



A Comparative Analysis of Indonesia and China on Managing Cultural Diversity in Multinational Corporations

Felicia Margaretha Putri

College of Economy and Management, Nanjing Tech University, Nanjing, China
Email: feliciaofficial57@gmail.com

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Abstract

This study aims to undertake a thorough comparison analysis, diving into the complexities and consequences of cultural diversity management in Indonesian and Chinese multinational firms. This study aims to provide an in-depth exploration of the diverse strategies employed, challenges encountered, and viable solutions implemented by multinational corporations in both countries as they grapple with the complexities of cultural diversity. By examining the various approaches and outcomes, this research aims to provide significant insights for global multinational corporations, serving as a substantive reference based on a sophisticated comparative analysis. The primary goals include gaining a thorough grasp of cultural diversity management strategies, identifying common issues, and developing practical solutions applicable in a variety of global contexts. The technique includes a thorough assessment of the literature in addition to an in-depth investigation into the business practices of multinational corporations in China and Indonesia. The research's conclusions have the potential to make a significant contribution to the scholarly conversation about cultural diversity management as well as offer practical advice for multinational firms attempting to negotiate the complexities of many cultural contexts.

Subject Areas

Business Management

Keywords

Cultural Diversity, Multinational Corporations, Multinational Firm

1. Introduction

In the contemporary landscape of deepening globalization, multinational cor-

porations find themselves navigating the intricate terrain of an increasingly diverse and complex cultural environment as they expand their operations across the globe [1]. This cultural heterogeneity not only presents communication challenges but also has the potential to give rise to conflicts and divisions within cross-cultural teams, underscoring the imperative for effective management and leveraging of cultural diversity [2]. This article delves into this multifaceted issue, selecting Indonesia and China as focal points for research due to their profound differences in culture, history, and economy, which provide rich cases and empirical data for the study of cultural diversity management [3]. Due to its diverse population both ethnically and culturally, Indonesia presents particular difficulties for foreign businesses doing business there. Considering the multiplicity of cultures found in Indonesian multinational corporations, it is especially important to accommodate various language and religious contexts. These businesses frequently use a multipronged strategy to manage this diversity. First and foremost, a focus is placed on bolstering cross-cultural communication via extensive training initiatives meant to improve mutual comprehension and trust between staff members. This proactive approach recognizes how crucial it is to promote open channels of communication in order to close cultural divides and promote teamwork among employees. Second, global corporations based in Indonesia frequently create team structures that consciously value diversity. By putting together teams with members from different cultural backgrounds, these organizations hope to encourage cross-cultural dialogue and integration, creating an atmosphere where multiple viewpoints may be used to spark original thought and innovative problem-solving. This strategy is in line with recent research that highlights the importance of diverse teams in fostering organizational performance by utilizing a wider range of perspectives and methods. Thirdly, Indonesian multinational corporations frequently create flexible frameworks that take into account various cultural quirks and individual demands because they understand the necessity for policy flexibility [4]. In order to create an inclusive and encouraging work environment, this approach recognizes the significance of adjusting organizational policies to fit the various expectations and practices rooted in multiple cultural backgrounds. Conversely, Chinese multinational corporations showcase distinct features in managing cultural diversity, influenced by China's magnificent culture and lengthy history. China's cultural diversity is mostly manifested in regional variations and ethnic customs; to effectively traverse and capitalize on this diversity, a sophisticated strategy is needed. Chinese businesses frequently concentrate on a few essential areas to handle cultural diversity well.

