



## Cultural Diversity, Motivation, and Leadership: Drivers of Employee Effectiveness in Oil and Gas Support Services Sector

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### ABSTRACT

This study aims to analyze the impact of cultural diversity, work motivation and participatory leadership on employee effectiveness. The study was conducted in Oil and Gas Support Services Sector with a sample of 82 respondents. Data collection was done using survey method with questionnaire as instrument. This study uses descriptive quantitative approach and application of structural equation modeling (SEM) using SmartPLS for data analysis. The results showed that cultural diversity and participatory leadership have a positive and significant influence on employee work effectiveness, while work motivation has a positive but not significant influence on employee work effectiveness

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## **INTRODUCTION**

Human resources are a key factor in determining whether an organization succeeds or fails, as optimal performance is crucial to a company's profitability. Human resources (HR) are a valuable asset to the company and must be given serious attention. Qualified human resources or employees help complete tasks effectively, in line with organizational responsibilities, and are capable of performing their duties efficiently and effectively (Rayhan et al., 2022).

One of the key aspects that has gained attention in modern organizations is employee work effectiveness, which is influenced by various factors such as cultural diversity, work motivation, and participative leadership (Aulia & Fauzi, 2025). These factors enable individuals to think from different cultural perspectives, communicate effectively, and collaborate with both superiors and subordinates. Cultural diversity plays a role in managing employees' cultural differences to build a strong organization and encourage work innovation (Suhardi, 2023). Likewise, work motivation drives individuals to be enthusiastic, consistent, and perform optimally to achieve goals (Yulianti et al., 2023). Participative leadership is a leadership style that involves subordinates in deci

This study focuses in Oil and Gas Support Services Sector, a company operating in the field of drilling services and equipment rental. The company is facing several issues, including poor communication, weak human resource development, suboptimal task completion, and a lack of transparency in the performance appraisal system, which serve as major obstacles to improving employee work effectiveness.

Therefore, this study aims to analyze the influence of cultural diversity, work motivation, and participative leadership on employee work effectiveness in Oil and Gas Support Services Sector. By understanding these relationships, the organization can design appropriate strategies to comprehensively enhance employee work effectiveness.

## LITERATURE REVIEW

Work effectiveness is a condition in which desired goals can be achieved through the successful completion of tasks in alignment with predetermined plans (Hakim et al., 2022). Among the influencing factors, cultural diversity, work motivation, and participative leadership have received growing attention in recent studies as predictors of employee work effectiveness. These variables not only reflect individual attitudes and behaviors but also indicate the extent to which an organization supports and empowers its workforce. They are increasingly recognized in recent research as critical factors influencing employee work effectiveness.

### **Employee Effectiveness**

The essence of work effectiveness lies in improving work outcomes to ensure accuracy, delivering quality services, and applying appropriate work methods to achieve the best possible results (Putra et al., 2024). Employee work effectiveness is crucial for achieving clear and specific organizational goals. It serves as a measure of the organization's ability to reach both short-term and long-term objectives that have been set. This depends on goal-setting and target determination, the implementation of strategic components, the need for subjective evaluation, and the stages involved in the organizational development process (Adam et al., 2023).

### **Cultural Diversity**

Culture is a pattern of shared basic assumptions learned by a group through solving problems of external adaptation and internal integration. It consists of an organized group of people who share common goals, beliefs, and values, which can be measured through their influence on motivation (Syahrani and Kamil, 2022). Employees with different backgrounds, views, and experiences provide diverse perspectives that help the organization find new, innovative, and creative solutions to overcome problems faced by the company (Diniarsa and Batu, 2023). (Adam et al., 2023).

### **Work Motivation**

Motivation is a person's willingness to carry out assigned tasks with a high level of effort and energy to achieve organizational goals planned according to the individual's abilities (Putra et al., 2024). Motivation is described as a driving force that encourages someone to move closer to a clear goal. It is also explained as something that provides or creates persistence in acting or behaving (Fariska et al., 2022). (Adam et al., 2023).

