



CROSS-CULTURAL AND DIVERSITY MANAGEMENT STRATEGY IN A MULTINATIONAL COMPANY

Mirwan Surya Perdhana^{1*}, Rainda Goesti Rizkita², Susilo Toto Raharjo³, Cahyaningratri⁴

^{1,2,3,4}Universitas Diponegoro

ABSTRACT

The aim of this study is to investigate the correlation of 'home country' culture that affects cross-cultural and diversity management strategies. The study used a qualitative method with a phenomenological approach. Cultural framework introduced by Browaeys & Price was utilized to analyze cultural elements. Data collection was conducted through qualitative interviews with foreign expatriates from South Asia region and local Javanese employees who have direct contact with the expatriates. The results showed that, home country cultural background influence the cross-cultural and diversity management strategy in several cultural aspects. There is a strong company value in their managerial activities. It was also found that managers recognize and accept these differences, so that managers see diversity as an advantage.

Keywords: *Cross-culture, Diversity Management, Home-Country Culture, National Culture, Multinational Companies*

I. INTRODUCTION

Indonesia as a developing country can take advantage of the globalization era for the country's economic growth. Multinational companies can be used as tools to achieve economic growth. The entry of multinational companies will provide benefits if responded well. Multinational companies can provide several benefits to developing countries such as export-based industrialization, increasingly developing technology / cross-culture, tools for reducing poverty, and building competencies and skills (Ferdausy & Rahman, 2009).

The importance of multinational companies for developing countries is evidenced by the proliferation of multinational companies in Indonesia. The problems of multinational companies also came along with this incident. The problems

that are present do not only arise from individual problems, but can also come from the organization. Organizational problems have tended to be overlooked so far (Khoiroh, 2012). Organizational problems in multinational companies that become important challenges are communication problems, cultural unconsciousness, attitude problems, perceptual problems and the impact of cultural diversity (Jayanthi, 2010).

Multinational companies have different characteristics from local companies. So it is important for multinational companies to pay attention to diverse employee backgrounds, have communication knowledge and experience, and recognize, accept and turn these differences into benefits (Tutar, Altinoz, & Cakiroglu, 2014). Leaders are obliged to create appropriate cultural difference management strategies. The culture

*Corresponding author: mirwan@live.undip.ac.id



difference management strategy is to create an environment that allows employees from different cultures to use their potential to the fullest, and to direct and manage these differences according to organizational goals. In other words, the activities of directing and managing the attitudes and behavior of employees from various cultures are in line with organizational goals (Tutar et al., 2014). The emerging multiculturalism and diversity can be a competitive advantage / added value for the company. As in the research of Aichhorn & Puck (2017) and Tutara, Altinozb, & Cakirogluc (2014) which states that cultural differences are an asset for multinational companies. With good organizational management, it is hoped that these advantages can be a competitive advantage and an added value from the company.

In Indonesia at the present, apparel companies are companies that absorb the most workers compared to other industries. In Central Java Province, there are approximately 243,637 workers, working in 761 apparel companies (Central Java Statistics Agency, 2015). The 761 companies consist of several multinational companies. Every multinational company certainly has a different strategy in responding to cultural issues in their company.

This study found that there are still many agendas from the previous studies, which still raise several questions. The question includes which strategies are suitable for multinational companies (Rao et al., 2016). Dabic et al., 2014 also questioned what characters and traits help leaders to define corporate strategy and questioned the elements that influence internalization theory, for example, such as the impact of thinking globally while acting locally. (Guillaume et al., 2014) also discussed the need for variation in cross-organizational research in response to diversity within it.

This study will focus on analyzing management strategies for cultural differences in multinational companies engaged in the apparel industry. The company is a company originating from a South Asian country, located in the Semarang City. The research will be conducted on the company executives, who come from the home country. The focus of this research is to answer the following research questions:

1. How does knowing the cultural background of the home country affect management strategy?
2. How do managers of multinational companies manage cultural differences as an advantage to the company? Why is this method chosen?

II. LITERATURE REVIEW AND RESEARCH MODEL DEVELOPMENT

Model of Culture (Cultural Value on Management)

Browaeys & Price (2015) stated that there are 8 cultural value dimensions that are considered to have a major influence on the way managers and their duties. The function of the cultural value orientation model is to understand the differences in international business. The following dimensions are explained as follows.

a. Time Focus

Culture will influence the perceptions of time of individuals, according to their environment, historical traditions and activities. Because time is the pivot of every running activity. The book *Understanding Cross Cultural Management* (Browaeys & Price, 2015) has analyzed differences in time systems between cultures. By distinguishing two times system that stand out and have a relationship with management, namely monochronic and polycronic. Each view of time has different specifications.



