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Diversity perspectives in teamwork: Is the difference Importance?

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ABSTRACT

This study aims to examine the implementation of diversity in different work teams. The observed aspects include the process of recruitment, cooperation between members, educational background, and division of workload. This research using a qualitative approach, interviews were conducted with 20 informants from 6 work teams. This study concludes that (i) the recruitment process was the absolute right of the leadership, (ii) Some work teams need members who have an educational background that is appropriate to their field of work, (iii) several junior lecturers complained about the quantity of work that was not comparable to other team members.

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Introduction

In the last few decades, Workforce Diversity Management (WDM) has evolved into an increasingly important part of Human Resource Management (HRM) in organizations (Davis *et al.*, 2016). Recent studies on inclusion in work organizations show critical issues related to the practice of organizations to promote diversity and inclusion (Dorte Boes by Dahl, 2014). Much of the literature shows that diversity is a challenging issue for interpersonal team dynamics, decision-making processes, and performance (Jackson and Joshi, 2010). Organizational diversity is an issue that continues to grow together with global diversity management both in the international business world and in the national scale organizations. Global diversity has changed the way humans see and interpret the world. Whether a company is global or not, global diversity proves and affects us both directly and indirectly (Agrawal, 2012).

Diversity is related to individual differences that make us unique and different from others (Kreitner, 2014). The notion of diversity is not only confined to culture but many things which include: gender, ability, expertise, age, demographic background, race, and ethnicity. Studies on Human Resource Management have been carried out by experts, but diversity management is still rare and untouched. Diversity is not a new issue in companies in the United States, perhaps because this country is basically multicultural (Magoshi and Chang, 2009). However, diversity has not been studied in depth in Asian countries (Magoshi and Chang, 2009) like Indonesia. Indonesia is a diverse country. In the global scale company, diversity management has been well established, unfortunately, the paradigm of diversity within organizations often deviates from the concept of diversity. Basically diversity in the context of management diversity includes diversity from a wider scope, not only culture but emphasized in ability, expertise, gender, age and others.

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During the 1990s and into the 21st century the diversity of human resources became a major component of the workforce phenomenon in the organization. Diversity is a matter that is obviously important and relevant now and in the future. Demographic changes create new challenges for managers (Ellitan, 2014). Managing workforce diversity means attracting, retaining, motivating individuals with diverse backgrounds relating to race, gender, origin, language, marital status, and education (Cox and Blake, 1991). Management of diversity emphasizes the goal of identifying and improving discriminatory practices in the workplace and helping organizations to gain competitive advantage (Taylor et al, 2005). The importance of managing diversity in an organization needs to be applied to explore and develop potential. Diversity management is as a tool to activate human potential and creativity (Herrmann-Pillath, 2006). The results of recent research in Germany show that diversity management is not only in the workforce, but also in the various needs of customers and business partners, it is believed that practicing diversity and respecting differences will have a positive effect on society (Lubkerath-Rovers, 2010). Other studies that reveal the importance of making diverse work teams also studied by Menno Vos, Gürkan Çelik, Sjiera de Vries (2016) reveal that workforce market demand for diversity seems to have more influence on the diversity of team perspectives than the diversity of the human population. Menno Vos et al. (2016) also revealed that 19 members from 6 (six) education teams revealed that several teams recognized that they needed more diversity and exchanged knowledge and skills to meet workforce market requirements. Lack of organizational level to involve issues related to diversity and social division create inter-group bias, imply discrimination and tension and even can continue in crisis situations such as violence and the emergence of small teams (Helena Desivilya, Michal Raz, 2015). In addition, demographic diversity moderates the relationship between leaders and work teams (Julia E. Hoch, 2014), thus diverse work teams will improve good working relationships with leaders, suppress discrimination within the organization, override physical and mental violence practices and avoid bias between groups. Besides, the practice of a diversified work team will facilitate the process of exchanging knowledge and skills. The functional diversity of the work team also has an effect on innovation (Anja Kreidler, Meike Tilebein, 2018) so that the performance of the work team in an organization will increase with the implementation of effective and efficient diversity practices. Large-scale research of more than 8,000 workers in 128 companies found that an organizational climate that supports age discrimination is associated with a lower level of commitment to the company. This lower commitment is then related to lower organizational performance (McAfee, 2012). Workers need recognition in an organization, when their existence is recognized and their competence is used, their commitment and loyalty to the organization will be high, but if an organization's commitment to diversity is low then organizational performance is also low.