### **Participatory Leadership**

Participative leadership is a leadership style where the leader considers the opinions of subordinates, assists in overcoming arising problems, and involves personal feelings to help subordinates achieve organizational goals effectively, as well as their own personal goals (Putra et al., 2021). Leadership can be described as a process of influencing the determination of organizational goals, motivating followers' behavior to achieve those goals, and directing activities toward positive actions related to work within the organization (Gorang et al., 2022).

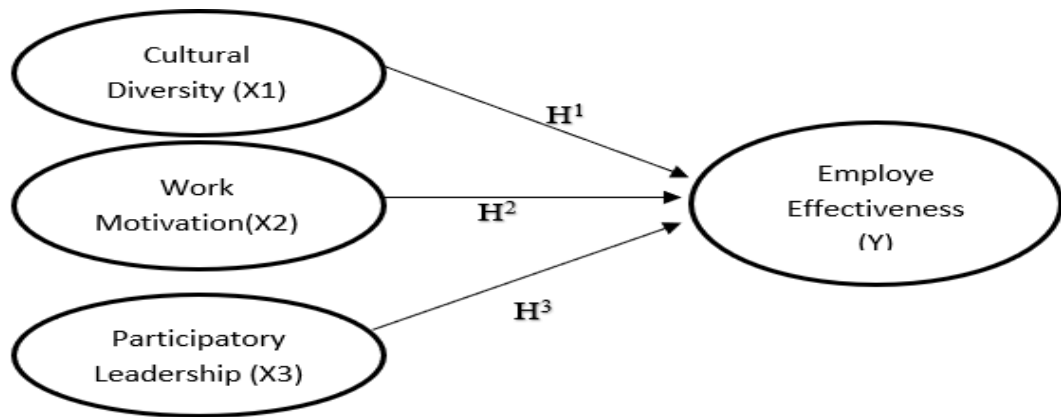


Figure 1. Conceptual Framework

## METHODOLOGY

This study aims to examine the influence of cultural diversity, work motivation, and participative leadership. It uses a quantitative approach with a survey method. Data were collected by distributing questionnaires to 82 permanent employees, who served as the respondents for this study. The sampling technique used was a saturated sample, meaning that all members of the population who met the criteria were included in the sample.

The Research instrument was developed based on the variables and tested for validity and reliability. Data analysis was conducted using SmartPLS version 3.2.8. The analysis techniques involved assessing the Outer Model (to test the validity and reliability of the constructs) and the Inner Model (to test hypotheses and the significance of relationships among the variables). This study aims to examine the influence of cultural diversity, work motivation, and participative leadership on employee work effectiveness.

This study involved 82 respondents, all of whom were employees within the Oil and Gas Support Services sector. The demographic profile revealed that a majority of the respondents were male, representing 54.9% (n = 45) of the sample. In terms of age distribution, the largest proportion of participants (43.9%, n = 36) were within the 21 to 30-year age group. These findings suggest that the workforce in this sector is predominantly male and relatively young, reflecting demographic trends commonly observed in labor-intensive industrial environments.

In terms of the highest education level, the largest number of respondents held a bachelor's degree (S1), totaling 57 respondents or 69.5%. Regarding length of service, the largest group had worked for 5-10 years, with a total of 41 respondents or 50%. The characteristics of the respondents in this study indicate that they are productive employees with experience, making them relevant and appropriate to provide assessments of the variables examined in this study. effectiveness.

## RESULTS AND DISCUSSION

The research analysis was conducted in two steps: the first stage involved testing the measurement model, and the second stage involved testing the structural model.

### Testing the Measurement Model

The assessment of construct validity and reliability was conducted using Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. All constructs met the established criteria, with AVE values above 0.50 and Composite Reliability and Cronbach's Alpha values exceeding 0.70. This indicates that the constructs have good convergent validity and strong internal consistency.

