



## Proposed Strategy on Diversity Climate, Organization Development, and Organization Effectiveness in Indonesian Transportation Company

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**ABSTRACT:** This research aims to comprehensively investigate the impact of diversity climate on organizational development and effectiveness within PT Thomas Gesit, a state-owned enterprise in Indonesia. The study is motivated by the need to address the challenges posed by diversity and its influence on organizational practices, particularly in the context of a specific division within the company. The research is guided by the following objectives: to identify and analyse the organizational practices unique to the company that impact diversity climate and employee collaboration, to implement HR strategies based on the existing conditions for the benefit of similar companies in the industry, and to explore the influence of diversity climate on employee collaboration within the state-owned enterprise. All the source persons' data is anonymous and presented in pseudonyms to maintain confidentiality regarding the company's identity, the researcher aims to uphold the principles of responsible scholarship and avoid any unintended repercussions.

**KEYWORDS:** Diversity Climate, Employee Collaboration, HR Strategies, Organizational Behavior, Transportation Industry.

### I.1 INTRODUCTION

In today's rapidly changing global landscape, the transportation sector plays a pivotal role in shaping a nation's economic growth, environmental sustainability, and the overall well-being of its citizens. State-owned transportation companies bear a significant responsibility in delivering efficient, accessible, and sustainable solutions to address the increasing demands of their constituents. The transportation sector is undergoing a discernible and justified transformation. While innovation stands as the driving force of progress in the transportation industry, there is a growing necessity to comprehend how the diversity within state-owned transportation companies can either facilitate or impede innovation. It is of utmost importance to investigate the interaction between corporate culture and innovation to ensure that these organizations remain competitive, flexible, and responsive to the ever-evolving needs of their stakeholders. This research conducts the analysis on Indonesian transportation company's diversity climate as a leading innovation of transportation in Indonesia and to what extent the company has upheld its distinctive diversity climate among its workforces that is in-line with one of the company's corporate values, which is pursuing diversity.

### I.2 BUSINESS ISSUES

There is work distribution in different departments between foreign and Indonesian national that is divided by the employee's nation origin (Foreigners and Indonesian). Some department in the company is intentionally filled with the foreign employees and others with the Indonesian employees. The distribution issue, characterized by language, cultural barriers, and financial aid from the company along with concerns of favouritism and bias towards employees from non-dominant nationalities, can cause lack of trust and morale among the workforce, impeding effective communication and collaboration, resulting in misunderstandings, reduced productivity, and impacting the company's promotion system (Ely & Thomas, 2001). The research uncovered a substantial disparity in personnel cost distribution at the Indonesian transportation company, consisted of salary, company allowances, and employee benefits, with a notable difference of IDR 830 billion between Foreign<sup>1</sup> and Indonesian employees, as retrieved from the company's internal document.

<sup>1</sup> The term "foreign" is utilized as a linguistic substitute to maintain a neutral and inclusive tone, without singling out any nationality or ethnicity. This substitution also maintains confidentiality regarding the company's identity, the researcher aims to uphold the principles of responsible scholarship and avoid any unintended repercussions.



## 1.3 LITERATURE REVIEW

Many scholars had conducted the research on diversity among workforces in different companies. The first research on diversity practices is conducted by Buengeler et al., focusing on exploring how leaders influence the effects of HR diversity initiatives on employee inclusivity. Traditionally, HR literature has portrayed leaders in a primarily passive role, where they are primarily responsible for implementing and communicating HR policies and practices. Buengeler broadens this perspective by proposing that leaders can exhibit different degrees of alignment (or misalignment) with HR (diversity) initiatives (Buengeler et al., 2018).

The next academic research is by Jaiswal et al., about investigating the connection between the interaction of diversity and organizational politics and its impact on employee inclusion and well-being. With a particular focus on the relatively underexplored area of perceived differences, this study enhances our comprehension of how organizational politics influences the emotional consequences of diversity (Jaiswal et al., 2022). The last research is conducted by Maqsoom et al., examined the challenges regarding the productivity of construction projects have arisen due to increased demand. As a result, the research investigated the influence of external diversity factors on the efficiency of construction workers. An analysis was conducted, considering diverse employee attributes, including their experiences and ages, to draw comparisons (Masoom et al., 2023).