Literature Review

Diversity Management

Identify important diversity and explain its relationship to organizational behavior (Robbins, 2016). Biographical characters include personal characteristics, such as: age, sex, race and length of work. Some of the biographical characters can be described individually: first is age, the relationship between age and performance may become an increasingly important issue over the coming decade due to various reasons behind it, including the age level of the workforce around the world increasing or increasing, then the challenges of employee regeneration, because in the coming decades there will be generational differences in the workforce whose age is increasing. Asusmi states that an aging person will decrease his productivity and performance. Many believe that productivity will decrease with age. It is often assumed that skills such as dexterity, speed, strength and coordination weaken over time and boredom at work, and lack of intellectual stimulation contributes to decreased productivity (Robbins, 2016). His parents are workers, get the most priority attention by the HR manager, because it will lose the workforce with expertise and skills that are already rare. Loss of expertise due to many retired baby boomers. However, some research shows that older workers tend to be more satisfied with their work, report better relationships with coworkers, and commit to the organizations that employ them (fieldman, 2010). A large study, the result of a recent meta-analysis of 118 studies involving 52,000 people, showed that older workers showed less aggression, drug abuse, delay and absence.

Second, gender is often a crucial discussion in organizations, when talking about position, position, promotion, treatment, and discrimination. Most people believe that gender influences a person's performance in the work environment, which includes accuracy in decision making and performance. Robbins (2016) states it is appropriate to question the implications of sex discrimination for individuals. Research conducted by Casselman (2013) shows that in traditional women's roles ("glass escalators" means men receive faster promotion in many of the work dominated by women).

Third, Race is an issue that is not uncommon for us to hear various problems in the world of work, due to discrimination against certain races, ethnicities or ethnic groups. Robbins (2016) states that race as a biological inheritance is used by people to identify themselves, ethnicity is an additional cultural characteristic that often intersects with race. This definition allows each individual to determine their race and ethnicity. It is not uncommon to read research relating to discrimination caused by racial differences. In the United States racial problems are the subject of discussion throughout the year, namely between African American and white American races. African Americans are considered worse in terms of decision making, they receive lower ranks in job interviews, receive lower performance ratings, are paid less and receive promotions less often (Sacco, 2003); (McKay, 2006).

Fourth, The working period is related to the length of time worked, work experience and seniority. Seniority applies everywhere, in any organization. Sometimes this creates a work gap between seniors and juniors. Someone assumes that seniority weakens work productivity, because the work experience possessed by seniors will reduce its performance because it tends to delegate tasks and responsibilities to subordinates. Robbins (2016) states an extensive review has been carried out on the relationship of seniority and productivity. A study found that there is a positive relationship between seniority and productivity. In 350 empirical studies with a cumulative sample size of 249,841, the authors found that employees with longer tenors generally had greater role performance and citizenship performance (Fieldman, 2010).

Fifth, People are able to identify and define themselves as certain racial or ethnic groups. This brings a lot of strong cultural identity. A culture or a habit, a trust which is a legacy of ancestors that is gradual and held firm wherever the individual is. People choose their cultural identity, and they also choose how closely they observe these cultural norms. Cultural norms affect the workplace and sometimes cause division (Robbins, 2016). Not infrequently workers in organizations experience communication and coordination failures caused by cultural differences, culture is a habit that is carried out by someone, whether it includes: how to talk, behave and dress.

