in a team or organization can bring a variety of perspectives, ideas, and approaches that can enrich decision making and innovation. With diversity, employees can learn from each other, solve problems in different ways, and create more creative solutions. This can improve the overall performance of the team and organization (Ridwan et al. 2020). This statement is also supported by the results of

research that examines the effect of diversity on employee performance, some previous studies such as (Farhani, 2024; Mustari et al. 2024; Wulandari & Noviana, 2024; Fajar, 2024; Yulianto et al. 2023; Diniarsa & Batu, 2023; Agussalim et al. 2022; Mitchell et al. 2015) shows that diversity can have a positive impact on employee performance. This research is not in line with research from (Hartono, Dzulfikar, and Damayanti 2020) which suggests that there is no direct influence between diversity on employee performance. Inclusiveness in a company and organization is very necessary. Through an inclusive attitude, the goals of the work team will be achieved because there is transparent communication about the progress of the work team in a company or government agency, an inclusive attitude is closely related to motivation or encouragement towards diversity and uniting individuals and groups that have differences. This statement is supported by empirical evidence from the results of research from Uman et al. (2023) which concluded that there is an influence of inclusiveness on the work team. However, the results of this study are not in line with the results of research (Mitchell et al. 2015) revealed that inclusiveness has no direct effect on teamwork. Diversity focuses on the existence and recognition of differences and the benefits that can be derived from a diversity of perspectives and experiences. Diversity within a team or organization can bring diverse perspectives, ideas and approaches that can enrich decision-making and innovation. With diversity, employees can learn from each other, solve problems in different ways, and create more creative solutions. Diversity in a team or organization can bring diverse perspectives, ideas, and approaches that can enrich decision-making and innovation. With diversity, employees can learn from each other, solve problems in different ways, and create more creative solutions. This is supported by the results of previous research on the relationship of diversity to the work team by (Hao, 2024; Fauzan Azhmy & Ray, 2024; Chinedum, 2023; Skyberg, 2022) which states that there is an influence of diversity on the work team. In addition to individual factors, another factor that is no less important in determining the success of an organization is the work team. As researched by Riyanto & Anto (2022), a work team is a group of individuals who work together in a structured manner to achieve a common goal. Several previous studies have examined the effect of work teams on employee performance as evidenced by (Ibrahim et al. 2021; Riyanto & Anto, (2022) which concludes that there is a relationship between the influence of the work team on employee performance, but this research is not in line with the results of the study Abdillah & Sari, (2023) revealed that the work team had no effect on employee performance. This research has novelty related to the influence of the Quick Reaction Team (TRC) in an effort to synergize inclusiveness, diversity in improving employee performance within the Jember Regency Social Service. The purpose of this study was to determine and test inclusiveness and diversity in improving the Rapid Response Team (TRC) and employee performance at the Jember Regency Social Service.

LITERATURE REVIEW

According to Dessler (2020), performance is work performance, namely the comparison between work results and established standards. Meanwhile, according to Sedarmayanti, (2020), performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the work results must be able to show concrete and measurable evidence (compared to predetermined standards). Performance according to Amstrong (2019) dan Mathis, R. I., & Jackson, (2019) refers to the level of achievement or work of a person, team, or organization in achieving predetermined goals. In the context of human resource management, performance is often measured through performance evaluations that include an assessment of individual achievements against performance targets, competencies, and expected work behavior. So there are various factors that affect employee performance (Qomariah 2020).