## 1.4 THEORETICAL FOUNDATION

The researcher uses types of diversity by Harrison and Klein (2007), and diversity perspectives on work group processes by Ely and Thomas (2001) as the theoretical foundation of this research. The theories mentioned are suitable theories because they provide specific factors to analyze diverse climate in a working environment.

### 1.4.1 TYPES OF DIVERSITY: DIVERSITY AS SEPARATION

Within the diversity context, separation refers to the extent to which different groups of individuals are isolated or segregated within an organization. It assesses whether individuals from various demographic categories (like race, gender, or age) are concentrated in specific roles or departments. High separation indicates a lack of integration or diversity representation (Ely & Thomas, 2001).

### 1.4.2 TYPES OF DIVERSITY: DIVERSITY AS VARIETY

In the diversity context, variety means the presence of diverse attributes, perspectives, and characteristics among a group or organization's members. It indicates that there is a wide array of backgrounds, experiences, and skills represented among the workforces. High variety suggests a diverse workforce with a broad range of attributes (Ely & Thomas, 2001).

### 1.4.3 TYPES OF DIVERSITY: DIVERSITY AS DISPARITY

Disparity typically signifies inequalities or distinctions in treatment, opportunities, or outcomes among different demographic groups within an organization. It involves examining differences in areas such as pay, promotion rates, access to training, and other factors. High disparities indicate that certain groups may face disadvantages or inequalities compared to others (Ely & Thomas, 2001).

### 1.4.4 DIVERSITY PERSPECTIVES ON WORK GROUP PROCESSES: INTEGRATION-AND-LEARNING PERSPECTIVE

In this perspective, the knowledge, expertise, and background that employees have acquired through their affiliations with diverse cultural identity groups represent valuable assets that the work group can harness to reconsider its core responsibilities and reshape its markets, products, strategies, and business approaches in a manner that aligns with its mission. This viewpoint establishes a connection between diversity and the methods through which work is performed and experienced, effectively positioning diversity as a reservoir for fostering learning and adaptability (Ely & Thomas, 2001).

### 1.4.5 ACCESS-AND-LEGITIMACY PERSPECTIVE

In this perspective, organizations primarily utilize their diversity initiatives at the periphery, focusing on connecting with a broader market. They do not integrate the cultural skills of their diverse workforce into their fundamental operations. According to the access-and-legitimacy viewpoint, the effectiveness of diversification efforts is measured by the adequate representation either in peripheral roles or in visible positions that enhance the organization's credibility in the eyes of external markets (Ely & Thomas, 2001).



**1.4.6 DISCRIMINATION-AND-FAIRNESS PERSPECTIVE**

The discrimination-and-fairness perspective centres around the belief that a culturally diverse workforce is a moral imperative aimed at ensuring fairness and just treatment for all members of society. This approach concentrates its diversity efforts on creating equal opportunities in recruitment and promotions, eradicating discriminatory attitudes, and abolishing discrimination. Consequently, a culturally diverse workgroup is seen as a testament to equitable and just treatment of employees. Unlike the two previous perspectives, the discrimination-and-fairness perspective does not establish an instrumental connection between diversity and the work of the group (Ely & Thomas, 2001).

**II.1 CONCEPTUAL FRAMEWORK**

The conceptual framework of this research is analyzing the issue using the Types of Diversity and Diversity on Work Group Processes from Ely and Thomas (2003). The underlying business issue of the research is the lack of collaboration between the foreign and Indonesian employees in the company. The researcher started by interviewing the resources to find some challenges on the issue that the researcher wanted to identify in the existing diversity climate in the company. After the interviews conducted, the researcher started to analyze the interviews' result and analyzed it in accordance with the business issue of the research, which is lack of collaboration between Foreign and Indonesian employees. The researcher also conducted a literature review to help analyze the issue. Then, the desired outcome of this research is to have HR strategies to make effective collaboration between Foreign and Indonesian employees.



