



The Impact of Multicultural Awareness, Social Practices, and Gender Equality on Community Solidarity through Humanistic Values in Private Universities

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Abstract

In private higher education institutions (PHEIs) with various cultural, social, and gender diversity, community solidarity is a significant aspect of developing a harmonious and productive working atmosphere. The aim of this study is to explore how multicultural awareness, social practices, and gender equality influence community solidarity through humanistic values among administrative staff at PHEIs in Bandung. The study is quantitative in nature, using self-administered questionnaires as primary data. This research is descriptive quantitative with a purposive sampling method and a population of 500 administrative staff in PHEIs in Bandung City. A margin of error of 5% with the Slovin formula was used to determine the sample size, which was 223 respondents representing the population. Such data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via the SmartPLS 3.0 statistical application. Findings indicate that multicultural awareness, social practices, and gender equality had a significant direct positive effect on community solidarity. Also, humanistic values act as a partial mediator of these relationships, reinforcing the effect of three independent variables on community solidarity. Building an inclusive, collaborative, and trusting community solidarity requires fostering humanistic values, such as respect for human dignity or social responsibility. This study concludes that policies that support multicultural awareness, active social practices, and gender equality can improve community solidarity in each PHEI in Bandung City. The results offer practical implications for PHEI administrators in developing a more harmonious workplace and add to the academic literature on the significance of humanistic values as a partial mediator of the relationships of variables.

Keywords: Multicultural Awareness; Social Practices; Gender Equality; Humanistic Values; Community Solidarity

Abstrak

Solidaritas komunitas merupakan elemen penting dalam menciptakan lingkungan kerja yang harmonis dan produktif, terutama di perguruan tinggi swasta (PTS) yang memiliki keberagaman budaya, sosial, dan gender. Penelitian ini bertujuan untuk menganalisis pengaruh Multicultural Awareness, Social Practices, dan Gender Equality terhadap Community Solidarity dengan memediasi Humanistic Values di kalangan staf administrasi PTS di Kota Bandung. Penelitian ini menggunakan pendekatan kuantitatif dengan data utama yang diperoleh melalui kuesioner. Metode pengambilan sampel yang digunakan adalah purposive sampling, dengan populasi penelitian sebanyak 500 staf administrasi di PTS Kota Bandung. Sampel penelitian ditentukan menggunakan rumus Slovin dengan margin of error sebesar 5%, sehingga menghasilkan 223 responden yang mewakili populasi. Analisis data dilakukan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) dengan bantuan aplikasi statistik SmartPLS 3.0. Hasil penelitian menunjukkan bahwa Multicultural Awareness, Social Practices, dan

Gender Equality memiliki pengaruh langsung yang signifikan terhadap Community Solidarity. Selain itu, Humanistic Values berperan sebagai mediator parsial dalam hubungan ini, memperkuat pengaruh ketiga variabel independen terhadap solidaritas komunitas. Temuan ini menunjukkan pentingnya pengembangan nilai-nilai humanistik, seperti penghormatan terhadap martabat manusia dan tanggung jawab sosial, dalam membangun solidaritas komunitas yang inklusif, kolaboratif, dan saling percaya. Kesimpulan penelitian ini menegaskan bahwa penerapan kebijakan yang mendukung kesadaran multikultural, praktik sosial yang aktif, dan kesetaraan gender dapat meningkatkan solidaritas komunitas di PTS Kota Bandung. Hasil ini memberikan kontribusi praktis bagi pengelola PTS untuk menciptakan lingkungan kerja yang lebih harmonis, serta memperkuat literatur akademik tentang peran Humanistic Values sebagai mediator parsial dalam hubungan antarvariabel.

Kata Kunci: Kesadaran Multikultural; Praktik Sosial; Kesetaraan Gender; Nilai-nilai Humanistik; Solidaritas Komunitas

Introduction

Multicultural awareness, social practices, and gender equality are the key components of building community solidarity, which are very important in modern society. We define solidarity as the social ties that bind people together within a group or community, creating trust, cooperation, and social inclusion. According to Morrow and Scorgie-Porter (2017), even general activities such as social networks can contribute towards the strengthening of social capital, which in turn helps in fostering community harmony. One recent phenomenon is that of community solidarity in Indonesia, which is increasingly rising in times of crisis, such as the COVID-19 pandemic. According to the Charities Aid Foundation (CAF) World Giving Index 2022, Indonesia was again crowned the world as the most generous country, beating out countries such as Kenya, the United States, Australia, and New Zealand.

This is based on research that measures the public's willingness to help others, donate, and take part in volunteering (Putra, 2021). Besides, during the pandemic, the facing of uppercase zeroes, both offline and online, social solidarity actions developed. One of them is the *#dirumahaja* music concert held by Narasi TV, which managed to raise donations that were disseminated through social media, so that this could illustrate that trust, reciprocity, and social interaction are important factors that can strengthen social solidarity in the digital realm (Aulia et al., 2021). But even with these promising phenomena, problems threaten community solidarity. Society is suffering with a wide range of issues in terms of intonation.