Inclusiveness according to (Davis et al. 2022) Inclusiveness is an activity that is closely

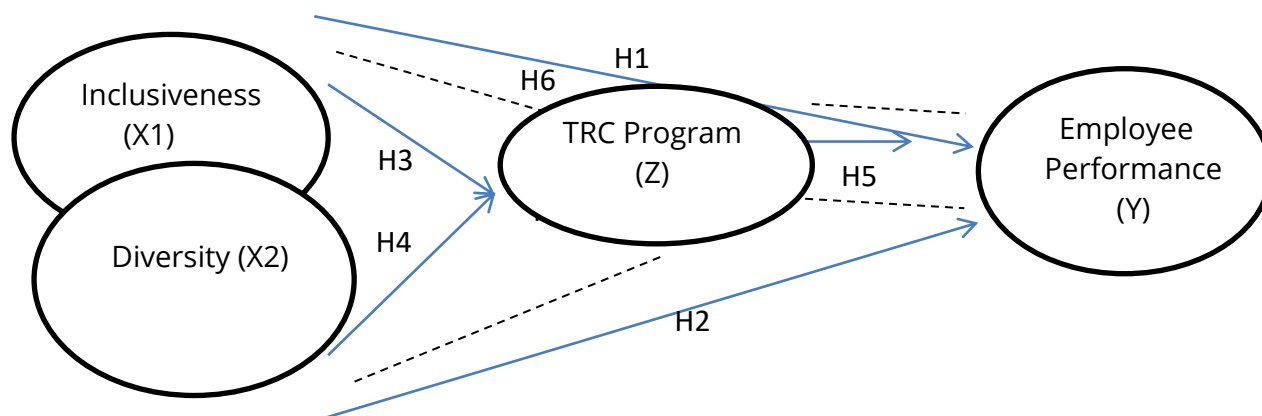
related to the motivation or encouragement of diversity and bringing together individuals and groups who have differences. Inclusiveness refers to attitudes, behaviors, and policies that encourage acceptance, recognition, and participation of all individuals and groups, including those from different backgrounds, in an environment or organization. Inclusiveness refers to efforts to create a welcoming and supportive environment for all members of the profession, regardless of differences such as ethnicity, religion, gender, or other backgrounds. Inclusiveness aims to promote diversity, equality and collaboration in the workplace.

Diversity is the diversity or variety within a particular context (Shams et al. 2023). While in (Søraa et al. 2020) Diversity refers to diversity or variety in a given context. In the context of the article provided, diversity refers to the inclusion of multiple perspectives, including gender, in the social sciences and humanities. Then (Tagliaro et al. 2023) explains that diversity refers to diversity or differences within a particular group or environment. In the context of an organization or workplace, diversity includes various aspects such as gender, ethnicity, age, disability, sexual orientation, and cultural background. This diversity is recognized as a source of wealth that can enhance innovation, creativity, and overall organizational performance.

The Rapid Response Team (TRC) program in one of the state agencies in Jember district, namely the Social Service of Jember district. The Rapid Response Team (TRC) of the Jember Regency Social Service is a team formed to respond quickly and appropriately to various social problems that occur in the community. The Rapid Response Team (TRC) also plays a role in providing protection and recovery for victims or people with social problems, the Rapid Response Team (TRC) consists of personnel from the Jember Social Service, Tagana, and volunteers from various elements of society (Staf, Sosial Jember 2023)

The research conceptual framework illustrated in figure below.

Figure 1



METHODS

This research uses a quantitative approach. In determining the sample in this study, saturated sampling (census) was used. According to Sugiyono (2019), saturated sampling is a sampling technique when all members of the population are used as samples. In other words, saturated sampling can be called a census, where all members of the population are used as samples. This study uses exogenous variables, namely inclusiveness (X1), diversity (X2) and intervening variables, namely the TRC Program (Z) and one endogenous variable, namely Employee Performance (Y). The population in this study were 193 employees of the Jember Regency Social Service.