**Figure II.1 Conceptual Framework**

**II.2 RESEARCH DESIGN**

The research design began with defining the context of the research, explaining the background of the research, and addressing problems related to the topic. The researcher then developed the business issue within the company. Once the issues were stated, the researcher conducted a literature review related to the topic, choosing types of diversity (Harrison and Klein, 2007.) and diversity's impact on work group processes (Ely and Thomas, 2001.) as the appropriate literature for analysis in this research. Following this, the researcher created a conceptual framework and formulated interview questions for the resources. After the interviews were conducted, the researcher analyzed the results using open coding analysis. Finally, the researcher arrived at conclusions and recommendations, which is propose HR strategy for the company.

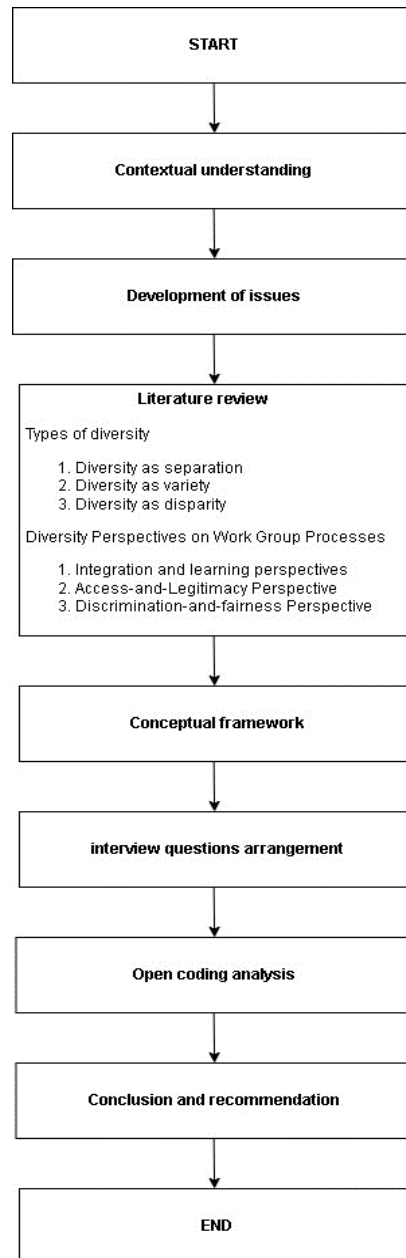


Figure II.2 Research Design

## II.3 DATA COLLECTION METHOD

### II.3.1 PRIMARY DATA SOURCES

The researcher employs a structured interview as the primary data collection method, using a set of predetermined questions during Zoom meetings. The questions center on factors that emerged from unstructured interviews and are pertinent to the research problem. Respondents may also raise additional relevant questions beyond the interview protocol. This dynamic process can unveil new factors, leading to a more comprehensive understanding (Sekaran & Bougie, 2003). Once enough structured interviews have been carried out and a comprehensive amount of information has been gathered to grasp and outline the key factors at play in the situation, the researcher would conclude the interviews. Subsequently, the collected data would be organized and subjected to analysis. This analytical process would enable the researcher to pinpoint a specific problem and formulate a theory concerning the factors that impact this problem, predominantly using a qualitative approach (Sekaran & Bougie, 2003).



### II.3.2 SECONDARY DATA SOURCES

As the secondary data source for the research, the researcher collects the data from physical books, journal articles, credible websites, and online databases with topics that relate to this research. The information gathering of secondary data extracted from journal articles on *sciencedirect*, and the company's official website significance within the research landscape, encompassing multifaceted advantages. The most significant advantage among these is the immediate availability of empirical data and fundamental research discoveries, serving as the cornerstone of academic exploration. Journal articles serve as repositories of pioneering studies, experiments, and surveys, presenting firsthand insights and data authored by subject matter experts. Furthermore, websites and online databases house a vast reservoir of primary data, spanning government reports, historical archives, survey outcomes, and academic investigations. Leveraging such primary data elevates the authenticity and trustworthiness of research, as it permits the researcher to draw deductions directly from the unaltered source material. In addition, the secondary data derived from these sources typically boasts currency and contemporaneity, rendering it particularly germane to contemporary research pursuits. Through the utilization of these resources, researchers can enrich the depth and validity of their findings, enabling them to undertake more informed and empirically grounded studies.

