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DEI Strategy (Diversity, Equity, Inclusion) and Normative Commitment to Employee Performance with Knowledge Management Moderation at the Forwarding Company PT Wira Mitra Prima

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Abstract: This study aims to analyze the effect of Diversity, Equity, and Inclusion (DEI) strategies and normative commitment on employee performance, with knowledge management as a moderating variable at PT Wira Mitra Prima. Using a quantitative approach with Structural Equation Modeling (SEM) based on Partial Least Square (PLS) and SmartPLS software, the research employed a causal design to test both direct and moderating effects among variables. The sample consisted of 100 employees selected through purposive sampling. The findings reveal that DEI strategies, normative commitment, and knowledge management each have a positive and significant impact on employee performance. Moreover, knowledge management was proven to strengthen the influence of DEI strategies and normative commitment, indicating that diversity initiatives and employee loyalty are more effective when supported by systematic knowledge sharing and application. These results highlight that integrating DEI policies, fostering normative commitment, and implementing effective knowledge management can sustainably improve productivity, efficiency, and performance quality. Despite its contributions, the study acknowledges limitations such as a relatively small sample size, short data collection period, and reliance on closed questionnaires, suggesting that future research should expand scope, sample, and include additional variables like job satisfaction, organizational culture, or leadership to enrich the model.

Keywords: DEI (Diversity, Equity, Inclusion), Normative Commitment, Employee Performance, Knowledge Management.

INTRODUCTION

The warehousing industry in Indonesia is experiencing rapid growth in line with the need to replace old warehouses that are no longer suitable in terms of location and design. Compared to other ASEAN countries such as Vietnam, the number of modern warehouses in Indonesia is still relatively low, attracting the interest of both domestic and foreign investors. The demand for refrigerated warehouses is also increasing, especially to support the fisheries,

pharmaceutical, and fresh produce sectors. The rapid development of the industry requires companies to maintain their competitiveness through effective supply chain management. In the supply chain system, logistics plays an important role, with warehouses as the main component for the storage and distribution of raw materials, semi-finished goods, and finished goods. Therefore, warehouse performance needs to be managed and monitored optimally to prevent potential losses to the company.

PT Wira Mitra Prima is a forwarding company established in 2004 and has official legality from the Indonesian Ministry of Law and Human Rights. The company provides integrated forwarding services including goods handling, warehouse management, customs consulting, as well as temporary and bonded storage. With more than two decades of experience, PT Wira Mitra Prima has handled various large-scale projects, including logistics for Bulìog, heavy equipment relocation, as well as storage and assembly of radar for the Ministry of Defense. The company also collaborates with national and international logistics partners in LCL warehouse management. Supported by warehouse facilities in strategic locations such as North Jakarta, Cakung, and Medan, as well as a modern operational system, PT Wira Mitra Prima has great opportunities to continue to grow as a professional and highly competitive national logistics service provider amid the growth of Indonesia's logistics industry (Yani et al., 2023).

Previous studies have found that strong and inclusive diversity can increase the positive and significant impact of employee performance (Lukiyana et al., 2025). Meanwhile, the findings of Kuswanti et al. (2021) show that normative commitment has a positive and significant impact on employee performance. According to researchers Diah & Nugraheni (2021) Knowledge management is considered important for transferring knowledge, skills, and effective work behavior, therefore knowledge management has a positive and significant effect on employee performance

This study will show how knowledge management helps strengthen the relationship between normative commitment and performance outcomes. This opens new perspectives for improving productivity and innovation in the forwarding sector. This study also examines how DEI and knowledge management work together in forwarding companies, which are highly dependent on cross-functional coordination and operational efficiency. PT. Wira Mitra Prima was chosen as a case study because it provides practical and relevant context for similar companies in Indonesia facing the challenges of globalization and intense competition. This study offers more adaptive and innovative HR management strategies to improve employee loyalty and performance in an increasingly diverse and dynamic work environment by combining DEI strategies with normative commitments moderated by management. knowledge.

