

The Impact of Digitalization of Human Resources, Diversity, Inclusion, Knowledge Management and Organizational Structure on Power Company Competition

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ABSTRACT

This study aims to determine the effect of HR digitalization, diversity, inclusion, knowledge management and organizational structure on the competitiveness of companies at PT. Toko Halo Indonesia. The method used in this study is the multiple regression analysis method with a quantitative descriptive research type. The population in this study were employees of PT. Toko Halo Indonesia totaling 177. Based on the proportional stratified random sampling method, the research sample to be taken from the population is 177 respondents. The data analysis technique used is quantitative descriptive statistical analysis, using IBM SPSS version 26. The results of this study indicate that the variables of HR digitalization, diversity, inclusion, knowledge management and organizational structure on company competitiveness (Y) are indicated by the $F_{count} > F_{table}$ value of $739.017 > 2.72$ with a significant value of $0.000 < 0.05$. Based on the results of the study, it can be concluded that the impact of HR digitalization, diversity, inclusion, knowledge management and organizational structure has a significant influence on company competitiveness. Companies that are able to integrate all these aspects will be better prepared to compete in an increasingly competitive market. These findings indicate that companies need to adopt a comprehensive digital strategy and create an inclusive work environment to increase competitiveness. Investment in digital skills training and the development of an organizational culture that supports diversity will be key to facing challenges in the digital era. Further research is recommended to explore the relationship between these factors in different industries.

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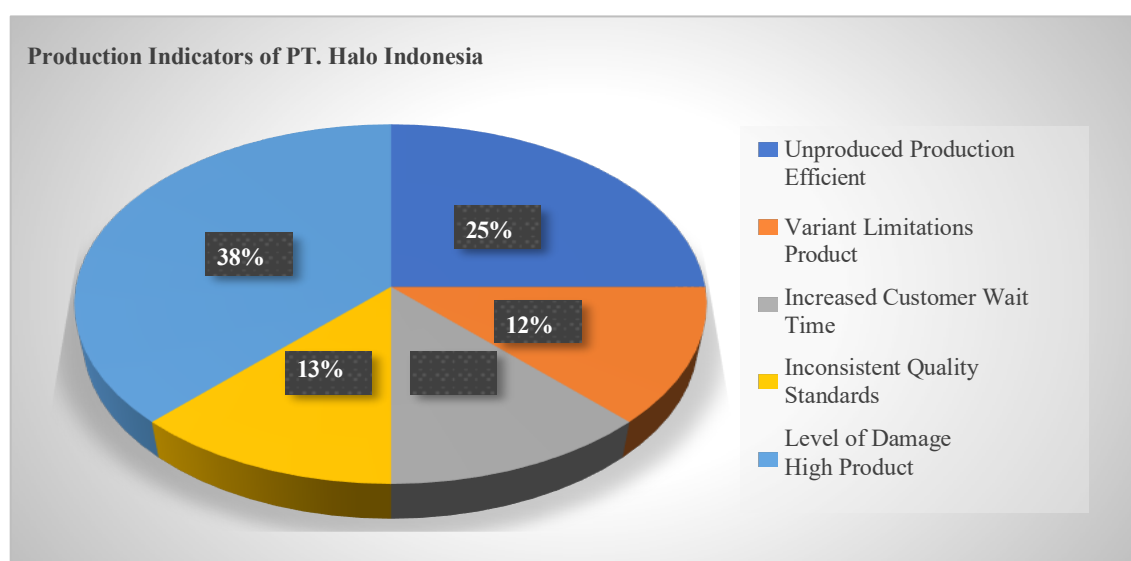
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Introduction

In the era of increasingly rapid globalization and digitalization, company competitiveness is a crucial factor for business continuity and success. Companies are required to continue to adapt and innovate in order to compete effectively in an increasingly competitive market. HR digitalization, diversity, inclusion, knowledge management, and organizational structure are important elements that are believed to be able to increase company competitiveness. HR digitalization enables the human resource management process to be more efficient and effective. Diversity and inclusion create an inclusive work environment and encourage innovation. Knowledge management enables companies to utilize their knowledge assets optimally. The right organizational structure can facilitate coordination and collaboration between employees[1].

PT Toko Halo Indonesia is a company that has not implemented competitive values to improve its position in the competitive market. The reason for examining the influence of human resource (HR) digitalization, diversity and inclusion, knowledge management, and organizational structure on company competitiveness is because these factors are increasingly important in the changing business world. HR digitalization helps companies work more efficiently and increase productivity, so they can compete better in the global market. In addition, diversity and inclusion make the company culture richer and encourage innovation because of different perspectives. Knowledge management helps companies utilize existing knowledge to continue to innovate and improve performance and competitiveness. A good organizational structure is also important for implementing business strategies, ensuring that all parts of the company work together to achieve goals. Based on the results of initial observations of the research during the 5-month internship

program from March 2024 to July 2024 at PT Toko Halo Indonesia, researchers found a lack of company competitiveness which resulted in a decrease in product quality and quantity. This is evidenced by several indicators shown in figure 1.