### II.4 DATA ANALYSIS METHOD

In the process of data analysis for this research, the researcher employed open coding as a method for interpreting the findings derived from the structured interviews. Open coding, a qualitative research technique, was utilized to systematically categorize and interpret the responses obtained through the interviews. Additionally, a thorough literature survey complemented the analysis by providing supplementary insights and supporting evidence. The combination of open coding and literature survey facilitated a comprehensive examination of the collected data, enhancing the robustness and depth of the research analysis. This dual approach allowed for a nuanced understanding of the research outcomes by triangulating data from primary sources and existing scholarly works.

#### II.4.1 IN-DEPTH INTERVIEW DATA

For the interviews conducted, the researcher reached out to the HR Manager of Organization Development in the Indonesian transportation company located in Jakarta, Mr. Cipto (pseudonym), and Mr. Ferdi (pseudonym), a former employee in the Indonesian transportation company. The interviews were arranged according to the participants' availability. The interview with Mr. Cipto was conducted via a Zoom meeting, and an in-person meeting was arranged with Mr. Ferdi.

#### II.4.2 LITERATURE SURVEY

For the literature survey, the researcher utilized several academic journal articles from the Harvard Business Review on Managing Diversity (2001) and ScienceDirect. The literature survey led to the selection of Ely and Thomas (2001) "Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes" as the foundational theory for conducting this research. For the background context of this research, the researcher relied on "When Cultures Collide: Leading Across Cultures" by Lewis (2006) as the foundation for understanding Foreign and Indonesian cultures in business management.

### III. ANALYSIS

The first interview was with Mr. Cipto, The HR Manager of the Organization Development department in the company. The interview was conducted online via a recorded Zoom Meeting. The second interview was with Mr. Ferdi, a former employee of the company and was working as a transportation business development staff. The interview with Mr. Ferdi was held in-person. The data of both interview participants are as follows:

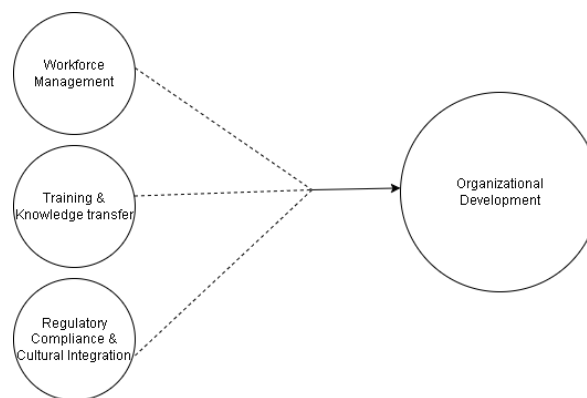
Table III.1 Interview Participants Data

No.	Name	Age	Sex	Job Position	Working period
1.	Cipto	36	M	HR Manager Organization Development of the company	3 years
2.	Ferdi	29	M	Former Employee of the company	2 years

**III.1.1 OPEN CODING ANALYSIS WITH INTERVIEWEE NUMBER 1 (CIPTO)**

**Table III.1.1 Open Coding Analysis of Interviewee Number I**

No.	Axial Code	Open Code
1	Workforce management	(A1) Presence of both Indonesian and foreign workers
		(A2) Challenges faced between local and foreign employees
		(A3) Recruitment resources
		(A4) Efforts to bridge gaps
		(A5) Company's relative youth
		(A6) Hope for knowledge transfer
		(A7) Language barriers
		(A8) Curriculum adjustments
		(A9) Need for further exploration and development
2	Training and Knowledge transfer	(B1) Training programs and knowledge transfer
		(B2) Three recruitment methods
3	Regulatory Compliance and Cultural Integration	(C1) Handling visa and work permit processes
		(C2) Utilization of cultural differences
		(C3) Equal access to training
		(C4) Adherence to company policies and regulations
		(C5) Importance of director and employee regulations



**Figure III.1.1 Selective Coding Analysis of Interviewee Number 2**

**III.1.2 OPEN CODING ANALYSIS WITH INTERVIEWEE NUMBER 2 (FERDI)**

**Table III.1.2 Open Coding Analysis of Interviewee Number 2**

No.	Axial Code	Open Code
1	Team dynamics	(AP1) Collaboration climate
		(AP2) Teamwork challenges
2	Employee performance	(BP1) Factors influencing employee performance
		(BP2) Reason behind employee separations
		(BP3) Impact on employee separations
3	HR role and leadership	(CP1) Leadership condition
		(CP2) HR Ineffectiveness
		(CP3) Leadership improvement
		(CP4) Language training
		(CP5) Improvement for HR action