Table 1. Test Results Average Variance Extracted (AVE)

Variable	Score	Criteria
Employee effectiveness (Y)	0,620	Valid
Cultural diversity (X1)	0,522	Valid
Work motivation (X2)	0,686	Valid
Participatory leadership (X3)	0,700	Valid

Table 2. Test Results Composite Reliability & Cronbach's Alpha

Variabel	Composite Reliability	Cronbach's Alpha	Criteria
Employee effectiveness (Y)	0.955	0.946	Reliable
Cultural diversity (X1)	0.919	0.897	Reliable
Work motivation (X2)	0.907	0.885	Reliable
Participatory leadership (X3)	0.966	0.962	Reliable

### Testing the Structural Model

The Evaluation of the structural model was conducted by examining the R-square ( $R^2$ ) and Q-square ( $Q^2$ ) values. These two measures are used to assess the extent to which the model can explain the dependent variable, accurately predict the data, and depict the strength and direction of relationships between variables within the model.

Table 3. Test Results R-Square

Endogenous Variable	R-Square
Employee effectiveness (Y)	0,873

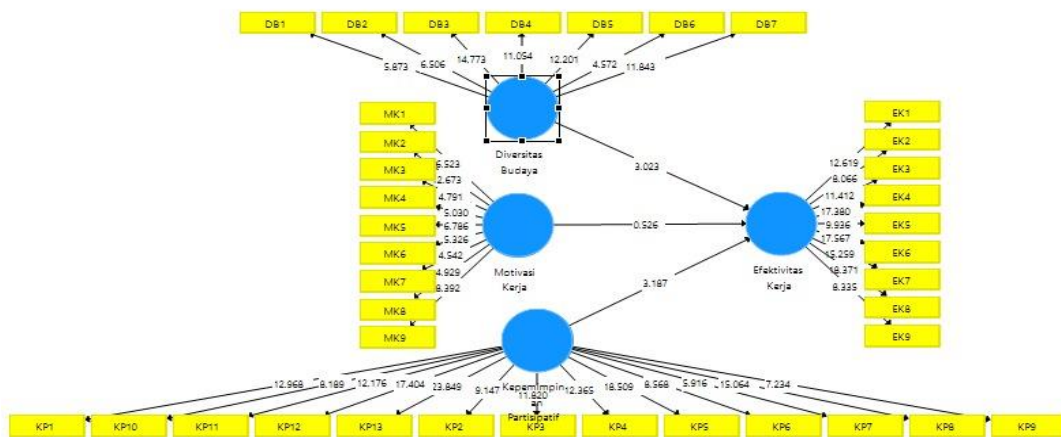
The R-Square value illustrates the proportion of variance in the dependent variable that can be explained by the independent variables. In this study, the model of the influence of latent independent variables on work effectiveness has an R-Square value of 0.873. This can be interpreted to mean that 87.3% of the variability in the work effectiveness construct can be explained by the variables of cultural diversity, work motivation, and participative leadership. Meanwhile,

the remaining 12.7% is influenced by other variables outside those used in this study's analysis. 43.9%.

Table 4. Test Results Q-Square

Variable	Q <sup>2</sup> (=1-SSE/SSO)
Employe effectiveness (Y)	<b>0.581</b>

The Q<sup>2</sup> value was calculated using the blindfolding procedure. The results showed a Q<sup>2</sup> value of 0.581, indicating that the research model has a fairly good predictive relevance in explaining the variability of data in the work effectiveness variable. This means the model is able to predict more than 58% of the variation in work effectiveness based on the independent variables used, namely cultural diversity (X1), work motivation (X2), and participative leadership (X3).