An article from Panda.id also revealed that differences in backgrounds, interests, and limited resources often become the root causes of conflicts in Indonesian villages. These conflicts have their adverse effect, making community building and development impossible (Kencono et al., 2023). Specifically, in higher education, especially that of private universities in Bandung, students, lecturers, and staff from diverse cultures, religions, and ethnicities create a multifaceted academic environment that reflects a snapshot of Indonesian society. Multicultural education at these institutions can also foster respect for each other, reduce suspicion, and build a spirit of keeping national unity.

Research conducted by Fajrussalam et al., (2020) stresses that cultural pluralism and the appreciation of differences can be maintained in society through multiculturally responsive teaching strategies. In addition, social practices including engagement in collective activities, mutual aid, and participation in public discussions could lead to greater community solidarity. In the case of universities, social services, seminars, and

leadership training, which are based on humanistic values, can play an important role as social integration platforms that contribute to the consolidation of social ties. Constructive social interactions can form a strong social network, reinforcing community solidarity (Apchain and MacCannell, 2024).

Another contribution of gender equality to solidarity is that it bridges inequalities. When a system promotes gender equality, the system flourishes; everyone is able to add value without bias or discrimination. The potential of private universities in Bandung to become role models in the implementation of gender equality, both in institutional management and academic and non-academic activities, was stated by Asep Zainal. This is consistent with research on how gender equality can improve feelings of ownership and collaboration in a community (Poggio, 2017). Private universities in Bandung are selected as the research object because private universities in Bandung occupy a strategic position as an educational center with a rich diversity of culture.

Through humanistic values, Bandung, as one of the Indonesian cities with the most students, is a strategic location for building multicultural awareness, social practices, and gender equality in the context of strengthening community solidarity. It will also enrich practical and theoretical purposes for future advancement of community solidarity in higher education environmental contexts. In this sensitive context, private universities in Bandung are strategically positioned to implement humanistic values in multicultural education and inclusive social practices. This should in turn reinforce community solidarity in campus and wider social contexts, in accordance with the social solidarity trend emerging in Indonesia nowadays.

Method

A quantitative research typology to examine relations between variables is applied in this study. A quantitative approach was chosen because it can be used to statistically measure and analyze data in order to generate a comprehensive understanding of the phenomenon under study (Sugiyono, 2021). The questionnaire, as the main data collection method, was used in this research to collect relevant data on the identified research variables (Creswell and Creswell, 2023). Informants were selected based on purposive sampling based on certain criteria relevant to research objectives, namely administrative staff at private universities in Bandung City (Sekaran and Bougie, 2016). A questionnaire was used as the research instrument to measure perceptions, attitudes, and related variables (Bryman, 2016). This questionnaire comprehends multiple-choice questions and questionnaires according to a Likert scale, continuing to help data end processing. The questionnaire was distributed online or in person to the selected informants to collect data. This paper will process the gathered data to derive results that are significant to the objectives of the study (Sekaran and Bougie, 2016). The collected data is then analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of the SmarPLS 3.0 statistical application since this method is an effective way to analyze the movement of relationships among complex and interrelated variables in a structural model (Hair et al., 2021). The object of the research is private universities in the city of Bandung. The population of this study is 500 administrators of private universities (PTS) in Bandung City. This population was determined because of the presence of administrative staff in several private universities in Bandung who work as supports for operational and administrative management in each institution. Determination of the sample used the Slovin formula with a 5% error margin. 223 respondents will be used as a sample in testing the research variables based on this formula to represent the population. This research is conducted to examine the effect of multicultural awareness, social practices, and gender equality on community solidarity

through humanistic values. These variables are believed to obtain lessons of the role of proportions of humanity and sociest nature in strengthening solidarity in the environment of private universities, in this case in Bandung City.

Results and Discussion

1. Outer Model

The outer model shows part of the Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis that gauges the relationship between the indicators and their representative constructs. Convergent validity, discriminant validity, and construct reliability are some of the main indicators that are used to determine that the outer model is valid and reliable. Outer loading values and average variance extracted (AVE) are used to test for convergent validity, where outer loading > 0.7 and AVE > 0.5 indicate good validity (Hair et al., 2021). Discriminant validity can be assessed with the Fornell-Larcker and cross-loading criterion, which states that a construct should correlate more with its own indicators than with any other constructs (Henseler et al., 2015). The Composite Reliability (CR) and Cronbach's Alpha are used in terms of reliability, and $CR > 0.7$ and Cronbach's Alpha > 0.6 are deemed good for exploratory investigation (Sarstedt et al., 2017). Employing visualizations and the direct results of calculations, researchers can assess their outer models based on the SmartPLS approach, enabling the production of an accurate and reliable measurement model. The results of the outer model of this study are presented below in Figure 1 and Table 1.

