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Analysis of Organizational Management Diversity in the Management of Hili Cafe and Copa Cafe

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Abstract: This study aims to analyze the diversity of organizational management at Hili Café and Copa Café in Gunungsitoli City. Diversity in organizations includes various individual characteristics such as ability, tenure, education, communication style, and personality. This research uses a descriptive qualitative approach with data collection methods through observation, interviews, and documentation. The results showed that the diversity of the workforce in both cafes had a positive impact in improving communication and cooperation between employees. However, there are some obstacles such as salary differences between old and new employees, the tendency of employees to associate with people from the same area of origin, and a reduction in the number of employees due to religious holidays. To overcome these issues, both cafes implemented measures such as non-discriminatory selection, training periods, briefings, and work calendar adjustments. The conclusion of this study is that diversity in organizational management at Hili Café and Copa Café can improve productivity and service quality if managed well, although there are still challenges that need to be overcome to optimize the benefits of diversity.

Keyword: General management, Organizational management, Productivity, service quality.

INTRODUCTION

An organization is established with a vision, mission, and goals to be achieved. In an effort to achieve this vision, mission, and goals, various resource supports are needed which become elements of the organization, such as humans, machines, materials, capital, methods, and information and communication system support (Maisyura & Amealiany, 2021; Gea et al., 2023; Buulolo et al., 2022; Caniago et al., 2022; Halawa et al., 2023). Among these elements, humans play the most important role in realizing organizational success (Maisyura & Amealiany, 2021; Rahman, 2019; Omotayo et al., 2020; Djadji, 2023; Waruwu et al., 2023). The presence of human resources in the organization is absolutely the main driver for all activities carried out.

As a place to work, every organization has a way for each workforce to be able to work well and in accordance with organizational goals (Sidabutar et al., 2023). However, this expectation is limited by the fact that not all human resources (HR) have similar capacity or quality due to diversity. This workforce diversity includes age, gender, race and ethnicity, disability, length of service, gender, religion, cultural identity, educational qualifications, marital status, and so on (Omotayo et al., 2020; Rahman, 2019; Robbins et al., 2015; Eze et al., 2019; Djadji & Andadari, 2021). These different characteristics provide a rich environment and can increase employee commitment, growth, service quality, and reduce workforce intention to leave (turnover) (Omotayo et al., 2020; Maisyura & Amealany, 2021; Martdianty & Tjoeng, 2022; Sidabutar et al., 2023; Utami et al., 2024).

Diversity has a broad meaning based on individual characteristics different from others (Robbins et al., 2015; Djadji, 2023; Harefa & Ndraha, 2023; Gea et al., 2023; Buulolo et al., 2022). Therefore, diversity is something that needs to be considered in organizations. In fact, in every organization, problems often occur and are often trapped in events that make individuals not appreciate diversity. These problems in detail often occur in several sectors/fields based on several studies. In the health sector, for example, according to research conducted by (Djadji, 2023) the problem of managing diversity is identified as occurring because there are still stubborn employees, lack of facilities and lack of competence of leaders.

In the public sector, (Rahman, 2019) explains that the problem of managing diversity is due to the rapid changes in the era of globalization that requires every leader to think creatively and innovatively. Meanwhile, in the private sector it occurs because there is no competence from the leader and the appearance of the organization, so that employee productivity and commitment decrease (Maisyura & Amealany, 2021; Omotayo et al., 2020; Rahman, 2019; Djadji & Andadari, 2021; Waruwu et al., 2023). This is further emphasized by the mismanagement of diversity in the private sector.

The diversity owned by each organization has a competitive advantage, so that each individual can consciously reduce the birth of other individuals. HR diversity is a strength in every organization, if managed properly it can increase productivity (Maisyura & Amealany, 2021; Omotayo et al., 2020; Rahman, 2019; Djadji & Andadari, 2021; Waruwu et al., 2023). In contrast, Horwitz's research concluded that different workforce characteristics such as age, ethnicity, and ability, have a detrimental impact on the organization (Maisyura & Amealany, 2021). HR in organizations can cause conflict and dissatisfaction and does not guarantee an increase in individual and team performance in the organization (Maisyura & Amealany, 2021; Omotayo et al., 2020; Rahman, 2019; Djadji & Andadari, 2021).

The basic concept of diversity management or managing diversity in principle is how management in an organization is able to manage the various differences that exist in the organization or company, whether it is differences caused by differences in ethnicity, religion, character and character, motivation, to the different goals that each part of the organization wants to achieve in achieving organizational goals such as increasing revenue, the quality of products sold, and so on (Omotayo et al., 2020; Rahman, 2019; Djadji, 2023; Maisyura & Amealany, 2021; Waruwu et al., 2023).