Sixth, Intellectual ability (intellectual ability) is the ability needed to perform mental activities, namely thinking, reasoning and problem solving (Robbins, 2016). Meanwhile, according to Williams (2001) defines intellectual capital as information and knowledge that is applied in work to create value. Most people place intellectuality at a high level, in general intelligent people get good jobs, well-established and high incomes. They are also often chosen to occupy important positions in a group.

Implementation of Diversity Management Strategies

Diversity management is a process and program in which managers make everyone aware and sensitive to the needs and differences of others. Everyone must realize that differences need to be managed to create organizations that are creative, innovative and productive. Diversity programs are included and intended for everyone. According to Robbins (2016) applying diversity can use the following steps:

Firstly, attract, select, develop and retain diverse workers. This can be done by giving space or quota to certain demographic groups, so that minority groups have representation. Make advertisements informing minority groups by making specific statements. Forms of collaboration with associations such as the women's engineer community and minority business graduate associations. One study explained that similarities in personality affect career development, those who have the same personality traits as other coworkers are more likely to be promoted than those who have different personalities (Schaubroeck, 2002).

Secondly, diversity in groups, Workforce in diverse organizations requires good management, sometimes it requires hard work to organize a work group. a method is needed to combine diversity into one goal. Robbins (2016) states that if they feel a slight sense of membership and cohesion in their group, all of the attributes of this group might suffer. A large study applying a meta-analysis using 8,757 team data shows that group diversity shows very small but significant direct effects (Joshi, 2009). Team management will be effective if it does not look at differences in the composition of the work team, meaning that some composition of the work team will certainly be a lot of diversity which includes expertise, gender, culture, race, ethnicity, age and work experience. Groups of diverse individuals will be more effective in completing work, if the leader is able to eliminate differences within the group and show work is of equal importance for the workers so that the team formed can be solid and successful. A study shows that a transformational leader is more effective at managing diverse teams. Transformational leadership can help turn demographic and information differences between team members into assets rather than liabilities. Given the fact that most moderators were previously identified from diversity relationships and outcomes (such as team age, task complexity, and collective team identification) are not directly controlled, transformational leadership is a key factor in fostering performance and the process of preventing losses on diverse teams (Kearney, 2009) .

Thirdly, strategic steps in managing diversity are also reviewed by several organizational behavior experts. One of them is Robert Kreitner and Angelo Kinicki. Diversity management is done by affirmative action. Managing diversity effectively, can be done by adopting new ways about differences between people. It does not require groups to compete with each other, but rather encourages groups to understand differences and unite them in effective teamwork. A study illustrates in several large companies in America actually take affirmative actions, to create diversity in their organizations. Aetna Inc., EMC Corporation, IBM, PepsiCo, and Nordstrom focus on employing diverse employees as part of a business strategy in terms of marketing products to attract wider customers (Kreitner, 2014).

Research and Methodology

This research using a qualitative approach, interviews were conducted with 20 informants from 6 work teams. Interviews with 20 members from six work teams indicated that the recruitment process was the absolute right of the leadership. The data collected use interview, observation and document analysis.

Table 1: Interviews

No	Name of work team	Numbers of members	Number of participants
1	Cluster of Research and Community Service and Publications	3	3
2	Cluster of Quality Guarantor	4	2
3	Cluster of Field Work Practices and Career Development	4	2
4	Cluster of Cooperation and Business Development	3	3
5	Cluster of Conservation and Character Development	3	3
6	Cluster of IT Development and Public Relations	3	3

Source: Secondary data processed, 2019

Observation

Observations was gone relating to the coordination and interaction between members of the work team, regarding the natural things they show with non-verbal symbols such as facial expressions, voice intonation and verbal language expressed.