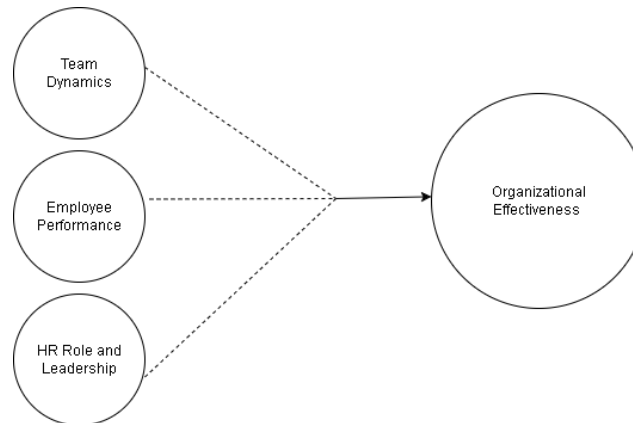


Figure III.1.2 Selective Coding Analysis of Interviewee Number 2

**III.1.3 ANALYSIS OF DIVERSITY AS DISPARITY IN THE COMPANY**

The table below conducted analysis of the essential elements, initial observations, and the examination of these observations according to Harrison and Klein's disparity theory.

**Table III.1.3 Diversity as Disparity Analysis in the Company**

No	Aspect	Original Findings	Diversity as Disparity Theory Analysis
1	Representation and Power Disparities	60% of employees are recruited internally, replicating rules from the parent company.	Concentration of power in the parent company may lead to disparities in decision-making.
		Foreigners lead specific departments, perceived to have more skills.	Disparities in representation and influence may arise from this leadership structure.
2	Communication Disparities	Small percentage proficient in English; interpreters needed.	Language barriers contribute to disparities in information flow and understanding.
		Lack of English proficiency impacts collaboration and decision-making.	Unequal participation in discussions may result from the communication gap.
3	Training and Development Disparities	Lack of language training for foreign employees.	Disparities in opportunities for skill development may hinder effective collaboration.
		Inconsistent language training perpetuates competency gaps.	Unequal competencies may affect the integration of foreign employees into the local setting.
4	Leadership and Organizational Structure Disparities	Leadership criticized for not effectively organizing the company.	Lack of clear organizational mapping leads to disparities in role clarity and accountability.
		Overlaps in tasks indicate a need for a change in leadership.	Leadership effectiveness is perceived as disparate, impacting organizational culture.
5	HR Function and Response Disparities	The HR department is seen as “decorative” and lacking in capacity.	Disparities in HR effectiveness indicate a gap in managing diversity-related challenges.
		Absence of significant responses from HR to address issues.	HR's limited response may perpetuate organizational challenges related to diversity.



The aspect about Representation and Power Disparities is related to code A3 and B2, which indicates that the separation between foreign and Indonesian employees are intended by the HR Manager to pursue the balance of workforce management and training and knowledge transfer between employees. Foreigners that lead and work in specific departments were put based on the background skill that the Indonesian employees have not acquired. The 60% from the internal recruiting system is to create transfer knowledge between the foreigners and Indonesian employees. Therefore, it requires training program to manage that knowledge transfer between foreigners and Indonesian employees to be properly trained about certain skills that need to be develop.

For the Communication disparities aspect rises as the challenge faced between foreign and Indonesian employees (A2), which is language barrier (A7) and is a part of workforce management responsibility. Those factors create team dynamics and affects in teamwork challenge (AP2) and affecting employee performance (BP1). Therefore, further action is needed, which is language training (CP4).

Training and development disparities arise because of HR ineffectiveness (CP2), further action needed which are training programs (B1) and equal access to training (C3), on which should include language training (CP4) that is not yet to do by the HR manager. For the leadership and organizational structure disparities, it relates to leadership condition (CP1) and HR ineffectiveness (CP2) in the company. Further action needed, such as leadership improvement (CP3). The improvement, stated by Mr. Ferdi, is most needed for the directors and those who runs the top level managerial in the company. To reach that goal, the company should make arrangements to make sure that the people in top managerial level and the company itself is adherence to company policies and regulations (C4), because the company regulation itself has stated that they are required to have trainings for the employees.