This can be seen in Copa Café and Hili Café. Although these two cafés have the same owner, there are differences in financial management. Some of the problem phenomena caused by this difference include obstruction of communication and employee performance, differences in strategies to increase revenue and product quality, and lack of human resource improvement which causes discomfort and decreased employee productivity.

Based on these phenomena and previous research, it appears that diversity management is a challenge in organizations. If not managed properly, it can lead to employee turnover, communication difficulties, conflict, decreased revenue and organizational performance, and

increased discrimination (Djadji, 2023). Through this research, it is hoped that it can provide solutions to improve cafe management so that it can overcome problems and increase company revenue. Based on this, researchers are interested in conducting research with the title "Analysis of Organizational Management Diversity in the Management of Hili Café and Copa Café".

METHOD

Approach and Type of Research

The approach used in this research is descriptive, aiming to describe and analyze phenomena, social activities, attitudes, and human views. According to Sugiyono (2019), qualitative research methods are research methods based on philosophy used to research scientific conditions (experiments) with researchers as instruments, as well as qualitative data collection and analysis techniques with an emphasis on meaning.

Types of research can be grouped based on purpose, approach, level of explanation, and analysis and type of data. According to Fitriani & Sugiyono (2018), research can be divided into qualitative research, quantitative research, and combined research. Qualitative research is based on data in the form of statements or sentences, while quantitative research is based on data in the form of numbers or numbers. Combined research uses both types of data. In this study, the qualitative method was chosen because it emphasizes the observation of phenomena and examines the substance of the meaning of these phenomena with the power of words and sentences.

Research Variables

According to Sugiyono (2019), a variable is an attribute or value of people, objects, or activities that have certain variations set by researchers to study and then draw conclusions. In this study, the variable studied is workforce diversity, which is measured through five indicators: ability, tenure, personality, communication style, and education (Maisyura & Amealiany, 2021).

Research Location and Schedule

This research was conducted at Hili Cafe which is located at Jalan Sonata Number 2 Gunungsitoli City and at Copa Café on Jalan Diponegoro Number 365A Sifalaete Tabaloho Gunungsitoli City. Primary data is obtained directly from the first source or where the object of research is carried out. Researchers used the results of interviews with informants on research topics as primary data (Sugiyono, 2019). Secondary data is data obtained indirectly from the first source, for example through documents or other people. In this study, secondary data were obtained from labor laws, books, journals, and articles related to the research topic (Sugiyono, 2019).

This research uses a qualitative approach, where the main data collection tool is the researcher himself, by observing, asking, listening, asking, and taking data. Moleong (2017) states that in qualitative research, the researcher is the main data collection tool that makes plans, carries out collection, and performs data processing. Other instruments such as questionnaires, interview guidelines, and observation guidelines can also be used as support. According to Sugiyono (2019), research instruments are tools that help obtain data in the field, with forms of instruments including tests, interviews, observation, and documentation. This research uses interview and observation instruments.

According to Utami et al. (2024), informants are people who provide information about the problem under study and act as sources during the research process. The selection of informants in this study used purposive sampling technique, where samples were taken based on certain considerations to explore the object or social situation under study. The key

informants in this study were the owners and employees at Copa Café and Hili Cafe Gunungsitoli, totaling five people.

Data Collection Technique

According to Sugiyono (2019), data collection is obtained from observation, interviews, and triangulation documentation. The data collection techniques used include:

1. Primary Data:
 - a. Observation (Observation): Observing directly at Hili Cafe and Copa Cafe.
 - b. Interview: Holding questions and answers directly with respondents at Hili Cafe and Copa Cafe.
 - c. Documentation: Collecting financial reports, sales receipt tables, and photos as evidence at Hili Cafe and Copa Cafe.
2. Secondary Data:

Collecting data from literature or books related to the research topic.

Data Analysis Technique

In qualitative research, data is obtained from various sources with various data collection techniques until it reaches a saturation point. According to Sugiyono (2019), there are four stages in data analysis techniques:

1. Data Collection: Data obtained from observations, interviews, literature studies, and documentation are recorded in field notes consisting of descriptions and reflections.
2. Data Reduction: The process of selecting, focusing, simplifying, and abstracting data. Data is summarized or classified into patterns to emphasize and focus relevant information.
3. Data Presentation: Organizing information so that it allows drawing conclusions and taking action. Data presentation is carried out in accordance with research findings.
4. Drawing Conclusions: Searching for or understanding meaning, patterns, and causal flow. Conclusions are verified by looking back at field notes or through discussion to ensure the validity and robustness of the conclusions drawn. This section can be divided into several sub-chapters, but there is no need to include numbering.