Table 2. Identification of Research Variable Measurements

No	Variable	Indicators
1	Inclusiveness (X_1)	a. Fair employment practices b. Integration of differences c. Inclusion in decision making d. Empowerment e. Simplicity f. Courage g. Accountability
2	Diversity (X_2)	a. Gender b. Age c. Ethnicity and Nationality d. Disability e. Cultural Background f. Education g. Work experience h. Hierarchical Position i. Work Life and Personal Life Balance Defense boundaries
3	TRC Program (Z)	a. Task b. Function c. Component d. Related institutions (Coordination) e. Target.
4	Employee Performance (Y)	a. Work productivity b. Quality of service c. Job satisfaction d. Work engagement e. Organizational commitment f. Innovation g. Operational efficiency h. Absenteeism rate i. Turnover rate j. Individual or team achievements

Source: data processed by researchers 2024

The hypothesis was tested using the Variance-based Structural Equation Modeling or SEM-PLS method with WARP-PLS software. The SEM-PLS method was chosen because of its superiority in making predictions. One of the reasons for using PLS is the reflective nature of the indicators that form the constructs in this study.

RESULTS

Descriptive Analysis of Respondent Demographics The respondents of this study were 193 staff of the Jember Regency Social Service. An overview of respondent demographic statistics can be seen in Table 3.

Table 3. Respondent Demographic Descriptive Statistics

Characteristics		Frequency (person)	Percentage (%)
Age	a. 20 – 25 years	32	16,58
	b. 25 – 35 years	60	31,09
	c. 35 – 50 years	77	39,90
	d. 50 – 70 years	24	12,43
Total		193	100,00
Gender	a. Male	147	76,17
	b. Female	46	23,83
Total		193	100,00
Education Level	a. Senior High School	73	37,82
	b. S1/D2/D3	104	53,89
	c. S2	16	8,29
Total		193	100,00

Source: Data processed

Referring to these results, it can be stated that the employees of the Jember Regency Social Service are mostly male and are in the productive age group, so this is a factor that contributes to the achievement of optimal employee performance. Seen from the aspect of educational background, the Social Service of Jember Regency has an adequate Human Resources (HR) aspect or in other words has a good level of competence because it is dominated by employees with S1 / D2 / D3 education levels.

Validity and Reliability Test Results

The results of the validity test with the loading factor obtained that all items from each construct of inclusiveness, diversity have a value above 0.70 so that they are said to be valid. Then for the reliability test, the Cronbach's alpha value is above 0.70, which means that all constructs are reliable.

Direct Effect Test Results

The direct effect test is intended to test the causality or influence of exogenous variables on endogenous variables directly. The direct effect test results show that there is a positive and significant effect of inclusiveness and diversity on employee performance and the TRC Program. The TRC program has a positive and significant effect on employee performance.

Table 4. Direct Effect Test Result

Effect		Path Coefficient		S.E.	P Value	Result
Inclusiveness	→	Employee Performance	0,130	0,069	0,031	H1 accepted
Diversity	→	Employee Performance	0,436	0,065	<0,001	H2 accepted
Inclusiveness	→	TRC Program	0,270	0,067	<0,001	H3 accepted
Diversity	→	TRC Program	0,654	0,063	<0,001	H4 accepted
TRC Program	→	Employee Performance	0,384	0,066	<0,001	H5 accepted

Source: Data processed

Indirect Effect Test Result

A summary of the indirect influence of these variables can be seen in the table bellow.

Table 5. Indirect Effect Test Result

Effect	Path Coefficient	P Value	Result
Inclusiveness → TRC Program → Employee Performance	0,104	0,018	H6 accepted
Diversity → TRC Program → Employee Performance	0,251	<0,001	H7 accepted

Source: Data processed

Based on these results, it can be stated that the TRC program acts as an intervening variable in the relationship between inclusiveness and employee performance. So that there is a significant influence of inclusiveness on employee performance through the TRC Program of the Jember Regency Social Service.