Figur 2. Bootstrapping Results of Structural Model

Table 5. Hypothesis Test Results

Variable	Original Sample	T-Statistic	P-Values	Significance
<b>H1</b> Cultural diversity > Employe effectiveness	0.445	3.009	0.003	Positive and Significant
<b>H2</b> Work motivation > Employe effectiveness	0.062	0.526	<b>0.599</b>	Positive and Insignificant
<b>H3</b> Participatory leadership > Employe effectiveness	0.454	3.215	0.001	Positive and Significant

Based on Table 5 above, it can be concluded that the results of the hypothesis testing in the research model are as follows:

**a. Hypothesis 1: The Effect of Cultural Diversity on Work Effectiveness**

The description of cultural diversity shows a T-Statistic value of  $3.009 > T$ -table at a 5% alpha level (1.96) and a P-value of  $0.003 < \alpha 0.05$ . With an original sample value of 0.445, the first hypothesis is accepted, meaning that cultural diversity has a positive and significant effect on work effectiveness.

**b. Hypothesis 2: The Effect of Work Motivation on Work Effectiveness**

The description of work motivation shows a T-Statistic value of  $0.526 < T$ -table at a 5% alpha level (1.96) and a P-value of  $0.599 > \alpha 0.05$ . With an original sample value of 0.062, the second hypothesis is rejected, meaning that work motivation has a positive but not significant effect on work effectiveness.

**c. Hypothesis 3: The Effect of Participative Leadership on Work Effectiveness**

The description of participative leadership shows a T-Statistic value of  $3.215 > T$ -table at a 5% alpha level (1.96) and a P-value of  $0.001 < \alpha 0.05$ . With an original sample value of 0.454, the third hypothesis is accepted, meaning that participative leadership has a positive and significant effect on work effectiveness.

**1. Cultural Diversity Influences Work Effectiveness**

This study shows that cultural diversity has a positive and significant impact on work effectiveness. Diversity in backgrounds, experiences, and perspectives encourages the emergence of innovative ideas and creative solutions, which ultimately enhance overall work effectiveness. These results support findings from previous research (Suhardi, 2023; Farhani, 2024), which explain that well-managed cultural diversity proves to have a positive and significant effect on work effectiveness.

**2. Work Motivation Influences Work Effectiveness**

This study indicates that work motivation has a positive but not significant impact on work effectiveness. The low impact is caused by a weak relationship between supervisors and employees, as well as a limited role of leaders in providing motivational encouragement. As a result, work enthusiasm decreases, leading to lower work quality and suboptimal effectiveness (Fariska et al., 2022). It is explained that if work motivation is not optimally provided, it will have an insignificant effect on work effectiveness.

**3. Participative Leadership Influences Work Effectiveness**

This study reveals that participative leadership has a positive and significant effect on work effectiveness. Leaders who adopt a participative leadership style by involving employees in decision-making, providing space for expressing opinions, and appreciating their contributions are able to create a more productive and effective work environment (Adam et al., 2023; Amelia et al., 2023). It is explained that good participative leadership has a positive and significant impact on work effectiveness.

## **CONCLUSION AND RECOMMENDATION**

This study emphasizes the importance of implementing participative leadership, effectively managing cultural diversity, and enhancing work motivation to drive employee work effectiveness. Organizations need to focus on strengthening the role of leaders in building closer relationships with employees and actively involving them in the decision-making process. Additionally, companies are encouraged to create an inclusive work environment that values diversity and provide training and development programs that can inspire employees' enthusiasm and commitment. This approach is expected to sustainably improve productivity and work effectiveness.

Based on these findings, it is recommended that the organization involve team members in decision-making, provide space for expressing ideas and feedback, and encourage discussions in the workplace. The company should also support cultural diversity through cross-cultural discussions, increase employee engagement from various backgrounds, and maintain neutrality in the work environment. Furthermore, the organization should implement training programs focused on improving interpersonal communication and teamwork to strengthen collaboration and work effectiveness.

## **FUTHER STUDY**

For future researchers conducting analyses on related aspects and using the author's thesis as a reference source, it is recommended to review the content of this study carefully. Based on the results of the pre-survey, it was found that there are other variables that potentially influence work effectiveness, namely: Work Discipline and Workload. Therefore, it is suggested that future research consider these two variables in their research models, so that they can provide a more comprehensive explanation of the factors affecting employee work effectiveness.

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