First and foremost, creating a positive workplace culture is prioritized in order to improve workers' sense of unity and belonging. This strategy acknowledges the significance of creating a welcoming and inclusive workplace where staff members from various cultural backgrounds feel appreciated and integrated. Increased employee engagement and happiness as well as improved organizational

performance can be attributed to a healthy company culture. Second, localization tactics are frequently used by Chinese multinational corporations to adjust to the demands of the local market and culture. This entails modifying goods, services, and corporate procedures to conform to the unique cultural norms and consumer preferences of the target market. Businesses can forge closer bonds with their patrons, clients, and the community by exhibiting a dedication to comprehending and valuing local culture. Thirdly, Chinese multinational corporations frequently prioritize enhancing local cultural awareness and education. This includes activities like educational materials, cultural exchange events, and training programs designed to improve staff members' tolerance and understanding of other cultures. Companies can establish a more inclusive and cooperative work environment by cultivating a culture of cultural intelligence throughout the firm. By conducting an in-depth comparison and analysis of the cultural diversity management strategies employed by multinational companies in Indonesia and China, this research aims to contribute valuable insights to the broader discourse on effective cross-cultural management practices in the global business landscape.

Understanding and successfully managing cultural diversity is essential for the long-term success of international organizations as the world grows more linked. The tactics used by businesses in China and Indonesia provide insightful case studies, demonstrating the variety of methods required to negotiate and capitalize on cultural differences. The knowledge gathered from this study can contribute to a more comprehensive comprehension of the dynamic relationship between culture, globalization, and organizational success, even outside of the particular cultural contexts of these two nations.

2. Literature Review

The problem of cultural diversity inside multinational corporations (MNCs) is becoming increasingly important in the context of worldwide commerce. With a particular emphasis on the comparative setting of China and Indonesia, this literature review attempts to investigate the body of research on cultural diversity management. The analysis covers a wide range of topics, such as managerial techniques, cultural subtleties, and the effects of diversity in the workplace on organizational efficiency.

Many studies emphasize the significance of cultural intelligence (CQ) in negotiating various work situations. Organizational dynamics in Indonesia are greatly influenced by Malay culture, which emphasizes collectivism and deference to authority [5]. On the other hand, the changing individualistic dynamics of contemporary Chinese society pose distinct difficulties that call for a reassessment of long-standing cultural norms [6].

Studies conducted on management tactics in multinational corporations with a diverse workforce highlight the importance of flexible leadership. Nevertheless, given the changing cultural environments in both China and Indonesia, there is

a dearth of comprehensive comparative research on leadership strategies in these two countries' multinational corporations. It is noteworthy how little emphasis is placed on the unique difficulties caused by linguistic and cultural quirks in the workplace. Successful global collaboration depends on effective communication, which calls for sophisticated approaches catered to the particular linguistic and cultural settings of China and Indonesia. Furthermore, although the literature on cultural diversity management in general is expanding, there are few studies that specifically compare the nuances of cultural diversity management in these two countries.

The identified gap in the literature is centered on the lack of a comprehensive comparative analysis that summarizes the distinct cultural problems faced by multinational corporations (MNCs) that operate in China and Indonesia. More specifically, there isn't a thorough examination in the literature of leadership tactics that are adapted to these countries' unique cultural contexts. Furthermore, there is a glaring lack of knowledge regarding linguistic and cultural quirks and how they affect efficient communication in MNCs in China and Indonesia.

By performing a thorough comparative investigation of cultural diversity management practices in Chinese and Indonesian multinational corporations, this research aims to close the found gap. Through a thorough examination of leadership methodologies, communication tactics, and organizational dynamics as a whole, this research endeavors to offer sophisticated perspectives on the opportunities and difficulties brought about by cultural diversity within these distinct cultural environments. The results are anticipated to have a practical impact for multinational corporations (MNCs) doing business in culturally heterogeneous environments in addition to adding to the body of knowledge on cultural diversity management. In the end, the research will close the current gap in the literature by improving our knowledge of culturally sensitive tactics and the efficacy of cultural diversity management techniques in international firms.