Source: Pre-Research Survey, 2024

Figure 1. Production Quality and Quantity March-July 2024

This phenomenon shows a decline in the quality and quantity of products at PT. Toko Halo Indonesia through several indicators, namely: 1) High product damage rate of 38%, 2) Inefficient production process of 25%, 3) Inconsistent quality standards, 4) Lack of product variety of 12%, and 5) Longer customer waiting time of 12%. In addition, from the results of interviews by the Human Resource department, it was also found that there was difficulty in tracking employee attendance, as well as a decrease in attendance of 30%. This has an impact on decreasing production and employee performance, which ultimately weakens the company's competitiveness. This situation urgently needs further research, especially in efforts to improve the company's competitiveness, including through HR digitalization, diversity, inclusion, knowledge management, and organizational structure. Study [2] stated

that, HR Digitalization covers various important aspects, one of which is the recruitment process. Digital recruitment uses technologies such as Applicant Tracking System (ATS), online recruitment platforms, and artificial intelligence (AI) to screen and select candidates more efficiently. Many companies also adopt Human Resource Information System (HRIS), which integrates various HR functions, from payroll to workforce analysis. With this technology, HR management becomes more strategic, allowing companies to increase the company's competitiveness and manage employees more effectively and productively and have an impact on the company's progress and competitiveness.[3]. However, on the contrary, the research above is in contrast to that conducted by[4]which states that the implementation of HR technology has challenges and risks that do not actually impact the company's competitiveness. According to[5]diversity is an effort to maximize the potential that arises from differences in characteristics in order to achieve better performance and increase competitiveness. Diversity opens the door to innovation and creative solutions that support collaboration and productivity in achieving competitive competitive advantage [6]. This diversity also includes visible differences among workers, such as race, age, religion, occupation, expertise, regional origin, lifestyle, and sexual orientation, which means that each worker has unique characteristics that affect how they interact with each other and impact the company's competitiveness. [7].

Diversity is a critical component of a successful and sustainable workforce. [8] Organizations that prioritize diversity will benefit from increased employee performance, innovation, engagement, and retention, thereby enabling them to compete in an ever-evolving global marketplace [9]. However, this is in contrast to research conducted by [10] which states that diversity does not provide a competitive advantage and has no impact at all. According to [11], inclusion plays an important role in improving teamwork, which is based on an inclusive work environment where every team member feels valued and included to actively participate in order to improve the company's competitiveness. Inclusion is the process of appreciating the contribution of all workers, regardless of their background, in order to create a healthy and growing work environment that has an impact on the

company's competitiveness [12]; [13]. [8] also added that inclusion in companies helps them meet the demands of an increasingly competitive global economy because all workers, regardless of their background, in order to create a healthy and growing work environment, have an impact on the company's competitiveness. Inclusion has an impact on competitiveness through teamwork from an HR management perspective [6]. Inclusion has a significant positive influence on competitive advantage [14]. But on the other hand, according to [15], inclusion does not have an impact on the company's competitiveness.

Knowledge Management helps managers develop, maintain, disseminate, and utilize existing knowledge. Knowledge is considered an important strategic asset to create a competitive advantage for companies [16]; [17]. In an effort to achieve competitive advantage, companies need to pay attention to knowledge management. [18] HR management in the knowledge era, and the role of knowledge management as a foundation in the organizational learning process has an impact on increasing the competitiveness of the company. However, according to [19], knowledge management does not have a significant impact, which means that the stronger the knowledge management, the less impact it will have on the high and low performance of employees and the competitiveness of the company. Research [20] how to achieve competitiveness and business excellence is by creating the right organizational structure. The organizational structure describes the division of authority and responsibility, as well as vertical and horizontal relationships within the organization. In addition, [21] added that quality human resources and the right strategy also play an important structural role in increasing the competitiveness of the company, including PT. Toko Halo Indonesia. Previous research has examined the influence of HR digitalization, diversity, inclusion, knowledge management, and organizational structure on company competitiveness, but there are still research gaps that need to be explored further.

This study has a novel value because it combines five independent variables (digitalization of HR, diversity, inclusion, knowledge management, and organizational structure) in one research model to test their influence on company competitiveness. In

addition, this study was also conducted in the context of companies in Indonesia, especially PT. Toko Halo Indonesia, thus providing a specific and relevant context to the conditions of local companies. So that it creates a gap in filling the research gap. This study aims to determine the impact of HR digitalization, diversity, inclusion, knowledge management and organizational structure on company competitiveness. The object of this study is PT. Toko Halo Indonesia as a novelty in research. This study provides empirical evidence on the influence of HR digitalization, diversity, inclusion, knowledge management, and organizational structure on company competitiveness. This study provides insight for company management, especially PT. Toko Halo Indonesia, in managing HR digitalization, diversity, inclusion, knowledge management, and organizational structure effectively to improve company competitiveness.