Results of Coefficient of Determination Analysis (R²)

Test results related to the R-square value can be seen in Table 6

Table 6. R-Square Value

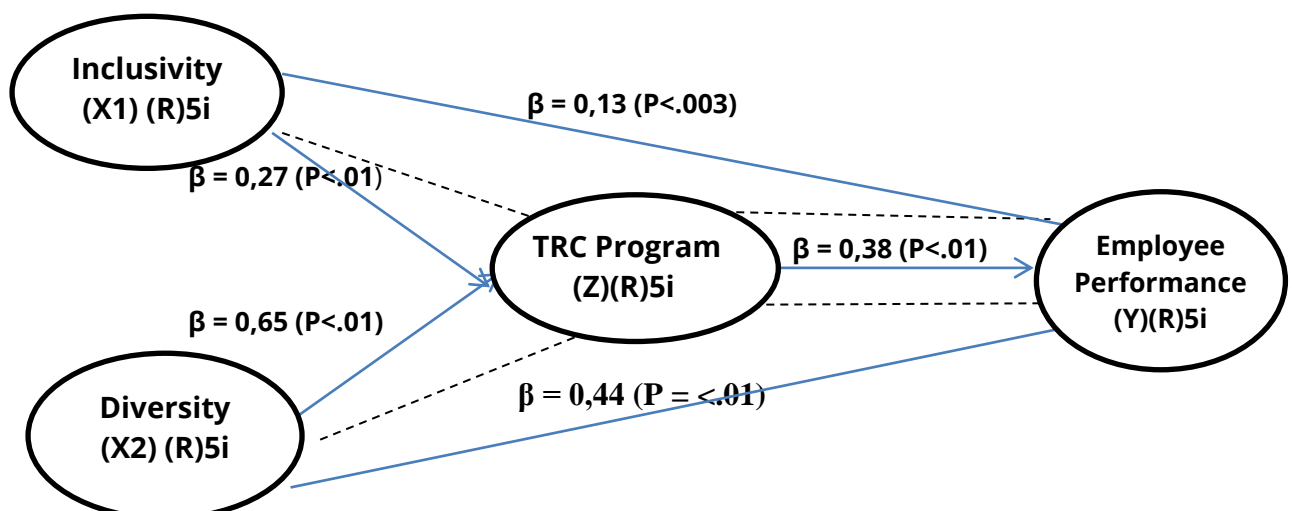
Variable	Variable Name	R-square
Z	TRC Program	0,642
Y	Employee Performance	0,708

Source: Data processed

Table 6 shows that the R-square value of the TRC Program construct is 0.642, which means that 64.2% of the variability in changes in the TRC Program can be explained by the inclusiveness and diversity variables. Meanwhile, the R-square value of the employee performance construct is 0.708, which means that 70.8% of the variability in changes in employee performance can be explained by the inclusiveness, diversity and TRC Program variables.

Research Hypothesis Model

Structural Equation Modeling (PLS-SEM) Analysis Results Testing in this study uses structural equations or Partial Least Square Structural Equation Modeling (PLS-SEM), with test results that can be seen in Figure 2.

Figure 2. PLS-SEM Results

DISCUSSION

Effect of Inclusiveness on Employee Performance

The results of this study, the inclusiveness variable (X1) on employee performance (Y) obtained a path coefficient value of 0.031 with a p-value of <0.001 . Because the p-value is smaller than β ($0.000 < 0.05$), it means that inclusiveness has a significant effect on employee performance. So that the hypothesis which states that there is a significant effect of inclusiveness on the performance of employees of the Jember Regency Social Service is proven correct or H1 is accepted. This is an aspect of inclusiveness that can be seen through aspects of employees actively involved in diversity and openness programs; employees feel contributions, valued and recognized from various backgrounds; employees are willing to listen to and understand different perspectives; employees are often involved in collaboration with individuals or teams from different cultures or backgrounds; and employees believe that the work environment of the Jember Regency Social Service supports the willingness to listen to and appreciate the perspectives of others is a factor that determines the performance of employees of the Jember Regency Social Service. Companies can develop policies that support inclusivity, such as anti-discrimination policies, work flexibility policies to support diversity, and fair and transparent promotion policies. Strengthen work cultures that encourage collaboration, teamwork, and mutual support among employees. The results of this study support the research findings of (Farhani, 2024; Mustari et al. 2024; Wulandari & Noviana, 2024; Fajar, 2024; Diniarsa & Batu, 2023; Mitchell et al. 2015) which states that there is a significant effect of employee inclusiveness on employee performance. However, the results of this study are not in line with the research findings from (Purnamaningtyas & Rahardja, 2021; Nguyen et al. 2019) who found that there is a contradictory relationship between inclusiveness and employee performance, that there is no relationship between inclusiveness and employee performance.