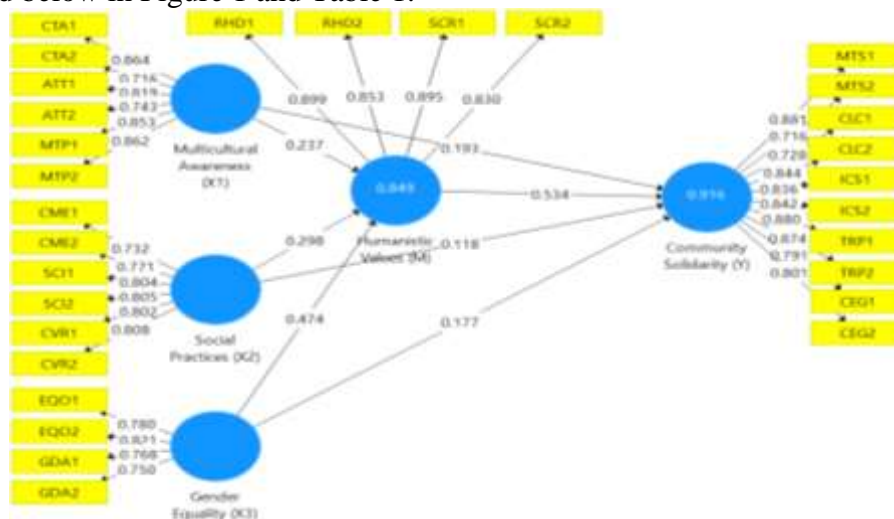


Figure 1. Outer Model

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Community Solidarity (Y)	0.946	0.954	0.675
Multicultural Awareness (X1)	0.895	0.920	0.658
Social Practices (X2)	0.877	0.907	0.620
Gender Equality (X3)	0.786	0.861	0.609
Humanistic Values (M)	0.892	0.925	0.757

Source: Data Processing Output from SmartPLS 3.0, 2024

Figure 1 presents the final results for the outer model, indicating that all construct indicators have outer loading values above 0.70, the minimum for convergent validity (Hair et al., 2021). This means that all attributes can be well explained by their constructs. In the Construct Reliability and Validity in Table 1, the Average Variance Extracted (AVE) values for all constructs are all higher than 0.5, which confirms that the constructs

have adequate convergent validity. The AVE for the Community Solidarity (Y) construct is 0.675, which indicates that more than 67.5% of the variance in the indicators is explained by the construct. The Cronbach's Alpha and Composite Reliability (CR) values of all constructs exceed the threshold of 0.7, suggesting that all constructs have a high internal reliability (Sarstedt et al., 2017). Model (M), For example, Humanistic Values (M): The Cronbach's Alpha value (0.892) and its CR value (0.925) show good consistency in measurement. In general, the outer model analysis results show that the measurement model used is valid and reliable and is suitable for continuing to the structural model analysis stage.

2. Inner Model

The PLS-SEM inner model, which is the structural model, assesses the relationship among latent constructs such as total effects and direct and indirect effects between exogenous and endogenous variables. When assessing the inner model, R^2 indicates the extent to which exogenous variables can predict the values of endogenous variables, and path coefficients indicate the strength and directional relationships of latent constructs. The significance level for the relationships is evaluated using a statistical test for the t-statistic or p-value, wherein t-value > 1.96 or p-value < 0.05 is acknowledged as significant at the 5% significance level (Hair et al., 2021). Utilizing this approach reveals significant relationships while also giving more in-depth insights into the impact of variables in the model that have the added benefit of elucidating the issue (Sarstedt et al., 2017). Inner model results for this study are shown in Tables 2 and 3 below.

Table 2. R-Square

	R Square	R Square Adjusted
Community Solidarity (Y)	0.916	0.915
Humanistic Values (M)	0.849	0.847

Source: Data Processing Output from SmartPLS 3.0, 2024

Table 3. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Multicultural Awareness (X1) - > Community Solidarity (Y)	0.193	0.192	0.038	5.056	0.000
Social Practices (X2) -> Community Solidarity (Y)	0.118	0.114	0.057	2.075	0.038
Gender Equality (X3) -> Community Solidarity (Y)	0.177	0.190	0.064	2.775	0.006
Multicultural Awareness (X1) - > Humanistic Values (M)	0.237	0.236	0.055	4.317	0.000
Social Practices (X2) -> Humanistic Values (M)	0.298	0.283	0.074	4.046	0.000
Gender Equality (X3) -> Humanistic Values (M)	0.474	0.488	0.076	6.193	0.000
Humanistic Values (M) -> Community Solidarity (Y)	0.534	0.525	0.078	6.885	0.000

Source: Data Processing Output from SmartPLS 3.0, 2024

Referring to the inner model test results in Tables 2 and 3, the R-squared value for the Community Solidarity (Y) variable is 0.916, which means that Community Solidarity can be explained as much as 91.6% of the Multicultural Awareness variables (X1), Social Practices (X2), Gender Equality (X3), and Humanistic Values (M). On the

other hand, the value of R-Square in variable Humanistic Values (M) reached 0.849, which means that 84.9 percent of humanistic values are affected independently by the variables X1, X2, and X3. These results indicate that the model possesses very good predictive capability (Hair et al., 2021). In Table 3, path coefficients show that the relationships between all variables are significant since the t-statistics > 1.96 and p-value < 0.05 (Chin 1998).