RESULTS AND DISCUSSION

Results

This interview data was obtained using purposive sampling method with interviewees consisting of one owner, two managers, and two cashiers at Hili Café and Copa Café. Interviews were conducted based on research recommendation letters from the two cafes.

Based on interviews with the owners of Copa Café and Hili Café, it was found that diversity in management in both cafes includes ability, tenure, education, communication style, and individual personality. The owners stated that although there are differences in the management of the financial system between the two cafes, the impact of this diversity is quite positive from the point of view of relationships between individuals. The diversity of employee backgrounds encourages more active communication and mutual respect in carrying out work. However, some obstacles such as salary differences between old and new employees, the tendency of employees to associate with people from the same area of origin, differences of opinion, as well as a reduction in the number of employees due to religious holidays often arise. To solve these problems, the company usually does not intervene if the problem is minor, but the manager or owner will intervene if the problem can harm the company. Concrete steps taken to support workforce diversity include selection without regard to ethnicity, race, or religion, and assigning tasks according to employees' abilities and backgrounds, followed by a training period of several months.

The Copa Café manager added that to strengthen understanding of different communication styles and ensure effective collaboration, they always conduct briefings before starting work. This briefing helps to harmonize communication and ensure cohesiveness between employees and superiors. In addition, there are evaluation discussions after work to ensure smooth cooperation. Regarding performance differences based on education level, the manager explained that performance is determined more by experience than education, except in finance which requires a certain level of education.

At Hili Café, managers stated that they provide a training period to help employees adjust to the job. This training is conducted by senior employees or direct managers, ensuring that employees with different educational backgrounds can carry out tasks well. The different working styles among employees are considered complementary and help solve problems with more ideas and options.

Copa Café's cashier mentioned that diversity in company management affects financial management. For example, when Christian employees are off due to religious events, other employees can take their place. The company also prepares replacement cashiers from other employees who have been trained beforehand, ensuring that financial management continues to run smoothly.

The cashier of Hili Café explained that the company has set up its own work calendar that is shared with all employees. If there are employees in the finance sector who are on leave or attending certain activities, this is reported to superiors so that it is adjusted to the work calendar, so that the café management process continues to run smoothly.

Based on the results of this interview, diversity in organizational management at Hili Café and Copa Café has a positive impact in improving communication and cooperation between employees. However, some obstacles such as salary differences and religious holidays remain. Measures such as non-discriminatory selection, training periods, briefings, and work calendar adjustments have been taken to address these issues and support inclusion and equality for all employees. Thus, researchers are interested in conducting research with the title "Analysis of Organizational Management Diversity in the Management of Hili Café and Copa Café".

Discussion

Overview of Hili Café and Copa Café

Hili Cafe and Copa Cafe are privately owned businesses. Copa Cafe is located on Jalan Diponegoro Sifalaete Tabaloho, while Hili Cafe is located on Sonata Street in Gunungsitoli City. The owner of the Cafe business is Darnis Ndruru, who comes from Gunungsitoli City. Copa Cafe itself has been established since 2022, while Hili Cafe has been established for 3 years since January 5, 2021.

For choosing a place, the Hili Cafe business owner chose a business location in the mountains of Sonata Street, Gunungsitoli City, so that in opening a Café business it is very strategic with its location which provides a very beautiful view. In addition to a relaxing place to eat and drink, Hili Café also provides a meeting / multipurpose building that can be used by people for certain purposes. For the location of Copa Cafe, this place stands on the side of the road. This location is very strategic because it is where many people pass every day in the center of Gunungsitoli City. The concept of Copa Cafe itself is food and restaurant accompanied by music throughout the night.

The main business fields built by business owners are food and beverage and building rental. At Hili Café and Copa Cafe there is also a place to do karaoke for visitors who want to sing.

Analysis of Internal Motivation in Improving the Performance of Employees of the Huruna Sub-District Head Office, South Nias Regency

Diversity management applied in organizations is expected to be able to minimize conflicts that occur in organizations. The results showed that conflicts between fellow employees that occur in the organization are triggered by the ability, length of service, education, style of communication and of course the personality of each individual. In addition, there are also differences in the management of the financial system in each cafe. This is in accordance with the literature (Shaker Ardakani et al., 2016) which states that diversity management must be implemented in aspects such as differences in the type of organization, workforce ratio, gender, differences in ideas, religion, caste, social, physical disability, demographic changes, sexual orientation, and unfair legal protection. In order to support the absence of conflict between employees, a strategy is needed to support the diversity that occurs in the organization.