Table 1. Differences in the Focus of Time on Managerial Activities

	monochronic	polycronic
<i>Planning</i>	Focus activities on personal tasks and create a schedule	Focus activities more on relationships when planning
<i>Organising</i>	The approach used is structured, linear and task-focused	The approach is less structured, more holistic and individual-focused
<i>Staffing</i>	Focused on the short term, meeting urgent needs and requirements	The focus is on the long term, paying attention to relationships over time
<i>Directing</i>	Emphasis is on creating and following plans, managing the inflow and distribution of detailed information.	Emphasis is flexible, reacts according to circumstances, gives priority to people over plans, relies more on sharing knowledge and information
<i>Controlling</i>	The trend to use control systems relies on detailed information and involves tight deadlines	Tendency to use more flexible control systems involving people as well as information

Source: Browaeys & Price, 2015

b. Time Orientation

The conceptualization of time orientation as a personality trait is a culture-bound construct (Makri & Schlegelmilow-contexth, 2017). Country-specific features can influence the role of time orientation. Like the theory used by this study, time orientation can be divided into two, namely the past and the present (Browaeys & Price, 2015).

Table 2. Differences in Time Orientation of Managerial Activities

	the past	the present
<i>Planning</i>	The emphasis is on sustaining traditions and building long-term timeframes if the plan is for a change process	The emphasis is on long-term planning and long-term results
<i>Organising</i>	Organizational decisions are made based on the habitual context of society. Past views influence the organizing process	Work and resources are shared and coordinated to meet Long-term goals and projections for the future
<i>Staffing</i>	Slower to adapt to the criteria they want and to train employees.	Management selects and trains employees to meet long-term business goals.
<i>Directing</i>	The development of the vision and mission emphasizes the continuation of the company's values and reputation	The development of a vision and mission focuses on achieving long-term benefits
<i>Controlling</i>	The tendency to develop goals in accordance with customary goals.	Development of performance goals in a long terms context.

Source: Browaeys & Price, 2015

c. Structure

The structure is closely related to the dimensional orientation of individualism and collectivism. The dimensions of individualism and collectivism are rooted in the values / norms of cultural systems and have profound implications for many regulatory systems. These arrangements include psychological processes in the form of learning, social perceptions, fostering cooperation, executive decision making and



various other social, economic and political concepts / processes (Saad, Cleveland, & Ho, 2015).

Table 3. Differences in Individual Space Against Managerial Activities

	Private	Public
<i>Planning</i>	Tendency to use more individualistic or systematic forms of planning.	The public sphere tends to use a group-oriented or authoritative form of planning.
<i>Organising</i>	The approach used tends to be task centered.	The approach used tends to be more relationship centered.
<i>Staffing</i>	Information about employees is more explicit	Information regarding the more implicit.
<i>Directing</i>	Managers and employees do not share the same office.	The location or size of the room does not reflect the position of the employee.
<i>Controlling</i>	Because managers are separated spatially from their employees, they need to use more formal measures to control their subordinate work.	Managers find it easier to control the work of employees informally.

Source: Browaey & Price, 2015

d. Power

Power and authority are influenced by a hierarchy-oriented culture (Browaey & Price, 2015). According to Browaey, power is divided into two, namely hierarchy and equality. The value orientation of power is related to the extent to which members of society who are less strong expect and accept that power is distributed unequally (Browaey & Price, 2015).

Table 4. Differences in Individual Space Against Managerial Activities

	Hierarchy	Equality
<i>Planning</i>	Planning is more autocratic or paternalistic, where managers make decisions without discussing them with employees.	More participatory planning between managers and employees.
<i>Organising</i>	The organizational structure is very tightly controlled. Authority and responsibility are taken centrally.	The organizational structure supports individual autonomy. Authority is decentralized to the lowest possible level
<i>Staffing</i>	Subordinates expect the boss to take the initiative to train, develop and promote them.	The employment relationship does not have to be strictly defined in the appropriate terms.
<i>Directing</i>	Leaders are expected to have behaviors that reinforce their interests. The employees like being supervised and feel comfortable with a directive supervisor.	Managers exhibit a participatory or consultative style. Employees are not afraid to have a different opinion from their manager.
<i>Controlling</i>	Employees prefer impersonal control systems.	Subordinates tend to like to work with their boss to develop, implement, monitor and change performance goals.