Method

The method used in this study is the multiple regression analysis method with a quantitative descriptive research type. The purpose of this study is to analyze the influence of HR digitalization variables, diversity, inclusion, knowledge management, and organizational structure on company competitiveness. The operational definitions of the variables used in this study are as follows: 1) HR digitalization (X1): Increased productivity, innovation excellence, increased market share, product/service quality. 2) Diversity (X2): Composition of gender diversity, age and ethnic diversity, diversity in managerial positions. 3) Inclusion (X3): Equality of access to opportunities, participation in decision making, fairness in company policies. 4) Knowledge Management (X4): Knowledge storage, knowledge transfer between departments, application of knowledge in innovation. 5) Organizational Structure (X5) Organizational hierarchy, decentralization or centralization of decisions, relationships between departments. 6) Company Competitiveness (Y): Increased productivity, innovation excellence, increased market share, product/service quality.

This study uses primary data as the main source, with three data collection methods: Observation conducted directly at PT. Toko Halo Indonesia, Questionnaire The instrument

used is a closed questionnaire distributed to 177 employees of PT Toko Halo Indonesia. This questionnaire is compiled based on a Likert scale, with predetermined answers. This scale is used to measure independent and dependent variables through scoring techniques. and Literature Study Literature study was conducted by reviewing various scientific literature, journals, books, and previous research results that are relevant to the topic of HR digitalization, diversity and inclusion, knowledge management, and organizational structure in relation to company competitiveness. The data analysis technique used is quantitative descriptive statistical analysis, using IBM SPSS version 26 (instrument test: validity test, reliability test), normality test, multiple linear regression analysis test, coefficient of determination test, and hypothesis test (partial t test and simultaneous F test). Descriptive Statistical Analysis is used to describe the characteristics of respondents and describe data on each variable. Validity Test is conducted to measure the accuracy of the questionnaire items in reflecting the variables studied. Reliability test is conducted to determine the consistency of respondents' answers using the Cronbach Alpha coefficient, with the criteria of α value > 0.70 declared reliable. Normality test is conducted to determine whether the data in this study is normally distributed or not, the normality test used in this study is the Kolmogorov-Smirnov test. Multiple linear regression analysis is used to determine the simultaneous and partial influence of independent variables on the dependent variable. The determination coefficient test (R^2) is used to determine the extent to which the regression model is able to explain the variation of the dependent variable. The t test (Partial) is used to determine the influence of each independent variable individually on the dependent variable. The F test (Simultaneous) is used to determine the joint influence of all independent variables on the dependent variable.

Results and Discussion

Descriptive statistics are used to provide an overview of respondents' responses to each indicator in variable X1. This analysis includes the mean, mode, standard deviation, minimum, and maximum values of each statement item.

Table 1. Descriptive Test Results of Human Resource Digitalization Variables (X1)

		Statistics									
		X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8	X1.9	X1.10
N	Valid	177	177	177	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		4.63	4.11	4.19	4.29	4.36	4.28	4.27	4.11	4.20	4.32
Mode		5	4	4	4	4	4	4	5	4	4
Std. Deviation		0.508	0.738	0.697	0.634	0.606	0.600	0.693	0.801	0.691	0.660
Minimum		3	3	3	3	3	3	3	3	3	3
Maximum		5	5	5	5	5	5	5	5	5	5

Source: SPSS version 26 2024 output

Based on the results of the analysis of 177 respondents, it is known that the highest average value is found in indicator X1.1, which is 4.63, which indicates a very high level of agreement from respondents to the statement. Meanwhile, the lowest average values are found in indicators X1.2 and X1.8, which are 4.11 each. All indicators have a minimum value of 3 and a maximum of 5, which indicates that all respondents responded in a relatively high range. The mode value for most indicators is 4, which means that most respondents tend to choose the "agree" category. The standard deviation ranges from 0.508 to 0.801, which indicates that the level of diversity of respondents' responses is still in the low to moderate category. Overall, these results reflect that respondents have a positive and relatively consistent perception of the indicators in variable X1.