Variable X1 has a direct effect on the Y variable with a coefficient of 0.193 (p = 0.000), X2 to Y of 0.118 (p = 0.038), and X3 to Y of 0.0177 (p = 0.006). Similarly, the coefficients of X1 (0.237, p=0.000), X2 (0.298, p=0.000), and X3 (0.474, p=0.000) also represent their statistically significant effect on M. Which shows that the independent variable Humanistic Values (M) has the most influence on Community Solidarity (Y) with a coefficient of 0.534 (p = 0.000). These results demonstrate that the Humanistic Values (M) variable is a significant determinant (mediator) in the relationship between Multicultural Awareness (X1), Social Practices (X2), and Gender Equality (X3) on Community Solidarity (Y). Thus, a humanistic values-based approach can sustain community solidarity in private universities through institutions concerning social practices, gender equality, and multicultural awareness.

3. Testing Mediation Effects

The mediation effects of the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach are tested to assess if the mediator variable effectively links the relationship between independent (exogenous) and dependent (endogenous) variables. Hair et al., (2021) the mediation effects can then be investigated by the specific indirect effects and the total effects. Step one is to evaluate the meaningfulness of the indirect effect between exogenous and endogenous variables via a mediator, which can be tested through t-statistics or p-value. Mediation occurs if the indirect effect is significant. Then, the total effect is calculated to evaluate the overall effect of the exogenous variable on the endogenous variable via the mediator (sum direct and indirect effects).

Subsequently, the mediation type is determined; it indicates full mediation if the direct effect is insignificant after including the related mediator and partial mediation if the direct effect persists significantly with the accompanying significance of the indirect effect. Criteria for goodness of fit, The significance of the mediation effect is estimated through bootstrapping techniques that create a distribution of sampling that does not assume normality (Preacher and Hayes, 2008). This task, carried through with mediation, offers insight into the processes underlying the relationships between variables. In the PLS-SEM context, the significant mediation effects mean that the mediator variable is a critical link that enhances the relationship between the exogenous and endogenous variables (Sarstedt et al., 2022). Thus, mediation testing serves as a crucial analytical framework to thoroughly assess theoretical models. To present the results of the testing mediation effects in this study, the tables below (tables 4 and 5) are represented:

Table 4. Total Effect

	Original Sample Sample (O)	Standard Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Multicultural Awareness (X1) - > Community Solidarity (Y)	0.320	0.316	0.054	5.955	0.000
Social Practices (X2) -> Community Solidarity (Y)	0.277	0.264	0.064	4.311	0.000
Gender Equality (X3) -> Community Solidarity (Y)	0.429	0.445	0.068	6.286	0.000

Multicultural Awareness (X1) -> Humanistic Values (M)	0.237	0.236	0.055	4.317	0.000
Social Practices (X2) -> Humanistic Values (M)	0.298	0.283	0.074	4.046	0.000
Gender Equality (X3) -> Humanistic Values (M)	0.474	0.488	0.076	6.193	0.000
Humanistic Values (M) -> Community Solidarity (Y)	0.534	0.525	0.078	6.885	0.000

Source: Data Processing Output from SmartPLS 3.0, 2024

Table 5. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Multicultural Awareness (X1) -> Humanistic Values (M) -> Community Solidarity (Y)	0.126	0.124	0.035	3.618	0.000
Social Practices (X2) -> Humanistic Values (M) -> Community Solidarity (Y)	0.159	0.150	0.049	3.227	0.001
Gender Equality (X3) -> Humanistic Values (M) -> Community Solidarity (Y)	0.253	0.255	0.048	5.260	0.000

Source: Data Processing Output from SmartPLS 3.0 (2024)

The mediation effect testing from this model uses the PLS-SEM approach through total effects and specific indirect effects. Using the values in Table 4, it can be concluded that all exogenous variables, which are Multicultural Awareness (X1), Social Practices (X2), and Gender Equality (X3), have a significant total effect on the endogenous variable Community Solidarity (Y), where the t-statistics values for each are greater than 1.96 and p-values are less than 0.05. This means that all involved exogenous variables would contribute inexorably to the improvement of community solidarity. Again, as shown in Table 5, the indirect effects through the mediator Humanistic Values (M) were also significant for all relations. The value of t-statistics from the mediation of Multicultural Awareness (X1) through Humanistic Values (M) against Community Solidarity (Y) was 3.618 (p-value < 0.001), the mediation from Social Practices (X2) and Gender Equality (X3) had values of 3.227 and 5.260, respectively, with a high significance level (p-value < 0.05). In this result, it shows that humanistic values (M) mediate the relationship between exogenous variables and endogenous variables, strengthening the indirect effect of exogenous variables on community solidarity. Hence this mediation test supports the presence of partial mediation as the direct effect of the exogenous variable on the endogenous remains significant through the mediator. The results shed light on the mechanisms through which variables are related in the model, where humanistic values are the crucial connecting link that reinforces community solidarity in terms of cultural diversity and social practices, as well as gender equality.