Source: Browaey & Price, 2015



e. Communication

In the book understanding cross culture, Hall (1976) suggests the categorization of culture into high context and low context cultures to understand their fundamental differences in communication styles and cultural problems. Communication style refers to a way of expressing oneself, a pattern of communication which is understood as 'typical', (Nishimura, Nevgi, & Tella, 2009).

Table 5. Differences in Communication Against Managerial Activities

	Low context	High context
<i>Planning</i>	Develop an explicit, detailed, measurable and information-based plan.	Doing planning is more implicit and less detailed in terms of instructions.
<i>Organising</i>	Responsibility guidelines regarding duties are described explicitly, so that employees can understand through oral or written instructions.	Assign duties and responsibilities implicitly and understood according to context.
<i>Staffing</i>	Detailed employment contracts and explicit performance appraisals.	The criteria and methods for recruitment, selection, payment and dismissal are less clear, as is the assessment process.
<i>Directing</i>	Managers get work done through others by describing goals in specific ways to achieve them. Instruction is explicit and conflict is depersonalized.	Managers get work done through others by paying attention to group processes. Conflicts must be resolved before work can continue.
<i>Controlling</i>	Control is more driven by tasks according to	Information about various aspects of control is

	procedures. Monitoring is used to ensure goals are achieved.	embedded in a cultural context.
--	--	---------------------------------

Source: Browaeys & Price, 2015

f. Activity

Activity orientation includes the dimensions of integration and is a derivative of the time dimension (Maznevski, 2002). This cultural value is based on the notion of "activity" as a universal individual problem. The existence of a view of human expression methods as their result in some form of activity (inactivity or a sense of passivity) in turn, indicates a preference for an orientation of 'being' or 'being' doing.

Table 6. Differences in Activities Against Managerial Activities

	Do history	Become history
<i>Planning</i>	It tends to be done by developing action steps that are measurable and have a grace period.	It tends to be done with a focus on the vision or goals the company wants to achieve.
<i>Organising</i>	Involves action-oriented development for project management in which task responsibilities are clearly spelled out.	More based on the assumption that implementation does not depend on a shared vision and personal beliefs.
<i>Staffing</i>	Staffing is not always taken with a person's value beyond his or her ability to perform organizational tasks.	Career development is usually based not only on performance but also on other standards, such as personal and social criteria.
<i>Directing</i>	Steers are considered effective if they have the	Managers are considered effective if their philosophies,



	necessary skills and competencies.	values, and personal styles are compatible.
<i>Controlling</i>	Focus not only on the tasks that need to be done, but also on how they get done. Performance management is carried out systematically.	The focus is less on efficiency and more on effectiveness and adaptability. Performance management measures tend to be less systematic.

Source: Browaey & Price, 2015

g. Competition

Competition is closely related to the dimensions of individualism and collectivism (Gargalianou, Urbig, & Van Witteloostuijn, 2017). Gargalianou et al., 2017 said that emphasizing groups on individual goals will support less competitive and more cooperative behavior, so that collectivism blends with individuals and individualism with competition.

Table 7. Differences in Competition Against Managerial Activities

	Competitive	Cooperative
<i>Planning</i>	The emphasis is on speed and performance when implementing plans.	The emphasis is on maintaining relationships in implementing the plan.
<i>Organising</i>	Individual achievements are allowed. Managers have more than one leadership role.	Group integration is permitted, along with the maintenance of a positive and comfortable work environment. The manager has more than a role as a facilitator.
<i>Staffing</i>	Employees are selected based on their ability to act	Employees are selected for their

	independently.	ability to perform well in groups.
<i>Directing</i>	The leader's role is to read and reward achievements. Stress at work is generally higher.	The leader's role facilitates mutually beneficial relationships.
<i>Controlling</i>	Controls that are predominantly performance based are preferred	Performance-dominated systems are preferred. Task performance is recognized as a standard of success. However, other standards are also considered important, including team effectiveness

Source: Browaey & Price, 2015

h. Room

One aspect of spatial orientation relates to private and public spaces. Browaey & Price (2015) stated the spatial aspect relates to the invisible boundaries around each person, a "comfort zone". If this zone is encroached on, people feel uncomfortable or even threatened. In some culture this zone is much narrower than in others. The closeness of people in conversation, for example, may be closer in one culture than in another.