Table 2. Results of Descriptive Test of Diversity Variable (X2)

		Statistics									
		X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	X2.10
N	Valid	177	177	177	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		4.18	4.31	3.20	3.95	3.99	4.33	3.92	4.28	3.95	4.26
Mode		4	4	3	4	4	4	4	4	4	4
Std. Deviation		0.658	0.562	0.948	0.912	0.794	0.609	0.829	0.761	0.912	0.776
Minimum		2	3	2	2	2	3	2	2	2	2

Maximum	5	5	5	5	5	5	5	5	5	5
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Source: SPSS version 26 2024 output

Based on data from 177 respondents, it is known that the indicator with the highest average value is X2.6 at 4.33, indicating that the statement received the highest level of agreement. This is followed by indicators X2.2 (4.31), X2.10 (4.26), and X2.8 (4.28). Conversely, the indicator with the lowest average is X2.3 with a value of 3.20, indicating a relatively low level of agreement compared to other indicators. All indicators have a mode of 4, except X2.3 which has a mode of 3, indicating that most respondents chose the "agree" category, while for X2.3 the majority chose the "neutral" category. Judging from the standard deviation, indicators X2.3 (0.948) and X2.4 (0.912) have the highest values, which means that there is a fairly large diversity of answers for both indicators. Conversely, the indicators with the smallest diversity of answers are X2.2 (0.562) and X2.6 (0.609), which indicates that respondents' perceptions of these indicators are relatively uniform. The minimum value for most indicators is 2, and the maximum value for all indicators reaches 5. Overall, the results of descriptive statistics show that respondents tend to give positive assessments of the indicators in the X2 variable, although there are several indicators that have lower levels of variation and averages than others.

Table 3. Results of Descriptive Test of Inclusion Variable (X3)

		Statistics									
		X3.1	X3.2	X3.3	X3.4	X3.5	X3.6	X3.7	X3.8	X3.9	X3.10
N	Valid	175	177	177	177	177	177	177	177	177	177
	Missing	2	0	0	0	0	0	0	0	0	0
Mean		4.17	4.08	4.07	4.13	4.10	3.99	4.07	4.14	3.75	3.78
Mode		4	4	4	4	4	4	4	4	4	4
Std. Deviation		0.704	0.782	0.723	0.761	0.666	0.794	0.723	0.759	0.992	0.955
Minimum		3	2	2	2	2	2	2	2	2	2
Maximum		5	5	5	5	5	5	5	5	5	5

Source: SPSS version 26 2024 output

The results of the analysis show that the highest average value is found in indicator X3.1 at 4.17, indicating that the statements in the indicator received a very positive response. Meanwhile, the lowest average values were found in indicators X3.9 and X3.10, at 3.75 and 3.78 respectively, indicating that the two indicators received a relatively lower level of agreement compared to other indicators. All indicators have a mode value of 4, meaning that most respondents gave the response "agree". The highest standard deviation values were recorded in indicators X3.9 (0.992) and X3.10 (0.955), indicating that there was greater variation in respondents' answers to these indicators. The minimum value for almost all indicators was 2, and the maximum value reached 5, indicating that the response range was in the moderate to very high category. Overall, respondents' responses to variable X3 tended to be positive and consistent, although there were several indicators that showed a more varied distribution of answers.

Table 4. Descriptive Test Results of Knowledge Management Variables (X4)

		Statistics									
		X4.1	X4.2	X4.3	X4.4	X4.5	X4.6	X4.7	X4.8	X4.9	X4.10
N	Valid	177	177	177	177	177	177	177	175	177	177
	Missing	0	0	0	0	0	0	0	2	0	0
Mean		4.33	4.34	4.28	3.95	4.26	3.92	3.79	4.17	4.08	4.07
Mode		4	4	4	4	4	4	4	4	4	4
Std. Deviation		0.609	0.706	0.761	0.912	0.776	0.829	0.896	0.704	0.782	0.723
Minimum		3	2	2	2	2	2	2	3	2	2
Maximum		5	5	5	5	5	5	5	5	5	5

Source: SPSS version 26 2024 output

Based on data from 177 respondents (except indicator X4.8 which was only answered by 175 respondents because there were two missing data), it was obtained that the highest average value was found in indicator X4.2 at 4.34, followed by X4.1 (4.33) and X4.3 (4.28). This shows that the three indicators received a very high level of agreement from respondents. Conversely, the lowest average value was found in indicator X4.7 at 3.79, indicating a tendency for a relatively lower assessment of the statements in the indicator. All

indicators have a mode value of 4, indicating that the majority of respondents' choices are in the "agree" category. In terms of data distribution, the highest standard deviation values are found in indicators X4.7 (0.896) and X4.4 (0.912), indicating a greater variation in answers for both indicators. Conversely, the indicator with the lowest standard deviation is X4.1 (0.609), indicating a higher level of response consistency among respondents. The minimum value ranges from 2 to 3, while the maximum value for all indicators is 5. In general, these results indicate that respondents' perceptions of the indicators in variable X4 are positive, with a level of diversity in answers that is still within reasonable limits.