Literature Review

This study uses the Goal-Setting Theory proposed by Locke (1968) as the main theory that explains the close relationship between goal setting and an individual's performance level. Goal-Setting Theory emphasizes the importance of the relationship between the goals set and the performance results achieved.

DEI

Diversity describes the existence of employees with different backgrounds, such as race, gender, culture, religion, and ability, which contribute to a broader perspective and enhance creativity and innovation in decision-making (Hair & Alamer, 2022). Equity emphasizes providing fair opportunities and access according to individual needs, including career development opportunities, compensation, and policies that support minority groups and their access to leadership positions, in order to create a work environment free from discrimination

(Anwar et al., 2024;Hair & Alamer, 2022). Meanwhile, inclusion focuses on creating a work atmosphere that makes every employee feel accepted, valued, and able to actively participate in the organization (Silver et al., 2023). Overall, DEI has evolved into a strategic framework and new standard in human resource management, especially in companies that are innovation and technology-oriented, because it can increase employee participation, productivity, and retention (Kurnaedi et al., 2023;Fitriani et al. 2025).

Normative Commitment

Hidayat et al. (2023) Normative loyalty is the bond between employees that is driven by a sense of moral obligation and gratitude towards the organization. However, according to Mayer and Allen in Adi et al. (2025) Normative commitment is a member's obligation to remain part of an organization that is formed through a process of socialization and reciprocity.

Employee Performance

Performance is the result of work processes that are evaluated in a certain period and used to assess whether an individual's work performance is good or bad (Lukiyana & Sìofiyanti, 2021). Rìochmadìon et al. (2024) It explains that employee performance is measured through quality, quantity, timeliness, effectiveness, and commitment to the organization. Good performance supports the achievement of company goals, while poor performance has the potential to cause losses (Triansyah et al., 2023).

Knowledge Management

According to Tarumingkeng (2025) In a book entitled “Knowledge Management,” it is explained that knowledge management is a planned approach to creating, managing, and disseminating information within an organization. However, according to Dan (2020) procedures that are appropriate for managing the diverse intellectual property, knowledge, and information of individuals and organizations.

The Impact of DEI (Diversity, Equity, Inclusion) on Employee Performance

The results of the meta-review analysis show that Zhao et al. (2025) diversity training and inclusive policies can improve organizational performance and innovation. Research conducted in the book “Organizational Behavior” by Robbins and Judge, which was studied Aunillah (2025) considering the mental health of employees, the implementation of diversity will greatly affect employee performance because it will encourage employees to work harder and more efficiently to achieve company goals. Effective diversity management also contributes to increased employee engagement, which then encourages positive performance and innovative work behavior. (Wang et al. 2022;Elaminet al. 2024)

H_1 Determined: DEI (Diversity, Equity, Inclusion) has a positive effect on Employee Performance.

The Influence of Normative Commitment on Employee Performance

Employees who have high normative commitment will remain part of the organization because they feel valued and benefit from their presence there. Thus, if there is a lack of normative commitment in a company, it means that employees lack a sense of belonging and desire to continue working for the company. As a result, employee performance is affected and the company's development is hindered (Hidayat et al., 2023). Employees who have normative commitment will be responsible for reciprocating what they have received from their organization. Employees who have high normative commitment will continue to be members of the organization because they feel it is beneficial for them to stay there. The principle of

employee reciprocity will influence the results produced. The more employees get what they want from the organization, the better the results will be (Ariyani & Sugiyanto, 2020).
H_2 determined: that normative commitment has a positive effect on employee performance.

The Influence of Knowledge Management on Employee Performance

Previous studies examined by Sucipto and Hadiyanti in Lau et al. (2025) show that high knowledge management practices, such as easy access to data and training that improves capabilities, encourage better performance and better decisions. In addition, improved team performance and the company's overall competitiveness can be achieved by increasing creativity, innovation, cooperation, and speed in disseminating knowledge. According to Oktavian et al. (2021) Knowledge management is considered important in order to transfer knowledge, skills, and effective work behavior. Study Sudargini (2021) It is stated that the level of knowledge management has a positive and significant correlation with employee performance. In other words, a better level of knowledge management means better employee performance.
H_3 determined: that knowledge management has a positive influence on employee performance.