Table 8. Differences in Individual Space Against Managerial Activities

	Private	Public
<i>Planning</i>	Tendency to use more individualistic or systematic forms of planning.	The public sphere tends to use a group-oriented or authoritative form of planning.
<i>Organising</i>	The approach used tends to be task centered.	The approach used tends to be more relationship centered.



<i>Staffing</i>	Information about employees is more explicit	Information regarding the more implicit.
<i>Directing</i>	Managers and employees do not share the same office.	The location or size of the room does not reflect the position of the employee.
<i>Controlling</i>	Because managers are separated spatially from their employees, they need to use more formal measures to control their subordinate work.	Managers find it easier to control the work of employees informally.

Source: Browaays & Price, 2015

III. METHOD

This study used qualitative research methods. Taking the topic of management strategy in cross-cultural organizations requires the writer to explore a central phenomenon. With qualitative methods, the central phenomenon can be explored in detail. So that later this research can present a specific management strategy which is influenced by different national cultural backgrounds.

This study uses phenomenology because this study requires the subjective experience of managers who come from a home country that is culturally different from the host country. Moreover, it is hoped that with phenomenology, research can extract various subjective experiences into their universal understanding. Stanford Encyclopedia of Philosophy (2013) explains that basically, phenomenology studies the structure of various types of experiences ranging from perception, thought, memory, imagination, emotion, desire, and will to body awareness, manifested action, and social activity, including linguistic activities. The phenomenology approach focuses on subjective factors or it can be said to be an

individual. The individual aspect will assess the life experience of a certain phenomenon (Julmi & Hagen, 2019). Julmi et al, 2019 also said that the phenomenology analysis is not only seen from one individual, but from several individuals who can then be reduced to the essence of their universal understanding. The advantage of the phenomenology method is that it can explore individual psychological views that are sometimes overlooked in a research method (Nitecki, 2010).

Qualitative data is usually obtained from interviews, observations, and documents (Julmi & Hagen, 2019). The interview type includes a variety of options that range from personal, in-depth interviews, active interviews to open-ended surveys or focus group interviews (Maxwell & Reibold, 2015). This research itself was conducted at “GOLDEN” Corporation. “GOLDEN” Corporation was founded in 2013, with its head office located in Sri Lanka. The company is a company engaged in the production of apparel, both for men and women. The company accepts orders from world-renowned brands, such as Calvin Klein, Victoria Secret, Tommy Hilfiger, and many more.

Resource person are expatriates (originally from India and Sri Lanka) who are in the top management ranks. In addition, Indonesian employees are in direct contact with them. With this, it is hoped that experiences from each perspective will become the main source of information. With the following amounts.

Table 9. Number of Resource Persons by Country of Origin

“GOLDEN” Corporation	
Sri Lanka	Indonesia
2	2



According to Chariri (2009) To perform qualitative data analysis, studies need to capture, record, interpret and present information. There are 3 steps in conducting qualitative data analysis: (1) Data Reduction; (2) Understanding; (3) Interpretation. This study uses these 3 steps in analyzing qualitative data, including using the coding method at the Data Reduction stage.

In qualitative research, testing the validity of the data is an important step. This step aims to ensure that the data obtained through observation and interviews have scientific data validity. The validity test of qualitative data is carried out using steps from Licoln and Guba which are referred to as trustworthiness, namely Credibility, Transferability, Dependability, Confirmability.

IV. DATA ANALYSIS AND DISCUSSION

a. Time Focus

Culture will influence the perceptions of time of individuals, according to their environment, historical traditions and activities. Because time is the pivot of every running activity. In the book *Understanding Cross Cultural Management* Browaeys & Price, 2015 has analyzed the differences in time systems between cultures. By distinguishing two times system that stand out and have a relationship with management, namely monochronic and polychronic. Each view of time has different specifications as explained in the previous chapter.