The HR function and response disparities rises, again because of the top managerial level did not comply with the company's regulations to arrange training programs and HR did not monitor the program that should have been done (CP2). This relates to code C4 and importance of director and employee regulations (C5).

**III.1.4 ANALYSIS OF DIVERSITY PERSPECTIVES ON WORK GROUP PROCESSES IN THE COMPANY**

The table below outlines the main points and their consequences, considering the integration and learning perspective, access-and-legitimacy perspective, and discrimination-and-fairness perspective as suggested by Ely and Thomas (2001).

**Table III.1.4 Analysis of Diversity Perspectives on Work group Processes in the Company**

No	Diversity Perspective	Key Observations	Interpretation
1	Integration and Learning Perspective	60% of the workforce is internally hired, maintaining consistency with parent company regulations.	<b>Integration:</b> Internal hiring fosters a unified organizational culture.
		Foreign leaders introduce diverse business models to specific departments.	<b>Learning:</b> The presence of foreign leaders promotes organizational learning through exposure to varied business approaches.
2	Access-and-Legitimacy Perspective	Foreigners assume leadership roles based on perceived superior skills.	<b>Access:</b> Leadership opportunities for foreigners, potentially limiting prospects for local employees.
		Language and communication challenges exist with a small English-proficient percentage.	<b>Legitimacy:</b> Communication challenges may undermine the legitimacy of interactions, questioning the perceived competence of certain employees.
3	Discrimination-and-Fairness Perspective	Leadership is criticized for inefficiencies, resulting in task overlaps.	<b>Discrimination:</b> Overlapping tasks suggest potential unfairness in workload distribution or favouritism in task assignments.





No	Diversity Perspective	Key Observations	Interpretation
		Inconsistent language training for foreigners, as mandated by regulations.	<b>Fairness:</b> Uneven language training indicates a lack of fairness in providing equal skill development opportunities for all employees.

**IV.1 DISCUSSION**

Based on the interview conducted, it offers perspectives on the diversity dynamics at the company, specifically considering the concept of disparity theory introduced by Harrison and Klein (2007). According to this theory, variations in demographic traits, like nationality, can result in inequalities regarding access to resources, opportunities, and influence within an organizational context. The interview uncovers various instances of diversity-related discrepancies at the company, as delineated by Harrison and Klein's disparity theory. These discrepancies manifest in power relationships, obstacles in communication, uneven access to training, variations in leadership effectiveness, and the responsiveness of the HR department. It is imperative to tackle these disparities to foster a work environment that is more inclusive and collaborative within the organization.

In examining the interview transcript from the company's, the lens of diversity perspectives on work group processes as delineated by Ely and Thomas (2001), distinct insights emerge. The integration and learning perspective are evident in the internal recruitment strategy, fostering a cohesive organizational culture, and the introduction of diverse business models by foreign leaders. From an access-and-legitimacy perspective, foreign leaders' ascendancy based on perceived skills may limit opportunities for local employees, while language and communication challenges cast doubt on the legitimacy of certain employees. The discrimination-and-fairness perspective reveals concerns about organizational effectiveness, task distribution, and fairness in providing language training, signifying potential discriminatory practices. Addressing these nuances is pivotal for cultivating an inclusive and equitable work environment within the organization.

In response to the challenges and opportunities revealed in the conducted interview for the company, the researcher has developed a comprehensive business solution plan. This strategy is designed to address immediate concerns and lay the groundwork for long-term improvements. Informed by insights from the interview and guided by analyses based on Harrison and Klein's disparity theory (2007) and Ely and Thomas's (2001) diversity perspectives on work group processes, our proposed solutions take a holistic approach to promote diversity, equity, and collaboration within the organization. Ranging from enhancing communication to implementing structural changes and fostering ongoing learning, each solution is crafted to establish a cohesive and inclusive work environment at the company.

