

Implementation of Diversity Management in Decision Making at PT Coca Cola Europacific Partners Indonesia Pekanbaru Branch

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Abstract

This paper explores situations of diversity and leadership policies. Diversity and making decisions will be very influential. This is inseparable from the emergence of various ideas resulting from diversity at PT Coca Cola Europacific partnership. Diverse employees create many inputs and ideas that form the basis for the company's decision making. In practice, PT Coca Cola Europacific Partnership also found many obstacles. With a qualitative approach and through interview techniques, the researchers tried to obtain information related to diversity at PT Coca Cola Europacific Partnership. Findings show that by managing diversity will be very influential in making decisions. Therefore, researchers provide recommendations to be able to make diversity a source of progress for organizations.

Keywords

diversity; decision making; leadership policies



I. Introduction

Inclusive decision making within the company will encourage better company performance and provide a competitive advantage. Inclusive decision-making involves diversity to enhance innovation, engagement and performance across the company. Diversity can improve business performance in decision making. Typical business decisions include hiring and staffing, project planning and prioritization, policy changes, resource allocation, proposals, and other management responsibilities. At the European level, diversity is considered an important pillar for a strategy to create a sustainable and inclusive economy (Maria 2017: 2).

Hoftsedde (2011) explains that the relationship between culture and organization, namely workplace diversity, points to the importance of understanding the contextual existence of cultural diversity, the criteria for forming individual and group identities that vary in space, time, and cultural context. One of the reasons why many things don't work or don't work is that differences in thinking between partners have been neglected. Hoftsedde (2010: 4) conveys that although the differences are very large, the structure in diversity can create an attitude of mutual understanding in potential patterns of thinking, feeling and action.

Shital & Ram (2013: 5) say that great ideas come from differences. These differences come from the diversity of the directors such as demographic, multidisciplinary and functional, to the role/executive. Approaches with different opinions will foster critical thinking and creative problem solving so that they can influence better decision making, enabling improvement of company strategy. Femi & Prasetya (2017) see diversity from 5 aspects, namely gender, age, ethnicity, religion, and physical condition. Diversity can lead to different consequences for the decision-making team. The diverse perspectives of members will no doubt influence the decision-making process. One of the main areas of

difficulty in dealing with diversity is how people react to differences (Edward 2004: 33). In most cases, societal responses are imprinted from childhood, based on various influences.

Based on data, sales of Sumatra level at PT Coca Cola in 2021 increased by 23 percent from the previous year. Meanwhile, Pekanbaru experienced an increase of 7% from the total outlets amounting to 2534 outlets. PT Coca Cola Europacific Partners Indonesia Pekanbaru Branch focuses on developing productive outlets rather than expanding outlets. In 2018-2019 sales data PT Coca Cola Europacific Partners Indonesia Pekanbaru Branch increased by 12%. In addition, it received an award as the best national in sales, but in 2020 it experienced a decline due to WFH. There were some decisions made PT Coca Cola Europacific Partners Indonesia Pekanbaru Branch related to companies such as focusing on potential outlets rather than expanding outlets. So the number of decisions made will affect the company's performance.

II. Review of Literature

2.1 Diversity Management

According to Bangun (2012), diversity management is taking steps to maximize the potential for diversity with differences in the characteristics of members to achieve better performance. Managing diversity means taking steps to maximize the potential advantages of diversity by minimizing potential barriers such as prejudice and assumptions that can reduce the diversity of the workforce. Chandra and Henndi (2020) reviewing cultural diversity, differences between foreign and local employees regarding language. The need for adaptation for foreign employees who still have problems. Whereas Femi and Prasetya (2017) looks at diversity from 5 aspects, namely gender, age, ethnicity or ethnicity, religion, and physical condition.

2.2 The Role of Diversity in Decision Making

The board of directors is a group of people who are elected or appointed by the shareholders to oversee the activities of the company. They are the people entrusted with the overall direction of the company. The powers and duties are determined by company law and by-laws of the organization. The goal of a company is long-term and sustainable growth.

Shital & Ram (2013: 5) say that great ideas come from differences. The differences made come from the diversity of the directors such as demographic, multidisciplinary and functional, to in terms of roles/executors. Approach by cultivating critical thinking and creative problem solving to influence better decision making, enabling improvement of corporate strategy. The combination of the talent and experience of the members will lead the company to long-term success and stability. There are 5 basic diversity proposed by Shital & Ram (2013:5), namely, innovation and creative problem solving, acquiring talent and employee relations, understanding the business market, access to resources, enhancing reputation.