4. The Influence of Multicultural Awareness on Community Solidarity

The path coefficient to determine the influence of Multicultural Awareness on Community Solidarity based on results as listed in Table 3 Path Coefficients shows that the path coefficient value is 0.193, with t-statistics of 5.056 (p-value = 0.000). The results of this study show that multicultural awareness has a positive and significant effect on

community solidarity at private universities in Bandung City. This finding echoes the earlier literature; for example, Mahiri (2017) stressed the importance of multicultural consciousness in enhancing social relationships among people through better comprehension of cultural multiplicity.

A recent study conducted by Bank (2022) supports this claim, mentioning that multicultural awareness significantly fuels the efforts to develop a caring environment, where respect for diversity is guided by principles of observed differences and strengthening the spirit of community cooperation. Agents of multicultural awareness, like cultural awareness, attitude towards diversity, and multicultural participation, largely contribute to the establishment of the community solidarity that is reflected in terms like mutual support, collaboration and cooperation, inclusiveness, trust and reciprocity, as well as community engagement (Abdullah, 2023). In private universities, it is important that administrative staff are aware of cultural differences in the workplace, and this contributes to building trust and mutual support among colleagues.

Moreover, embracing diversity contributes to a collaborative and cooperative work environment in which each individual is respected and accepted. Another major factor that contributes to community engagement improvement is multicultural participation. Ernaningrum (2022) revealed that their participation in cross-cultural activities builds mutual trust and improves cooperation in the community. This is very appropriate in the context of private universities in Bandung City, where administrative staff have the potential to interact with individuals from various cultural backgrounds. Hence, cultural solidarity can be strengthened in this work environment by making use of training and development programs to enhance multicultural awareness.

5. The Influence of Social Practices on Community Solidarity

Social practices had an impact on community solidarity based on the results in Table 3 Path Coefficients, which found a path coefficient value of 0.118 with a t-statistics value of 2.075 (p-value = 0.038). This shows that social practices have a significant positive effect on community solidarity in private universities in Bandung City. This result affirms previous studies, for instance, Perrotta (2021) which highlight that social practice powers social networks through in-depth interactions between people. Additionally, Casteleiro and Mendes (2022) argue that engagement in social practices initiates a feeling of shared accountability, which reinforces communal cohesion. Another study by Boadu et al., (2024) provides further support for this finding, as it demonstrates how meaningful social interactions increase cooperation and trust towards one another within the work community.

Thus, the dimensions of Community Engagement, Social Interaction, and Civic Responsibility from social practices substantially contribute to the creation of community solidarity manifested as the dimensions Mutual Support, Collaboration and Cooperation, Inclusiveness, Trust and Reciprocity, and Community Engagement (Simonsen and Tarabi, 2024). For example, community engagement can directly involve administrative staff from private universities in social activity that helps strengthen mutual support and collaboration between teams. Internal CSR programs and/or participation in campus events are some of the activities that provide opportunities for staff to share experiences, strengthen work relationships, and develop a sense of belonging.

Social interaction is also important for establishing a workplace where everyone feels included and appreciated as an individual. Continues regular interactions, informal discussions, or cross-departmental collaborations that can strengthen trust and reciprocation among staff in this regard. Civic responsibility also cultivates an understanding of collective contribution to the greater good, both within and without the

organization. This corresponds with the results of Magill et al., (2024) along with others, which demonstrate that individual social responsibility can reduce mistrust and increase willingness to act among work community members. This active engagement of administrative staff carries positive implications toward a collaborative and inclusive workplace, which ultimately strengthens the sense of community internally among staff in the private universities in Bandung City. Organizations that promote social engagement and meaningful interactions would help promote solidarity among university staff as well.

6. The Influence of Gender Equality on Community Solidarity

According to the results of the analysis in Table 3. Path coefficients show that the effect of gender equality (X3) on community solidarity (Y) is positive and significant with a path coefficient value of 0.177, a t-statistic value of 2.775, and a p-value of 0.006. These findings suggest that gender equality can be improved at the community level, leading to higher levels of social solidarity between individuals in that community, which generally involves private universities in the case of the city of Bandung. This result is also backed up by previous studies too. Use your review of these three articles to write at least one coherent sentence comparing them across the different themes.