In response to the complex issues and possibilities identified during the recent discussion at the company, a comprehensive plan has been thoughtfully crafted to address both immediate concerns and enduring goals. This strategic framework aims to tackle short-term challenges while setting the groundwork for lasting improvements within the organization. Rooted in insights drawn from the interview dialogue and shaped by analyses inspired by Harrison and Klein's disparity theory (2007) and Ely and Thomas's (2001) perspectives on diversity in work group processes, the proposed solutions offer a holistic approach to nurture diversity, equality, and collaboration. From refining communication methods to implementing structural adjustments and fostering ongoing learning, each solution is tailored to foster a cohesive and inclusive work environment at the company.

**IV.2 SHORT-TERM SOLUTION**

**1. Communication Enhancement**

In relation to diversity practices in work environment, strengthening communication among diverse workgroups can open better channels, overcome language or cultural barriers, and ensure that all voices are valued. To enhance communication precision and overcome language barriers within our organization, it is crucial to implement a comprehensive set of regulations and policies for language interpreters. This involves establishing clear guidelines and standards for interpretation services to ensure seamless communication, preventing misunderstandings, and fostering a more productive work environment. This approach not only addresses immediate language challenges but also contributes to the overall improvement of communication effectiveness across diverse teams and departments.



## 2. Training for Equal Opportunities

In relation to diversity practice in work environment, training initiatives can foster better understanding among diverse teams, enabling team members to comprehend each other's skills and perspectives, reducing stereotypes, and enhancing cross-group collaboration. Recognizing the pivotal role of effective communication in creating a fair and inclusive workplace, it is advisable to introduce mandatory language training for all employees. This initiative aims to tackle immediate communication challenges by providing employees with the necessary language skills. Beyond the immediate benefits, this training program promotes equal skill development opportunities, ensuring that every member of the organization possesses the tools and knowledge to contribute meaningfully to their roles. By cultivating a culture of continuous learning, we can create a more cohesive and collaborative workforce.

## 3. Programs for Leadership Development

In relation to diversity practice in work environment, developing leaders who understand and appreciate diversity can create an inclusive and supportive work environment. Diverse leaders may be better equipped to lead teams with diversity effectively. To empower local employees and offer them immediate access to leadership roles, the organization should launch comprehensive leadership development programs. These programs go beyond mere skill-building exercises, encompassing mentorship, training, and practical experiences that prepare individuals for leadership responsibilities. By investing in the professional growth of local talent, we strengthen the leadership pipeline and cultivate a more diverse and representative leadership team. This approach aligns with the organization's commitment to fostering talent from within and promoting a culture of internal advancement.

## 4. Review of Task Allocation

In relation to diversity practice in work environment, reviewing task assignments can ensure that responsibilities and growth opportunities are distributed fairly across the organization, reducing inequality and creating a fair environment. Efficient task allocation is fundamental to organizational success, and it is essential to conduct a swift review to identify and rectify any immediate issues related to overlaps and inefficiencies. This review involves a meticulous examination of current task assignments, team structures, and workflow processes. By addressing immediate concerns, such as overlapping responsibilities and inefficient task allocation, we can streamline operations and enhance productivity. This proactive approach ensures that the organization is agile in responding to evolving demands, fostering a more responsive and adaptive work environment. Regular assessments of task allocation will contribute to ongoing optimization and overall efficiency within the organization.

## IV.3 LONG-TERM SOLUTIONS

### 1. Broadening Recruitment Channels

In relation to diversity practice in work environment, expanding recruitment channels to reach a more diverse pool of candidates can enhance representation from different backgrounds. This approach helps in breaking down traditional barriers and ensures a more inclusive hiring process, ultimately contributing to a diverse workforce. To expand and enrich the talent pool, the organization should explore varied recruitment sources. This entails tapping into diverse channels, platforms, and networks to attract candidates with different backgrounds and experiences, fostering diversity in the workforce.

### 2. Launching Language Training Programs

In relation to diversity practice in work environment, providing language training can help overcome communication barriers due to language differences, allowing all team members to contribute to their fullest potential. Acknowledging the significance of effective communication in a globalized work environment, the organization is advised to roll out language training initiatives. These programs aim to improve language proficiency among employees, addressing communication barriers and promoting smoother interactions. Investing in language training ensures that the workforce can engage in effective communication, contributing to overall operational efficiency.