The results of this study show that diversity management strategies in organizations can be in the form of giving work or tasks according to the abilities of each employee, respecting each other's opinions, providing training or training periods, and introducing frameworks consistently through work calendars. This is in accordance with the literature (Chapman et al., 2023) which states that diversity management strategies in organizations can be in the form of providing work facilities, creating a positive work environment, developing competencies, providing flexible work, harmonizing and respecting differences, reducing negative conflicts, and introducing a consistent framework.

Diversity management practices in corporate sector organizations can be carried out at several stages, namely recruitment, selection, training, promotion, compensation, and occupational health and safety (K3). Furthermore, the impact of managing diversity in corporate sector organizations is that it is able to provide wealth in terms of ideas, innovation and creativity to the organization, reduce the occurrence of workers' intention to move, assist in decision making by leaders, and be able to produce optimal performance. In addition, obstacles in managing diversity in corporate, government and health sector organizations are encountered due to an imbalance in the number of workers, lack of support and respect from colleagues, complaints and protests against leaders, and refusal to get along from colleagues (Umbu Djadji, 2023).

Diversity management is often associated with HRM practices because it is a part that supports the management process from the planning stage to the evaluation stage. The results of this study show that organizational diversity management practices are generally carried out through recruitment, selection, training, promotion, compensation, and health and financial management. These results are in line with the findings of previous research belonging to (Femi & Prasetya, 2017) which states that in the implementation process, diversity management is able to produce a number of beneficial impacts on the organization, such as providing richness in terms of ideas, innovation and creativity to the organization, reducing the intention to move workers, assisting in decision making by leaders, and being able to produce optimal performance. These results are also identified by a number of previous studies on the same topic (Yadav & Lenka, 2020).

In addition to the impact or benefits of diversity management, organizations are still often faced with various obstacles that occur in the process of managing diversity. The results of the study show that some of the obstacles faced are the difference in salaries between old employees and new employees, some employees seem more comfortable associating with people of the same origin, there are often differences of opinion or complaints about the work system implemented by superiors, and in certain situations, sometimes the number of employees decreases due to religious holidays, triggering sensitive issues among employees. The results obtained in this study are also supported by the literature (Djadji & Andadari,

2021) which states that the obstacles to managing diversity arise due to an imbalance in the number of workers, lack of support and respect from coworkers, complaints and protests against leaders and refusal to get along from coworkers.

Diversity management in Copa Cafe and Hili Cafe looks less structured. This can be seen from the existing regulations for employees. According to the theory in the study, diversity management is a policy carried out by the organization to maximize individual differences by providing facilities and quality decisions so as not to cause tension. However, in solving the problem, there is often tension first and then the superiors intervene.

Copa Cafe and Hili Cafe also show the situation of junior-senior employees learning about diversity in the form of tolerating styles and ways of language and working between employees across regions. Unique styles and ways of speaking are often used as jokes rather than insults or the like. This also fulfills the adaptation component of individuals and organizations, where employees and also the second party Cafe do not show racism between one another. The event can also be said to fulfill the decision-making component of good diversity management, realized by the leaders of the two Cafes giving special tasks to employees who are only considered capable of carrying out these tasks.

Copa Cafe and Hili Cafe also have their own financial management diversity. For Copa Cafe, they can roll in the cashier position if there are certain problems or situations that cause the main cashier to be absent because there is already training for backup cashiers. This causes financial management at Copa Cafe will not be hampered. Meanwhile, for Hili Cafe, the company has set its own work calendar in overcoming the diversity of organizational management, especially in the financial sector. So that with a structured framework all employees can do their job properly. With this work calendar, if there are employees, especially in the field of financial management such as cashiers and members who will be on leave or attend certain activities, then this will be reported to superiors so that it can be adjusted to the work calendar. So that the café management process can continue to run smoothly. This is supported by the literature (Rahman, 2019) which states that diversity in company management has an effect on organizational financial management, one of which can provide more ideas and options in solving problems faced by the company.

CONCLUSION

The diversity that exists in copa café includes ability, tenure, education, style of communication and of course the personality of each individual. In addition, there are also differences in the management of the financial system in each cafe. Some of the obstacles faced by Copa Cafe and Hili Cafe are the difference in salaries between old employees and new employees, some employees seem more comfortable hanging out with people from the same area of origin, there are often differences of opinion or complaints about the work system applied by superiors, and in certain situations also sometimes the number of employees decreases due to religious holidays so that it triggers sensitive problems among employees. For this reason, sometimes the boss immediately takes over the problem if it is considered capable of causing considerable losses to the company.

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