Effect of Diversity on Employee Performance

The results of research that have been conducted, the diversity variable (X2) on employee performance (Y) obtained a path coefficient value of 0.436 with a p-value of <0.001 . Because the p-value is smaller than β ($0.000 < 0.05$), it means that diversity has a significant effect on employee performance. So that the hypothesis which states that there is a significant effect of diversity on the performance of employees of the Social Service of Jember Regency is proven to be true or H2 is accepted. This aspect of diversity can be seen through the aspects of employees feeling that gender, age, education and background are treated fairly; employee work experience is considered and valued; employees feel that the Jember Regency Social Service has optimally provided dedication to disability; employees feel that hierarchical positions affect opportunities and recognition at the Jember Regency Social Service; and employees feel supported by the Social Service in terms of balance between work life and personal life are factors that determine the performance of employees of the Jember Regency Social Service. Workplace diversity can include various aspects that affect organizational dynamics and interactions between individuals. Efforts to manage diversity in the workplace often involve inclusion strategies that aim to create a work environment that supports and values these differences. It is understood that diversity is an attitude of diversity related to various aspects such as gender, ethnicity, age, disability, sexual orientation and cultural background. This study supports previous research from (Farhani, 2024; Mustari et al. 2024; Wulandari & Noviana, 2024; Fajar, 2024; Yulianto et al. 2023; Diniarsa & Batu, 2023; Agussalim et al. 2022; Mitchell et al. 2015) who found that there is an effect of diversity on team performance from a human resource management (HRM) perspective. This shows that workforce diversity significantly affects employee performance. The findings of this study do not support the research findings of Hartono et al. (2020) who found that there is no direct effect between diversity and employee performance.

The Effect of Inclusiveness on the TRC Program

The results of this study, the inclusiveness variable (X1) on the Rapid Response Team (TRC) (Z) obtained a path coefficient value of 0.270 with a p-value of <0.001 . Because the p-value is smaller than α ($0.000 < 0.05$), it means that inclusiveness has a significant effect on the Rapid Response Team (TRC). So that the hypothesis which states that there is a significant effect of inclusiveness on the Rapid Response Team (TRC) program of the Jember Regency Social Service is proven correct or H1 is accepted. This is an aspect of inclusiveness that can be seen through aspects of employees actively involved in diversity and openness programs; employees feel contributions, valued and recognized from various backgrounds; employees are willing to listen to and understand different perspectives; employees are often involved in collaboration with individuals or teams from different cultures or backgrounds; and employees believe that the work environment of the Jember Regency Social Service supports the willingness to listen to and appreciate the perspectives of others is a factor that determines the Rapid Response Team (TRC) Program at the Jember Regency Social Service. An inclusive attitude in a company and organization is very necessary. Through an inclusive attitude, the goals of the work team will be achieved because of the transparent communication related to the progress of the work team in a company or government agency. The work team in this study will review inclusiveness in the TRC Program in a government agency, namely the Jember Regency Social Service. Inclusive attitudes are closely related to motivation or encouragement towards diversity and uniting individuals and groups who have differences. Inclusiveness refers to attitudes, behaviors and policies that encourage acceptance, recognition and participation of all individuals and groups, including those from different backgrounds, in an environment or organization. The results of this study are consistent with and support the findings of previous research from Uman et al. (2023) which states that inclusion has a significant impact on Teamwork. This suggests that inclusion creates a work environment that supports collaboration and productivity, ensuring that each individual feels valued and supported to contribute. The findings of this study are not in line with research Mitchell et al. (2015) which reveals that inclusiveness does not directly affect the work team.