Moderating Knowledge Management on the Influence of DEI (Diversity, Equity, Inclusion) on Employee Performance

Researcher Xu (2024) He said that inclusion can also help companies reduce the possibility of discrimination in the workplace. Implementing knowledge management can help disseminate information to all employees, so that their skills and knowledge can be used in their daily work. As a result, their performance will improve and enhance the benefits of DEI, such as increasing inclusion and diversity of perspectives. The implementation of knowledge management will also disseminate information to other employees, so that their expertise and knowledge can be applied in their work. This encourages cooperation between groups, reduces bias, and increases innovation. According to research (Kardoet al., 2020). Knowledge management results in a significant increase in employee engagement, which leads to innovative work behavior. This demonstrates the importance of the mediating role of employees in the relationship between diversity management and creative work behavior, showing that an inclusive work environment can increase employee desire and participation, based on research (Elamin et al., 2024).
H_4 determined: that knowledge management moderates the positive influence of DEI on customer loyalty.

Moderating Knowledge Management on the Influence of Normative Commitment on Employee Performance

Researcher Syarifuddin et al. (2021) It is said that knowledge management is very important for the success of a company's work and strategy because people need to understand the meaning of important information, how to manage that information, and how to transform it into permanent knowledge. Organizational commitment acts as a mediating factor between knowledge management and work motivation in relation to employee performance. According to research Kawiana et al. (2023), Knowledge management is increasingly important for individuals to understand the meaning of important information, how to organize it, and how to transform it into knowledge that can be retained for a long time. However, according to other researchers, namely Oktaviani et al. (2025) It is said that knowledge management is very important for the success of business activities and strategies. The goal is to improve employee performance and knowledge. By improving employee performance, they will have a stronger

spirit to contribute to the success of the organization. If an employee has good normative commitment, it will affect their performance.
H_5 determined: that knowledge management moderates the positive influence of normative commitment on employee performance.

METHODS

The research method used was quantitative research with a Structural Equation Modeling (SEM) approach. The SEM model was chosen because the variables studied had varying measurement indicators and moderating effects (Hair & Alamer, 2022). The research model consists of four variables, which consist of diversity, equity, and inclusion strategies comprising nine indicators, namely identity, experience, mindset, policy alignment, opportunities, access according to individual needs, recruitment policies, mentoring programs, and the establishment of a feedback system (Agustin et al., 2025), normative commitment consists of three indicators, namely being responsible within the company, supporting the company's goals, and being loyal to the company (Tanjung et al., 2025), Employee performance consists of six indicators, namely quantity of work, quality of work, dependability, initiative, adaptability, and cooperation (Maranata et al., 2022), knowledge management consisting of four indicators, namely the process of acquiring knowledge, the process of selecting knowledge, the process of sharing knowledge, and the process of applying knowledge (Faris et al., 2020).

The research analysis consists of seven interconnected stages. First, demographic data are described to establish the profile of respondents. Second, descriptive statistics are presented including mean, minimum, maximum, and standard deviation to illustrate the implications of each variable within the model (Tambun & Sitorus, 2024; Hair Jr et al., 2021). Third, validity testing is conducted using factor loading scores, where values above 0.5 indicate validity and values above 0.7 indicate high validity. Fourth, reliability testing assesses the consistency of responses, with rho_A, Cronbach's alpha, and composite reliability each required to exceed 0.7 (Sitorus & Tambun, 2023). Fifth, hypotheses are tested using a one-tailed approach, accepted if the t-statistic exceeds 1.65 and the p-value is below 0.05 (Tambun et al., 2022). Sixth, the regression equation is presented and interpreted in terms of coefficient values and their strategic implications. Finally, the coefficient of determination (R^2) is explained to show how much variation in the dependent variable is accounted for by the model. Together, these stages ensure the research findings are statistically valid, reliable, and strategically meaningful.

The population in this study consists of employees working at PT. Wira Mitra Prima, and the sample used is purposive sampling. This technique has specific standards and objectives for the sample to be studied. According to Sugiyono in Kolamban et al. (2020) *Purposive sampling* is a technique for determining samples based on specific criteria.