Table 5. Results of Descriptive Test of Organizational Structure Variable (X5)

		Statistics									
		X5.1	X5.2	X5.3	X5.4	X5.5	X5.6	X5.7	X5.8	X5.9	X5.10
N	Valid	177	177	177	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		4.51	4.68	4.70	4.78	4.79	4.90	4.89	4.86	4.86	4.84
Mode		5	5	5	5	5	5	5	5	5	5
Std. Deviation		0.501	0.469	0.459	0.416	0.412	0.303	0.310	0.365	0.365	0.386
Minimum		4	4	4	4	4	4	4	3	3	3
Maximum		5	5	5	5	5	5	5	5	5	5

Source: SPSS version 26 2024 output

Based on the results of the analysis of 177 respondents, it is known that all indicators in the X5 variable have a very high average value, above 4.50. The highest average value was recorded in the X5.6 indicator at 4.90, followed by X5.7 (4.89), X5.8 and X5.9 (each 4.86), and X5.5 (4.79). Meanwhile, the lowest average value was recorded in the X5.1 indicator at 4.51. All indicators have a mode of 5, which indicates that most respondents gave a "strongly agree" response. Judging from the standard deviation, the highest value was recorded in indicator X5.1 (0.501), while the lowest standard deviation was in X5.6 (0.303). This shows that although all indicators received very high ratings, there was little variation in respondents' answers, especially in indicator X5.1. The minimum value for most indicators was 4, but there were three indicators (X5.8, X5.9, and X5.10) that had a minimum value of 3. Meanwhile, all indicators had a maximum value of 5. In general, these results

show that respondents have a very positive perception of all indicators in variable X5, with a high level of consistency among the answers given.

Table 6. Descriptive Test Results of Company Competitiveness Variable (Y)

		Statistics									
		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y1.6	Y1.7	Y1.8	Y1.9	Y1.10
N	Valid	177	177	177	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		3.95	3.99	4.33	3.92	4.28	3.95	4.26	4.07	4.28	3.75
Mode		4	4	4	4	4	4	4	4	4	4
Std. Deviation		0.912	0.794	0.609	0.829	0.761	0.912	0.776	0.723	0.761	0.992
Minimum		2	2	3	2	2	2	2	2	2	2
Maximum		5	5	5	5	5	5	5	5	5	5

Source: SPSS version 26 2024 output

Based on the results of the analysis of 177 respondents, it is known that the highest average value is found in indicator Y1.3, which is 4.33, followed by Y1.5 and Y1.9, each of which has an average of 4.28. This shows that the three indicators received a very positive response from respondents. Meanwhile, the lowest average value was recorded in indicator Y1.10 at 3.75, which shows that the level of agreement on this indicator is relatively lower compared to other indicators in variable Y1. The mode for all indicators is 4, which indicates that the majority of respondents gave the response "agree". In terms of data distribution, the highest standard deviation value is found in indicator Y1.10 (0.992), followed by Y1.1 and Y1.6 (each 0.912), indicating a fairly high diversity of answers to these indicators. Meanwhile, the indicator with the lowest standard deviation is Y1.3 (0.609), indicating a higher level of consistency of answers among respondents. All indicators have a minimum value between 2 and 3, and the same maximum value, which is 5. In general, respondents' responses to variable Y1 are positive, with a tendency for consistent answers, although there is slight variation in some indicators.

Validity Testing

Validity test aims to assess the extent to which the statement items in the instrument are able to measure the intended variables accurately. The technique used in this study is the Pearson Product Moment correlation. Based on the critical value table with a certain level of significance and a certain number of respondents, the r table value is 0.361. An item is said to be valid if the calculated r value is $> r$ table.

Table 7. Results of the Validity Testing

Statement No.	Validity Test		
	r Count	r Table	Results
X.1.1	0.660	0.361	Valid
X.1.2	0.706	0.361	Valid
X.1.3	0.592	0.361	Valid
X.1.4	0.660	0.361	Valid
X.1.5	0.663	0.361	Valid
X.1.6	0.626	0.361	Valid
X.1.7	0.572	0.361	Valid
X.1.8	0.487	0.361	Valid
X.1.9	0.498	0.361	Valid
X.1.10	0.611	0.361	Valid
X.2.1	0.932	0.361	Valid
X.2.2	0.932	0.361	Valid
X.2.3	0.932	0.361	Valid
X.2.4	0.486	0.361	Valid
X.2.5	0.930	0.361	Valid
X.2.6	0.930	0.361	Valid
X.2.7	0.932	0.361	Valid
X.2.8	0.486	0.361	Valid
X.2.9	0.486	0.361	Valid
X.2.10	0.486	0.361	Valid
X.3.1	0.928	0.361	Valid
X.3.2	0.937	0.361	Valid
X.3.3	0.950	0.361	Valid
X.3.4	0.644	0.361	Valid
X.3.5	0.516	0.361	Valid