“GOLDEN” Corporation adheres to a monochronic time focus. Can be seen with a system that is always scheduled through the action plan and timeline on each project they create. The existence of a tight grace period in each project also supports the analysis of this study regarding the focus of time. This is in contrast because Indonesia adheres to a polychronic time focus (Purnama, 2019 and Saputri, 2018). It is undeniable that there are

still managers who adhere to the polychronic system with a focus on interaction in planning, perhaps this is influenced by Sri Lankan culture which adopts a polychronic focus (Amarasinghe, 2011). However, this study analyzes that the polychronic point of view only occurs when the planning function is in place and not as the main thing in the process.

b. Time Orientation

The conceptualization of time orientation as a personality trait is a culture-bound construct (Makri & Schlegelmilow-contexth, 2017). Country-specific features can influence the role of time orientation. Like the theory used by this study, time orientation can be divided into two, namely the past and the present (Browaeys & Price, 2015).

According to what has been conveyed by resource persons, and the researcher analysis. It can be said that “GOLDEN” Corporation is the future and the past. The company strongly instills corporate values that are supported by the customary values of the community as its supporters. But at the same time, the company also develops employees for long-term benefits for the company. Perhaps this is influenced by the two cultures that have a high level of long term (Indonesia) and high short term (Sri Lanka).

c. Power

Power and authority are influenced by a hierarchy-oriented culture (Browaeys & Price, 2015). According to Browaeys, power is divided into two, namely hierarchy and equality. The power that is exercised at “GOLDEN” Corporation is equality. Characterized by the recognition, openness of their managers. In addition, managers show a participatory and consultive style to their employees. Managers also give autonomy to each employee. This is in contrast to the high power distance values in Indonesia and Sri



Lanka according to the Hofstede chart, 2019. However, even though their managers have emphasized the value of equality, it is undeniable that there is still a hierarchical thought in their employees.

d. Structure

The structure is closely related to the dimensional orientation of individualism and collectivism. The dimensions of individualism and collectivism are rooted in the values / norms of cultural systems and have profound implications for many regulatory systems. These arrangements include psychological processes in the form of learning, social perceptions, fostering cooperation, executive decision making and various other social, economic, and political concepts / processes (Saad et al., 2015).

The structure applied by “GOLDEN” Corporation is a collectivism structure, this is supported by a group assignment system and a shared value in terms of decision making. Managers admit that local employees are much more comfortable with the group assignment system. The existence of a cross functional team is a form of group assignment at “GOLDEN” Corporation. As in the research of Daspit, Tillman, Boyd, & Mckee, 2013, said that a cross-functional team will affect work effectiveness. The diversity that occurs in cross-functional teams can also be utilized effectively so that cross-functional teams can reach their full potential (Webber & Webber, 2006). Mufakat is the word that companies look for when they encounter problems. Norms in decision making are also the basis for why the structure of the company can be said to be collectivism. Browaeys & Price, 2015 said that one of the characteristics of an individualist is that the organization does not develop employee capabilities, in contrast to “GOLDEN” Corporation, which has many employee developments program. This is in

line with the Hofstede chart, 2019 which states that the value that Indonesia and Sri Lanka have for Individualism is low. So that there is a possibility that culture affects the company's structure.

e. Communication

In the book understanding cross culture, Hall (1976) suggests the categorization of cultures into high context and low context cultures to understand their fundamental differences in communication styles and cultural problems. Communication style refers to a way of expressing oneself, a communication pattern that is understood as 'typical' (Nishimura et al., 2009).

“GOLDEN” Corporation applies low context communication. Assignments are informed in a clear and written manner through an action plan and Standard Operating Procedures, so that employees have guidelines for doing work. Measurable and clear supervision through Key Performance Indicators so that employees know clearly the objectives of each division. Even though it involves individuals, there are also managers who state the problem directly. Employee dislikes direct submission of problems. As stated in the research (Lewis, 2005) stated that Indonesian culture avoids confrontation and problems or if there are differences it will be touched on indirectly.

These results disagree because Sri Lanka embraces high context communication (Jayatilleke & Gunawardena, 2016) as well as Indonesia which embraces high context communication (Lukman, Othman, Hassan, & Sulaiman, 2009). However, this may be influenced by the implications of globalism (Saputri, 2018).

f. Activities

Activity orientation includes the dimensions of integration and is a derivative



of the time dimension (Maznevski, 2002). This cultural value is based on the notion of "activity" as a universal individual problem. The existence of a view of human expression methods as their result in some form of activity (inactive or passive feeling) in turn, shows a preference for the orientation of 'being' or 'doing' (Browaeys & Price, 2015).