RESULTS AND DISCUSSION

This study used a sample of 100 respondents who were employees of PT Wira Mitra Prima, consisting of 21 women (21%) and 79 men (79%). The respondents in this study were divided into four age groups: 30 people (30%) aged 21-25 years, 43 people (43%) aged 26-30 years, and 27 people (27%) aged >27 years. Data quality testing in this study used partial least squares (PLS) analysis, which is a structural equation modeling (SEM) model with an approach based on variance or component-based structural equation modeling. The software used was SmartPLS (Partial Least Squares).

SmartPLS Descriptive Statistics Test

Descriptive statistics is a branch of statistics that aims to simplify data that is difficult to understand by collecting, organizing, displaying, and analyzing the data. By using measures such as the mean, median, and mode to determine the center of the data, as well as measures

such as standard deviation, variance, and range to describe how the data is spread out (Subhaktiyasa et al., 2025), the descriptive analysis techniques used in this study are the minimum, maximum, mean, and standard deviation values of each variable, namely DEI Strategy, Normative Communication, Employee Performance, and Knowledge Management.

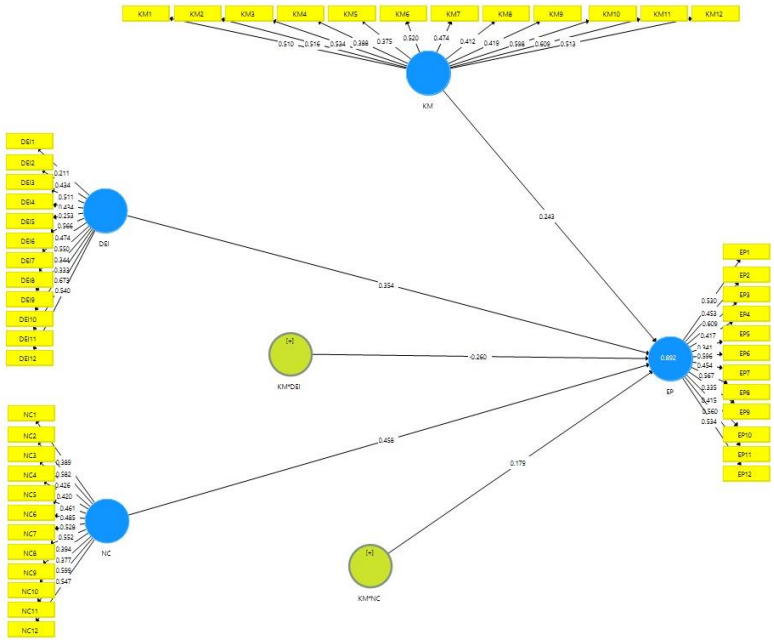
Table 1. Descriptive Statistical Test

Variable	N	Minimum	Maximum	Mean	Standard Deviation	Percentage
DEI Strategy	100	1	5	3.38	0,676	67.6%
Normative Commitment	100	1	5	3.47	0,694	69.4%
Employee Performance	100	1	5	3.49	0,698	69.8%
Knowledge Management	100	1	5	3.41	0,682	68.2%

Based on the results of descriptive statistical tests, the following was found:

1. Referring to the results of descriptive statistical analysis obtained from variable (X1) DEI Strategy, the minimum value is 1 and the maximum value is 5. It has an average or mean value of 3.38 and a standard deviation of 0.676, which is equivalent to 67.6%.
2. Referring to the descriptive statistical analysis results obtained from variable (X2) Normative Communication, the minimum value is 1 and the maximum value is 5. It has an average or mean of 3.47 and a standard deviation of 0.694, which is equivalent to 69.4%.
3. Referring to the results of descriptive statistical analysis obtained from variable (Y) Employee Performance, where the minimum value is 1 and the maximum value is 5. It has an average or mean value of 3.49 and a standard deviation of 0.698, which is equivalent to 69.8%.
4. Referring to the results of descriptive statistical analysis obtained from variable (Z) Knowledge Management, the minimum value is 1 and the maximum value is 5. It has a mean of 3.41 and a standard deviation of 0.682, which is equivalent to 68.2%.