3. Research Methodology

This study uses a range of research methodologies, including document gathering and site visits, to achieve its goal of giving a detailed insight into the intricacies associated to mobile phones, cultural differences, and management. It takes a lot of laborious historical excavation to gain access to the classics and literature that examine the connection between mobile phones and cultural differences in management. This thorough analysis of the literature is not a cursory review; rather, it entails a close look that pinpoints the nuances and quirks associated with mobile phone use in diverse cultural contexts. The approach of this study is based on a thorough analysis of scholarly works, historical records, and important books that shed light on how mobile phones have evolved over time and how culture has influenced how they are used. By extensively investigating and assessing these materials, the research aims to decipher the subtleties that highlight the dynamics of mobile phone usage within various cultural contexts.

Key Sources Utilized:

- Academic Publications:
 - Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Sage Publications.
 - Kroeber, A. L., & Kluckhohn, C. (1952). *Culture: A Critical Review of Concepts and Definitions*. Harvard University Press.
 - Triandis, H. C. (1995). *Individualism & Collectivism*. Westview Press.
- Historical Documents:
 - ITU World Telecommunication/ICT Indicators Database. International Telecommunication Union (Accessed from <https://www.itu.int/en/ITU-D/Statistics/Pages/publications/wtid.aspx>).
- Influential Books:
 - Castells, M. (2009). *Communication Power*. Oxford University Press.
 - Ito, M., Okabe, D., & Matsuda, M. (2005). *Personal, Portable, Pedestrian: Mobile Phones in Japanese Life*. MIT Press.
 - Katz, J. E. (2006). *Magic in the Air: Mobile Communication and the Transformation of Social Life*. Oxford University Press.

With its combination of foundational works in management, telecommunications, and cultural studies, these carefully chosen materials offer a strong basis for comprehending the cultural and historical aspects of mobile phone usage. The accuracy of the data acquired is guaranteed by the participation of respectable writers and respected sources, such the ITU World Telecommunication/ICT Indicators Database. The thoroughness of these sources supports the study's scholarly rigor by adding to its analysis's validity and depth.

Simultaneously, site visits constitute a crucial element of this research effort, contributing a qualitative dimension to the analysis. In-depth interviews with staff members of particular Chinese multinational companies are used in this study to record the perspectives and firsthand experiences of people who deal with cultural diversity management on a daily basis in their individual companies. These interviews provide invaluable insights and nuanced guidance for taking the study into new areas, going beyond the conventional methods of data collection. Because they can reveal information that is not easily accessible through conventional data sources—that is, tacit knowledge—on-site inspections are crucial. By means of direct engagement with those tasked with overseeing cultural diversity in their workplaces, the research aims to acquire firsthand information that goes beyond the superficial understanding offered by written materials and documentation. The trustworthiness and thoroughness of the study's conclusions are greatly enhanced by the breadth and depth of the data acquired through on-site inspections. In addition, these site visits facilitate the development of a win-win collaboration between the field practitioners and the researcher. In addition to advancing the immediate objectives of the research, the knowledge obtained from these interactions fosters a cooperative mindset that encourages ongoing collaboration between academics and business experts. This continuous interplay keeps the research current with the shifting terrain of

mobile phone usage, cultural dynamics, and their control. It is imperative to stress the commitment to continual study update and improvement because research is iterative. Understanding that culture, technology, and management styles are all dynamic fields, the researcher closely monitors developments in the field. Keeping up with the latest paradigm and trend advancements ensures that the study product remains relevant, providing readers with both a historical backdrop and a contemporary viewpoint on the subject. The multimodal methodology of the research encompasses a thorough and intricate examination of mobile phones, cultural differences, and management in the context of multinational corporations. It includes both literature review and on-site inspections. The integration of historical perspectives with contemporary field observations improves understanding and positions this study as a valuable contribution to the ongoing discourse in this constantly evolving topic. The study trip will be accompanied by results that are in line with the dynamic interplay of technology, culture, and management strategies in the mobile phone business thanks to a commitment to improvement, flexibility, and response to the changing environment.