The Effect of Diversity on the TRC Program

The results of this study, the diversity variable (X2) on the Quick Reaction Team (Z) obtained a path coefficient value of 0.031 with a p-value of <0.001 . Because the p-value is smaller than β ($0.000 < 0.05$), it means that diversity has a significant effect on the Rapid Response Team (TRC). So that the hypothesis which states that there is a significant effect of diversity on the Rapid Response Team (TRC) program of the Jember Regency Social Service is proven correct or H4 is accepted. This is an aspect of diversity that can be seen through aspects of employees feeling that gender, age, education and background are treated fairly; employee work experience is considered and valued; employees feel that the Jember Regency Social Service has optimally provided dedication to disability; employees feel that hierarchical positions affect opportunities and recognition at the Jember Regency Social Service; and employees feel supported by the Social Service in terms of balance between work life and personal life are factors that determine the Rapid Response Team (TRC) Program at the Jember Regency Social Service.

Diversity in a team or organization can bring diverse perspectives, ideas, and approaches that can enrich decision-making and innovation. With diversity, employees can learn from each other, solve problems in different ways, and create more creative solutions. The results of this study are in accordance with the results of research from (Hao, 2024; Fauzan Azhmy & Ray, 2024; Chinedum, 2023; Skyberg, 2022) which concluded that there is a significant influence between diversity on work teams. That is, in this case diversity plays an important role in increasing team creativity, by bringing a variety of perspectives and innovative ideas.

Effect of TRC Program on Employee Performance

The results of this study, the Quick Reaction Team variable (Z) on employee performance (Y) obtained a path coefficient value of 0.031 with a p-value of <0.001 . Because the p-value is smaller than β ($0.000 < 0.05$), it means that the Quick Reaction Team (TRC) has a significant effect on employee performance. So that the hypothesis which states that there is a significant effect of the TRC program on the performance of employees of the Jember Regency Social Service is proven correct or H5 is accepted. This is an aspect of the Rapid Reaction Team (TRC) program which can be seen through the aspect of employees assessing the Rapid Reaction Team Program (TRC) of the Jember Regency Social Service has a task that supports openness; employees believe the Rapid Reaction Team Program (TRC) of the Jember Regency Social Service has a function that supports the performance of employees diversity; employees can assess the components involved in the Jember Regency Social Service Quick Reaction Team (TRC) Program are quite diverse and open to each other; employees believe the Jember Regency Social Service Quick Reaction Team (TRC) is a coordinative work team; and employees assess the Jember Regency Social Service Quick Reaction Team (TRC) Program is right on target in accordance with the diversity and openness of the community are factors that determine the performance of employees of the Jember Regency Social Service. The Jember Regency Social Service TRC Program is a team formed to respond quickly and appropriately to various social problems that occur in the community.

The TRC program also plays a role in providing protection and recovery for victims or people with social problems. The TRC program consists of personnel from the Jember Regency Social Service, Tagana, and volunteers from various elements of society. The results of this study are consistent with and support the research findings (Ibrahim et al. 2021; Riyanto & Anto, (2022) diversity; employees can assess the components involved in the Jember Regency Social Service Quick Reaction Team (TRC) Program sufficiently which concludes that there is a significant influence of the work team on employee performance. The findings of this study are not in accordance with research Abdillah & Sari, (2023) which reveals that work teams have no effect on employee performance.

The Effect of Inclusiveness on Employee Performance through the TRC Program

Based on the results of the indirect effect test in this study, it can be explained that the indirect effect between inclusiveness (X1) on employee performance (Y) through the Quick Reaction Team (Z) has a path coefficient value of 0.104 and p-values of 0.018. Because the p-value is smaller than β ($0.000 < 0.05$), it means that inclusiveness affects employee performance through the Rapid Response Team (TRC). So that the hypothesis which states that there is a significant effect of inclusiveness on employee performance through the Quick Reaction Team (TRC) program of the Jember Regency Social Service is proven correct or H6 is accepted. This means that the better the inclusiveness, the better the Quick Reaction Team (TRC) program will be and will ultimately encourage better employee performance.