Figure 1. Loading Factor Results



Based on the loading factor results shown above, all figures are above 0.5. Based on this, it can be said that all indicators are valid. Therefore, it can be concluded that all indicators in the variables in this study are valid.

Validity and Reliability Test

Research data processing begins with a validity and reliability test. Validity testing examines the research instrument, specifically the statements in the questionnaire, to determine whether they adequately represent the variables being studied. Reliability testing assesses the consistency of respondents' responses and whether they are serious about answering the questionnaire. A reliability test is a measurement that indicates the extent to which the measurement is free from bias (error-free) and therefore ensures consistent measurement across time and across various items in its indicators. In PLS, this test can be conducted using the following methods:

1. Cronbach's Alpha: measures the lower limit of the reliability value of a variable and is acceptable if the value is >0.6
2. Composite Reliability: measures the true value of a variable's reliability and is acceptable if the value is >0.7
3. Average Variance Extracted (AVE): acceptable if its value is above 0.5

Table 2. Validity and Reliability

Variable	Croncbach's Alpha	rho_A	Composite Reliability	AVE
DEI	0,634	0,672	0,750	0,214
NC	0,699	0,708	0,784	0,236
EP	0,707	0,719	0,788	0,243
KM	0,713	0,721	0,792	0,244
KM*DEI	1,000	1,000	1,000	1,000
KM*NC	1,000	1,000	1,000	1,000

Explanation: DEI Strategy, Normative Communication, Employee Performance, and Knowledge Management

The validity and reliability tests provided results with *Average Extracted Variance (AVE)*, *Composite Reliability*, and *Cronbach's Alpha* in the table above, leading to the conclusion that the *AVE* value shows that the DEI Strategy, Normative Communication, Employee Performance, and Knowledge Management have reached a scale of > 0.5. Based on this, it can be explained that the variables have been declared valid and acceptable, or that all discriminant validity variables are good. The *Composite Reliability* and *Validity* values and *Cronbach's Alpha* reached a scale of > 0.7. Based on this, this test can be said to be credible and reliable. In line with the research conducted, a scale of > 0.7 has been achieved for all available variables, such as DEI Strategy, Normative Communication, Employee Performance, and Knowledge Management. This shows that the variables have effective reliability. The structural model or inner model test shows the relationship or strength of the estimates between variables measured using three criteria, namely R-squared and the path coefficient estimate. The following are the results of testing the research hypothesis:

R-squared is an index that shows the extent to which a measuring tool can determine how much a dependent variable is influenced by other variables. Based on the available data, the R-Square value for the Employee Performance variable is 0.892, which explains that the percentage of DEI Strategy, Normative Communication, and Knowledge Management is 89.2%, and the R -Adjust value is 0.886 or 88.6%. Therefore, based on the data analysis, it can be said that the category is satisfactory because the R-Adjust value is above 50%.

In the F-square, there is an influence between variables with a Size effect. F-square values of 0.02 (small), 0.15 (medium), and 0.35 (large). If the compared value is less than 0.02, it can

be ignored or rejected. Based on the F-square value table above, which has a medium effect with a medium criterion of >0.15, the variable is Normative Communication, which has a value range of 0.15 to 0. 35, namely 0.301, so that Employee Retention falls into the medium effect category.

Based on the data, the *moderating effect* can lead to two hypotheses, namely: (1) Knowledge Management moderates the effect of DEI Strategy on Employee Performance, which has a significant effect. (2) Knowledge Management moderates the influence of Normative Communication on Employee Performance, which has a significant effect.

Hypothesis testing

Hypothesis testing in this study was conducted to evaluate five proposed hypotheses based on the results of data processing. The testing procedure relied on examining the T-statistics and P-values obtained through Partial Least Squares (PLS). A research hypothesis is considered accepted if the T-statistics value exceeds 1.96 and the P-value is less than 0.05, indicating statistical significance. Conversely, if these thresholds are not met, the hypothesis is rejected. The results are typically presented in both tabular and graphical form to distinguish between significant and insignificant findings, thereby providing a clear overview of which hypotheses are supported by the data and which are not. This stage ensures that the conclusions drawn are grounded in rigorous statistical evidence and highlights the strength of relationships among the studied variables.