X.3.6	0.928	0.361	Valid
X.3.7	0.950	0.361	Valid
X.3.8	0.950	0.361	Valid
X.3.9	0.644	0.361	Valid
X.3.10	0.644	0.361	Valid
X.4.1	0.590	0.361	Valid
X.4.2	0.647	0.361	Valid
X.4.3	0.647	0.361	Valid
X.4.4	0.506	0.361	Valid
X.4.5	0.718	0.361	Valid
X.4.6	0.808	0.361	Valid
X.4.7	0.742	0.361	Valid
X.4.8	0.541	0.361	Valid
X.4.9	0.808	0.361	Valid
X.4.10	0.644	0.361	Valid
X.5.1	0.796	0.361	Valid
X.5.2	0.732	0.361	Valid
X.5.3	0.573	0.361	Valid
X.5.4	0.380	0.361	Valid
X.5.5	0.732	0.361	Valid
X.5.6	0.381	0.361	Valid
X.5.7	0.830	0.361	Valid
X.5.8	0.505	0.361	Valid
X.5.9	0.830	0.361	Valid
X.5.10	0.607	0.361	Valid
Y.1.1	0.547	0.361	Valid
Y.1.2	0.667	0.361	Valid
Y.1.3	0.607	0.361	Valid
Y.1.4	0.727	0.361	Valid
Y.1.5	0.768	0.361	Valid
Y.1.6	0.846	0.361	Valid
Y.1.7	0.752	0.361	Valid
Y.1.8	0.568	0.361	Valid
Y.1.9	0.607	0.361	Valid
Y.1.10	0.752	0.361	Valid

Source: SPSS output processed data, 2024.

The test results show that all statements from variabels X1, X2, X3, X4, X5 and Y have a calculated r value greater than the r table, which ranges from 0.380 to 0.950. Thus, it can be concluded that all statement items from all variabels are declared valid. This shows that each instrument item is able to represent the measured construct and is suitable for use in the data collection process of further research.

Reliability Test

To test the reliability of the instruments used in this study, a reliability test was conducted using Cronbach's Alpha. The results of the reliability test for each variable showed a value higher than the recommended minimum threshold value, which is 0.60. The Cronbach's Alpha values for each variable can be seen in the following table:

Table 8. Reliability Test Results (X1, X2, X3, X4, X5, Y)

Variables	Cronbach Alpha	Cronbach Alpha Recommended	Information
Digitalization HR	0.804	0.60	Reliable
Diversity	0.930	0.60	Reliable
Inclusion	0.947	0.60	Reliable
Management Knowledge	0.858	0.60	Reliable
Structure Organization	0.852	0.60	Reliable
Competitiveness Company	0.851	0.60	Reliable

Source: Processed Questionnaire Results spss 26 (2024)

Based on these results, it can be concluded that all variables in this study have Cronbach's Alpha values that indicate good reliability, because each variable has a value above the recommended minimum threshold, which is 0.60. Therefore, the instruments used in this study can be considered reliable and feasible for use in further analysis.

Classical Assumption Test

Normality test is conducted to determine whether the data from the independent variables and dependent variables are normally distributed or not, then if the data is normally

distributed, it will be continued with a linear regression test, the normality test in this study uses the SPSS 26 program with the Kolmogorov-Smirnov table. The basis for taking the normality test is to see the residual value obtained through the normality test using SPSS 26 as follows:

Normality Test

Table 9. Normality Test

No	Kolmogorov-Smirnov	Sig (2-tailed)	
1	0.200	0.05	Normal

Source: Data processed using SPSS 26

The test results show a Significance (Sig.) value of 0.200, which is greater than 0.05. Thus, it can be concluded that the residual data is normally distributed, and the normality assumption in the regression model is met.

Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression Analysis

Model	Coefficients ^a		Beta	T	Sig.
	Unstandardized Coefficients	Std. Error			
1 (Constant)	4,969	2,378		2,089	0.038
HR Digitalization	0.050	0.019	0.042	2,585	0.011
<i>Diversity</i>	0.532	0.033	0.514	16,278	0,000
<i>Inclusion</i>	0.187	0.032	0.188	5,781	0,000
Knowledge Management	0.352	0.046	0.330	7,721	0,000
Organizational structure	0.092	0.045	0.034	2,068	0.040

a. Dependent Variable: Company Competitiveness

Source: Data processed using SPSS 26

HR digitalization has a significant positive effect on company competitiveness with a significance value of 0.011 (<0.05) and a coefficient value of 0.050. This shows that increasing HR digitalization tends to increase company competitiveness, although the effect is relatively small ($\beta = 0.042$). Diversity has a very strong and significant positive effect ($p = 0.000$), with the highest coefficient value ($\beta = 0.514$). This indicates that diversity in organizations makes a major contribution to competitiveness. Inclusion also has a significant positive effect ($p = 0.000$; $\beta = 0.188$), which means that the higher the practice of inclusivity in a company, the higher its competitiveness. Knowledge Management has a significant positive effect ($p = 0.000$; $\beta = 0.330$). This indicates that good knowledge management can substantially increase competitiveness. Organizational structure also has a positive and significant influence ($p = 0.040$; $\beta = 0.034$), although its contribution is relatively small compared to other variables. All independent variables in this regression model have a positive and significant influence on the company's competitiveness. The variable that has the most dominant influence is Diversity, followed by Knowledge Management, Inclusion, Organizational Structure, and HR Digitalization. Thus, companies can increase their competitiveness by strengthening these aspects.