For example, Rodriguez and Escobar (2023) show that organizations employing strong gender equality policies have high levels of solidarity among their members, because, as Rodriguez and Escobar (2023) suggest, equality tends to promote fairer, more inclusive environments. In addition, the gender equity may enhance reciprocal bonds and collective intersubjectivity, consequently strengthening our ability to collaborate on that shared goal (Bangani and Dube, 2023). Moreover, a positive attitude toward gender and equal opportunities was said to contribute to the inclusive climate, which enhances the solidarity among community members (Göker and Polatdemir, 2024). This is especially true for private universities in Bandung City, where the role of administrative staff on campus is very large in fostering a family atmosphere that supports gender equality.

With the dimension of Equal Opportunities ensuring equal development opportunities for all regardless of gender, administrative personnel can work together to foster a more inclusive environment. Furthermore, gender attitudes favorable to gender differences strengthen the dimension of mutual support, whereby even if men and women are separate, they respond positively to and support each other without any discrimination. Other dimensionalities, such as collaboration and cooperation, are realized further in agreements generated between community members on the grounds of equality, while inclusiveness, trust and reciprocity, and community engagement are reinforced by individual cooperation and social trust (Ahmad, 2024). Thus, the application of gender equality toward women in private universities in Bandung City not only brings benefits to the professional career but also to the strengthening of community solidarity as a whole.

7. The Influence of Multicultural Awareness on Humanistic Values

The descriptive statistics for the analysis of results are in Table 3. The path coefficients indicate a positive significant effect of multicultural awareness (X1) toward humanistic values (M), with a path coefficient value of 0.237, a t-statistic value of 4.317, and a p-value of 0.000. This means that the more multicultural awareness a community has, the more humanistic values a community has. This shows that due regard for cultural diversity is critical for nurturing attitudes and behaviors that preserve human dignity. This finding is in line with earlier research. As an example, a study by Li et al., (2023) found that individuals with high intercultural awareness are more likely to be open-minded and respect humanistic values, which are reflected in their social attitudes and behaviors.

It is further explained by Bosio (2023) that awareness of multiculturalism can boost social responsibility and sensitivity to human rights, which comes into line with the development of humanistic values. A study conducted by Saaida (2023) concluded that involvement in multicultural events can promote awareness of human dignity while also providing a platform for social responsibility within the community. The presence of administrative staff in the context of private universities in Bandung City contributes to the realization of multicultural awareness in the academic environment. The cultural awareness and attitude toward diversity of administrative personnel impact the methods they use to communicate with colleagues and students of varying backgrounds.

Strengthening multicultural participation could increase community engagement (Jemmy et al., 2024). Everything mentioned above will become a learning mechanism for administrative staff in respect to humanistic values that can be held by staff as respect for human dignity and social responsibility, where administrative staff not only understand cultural diversity but also take responsibility for an inclusive environment that respects the rights of every individual (Pradana et al., 2024). Therefore, the implementation of multicultural awareness in private universities in Bandung City not only supports the development of humanistic values but also strengthens social responsibility based on respect for human dignity.

8. The Influence of Social Practices on Humanistic Values

According to the analysis results in Table 3. This indicates that based on the path coefficients, there is a positive influence of social practices (X₂) on humanistic values (M), with a path coefficient of 0.298, a t-statistic of 4.046, and a p-value of 0.000. This means that social practices in society play a prominent role in developing alternative humanistic values (basic values such as human dignity and social responsibility) and their spread within a community. Social interactions in more inclusive and supportive environments can allow people to better understand the rights of others and hold responsibility within society.

This finding is supported by previous research. Research Bosio (2023) reveals, for example, that social practices of positive social interaction can strengthen respect for humanistic values, especially with regard to respect for human dignity and social responsibility. Another study by Stray et al., (2024) notes that active participation in social activities can cultivate and deepen social responsibility and further enhance the understanding of human rights. An analogous study by Chowdhury et al., (2023) reiterated that elevated civic responsibility in a social community can mold individuals who care more about others' well-being and are more conscious of diversity. Humanistic values on campus can be developed through social practices implemented in private universities in Bandung City by administrative staff.

By focusing on the dimensions of community engagement and social interaction, administrators can engineer a climate that promotes collaboration between people from different backgrounds and fosters social responsibility throughout the campus community. In fact, inclusive social practices can contribute from administration sides to civic responsibility, so individuals might better understand everyone's rights and dignity and act to be more responsive about their social responsibilities (Saaida, 2023). However, the good social practices in private universities in the city of Bandung do contribute to strengthening humanistic values, especially improving the attitude of respect for human dignity and social responsibility among the ranks of administrative staff and the entire academic community.