Table 3. Hypothesis Testing

	Hypothesis	Coefficient Value	Sample Mean	Standard Deviation	T Statistic	P Value	Decision
H1	DEI Strategy -> Employee Performance	0.354	0.338	0.088	4.013	0.000	Accepted
H2	Normative Commitment -> Employee Performance	0.458	0.443	0.124	3.687	0.000	Accepted
H3	Knowledge Management -> Employee Performance	0.243	0.271	0.115	2.103	0.018	Accepted
H4	Knowledge Management*DEI Strategy -> Employee Performance	-0.260	-0.229	0.078	3.347	0.000	Accepted
H5	Knowledge Management* Normative Commitment -> Employee Performance	0.179	0.147	0.095	1.891	0.030	Accepted

Source: SmartPLS Data Processing Results, 2026

Referring to the data above, the conclusion of the hypothesis testing is that the five hypotheses suggested in this study are accepted.

Testing the First Hypothesis: The Effect of DEI Strategy on Employee Performance

The test of the first hypothesis refers to the table above, which shows that the T-Statistics value for the relationship between DEI Strategy and Employee Performance is 4.013 > 1.65 and P Value 0.000 < 0.05. Based on this explanation, it shows that the first hypothesis is accepted, in other words, there is a significant effect on the first hypothesis. This significant effect shows that the application of the right DEI strategy can significantly improve employee performance. In this study, the DEI strategy was measured through three indicators, namely identity, experience, and way of thinking, which reflect the diversity of employee backgrounds within the company. This diversity allows for a variety of perspectives in completing tasks, thereby improving the quality and quantity of work produced. In addition, indicators such as policy adjustments, opportunities that suit individual needs, and fair access show that fair and equitable company policies make employees feel valued and treated fairly. These conditions help increase employee morale, independence, and initiative. Indicators such as inclusive recruitment, mentoring programs, and feedback systems also contribute significantly to creating a friendly and supportive work environment, thereby encouraging cooperation and adaptability among employees. Therefore, the DEI strategy has been proven to have a significant impact on improving employee performance.

Testing the Second Hypothesis: The Influence of Normative Commitment on Employee Performance

The test of the second hypothesis refers to the table above, which shows that the T-Statistics value for the relationship between Normative Commitment and Employee Performance is 3.687 > 1.65 and the P Value is 0.000 < 0.05. Based on this explanation, it shows that the first hypothesis is accepted, in other words, there is a significant influence on the second hypothesis. The meaning of these results shows that employees who feel they have a moral responsibility to the company tend to show better work performance. In this study, normative commitment was measured through three indicators, namely being responsible in carrying out tasks in the company, supporting the company's goals, and having a sense of loyalty to the company. Employees who feel a moral obligation to contribute will try to deliver the best work performance, both in terms of quality and quantity. In addition, loyalty and support for the company's goals encourage employees to work independently, be more proactive, and be able to work together with their colleagues. This directly influences an increase in adaptability and work effectiveness. Therefore, high normative commitment has been proven to be able to improve employee performance in a tangible way.

Testing the Third Hypothesis: The Effect of Knowledge Management on Employee Performance

The test of the third hypothesis refers to the table above, which shows that the T-Statistics value for the relationship between Knowledge Management and Employee Performance is 2.103 > 1.65 and the P Value is 0.018 < 0.05. Based on this explanation, it shows that the third hypothesis is accepted, in other words, there is a significant effect on the third hypothesis. This means that knowledge management plays an important role in improving employee performance. Knowledge management is measured by four processes, namely seeking knowledge, selecting relevant knowledge, sharing knowledge, and applying that knowledge. If employees can obtain and select the right knowledge, they will be more effective in completing their work. By sharing and applying knowledge, employees can improve the quality of their work, reduce mistakes, and feel more independent and confident in taking initiative. In addition, sharing knowledge also helps improve cooperation and the ability of employees to deal with change. Therefore, knowledge management has a significant impact on employee performance.