Participant Selection and In-Depth Interviews

This study's in-depth interview component is a critical methodological approach intended to explore the complex experiences and viewpoints of people actively involved in managing cultural diversity at Lenovo Group, a well-known multinational corporation based in China, and Sinarmas Group, a well-known conglomerate based in Indonesia. A rigorous selection method was employed to select interview subjects in order to obtain a wide variety of perspectives from the two cultural backgrounds. The following outlines the thinking behind the interviewee selection process and the methodology used to choose participants:

Those with important positions in the Lenovo Group and Sinarmas Group who are directly in charge of managing cultural diversity have been chosen to participate in in-depth interviews. Top-level executives, HR specialists, and team leaders who are essential in developing and putting into practice cultural diversity strategies inside their firms are among these participants.

Choosing front-line leaders on interviewing because they play a crucial role in carrying out cultural diversity management at the team level in both the Lenovo Group and the Sinarmas Group. Their experiences offer specific insights into the difficulties faced on a daily basis, effective strategies, and how cultural diversity affects team relationships and productivity in each organization. Team leaders within both Lenovo Group and Sinarmas Group offer a ground-level perspective, detailing the immediate impact of cultural diversity on team dynamics, collaboration, and project outcomes within each company's specific context.

The chosen participants ensure a wide range of viewpoints pertinent to each company's various operations because they represent a variety of departments and functions within the Lenovo Group and Sinarmas Group. This diversity makes it possible to do a comparison analysis and provides a thorough picture of how each organization manages cultural diversity. Employees from the Lenovo

Group and the Sinarmas Group are invited to participate in interviews, and each participant gives their informed consent. Maintaining confidentiality promotes candid and open communication. The study complies with ethical standards, protecting the privacy and well-being of participants from both companies.

4. Factors Affecting Two Countries with the Comparative Analysis

Cultural Background and Values

For Indonesian employees, their cultural background is heavily influenced by Malay culture—respect for elders and authority is seen as an important value. In a family, the elders usually have higher status and decision-making power (**Table 1**). For example, the father or mother of a family may play a greater role in family decision-making. This concept of respecting elders also extends to the superior-subordinate relationship at work. Indonesian employees are often more willing to follow the guidance and decisions of their superiors. At the same time, collectivism plays an important role in Indonesian society, and people value teamwork and collaboration. This means that at work, Indonesian employees tend to pay more attention to teamwork and common goals rather than highlighting personal achievements [7]. In contrast, Chinese employees place more emphasis on respecting knowledge and education, and give higher recognition to personal efforts and achievements. In traditional Chinese culture, the concept of family is very important, and the family is regarded as a basic social unit. For example, parents in China may play a greater role in family decision-making, and family opinions and perceptions often influence individual behavior and decision-making. However, with the development of society and the acceleration of the modernization process, the concept of collectivism in Chinese society has gradually weakened, and individualism has gradually emerged. This means that in modern Chinese society, personal achievement and self-realization are gradually becoming more important, and people pay more attention to personal rights and freedoms.

Therefore, Indonesian employees may follow the guidance and decisions of their superiors more, while Chinese employees may pay more attention to personal achievements and freedom [8] [9]. Therefore, in multinational companies,

Table 1. Comparative on cultural background and values between China and Indonesia MNC.

		China	Indonesia
Cultural Background and Values	Family	respect knowledge and education	respect elders and authority
	Collective	emphasizes individual achievement	values collectivism
	Authority	strong sense of family	respect for elders and authority

it is necessary to respect the characteristics and needs of employees with different cultural backgrounds and develop corresponding management strategies and cultural adaptation plans to promote the success of cross-cultural communication and teamwork.