9. The Influence of Gender Equality on Humanistic Values

The results analysis in Table 3 is presented in accordance with it. The path coefficients show the positive significant effect of gender equality (X3) on humanistic values (M), where the path coefficient value is 0.474, the t-statistic value is 6.193, and the p-value is 0.000. This finding means that the level of equality and gender fairness in a culture contributes greatly to the establishment of humanistic values, which include respect for human dignity and social responsibility. The more gender equality is daily used at the organizational level, the more these values are developed within the community.

This result is consistent with prior research. It is advised by Giannetti & Wang (2023) that consideration of gender equality principles improves respect for individual dignity regardless of gender (Giannetti and Wang, 2023). In addition, based on a theoretical study of Ortiz-Martínez et al., (2023), the attitude toward gender differences that hurt women does promote social responsibility (SR) in the work community. There is also another study by Gonzalez et al., (2023) that points out that only gender equality can develop humanistic values such as tolerance, inclusivity, and respect for human rights. In Bandung City, administrative staff are an essential component in realizing gender equality in private universities' work environments.

Ensuring equal opportunities for all (in terms of career development and participation in organizations, etc.) can help to pave the way for an inclusive work culture that appreciates diversity. Moreover, the contributions of administrative staff in the pursuit of positive gender attitudes can reinforce respect for the dignity of humans and active participation in social activities demonstrating social responsibility among academic community members (Beloskar et al., 2024). Thus, the implementation of gender equality in private universities in Bandung City is not only beneficial for professional growth but also strengthens humanistic values in the workplace. They are conducive to building an academic community that respects the dignity of each individual and is responsible for social harmony.

10. The Influence of Humanistic Values on Community Solidarity

According to the results of the analysis (table 3), based on the path coefficients, it can be seen that humanistic values (M) have a positive and significant effect on community solidarity (Y), with a path coefficient value of 0.534, a CR value of 6.885, and a p-value of 0.000. This finding means that humanistic values such as respect for human dignity and social responsibility have a very significant role to play in maintaining community solidarity. As an organization's individuals exhibit higher humanistic values, solidarity between the members is greater. This is consistent with earlier research. For instance, a study that was conducted by Ginting et al., (2023) demonstrates that respect for human dignity deepens relationships between people, enhances mutual care and support, and fosters cooperation in the community.

Research by Suddaby et al., (2023) discovered that the level of social responsibility inside a work community was highly predictive of an inclusive and trusting environment. Another study by Boadu et al., (2024) stresses that humanistic values lead to community leaders who engage with their members, a fundamental aspect of long-term solidarity. Within the university environment, administrative staff have a strategic position in realizing humanism values. They establish the dimension of sophisticated respect for human dignity, which allows them to construct an action space that respects the rights and needs of every single human being in their work environment. The dimension of social responsibility means that administrations have to act on behalf of a wider community in the realm of social responsibility, such as allowing meetings between

social groups involved in the collaborative process and fostering stakeholders' involvement and social contacts. As a result, this encourages a greater degree of mutual support and cooperation and increases trust in the local community (Magill et al., 2024). Thus, the instillation of humanistic values in private universities in the city of Bandung not only improves interpersonal relations at the provincial level but also strengthens social relations at the global level. It ensures harmony, inclusiveness, and collaboration that sustains the entire academic community at the University.

11. The Influence of Multicultural Awareness on Community Solidarity Through Humanistic Values

In table 4, the results of the analysis show that Multicultural Awareness (X1) has a total effect on Community Solidarity (Y) with a coefficient value of 0.320, a t-statistic of 5.955, and a p-value of 0.000. As indicated in Table 5, the indirect effect via humanistic values (M) is also statistically significant, with a coefficient value of 0.126, a t-statistic of 3.618, and a p-value of 0.000. The findings showed that multicultural awareness directly and indirectly, through the strengthening of humanistic values, can foster community solidarity. Cultural Awareness, Attitude Towards Diversity, and Multicultural Participation explain how the direct impact of Multicultural Awareness on Community Solidarity. Additionally, being aware of different cultures helps in gaining a perspective to celebrate the differences in an organization, leading to a more inclusive workplace. According to Bank (2022), a more positive attitude toward diversity leads to higher levels of trust, reciprocity, and mutual support within the community. The indirect effect via humanistic values reflects the impact of values, such as respect for human dignity and social responsibility, in mediating the relationship between multicultural awareness and community solidarity. According to Ernaningrum (2022), human dignity can improve collaboration in an organization, and social responsibility can motivate more employees to be involved in society. These results are in line with the analysis results of Saaida (2023), which states that humanistic values have a significant contribution to community solidarity.

Administrative staff at private universities in the city of Bandung have a strategic role in the process of internalizing such multicultural awareness in the workplace. For example, the introduction of dimensions like cultural awareness provides a working atmosphere that honors otherness, and active involvement in multicultural gatherings contributes to the establishment of trust through positive social engagement (Crumb et al., 2023). Fostering humanistic values within the administrative cadres will promote a friendly, welcoming, and fruitful work environment. Individually, these results point to the value of multicultural awareness as a basis for constructing community solidarity via the development of humanistic values. This can help private universities in Bandung City realize a well-organized and unified work community.