Testing the Fourth Hypothesis: The Moderating Effect of Knowledge Management on the Impact of DEI Strategy on Employee Performance

The test of the fourth hypothesis refers to the table above, which shows that the T-Statistics value for the relationship between Knowledge Management and Employee Performance is 3.347 > 1.65 and the P Value is 0.000 < 0.05. Based on this explanation, it shows that the fourth hypothesis is accepted, in other words, there is a significant influence on the fourth hypothesis. It can therefore be concluded that Knowledge Management moderates the Strategic Influence of DEI and has a strong relationship with Employee Performance. This is because the DEI strategy is designed to create an inclusive work environment that values diversity, fairness, and empowerment, which in turn is expected to increase individual productivity and performance. Knowledge management acts as a moderating variable, meaning that it strengthens or weakens the influence of DEI on employee performance through the process of creating, sharing, and utilizing knowledge within the organization.

Testing the Fifth Hypothesis: The Moderating Effect of Knowledge Management on the Influence of Normative Commitment on Employee Performance

The fifth hypothesis refers to the table above, which shows that the T-Statistics value for the relationship between Knowledge Management and Employee Performance Loyalty is 1.891 > 1.65 and the P Value is 0.030 < 0.05. Based on this explanation, it shows that the fifth hypothesis is accepted, in other words, there is a significant influence on the fifth hypothesis. It can therefore be concluded that the moderation of knowledge management on the influence of normative commitment has a strong relationship with employee performance. Because normative commitment alone may only result in passive loyalty, but when combined with knowledge management, it turns into productive action, such as sharing best practices that improve work efficiency. Knowledge management functions as a moderator, which can amplify the impact of this commitment by facilitating the flow of knowledge, so that normative employees are more effective in applying knowledge for optimal work results.

CONCLUSION

This study yields several key conclusions. The DEI Strategy positively and significantly influences employee performance, confirming the first hypothesis and demonstrating that a diverse, fair, and inclusive work environment enhances the quality, quantity, and effectiveness of work at PT Wira Mitra Prima. The second hypothesis is also accepted, as Normative Commitment shows a positive and significant effect on performance, indicating that employees with strong moral responsibility and loyalty tend to contribute more optimally to organizational goals. The third hypothesis is validated, with Knowledge Management significantly improving employee performance by strengthening capabilities and operational efficiency through well-managed processes of creating, storing, sharing, and applying knowledge. Moreover, Knowledge Management moderates and strengthens the impact of both DEI Strategy and Normative Commitment on performance, thereby supporting the fourth and fifth hypotheses. This means that DEI initiatives and normative commitment have greater influence when supported by systematic knowledge sharing and application. Despite these contributions, the study acknowledges limitations such as a relatively small sample size, short data collection period, and reliance on closed questionnaires, which may affect generalizability. Future research should expand the sample, broaden the scope, and incorporate additional variables such as job satisfaction, organizational culture, or leadership to enrich the model. For practitioners, especially PT Wira Mitra Prima, these findings provide a strategic foundation for developing adaptive HR management practices that integrate DEI, strengthen normative commitment, and optimize knowledge management to sustainably enhance employee performance.

This study still has many weaknesses, so there is still much to be done and several suggestions to be made:

1. For academics/students, this research can be used as reference material for academics and students in the development of human resource management studies, particularly those discussing DEI, normative commitment, and knowledge management in relation to employee performance. Future research is expected to add other variables, expand the research object, and involve a larger sample so that the research findings become more extensive and representative.
2. Companies are encouraged to optimize the implementation of DEI strategies, strengthen employees' normative commitment, and build an integrated knowledge management system. The continuous implementation of these three aspects can drive employee performance improvement and strengthen the company's competitive advantage.
3. Future researchers are advised to expand the scope of their research in terms of both industry and region, use a more diverse research approach, and increase the number of respondents in order to obtain more accurate and relevant research results.

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