Coefficient of Determination Test

Table 11. Determination Coefficient Test

Model	R	Model Summary		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.978a	0.956	0.954	1,178
a. Predictors: (Constant), HR Digitalization, Diversity, Inclusion, Knowledge Management and Organizational Structure.				

Source: Data processed using SPSS 26

Based on the results of multiple linear regression analysis, the coefficient of determination (R Square) value is 0.956. This shows that 95.6% of the variation in the

company's competitiveness variable can be explained by five independent variables, namely HR Digitalization, Diversity, Inclusion, Knowledge Management, and Organizational Structure. While the rest, which is 4.4%, is explained by other variables outside this model. The Adjusted R Square value of 0.954 confirms that this model remains stable and strong even considering the number of independent variables in the model. This value strengthens the validity of the model that the relationship between the independent and dependent variables is very high. The Standard Error of the Estimate value of 1.178 shows how far the data spreads from the regression line; the smaller the value, the better the model is at predicting the dependent variable. This regression model is very strong in explaining the variation of company competitiveness, because it has a very high R Square value (0.956). Therefore, this model is suitable for analyzing and predicting the influence of HR digitalization, diversity, inclusion, knowledge management, and organizational structure on company competitiveness.

Hypothesis Testing

t-test

Table 12. t-test

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,969	2,378		2,089	0.038
	HR Digitalization	0.050	0.019	0.042	2,585	0.011
	<i>Diversity</i>	0.532	0.033	0.514	16,278	0,000
	<i>Inclusion</i>	0.187	0.032	0.188	5,781	0,000
	Knowledge Management	0.352	0.046	0.330	7,721	0,000
	Organizational structure	0.092	0.045	0.034	2,068	0.040

a. Dependent Variable: Company Competitiveness

Source: Data processed using SPSS 26

HR digitalization has a positive and significant effect on company competitiveness ($p = 0.011 < 0.05$). This shows that the higher the HR digitalization, the company's competitiveness also increases, although its contribution is relatively small ($\beta = 0.042$). Diversity has the most dominant effect on company competitiveness with the highest beta coefficient value of 0.514 and a very strong level of significance ($p = 0.000$). This means that diversity in the company is very important in increasing competitiveness. Inclusion also shows a positive and significant effect ($p = 0.000$; $\beta = 0.188$), which means that the more inclusive the organization, the higher the competitiveness achieved. Knowledge Management has a significant effect ($p = 0.000$; $\beta = 0.330$), which shows that the company's internal knowledge management strategy has an important contribution to increasing competitiveness. Organizational Structure also shows a significant effect ($p = 0.040$), although its effect is smaller ($\beta = 0.034$) compared to other variables. All independent variables in this regression model have a positive and significant influence on corporate competitiveness. The most dominant variable is diversity, followed by knowledge management, inclusion, organizational structure, and HR digitalization. Therefore, strategies to increase corporate competitiveness can be focused on strengthening diversity, knowledge management, and creating an inclusive work environment.

F Test

Table 13. F Test

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	5129,306	5	1025,861	739,017	.000b
Residual	237,372	171	1,388		
Total	5366,678	176			
a. Dependent Variable: company competitiveness					
b. Predictors: (Constant), HR Digitalization, Diversity, Inclusion, Knowledge Management					

and Organizational Structure.

Source: Data processed using SPSS 26

The calculated F value of 739.017 with a significance of $0.000 < 0.05$ indicates that simultaneously, all independent variables have a significant effect on Company Competitiveness. Thus, the regression model used in this study is suitable for further analysis.

Discussion

The Influence of HR Digitalization, Diversity, Inclusion, Knowledge Management and Organizational Structure on Company Competitiveness. HR Digitalization: Digital transformation in HR management enables companies to use technology in recruitment, training, and performance management processes. This increases efficiency and effectiveness in human resource management and enables better data-driven decision making. Diversity: Managing diversity in the workplace can increase innovation and creativity because employees' diverse perspectives and experiences can be integrated to create better solutions. Diversity also contributes to increased employee engagement and retention. Inclusion: Creating an inclusive work environment helps all employees feel valued and included in the decision-making process. This increases employee motivation and productivity and strengthens a positive organizational culture. Knowledge Management: Effective knowledge management enables companies to make optimal use of employee information and experience. This is essential for continuous innovation and adaptation to market changes. Organizational Structure: The right structure supports effective communication flow and quick decision making. A flexible organizational structure can increase the company's responsiveness to market dynamics.