### 3. Conducting Organizational Mapping and Evaluation

In relation to diversity practice in work environment, organizational mapping can help identify how well diversity is reflected in the organizational structure. This evaluation can serve as a foundation for strengthening diversity and creating policies that support inclusion. To gain a thorough understanding of the current organizational dynamics, it is crucial to conduct mapping and assessment. This involves analysing roles, responsibilities, and reporting structures. By mapping out the organization's intricacies, strengths, and



areas for improvement, leadership can make informed decisions to optimize efficiency, clarify roles, and address organizational bottlenecks.

#### 4. Strengthening HR Operations

In relation to diversity practice in work environment, strengthening HR operations with a focus on diversity ensures that HR policies, procedures, and practices support diversity and inclusion. To fortify the human resource's function, there is a need to enhance its functionality. This includes investing in technology, streamlining processes, and implementing best practices to ensure that HR operations are efficient, transparent, and aligned with organizational goals. Strengthening HR functionality enables the organization to attract, develop, and retain talent effectively, ensuring compliance with regulations and fostering a positive employee experience.

### V. CONCLUSION AND RECOMMENDATION

One notable finding of the research is the substantial impact of departmental distribution, separating Foreign and Indonesian staff in the company. This separation significantly influences employees' perceptions of collaboration and teamwork within the organization. The marked disparity in personnel cost distribution between Foreign and Indonesian employees, totalling IDR 830 billion (retrieved from the company's internal document on operation and maintenance data), has the potential to introduce dynamics among employees and affect collaboration within the team structure. This emphasizes the need to address cultural and generational differences among employees for improved communication and collaboration.

The study also sheds light on employees' expectations regarding diversity and inclusion in their workplace. Recognizing these expectations is crucial for shaping the organizational culture and ensuring employee satisfaction and engagement. By identifying and understanding these expectations, HR managers can tailor policies and practices effectively, leading to a more efficient HR framework and better alignment with professional rules and organizational goals. The analysis into strategies to address issues arising from the separation of Foreign and Indonesian employees has yielded actionable insights. The proposed strategies aim to enhance collaboration and productivity within the company. By aligning HR strategies with research findings, HR managers can create a more inclusive work environment, addressing challenges arising from employee separation. These strategies not only address immediate concerns but also lay the foundation for lasting improvements within the organization.

Drawing from the findings and analysis outlined in the suggested Human Resources Strategy on Diversity Climate and the Impact of Employees' Collaboration in the company, the ensuing recommendations and future research directions are proposed:

#### 1. Implications for Practical/Managerial Stakeholders:

- a. Human Relations Manager: It is advisable for the Human Relations Manager to institute targeted diversity and inclusion training programs, specifically addressing cultural and generational disparities among employees. This proactive measure can facilitate improved communication and collaboration, thereby enhancing overall employee satisfaction and organizational performance.
- b. Company Staff: Active involvement of the staff in implementing diversity and collaboration initiatives is crucial. Soliciting feedback and insights from employees can guide the customization of HR policies and practices, fostering a more inclusive and responsive work environment.

#### 2. Implementation of HR Strategy:

- a. Communication Enhancement: The HR department should consistently monitor and refine communication services throughout the year, ensuring their relevance and adaptability to evolving organizational needs. This initiative is paramount to achieving effective communication across diverse teams and departments.
- b. Cross-Training Initiatives: Designing and launching comprehensive cross-training programs is essential to cultivate cross-functional skills among employees. This initiative aims to bridge the gap between Foreign and Indonesian employees, fostering a more cohesive and collaborative work environment.
- c. Leadership Development Programs: Prioritizing the initiation and evaluation of leadership development programs for local employees is recommended. This ensures that leadership aligns with diversity and inclusion practices, contributing to a more inclusive leadership structure and decision-making process within the organization.



### 3. Suggestions for Future Research:

- a. Longitudinal Study: Undertaking a longitudinal study to evaluate the enduring impact of the proposed Human Resources Strategy on diversity and collaboration within the company is recommended. This would provide insights into the sustainability and effectiveness of implemented initiatives over time.
- b. Comparative Analysis: Conducting a comparative analysis of the proposed HR strategy and its effects on diversity and collaboration with analogous state-owned transportation enterprises in diverse cultural and industry contexts is advised. This comparative approach can yield valuable insights into best practices and potential adaptations for different organizational settings.

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<sup>2</sup>Pseudonym.