Analysis and validity

Three components of analysis were data reduction, data presentation and conclusion (verification) (Miles and Huberman). Activity was done in an interactive form with the process of flow (cycle), the analysis carried out simultaneously with the data collection process. "This means that analysis was not done after the whole data was accumulated." Testing the validity of data used data triangulation techniques. That was the technique of testing or checking data by comparing data from a source with other sources to compare data.

Result and Discussion

This study focuses on how the working team at the Faculty of Economics is well diversified from various aspects (expertise and workload), the work team consists of a work team known as the cluster. The first step that researchers do is to identify the work team in the form of a cluster at the Faculty of Economics.

Expertise and Ability

Expertise and Ability based on the available documents, show the names of cluster managers from various departments, the data is as follows:

Table 2: Cluster managers from various departments

No	Name of work team	Numbers of members	Background
1	Cluster of Research and Community Service and Publications	3	Management and education
2	Cluster of Quality Guarantor	4	Management, Accounting, Economics Development and Accounting
3	Cluster of Field Work Practices and Career Development	4	Management, Accounting, Economics Development and Accounting
4	Cluster of Cooperation and Business Development	3	Economics Development, Education, Management
5	Cluster of Conservation and Character Development	3	Economics Development, Education, Management
6	Cluster of IT Development and Public Relations	3	Education and management

Source: Secondary data processed, 2019

If seen from the data above, it shows that the cluster administrators in the Faculty of Economics have been very diverse, which comes from various expertise backgrounds from different majors. However, if the data is reviewed more deeply, it indicates that there is a lack of diversity in the Cluster of IT and Public Relations, because there are no members from the Department of Economics Development or Accounting. The results of interviews with members of the cluster of IT and Public Relations showed that in the cluster of IT and public relations showed that diversity of expertise aspect was not yet appropriate because the distribution was not comprehensive to all departments, but there was one manager who was indeed an expert in Public Relations and Information Technology. Then the proportion between female and male managers was ideal. Different conditions were found in Conservation Cluster, the data illustrates that Conservation Cluster was still dominated by women, even though the expertise needed in the Conservation Cluster was expertise in management of land, park, tree planting, conservation cadre and other relevant activities, and most activities were activities related to environment and field activities. In this cluster, it should be more suitable to be managed by men because it involved a lot of field activities such as when surveying land for tree planting activities. As stated by the conservation cluster manager:

"I object to this work, a conservation cluster is not supposed to be managed by women, because a lot of activities involve field activities, and accompany many students to the location of tree planting. There should be men to handle specialists in field activities. Women only do work related to administration and preparation of field activities"

The results of interviews with conservation cluster managers revealed that there were still skills and gender gaps in the cluster. As expressed by the informant, there was no equal distribution of skills and abilities. Because in placing someone on the job, there needs to be a concept of "the right man in the right place" which placed someone at the right job or position. In diversity management, diversity of expertise and ability was very necessary to do to improve performance and productivity. Expertise more focused on the field of assignments that were in accordance with scientific background while ability focused on basic physical abilities that included factors of strength, flexibility factors and other factors such as body coordination, balance and stamina.

Different conditions were found in the cluster of Field Work Practices and Career Development which revealed that the field work practice and career development were in accordance with scientific background, so it was very possible to achieve performance in accordance with their respective expertise. Unfortunately, in practice, this situation was not in accordance with the concept of diversity in the work team, the purpose of which is diversity should be to explore innovation and develop skills, but people only worked with the job related to their scientific field.

The same situation also occurred in the cluster of cooperation and business development, which revealed that there was diverse scientifically. As in the interview below:

"When viewed from a skill-based perspective, there is a variety, because one of your cluster members also manages the international office so it is very appropriate for their expertise to be placed in a cluster of cooperation and business development, then, there is one more expert in the start-up business. But the negative thing is that we are working on our own, we cannot work together, and there has never been coordination, maybe because we are already expert in their respective fields so we do not work together. If I'm the one who has mediated them, sometimes I help both of them."