This study is in line with the study conducted by [3]. Which states that HR digitalization, diversity, inclusion, knowledge management and organizational structure have a significant effect on company competitiveness. Another study conducted by [7] states that

the variables of HR digitalization, diversity, inclusion, knowledge management and organizational structure have a significant effect on company competitiveness. The results of this study are also supported by research [14] stating that the variables of HR digitalization, diversity, inclusion, knowledge management and organizational structure have a significant effect on company competitiveness. The results of research conducted by [24] state that the variables of HR digitalization, diversity, inclusion, knowledge management and organizational structure have a significant effect on company competitiveness. And the results of other research conducted by [21] state that HR digitalization, diversity, inclusion, knowledge management and organizational structure have a significant effect on company competitiveness.

Theoretical Implications

Theoretically, this study strengthens the understanding of how these factors are interrelated and contribute to the competitiveness of companies. HR digitalization emphasizes the importance of technology in human resource management, which supports modern management theories that emphasize operational efficiency and effectiveness. In addition, diversity and inclusion show that organizations that are able to manage individual differences well can create an innovative environment that encourages creativity. Knowledge management provides the basis for organizational learning theory, where collective knowledge becomes a strategic asset that increases the adaptability of companies. The right organizational structure supports theories about efficient organizational design, where clear communication lines and responsibilities contribute to overall performance. From a managerial perspective, the results of this study provide practical guidance for companies in formulating strategies to improve competitiveness. First, companies need to adopt digital technology in HR management to improve process efficiency and data-based decision making. Second, it is important for management to create a strong culture of diversity and inclusion, where all employees feel valued and involved in the innovation process. Third, investment in knowledge management must be made to ensure that employee knowledge and skills are continuously updated and

applied effectively. Finally, the design of the organizational structure must be flexible and adaptive in order to respond quickly to market changes.

Conclusion

This study aims to determine whether there is a significant influence of HR digitalization variables, diversity, inclusion, knowledge management and organizational structure on company competitiveness. Respondents in this study amounted to 177 employees. Based on the data that has been collected and testing has been carried out on the problem using a multiple linear regression model, the following conclusions can be drawn:

- 1) HR digitalization has a positive and significant effect on company competitiveness. This is proven by $t_{count} > t_{table}$, which is 2.585, which is greater than t_{table} 1.97783 and significant $0.011 < 0.05$. So in this study, HR digitalization has a significant effect on company competitiveness. Based on the idea of the impact of HR digitalization which has been proven to bring major changes in the way companies recruit, manage, and develop employees, digitalization has a positive and significant impact on increasing competitiveness.
- 2) *Diversity* has a positive and significant effect on the company's competitiveness. This is proven by the calculated $t > t_{table}$ which is 16.278 greater than the t_{table} 1.97783 and significant $0.000 < 0.05$. So in this study that diversity has a significant effect on the company's competitiveness. Organizations that prioritize diversity will benefit from increased performance, innovation, engagement, and employee retention, so that companies are able to compete in the ever-growing global market.
- 3) *Inclusion* has a positive and significant effect on the company's competitiveness. This is proven by the calculated $t > t_{table}$, which is 5.781, which is greater than the t_{table} of 1.97783 and significant $0.000 < 0.05$. So in this study that inclusion has a significant effect on the company's competitiveness means that it is proven that inclusion in the company helps them meet the demands of an increasingly competitive global economy because all workers, regardless of their background, in order to create a healthy work environment develop so that it has an impact on the company's competitiveness.
- 4) Knowledge management has a positive and significant effect on the competitiveness of the company. This

is proven by $t_{count} > t_{table}$ which is 7.721 greater than t_{table} 1.97783 and significant 0.000 < 0.05. So in this study that knowledge management has a significant effect on the competitiveness of the company means that knowledge management has a positive impact on the competitiveness of the company. In an effort to achieve competitive advantage, it is important for companies to pay attention to the management of knowledge management. 5) Organizational structure has a positive and significant effect on the competitiveness of the company. This is proven by $t_{count} > t_{table}$ which is 2.086 greater than t_{table} 1.97783 and significant 0.040 < 0.05. So in this study that the organizational structure has a significant effect on the competitiveness of the company means that it is proven that quality human resources and the right strategy also play an important structural role in increasing the competitiveness of the company. Organizational structure can facilitate the mechanism of business implementation that has an impact on the competitiveness of the company. 6) Simultaneously, HR digitalization, diversity, inclusion, knowledge management and organizational structure have a positive and significant effect on company competitiveness. This is proven by $f_{count} > f_{table}$, namely 739.017 > 2.72 and significant 0.000 < 0.05.

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