"GOLDEN" Corporation refers to 'doing' history, marked by a grace period in terms of planning. Managers also focus on tasks rather than other criteria. Indeed, one resource person felt that other criteria were needed, but the analysis of this study said that these criteria were supporting criteria, not the main criteria. According to Browaeys & Price, 2015 "doing" history means focusing on personal achievement, this is not in line with the high collectivism value of Indonesia and Sri Lanka (Hofstede, 2019).

g. Competition

Competition is closely related to the dimensions of individualism and collectivism (Gargalianou et al., 2017). Gargalianou et al., 2017 said that emphasizing groups over individual goals will support less competitive and more cooperative behavior, so that collectivism blends with individuals and individualism with competition. According to the book *Understanding Cross Culture Management*, competition can be divided into two categories, namely cooperative and competitive.

Competition at "GOLDEN" Corporation is a cooperative competition. It is marked by the interaction and group values instilled in their activities. The existence of group integration in the form of a cross functional team also emphasizes the cooperative system in the company. This is in line with Indonesia's high collectivism value (Hofstede, 2019).

h. Space

One aspect of spatial orientation relates to private and public spaces. Browaeys & Price (2015) stated the spatial aspect relates to the invisible boundaries around each person, a "comfort zone". If this zone is encroached on, people feel uncomfortable or even threatened. In some culture this zone is much narrower than in others. The closeness of people in conversation, for example, may be closer in one culture than in another.

After observing for about a month at "GOLDEN" Corporation this study assumes that the room at "GOLDEN" Corporation Sumbiri is a public space system. This study acknowledges the existence of an explicit assignment system, but assignments within "GOLDEN" Corporation always goes through groups, a form of space that does not have a dividing divider between employees and managers also supports the researcher's analysis. This is in line with Indonesian society who feel comfortable in groups and need little individual personal space (Lewis, 2005).

i. Diversity Perspectives

"GOLDEN" Corporation sees diversity as an advantage. "GOLDEN" Corporation has awareness and acceptance of the existing diversity. Because awareness and acceptance of diversity makes employees have different points of view. Because resistance to a new culture can become an obstacle in the process of cultural adjustment (Perdhana, Sawitri, & Siregar, 2019). The point of view that views diversity as an opportunity that must be exploited, not avoided, or not acknowledged. In line with Patrick & Kumar's research, 2012 which states that sensitivity to diversity will minimize problems that arise in multinational companies.



V. CONCLUSIONS AND SUGGESTIONS

Conclusions

Home country cultural background has an influence on the cross-cultural manager strategy at “GOLDEN” Corporation in several aspects. However, not all managerial activities at “GOLDEN” Corporation runs based on the home country culture. Managerial activities are also based on the value of the company itself. “GOLDEN” Corporation came to Indonesia by adapting and creating his own corporate value.

The company manager of “GOLDEN” Corporation sees that diversity is an advantage. Managers recognize and accept these differences. With awareness and acceptance, managers can take the positive value that is given from the character of these multinational companies. Managers also take out-of-work approaches to care for their social relationships, and later will maintain the work environment at “GOLDEN” Corporation.

Suggestions

Suggestions for further research are to use the dimensional model from Browaeys and Price (2015) to investigate multinational companies. Multinational companies that

have a home country apart from Indonesia are also recommended. This aims to improve and strengthen the theory of cultural differences that exist in multinational companies in Indonesia. Further research is also expected to be able to respond to the current pandemic conditions, so that the flexible nature of data collection in both the interview media and the interview time must be considered and prepared. The research findings are also expected to be used as evaluation and learning materials for companies to be more successful in implementing cross-cultural strategies. The research findings are also expected to add to the perspective of cross-cultural strategy.

Research limitations such as the number of resource persons, resource time, limited media for interviews, and methods that result in heterogeneous data are expected to be used as learning and evaluation materials for further research. Future research is recommended to conduct cross-cultural strategy research with different cultural backgrounds. Research can study two companies with the same cultural background, and the same type of company, but with different home country cultural backgrounds.