Expertise diversity has been well implemented, although in a small cluster, it has not been perfect, but in practice there are several problems related to:

Lack of coordination among the cluster members,

Fragmented work,

Lack of interaction among cluster members.

The finding of this study was that in carrying out their work, an employee did not only use his intellectual abilities but also must meet the indicators of physical ability. Kreitner (2014) stated "physical ability (physical ability) is the capacity to perform tasks that require stamina, agility, strength, and the same characteristics". Robbins (2016) revealed that "diversity within the organization also includes the diversity of physical abilities called the basic physical abilities." These nine basic physical abilities include dynamic strength, muscle strength, static strength, explosive strength, long-lasting flexibility, dynamic flexibility, body coordination, balance and stamina.

Work load

Workload is closely related to performance. Therefore it is necessary to do diversity management based on workload to harmonize and spread justice for workers, especially in this study, in each cluster. The results of the interviews indicated that there was an uneven distribution of workload among fellow members and cluster managers, especially in the cluster of research and community service. This was due to the busyness of each cluster member, then the lack of communication among members, rarely making a discussion and coordination forum to discuss issues related to cluster work. Then it was also supported by observations which showed that those who often appeared and showed their performance were only certain people, so that a temporary conclusion could be drawn that there was an uneven division of workforce among cluster managers.

Workload inequality was also experienced by other clusters such as cluster of conservation and cluster of cooperation and business development. The two clusters in terms of the division of workforce were also not evenly distributed. Here's the interview statement:

"I am finishing this work, because there is no one working on it. I do it myself because they are busy and hand it over to me. Here I am asking for help from the students because they give deadline so I involve students to do it".

From the results of the interview above, it can be analyzed that job specialization and the clear division of workload is needed to be applied in each cluster at the Faculty of Economics, by the reason that the work specialization can make an employee more skilled in his field. By placing each employee in the right position, it is expected that the work he can do can be maximal. In fact, in the cluster at the Faculty of Economics, the division of workload and specialization of work was still lacking.

Beside that the manager whose appointment is not based on the criteria and the appointment is still influenced by the halo effect of the leader. Like the statement from informant :

"There are no meetings to determine who will be the group manager, because it is the prerogative of the leadership, sometimes we are only asked for advice or consideration, but there is no special forum to close it. In my opinion, the appointment in choosing the cluster manager is still being overshadowed by the halo effect. "

"For example, when my group members were replaced I was also not asked for consideration, was not invited to discuss to determine who was the replacement. Suddenly a replacement appears that has just entered my cluster, so usually that is done by the Dean."

The findings of the study showed that in the cluster of conservation, cluster of cooperation and business development, cluster of research and services showed an uneven distribution of workloads. There were managers with over-workloads who were too easy or even did not give contribution to the cluster of development. This situation caused jealousy to the managers, they felt it was unfair. Because there were managers whose work was just sitting and talking, while on the other hand there were managers who were busy until they did not have enough time to rest. So an uneven workload will make the atmosphere and work of the employees become ineffective.

This is in line with the opinion of Sutarto (2002: 122) *"Uneven workload will lead to a sense of unfairness, unemployed officials will disturb busy officials, for example, many officials will invite others to talk about things that have nothing to do with tasks, grouping for joking, passing by at work without a clear purpose"*.

Conclusions

There are no discussion forums and meetings in the appointment of cluster managers, besides that there is also no standard indicator to become a cluster manager at the Faculty of Economics. The challenge of the diversity from aspects of expertise and the ability of cluster managers at the Faculty of Economics is the challenge of expertise that is diverse in one cluster, then the challenge is not only in the form of a diversity of intellectual skills but also the challenge to diversify physical abilities. In addition, uneven workloads occur in cluster of conservation, cluster of cooperation and business development, cluster of research and community services. However, it does not rule out the possibility of uneven distribution of workloads in other clusters.

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