2.3 Managing Diversity in Problem Solving

Diversity management largely determines how diversity impacts and the role of diversity in the team. The management that is carried out can have the effect of collaborating well or not. Managing cultural diversity in the workplace is one of the challenges that the Human Resources Department of every organization faces if cultural diversity is not managed properly.

Diversity can lead to different consequences for the decision-making team. The members' diverse perspectives will no doubt be influential in the decision making process. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Organizations are rapidly restructuring to take advantage of the potential advantages of diverse decision-making teams.

2.4 Barriers to the Implementation of Diversity Management

Barriers to the implementation of diversity management are caused by lack of communication, cultural resistance, discrimination, increased costs, integration problems, workplace relations, various accommodations, mandatory training and hiring of managerial authority. Barriers to the implementation of diversity management are caused by protests from employees in recruiting foreign employees. (Meisyura & Nanda 2021).

III. Research Method

This study uses a qualitative approach. Researchers use qualitative methods because the problems are not clear, complex, dynamic and full of meaning. In addition, it is done qualitatively so that researchers can understand social situations in depth, find patterns, hypotheses and theories. The type of research used in this research is descriptive. Descriptive research is a description designed to obtain information about the status or symptoms of a particular population or area, or to map facts based on a point of view. In this study, the data sources were selected by purposive sampling.

Research Focus

1. How is the implementation of diversity management in decision making at PT Coca Cola Europacific Partners Indonesia Pekanbaru Branch which is described through:
 - a. Innovation and creative problem solving
 - b. Acquiring talent and employee relations
 - c. Access to resources
 - d. Understanding the business market
 - e. Maintain reputation.
2. Factors that hinder the application of diversity in decision making at PT Coca Cola Europacific Partners Indonesia Pekanbaru Branch

IV. Results and Discussion

4.1 Application of Diversity Management in Decision Making

The implementation of diversity management involves employees at PT Coca Cola. Employees are passionate, hardworking, and committed to the product and the customer. PT Coca Cola helping customers grow and continue to invest in exciting new products, innovative technology and fresh ideas that help delight the millions who enjoy drinks from PT Coca Cola every day. In implementing diversity management, there are various steps that must be considered. This becomes an indicator in the decision making of an organization. Namely innovation and creative problem solving, acquiring talent and employee relations, access to resources, understanding the business market, and maintaining reputation.

a. Innovation and Creative Problem Solving

PT Coca Cola implements SOP which is a foundation for the company in managing employees. SOP is considered as a very effective reference for employees, such as discipline in terms of attendance, and so on. Punishment is also given to give its own effect in managing diverse employees. If viewed from the aspect of diversity management, with this program employees will be motivated to improve performance so as not to get punished by the company. Employees who have a high level / level will also be treated as applicable in the company. People from different backgrounds and with different life experiences tend to approach the same problem in different ways. This is in accordance with the statement of Shital & Ram (2013: 5) that a more diverse group encourages creativity and results in a wider range of perspectives and solutions to problems. In dealing with various problems that arise at PT Coca Cola, creative thoughts are needed to realize various innovations within the company. Innovations resulting from diverse thinking will greatly advance the organization.

b. Acquiring Talent and Employee Relations

PT Coca Cola builds good relations between employees using the gathering method which is held once every six months. The purpose of this activity is to familiarize employees with interacting with other employees who have different backgrounds, different positions, different ages and other differences in order to improve their performance.

Holding routine activities with the theme of togetherness is a very good thing to do, making it easier for employees to understand each other and have an impact on their performance. Distributors who have diversity will have an impact on the company, so to overcome this discrepancy the company really needs to hold activities to increase cohesion among employees. Companies are facing a growing talent crisis. Hiring women, minorities, and people from different parts of the world can increase the talent pool for companies.

c. Understanding the Business Market

Within a year there are 2 changes related to market innovation. If according to the management of PT Coca Cola is good, innovations will be made. In 2022 there are 2 innovations carried out, the first is RTM 2.1 then the second is coverage area. It is appropriate if it is seen that PT Coca Cola makes good ideas in developing its market and further improving the performance of employees. The increasingly competitive business market is believed to have more competitors for PT Coca Cola, so it is very necessary to take steps in determining how the business market will be entered. The program created indicates the number of ideas that are used as the basis for marketing policies.