12. The Influence of Social Practices on Community Solidarity Through Humanistic Values

As can be seen in the results of the analysis of Table 4, social practices (X2) have a positive total effect on Y (community solidarity) of 0.277 with a t-statistic of 4.311 and a p-value of 0.000. Moreover, as can be seen in Table 5, the indirect effect through humanistic values (M) is significant, i.e., the coefficient value is 0.159, the t-statistic is 3.227, and the p-value is 0.001. Such findings suggest that social practices, both directly and via humanistic values, play a significant role in the construction of community solidarity. Social practices have a direct impact on community solidarity across dimensions like community engagement, social interaction, and civic responsibility. With communication and community engagement, things work better.

Research by Perrotta (2021) cites an increase in trust and reciprocity, as well as work community collaboration, by having inclusive social interactions. This otherwise helps to build a work environment that is the foundation for solidarity in private universities. The indirect effect via humanistic values demonstrates the importance of values like respect for human dignity and social responsibility in mediating the connection of social practices and community solidarity. Casteleiro and Mendes (2022) found that respect for human dignity promotes inclusivity, while social responsibility promotes active participation in community and social activities. This resonates with Suddaby et al., (2023) who argue that humanistic values strongly predict community solidarity.

In private universities in Bandung City, administrative staff can strengthen social practices through intervention in social activities, inclusive interactions, and responsibility to the community. Exercising civic responsibility sets an example for a collaborative and inclusive workplace for the administrative staff. Internalized humanistic values will strengthen relationships between individuals and the community (Boadu et al., 2024). The findings suggest that integrating social practices with humanistic values can be an effective strategy in establishing a solid, harmonious, and competitive work community in private universities. Hence, management needs to support and promote these practices at their workplace.

13. The Influence of Gender Equality on Community Solidarity Through Humanistic Values

Based on data analysis results in Table 4, Gender Equality (X3) has a significant effect on Community Solidarity (Y), so that the coefficient value is 0.429, the t-statistic value is 6.286, and the p-value is 0.000. In Table 5, the indirect effect through humanistic values (M) is also significant with a coefficient value of 0.253, a t-statistic of 5.260, and a p-value of 0.000. These findings reveal that gender equality, along with humanistic values, not only has direct impacts but also positively influences community solidarity. On the direct side of Gender Equality, Equal Opportunities and Gender Attitudes appear as dimensions, which have an influence on Community Solidarity.

Equality in opportunities and positive attitudes toward gender create an inclusive work environment, which fosters trust and reciprocity, as well as collaboration within the work community. As research shows, organizations that promote gender equality will have greater levels of community engagement since there will be a strong sense of solidarity within the work community (Rodriguez and Escobar, 2023). Societal factors act as moderators, and we applied a mediation analysis and found out that values such as respect for human dignity and social responsibility are mediating variables. Bangani and Dube (2023) observed that respecting human dignity can help enhance the inclusiveness of the community, and social responsibility can promote the ethos of mutual help. These results are in accordance with the study conducted by Göker and Polatdemir (2024), stating that there is an important effect from humanistic values on community solidarity.

As for the private universities in the city of Bandung, implementing gender equality among administrative staff can strengthen community solidarity. Organizations must ensure equal opportunity in career development and provide an environment free of discrimination to help build trust and community engagement (Bangani, 2024). Gender Equality, Such policies increase the collaboration among individuals, and many people will take an active part in community activities. The mediating role of the humanistic values implies that even the best and evidence-based gender equality policies must go hand in hand with the value-building, including respect for human dignity and social responsibility. By extending this provision, private universities include measures that are

not only focused on improving the individual but also the work community that surrounds them. These results underline how organizational management needs to embed gender equality into a strategy for sustainable community development.

Conclusion

The analysis found that multicultural awareness, social practices, and gender equality all had significant direct effects on community solidarity and indirect relations through humanistic values. Cultural diversity is respected and understood, and this brings community solidarity to form through multicultural awareness. The significance of social practices, such as social interaction and community engagement, in strengthening interpersonal relationships in the workplace. It is also based on the fact that gender equality has been shown to be one of the cornerstones of developing bilateral neighborhood and civil society solidarity. In this relationship, the contribution of humanistic values is as a partial mediator, which means that human dignity, social responsibility, and values enrich the effect of independent variables on community solidarity to a reasonable and meaningful degree.

After all, humanistic values only contribute to increasing the already existing influence of multicultural awareness, social practices, and gender equality on community cohesion. Policies that support multicultural awareness, active social practices, and gender equality among administrative staff can improve work community solidarity at private universities in Bandung City. This study has great implications for organization managers toward embedding humanistic values in their management plans to establish a more robust and continuing work community. These findings further contribute to the academic literature by offering empirical support for humanistic values as a partial mediator in enhancing community solidarity.

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