Referring to these results, it can be stated that the Rapid Response Team (TRC) program acts as a mediating variable in the relationship between inclusiveness and employee performance. The higher the employee inclusiveness, the greater the influence on employee performance. Organizational inclusiveness can create a work environment that supports, motivates, and empowers employees to contribute optimally. By feeling accepted and valued, employees tend to be more motivated, collaborate well, and feel more satisfied at work which in turn can improve their performance. Inclusiveness has a significant influence on employee performance, both directly and through the work team as a link. Inclusive and effective teams can strengthen relationships between members, improve collaboration, and create a productive work environment. Therefore, organizations need to encourage an inclusive culture and build cohesive teams to achieve optimal performance.

The Effect of Diversity on Employee Performance through the TRC Program

Based on the results of the indirect effect test in this study, it can be explained that the indirect effect between diversity (X2) on employee performance (Y) through the Quick Reaction Team (Z) has a path coefficient value of 0.251 and p-values of <0.001. Because the p-value is smaller than β (0.000 < 0.05), it means that diversity affects employee performance through the Quick Reaction Team (TRC). So that the hypothesis which states that there is a significant effect of diversity on employee performance through the Quick Reaction Team (TRC) program of the Jember Regency Social Service is proven or H6 is accepted. This means that the better the diversity, the better the Quick Reaction Team (TRC) program and ultimately will encourage better employee performance.

Referring to these results, it can be stated that the Rapid Response Team (TRC) program acts as a mediating variable in the relationship between diversity and employee performance. Diversity affects work teams and employee performance both directly and indirectly. Well-managed diversity in work teams will result in high performance, innovation, and productive collaboration. However, without proper management, diversity can be a source of conflict and decreased performance. Therefore, organizations need to build an inclusive culture, train managers in conflict management, and strengthen communication within teams so that diversity becomes an asset that drives optimal performance.

CONCLUSION

Based on the results of research and discussion, conclusions are obtained as answers to the problems raised in this study, namely: There is a significant effect of inclusiveness on the Rapid Response Team (TRC) program of the Jember Regency Social Service with a path coefficient value of 0.130 with a p-value of 0.031. There is a significant effect of diversity on the Rapid Response Team (TRC) program of the Jember Regency Social Service with a path coefficient value of 0.436 with a p-value of <0.001. There is a significant effect of inclusiveness on the performance of employees of the Jember Regency Social Service with a path coefficient value of 0.270 with a p-value of <0.00. There is a significant effect of diversity on the performance of employees of the Social Service of Jember Regency with a path coefficient value of 0.654 with a p-value of <0.001. There is a significant influence of the Quick Reaction Team (TRC) program on the performance of employees of the Jember Regency Social Service with a path coefficient value of 0.384 with a p-value of <0.001. There is a significant influence of inclusiveness on employee performance through the Quick Reaction Team (TRC) program of the Jember Regency Social Service with a path coefficient value of 0.104 with a p-value of 0.18. There is a significant effect of diversity on employee performance through the Quick Reaction Team (TRC) program of the Jember Regency Social Service with a path coefficient value of 0.251 with a p-value of <0.001.

SUGGESTION

The results of this study also state that the inclusiveness and diversity variables are able to explain the Rapid Response Team (TRC) program by 64.2% and the inclusiveness, diversity, and Rapid Response Team (TRC) program variables are able to explain employee performance by 70.8%, so that for further research agendas it is recommended to use or add other variables such as leadership, organizational culture, organizational citizenship behavior (OCB), and others. So that better findings can be obtained in explaining the Rapid Response Team (TRC) program and employee performance.

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