The differences that exist in PT Coca Cola increasingly make good ideas in market development and further improve performance at PT Coca Cola. To be able to know the actions of the organization towards cultural differences, ideas and others can be seen at every level, is needed to meet the increasingly diverse demands of employees, customers and clients. It is as expressed by Shital & Ram (2013: 5) that with a diverse employee base, companies can tailor products and services to serve diverse needs and penetrate new markets.

d. Access to Resources

Employees who have higher education have their own advantages as well as employees who have good work experience. The average education of employees at PT Coca Cola is covered by experience, for example, a bachelor's degree with little experience can be balanced with a high school graduate but has a lot of experience, but still makes a difference. The experience possessed by employees can support the effectiveness of the company.

PT Coca Cola really considers diversity in terms of education and experience because it will greatly affect the decisions made by managers in placing employees at PT Coca Cola. Different experiences will help the company in solving problems that exist in the company. The leadership decides whether or not something is done based on experience. Discrimination against employees of a diverse workforce not only affects employee career advancement, but also employee confidence, motivation, and productivity in addition to relationships with other workers. It affects employees in every phase and aspect of the work experience. Maintaining relationships with external resources is very important to implement and will accelerate the company's growth in terms of performance. Maintain well and influence each other in areas required by the company.

This is in accordance with what was conveyed by Shital & Ram (2013: 5) that the main responsibility is to build external relations and obtain resources for the company. With different characteristics, companies can gain access to different resources. For example a director with financial industry experience can help a company gain access to certain investors.

e. Reputation Increase

PT Coca Cola conducts training for employees and outbound activities for employees. Training is carried out at PT Coca Cola through department training which is carried out every month. Another activity carried out by the company in order to strengthen the relationship between employees in increasing work effectiveness is through outbound activities. If viewed from the aspect of diversity, it is very important for leaders to maintain a conducive atmosphere to be able to create a safe and peaceful atmosphere. This activity can be said to be effective because employees are increasingly intertwined with each other so that this has an impact on their performance, especially in increasing sales.. PT Coca Cola too has a special program for women, namely FACE (Female Acceleration and empowerment) and a program for the supervisor level and AYBS (Achieving Your best Self) program for the managerial level. Both programs are steps taken to train leadership and managerial in working in the company. This is in accordance with the statement of Shital & Ram (2013: 5) that the directors will be able to help enhance the reputation and protect the interests of all stakeholders such as employees, suppliers or minority shareholders within the existing diversity.

4.2 Obstacle factor application of diversity in decision making at PT Coca Cola Europacific Partners Indonesia Pekanbaru Branch

PT Coca Cola has several obstacles in implementing diversity management. Barriers that exist ranging from inside to outside the company. The many differences in ethnicity, culture, age, gender, education level can cause these obstacles to appear. PT Coca Cola has a lot of diversity within its company, so it is not uncommon to find various frictions that occur among its employees. Intercultural communication to employees who have different backgrounds is needed so that assistance from the human resources department is needed to coordinate and make managers can make the right decisions, one of which is by

conducting cross-cultural training so that obstacles that occur can be overcome and create a work climate the good one.

Technological progress is a form of differentiation between the young and the old. Technology is more controlled by young people so that the level between the old and the young regarding technology will be able to create a distance between the two. Communication between young and old is also included in this. So it becomes very important to overcome the gap between the two. Communication at PT Coca Cola does not only involve young people, but also involves people who are not young anymore.

This can be overcome by paying attention to aspects that maintain comfort for employees. As said by Meisyura & Nanda (2021) that the obstacles to implementing diversity management are caused by protests from employees in recruiting employees.

V. Conclusion

From the results of the analysis that researchers have done at PT Coca Cola European partnership related to diversity, the researcher found several things that can be concluded by the researcher.

1. The diversity at PT Coca Cola European partnership can be overcome by jointly enforcing the applicable rules and with a good attitude. With the existence of routine activities with the theme of togetherness, it is very good to do so that it makes it easier for employees to understand each other and have an impact on their performance. The differences that exist in PT Coca Cola increasingly make good ideas in market development and further improve performance at PT Coca Cola European partnership. The company will always review the extent of the differences in its employees because it will affect their activities. The company's programs will greatly determine the extent to which this diversity can be managed.
2. The obstacles found in the technology sector can be overcome by implementing programs in the PT Coca Cola European partnership.

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