VI. REFERENCES

- Amarasinghe, A. D. (2011). A comparative analysis of facework strategies of Australians and Sri Lankans working in Australia.
- Browaeys, M.-J., & Price, R. (2015). Understanding Cross-Cultural Management. In P. E. LIMITED (Ed.), *Administrative Science Quarterly* (third, Vol. 24). <https://doi.org/10.2307/2989889>



- Daspit, J., Tillman, C. J., Boyd, N. G., & Mckee, V. (2013). Cross-functional team effectiveness: An examination of internal team environment, shared leadership, and cohesion influences. *Team Performance Management*, 19(1), 34–56. <https://doi.org/10.1108/13527591311312088>
- Ferdausy, S., & Rahman, M. S. (2009). Impact of Multinational Corporations on Developing Countries.
- Gargalianou, V., Urbig, D., & Van Witteloostuijn, A. (2017). Cooperating or competing in three languages: Cultural accommodation or alienation? *Cross Cultural and Strategic Management*, 24(1), 167–191. <https://doi.org/10.1108/CCSM-01-2016-0008>
- Jayanthi, M. (2010). Diversity Challenges : From Multicultural Team Perspective.
- Jayatilleke, B. G., & Gunawardena, C. (2016). Cultural perceptions of online learning: transnational faculty perspectives. *Asian Association of Open Universities Journal*, 11(1), 50–63. <https://doi.org/10.1108/aaouj-07-2016-0019>
- Julmi, C., & Hagen. (2019). Research : Qualitative. In *Encyclopedia of Creativity*. <https://doi.org/10.1016/B978-0-12-809324-5.23678-X>
- Khoiroh, M. M. (2012). Tingkat Worker Turnover pada Multinational Companies dan Kaitannya dengan Cultural Adjustment. 4(1).
- Lewis, R. D. (2005). *When Cultures Collide : LEADING ACROSS CULTURES*.
- Lincoln, YS. & Guba, EG. (1985). *Naturalistic Inquiry*. Newbury Park, CA: Sage Publications.
- Lukman, I. B., Othman, J., Hassan, M. S., & Sulaiman, A. H. (2009). Intercultural Communication and Conflict Management Among Malaysian Employers and Indonesian Domestic. *Review Literature And Arts Of The Americas*, 3(2), 27–38.
- Makri, K., & Schlegelmilch, B. B. (2017). Time orientation and engagement with social networking sites: A cross-cultural study in Austria, China and Uruguay. *Journal of Business Research*, 80(November 2016), 155–163. <https://doi.org/10.1016/j.jbusres.2017.05.016>
- Maxwell, J. A., & Reybold, L. E. (2015). Qualitative Research. In *International Encyclopedia of the Social & Behavioral Sciences: Second Edition (Second Edi, Vol. 19)*. <https://doi.org/10.1016/B978-0-08-097086-8.10558-6>
- Maznevski, M. (2002). *Cultural Dimensions at the Individual Level of Analysis*.
- Nishimura, S., Nevgi, A., & Tella, S. (2009). Communication Style and Cultural Features in High / Low Context Communication Cultures : A Case Study of Finland , Japan and India. (Lc).
- Nitecki, D. A. (2010). Qualitative Research in the Study of Leadership, by Karin Klenke. In *Library & Information Science Research (Vol. 32)*. <https://doi.org/10.1016/j.lisr.2009.09.002>
- Patrick, H. A., & Kumar, V. R. (2012). *Managing Workplace Diversity : Issues and Challenges*. <https://doi.org/10.1177/2158244012444615>



- Perdhana, M. S., Sawitri, D., & Siregar, R. A. (2019). Adjusting to Indonesia's Culture: The Case of Expatriates in the Education Industry. (39).
- Plato.stanford.edu. (2013). Phenomenology (Stanford Encyclopedia of Philosophy). Retrieved October 29, 2019, from <https://plato.stanford.edu/entries/phenomenology/#HistVariPhen>
- Purnama, L. C. (2019). Cross-Cultural Business Communication Between Finns and Indonesians: Finnish Perspective.
- Saad, G., Cleveland, M., & Ho, L. (2015). Individualism-collectivism and the quantity versus quality dimensions of individual and group creative performance. *Journal of Business Research*, 68(3), 578–586. <https://doi.org/10.1016/j.jbusres.2014.09.004>
- Saputri, M. E. (2018). High-Low Context Communication in Business Communication Of Indonesian. 150.
- Tutar, H., Altinoz, M., & Cakiroglu, D. (2014). A Study on Cultural Difference Management Strategies at Multinational Organizations. *Procedia - Social and Behavioral Sciences*, 150, 345–353. <https://doi.org/10.1016/j.sbspro.2014.09.023>
- Webber, S. S., & Webber, S. S. (2006). Leadership and trust facilitating cross-functional team success team success. <https://doi.org/10.1108/02621710210420273>