Organizational Structure and Communication Methods

In Indonesia, many large companies have adopted a matrix organizational structure, which is characterized by an emphasis on coordination between products and geographies. This organizational form aims to balance the needs and resources between different product lines and different regions to better meet the company's overall strategic goals [10] [11]. For example, Telkomsel is an Indonesian mobile telecommunications operator established in 1995 and is the largest subsidiary of Telkom Group. The company has a matrix organizational structure, with a product manager and a regional manager jointly responsible for a specific product line. This structure allows the company to more effectively coordinate demand across products and geographies and enable better utilization of resources. In Telkomsel's matrix organizational structure, product managers are responsible for overseeing activities such as research and development, marketing and product promotion of specific product lines, while regional managers are responsible for managing the company's business operations and customer relationships in specific regions. This structure enables the company to better coordinate the interests between different product lines and different regions and achieve optimal allocation of resources. In addition, Telkomsel has further optimized the operation of the matrix organizational structure by establishing a cross-department collaboration mechanism [12] [13]. These cross-department collaboration mechanisms include holding regular department meetings, sharing information and experience, etc. to ensure collaboration between different departments and jointly achieve the company's strategic goals. In contrast, Chinese multinationals typically adopt a flat organizational structure that emphasizes cooperation and communication among employees. For example, Chinese technology giant Xiaomi adopts this structure, where employees are free to change their roles and responsibilities according to project needs. This structure helps improve employee flexibility and the company's innovation capabilities (Table 2).

1) Business environment and regional demand: Indonesia is a country with diverse cultures and regional differences, and the needs and market characteristics of

Table 2. Comparative on organizational structure and communication methods between China and Indonesia MNC

	China	Indonesia
Management style characteristics	Flat organizational structure, pyramid	Matrix organizational structure
Set up the organizational structure	Usually, 1 + 3 with at least one director	One supervisor and two shareholders

each region may vary greatly. The matrix organizational structure can better meet the needs of different regional markets, strengthen flexible response to regional differences, and ensure that products and services can adapt to local characteristics.

2) Product diversity and market demand: Large Indonesian enterprises may face diversified product lines and service needs. The matrix organizational structure can better coordinate cross-cooperation and resource integration between different product lines, thereby better meeting the needs of Market demand.

3) Resource optimization and strategic goals: The matrix organizational structure emphasizes the coordination between products and regions, helping to optimize resource allocation, ensuring that the needs of different product lines and different regions can be balanced and satisfied, and better serving the company overall strategic goals. In contrast, Chinese multinational companies adopt a flat organizational structure, which may stem from Chinese companies' need to adapt to the rapidly changing market environment and focus on employees' flexibility and innovation capabilities. This kind of structure emphasizes cooperation and communication among employees, can respond to market changes more quickly, and enhances innovation and flexibility. At the same time, China's corporate culture may also have a certain influence on the advocacy of flat organizational structures, emphasizing equality and cooperation, and promoting employees' sense of participation and work passion.

Work Attitude and Behavior

In today's globalized work environment, the differences in work attitudes and behaviors of employees in different countries and regions have attracted more and more attention [14] [15]. Among them, the differences in work attitudes and behaviors between Indonesian and Chinese employees are particularly eye-catching. Compare in terms of work attitudes (Table 3). Chinese employees usually show a very positive work attitude, they are willing to accept challenges and are willing to take on more responsibilities. At work, they are often able to quickly adapt and integrate into the team and establish good relationships with colleagues. On the contrary, Indonesian employees may be more cautious and conservative in their work attitudes. They tend to follow established processes and rules at work rather than taking risks and trying new approaches. In addition, Chinese employees tend to pay more attention to personal achievements and career development, while Indonesian employees pay more attention to teamwork and common growth.

Table 3. Comparative on work attitude and behavior between China and Indonesia MNC.

	China	Indonesia
Work attitude	Active	Cautious
Work performance	Flexibility and adaptability	Standardization and discipline

Cultural Adaptation and Integration

In a multinational corporate environment, cultural adaptation and integration is a complex process that involves many aspects, including understanding of different cultures, experience in participating in multinational teams, and handling cultural conflicts. The cultural adaptation and integration situation of Indonesian employees in a multinational company environment is challenging. On the one hand, Indonesia has a rich multicultural tradition, which makes it difficult for them to understand and accept other cultures. For example, in terms of values, Indonesian employees may be more inclined to emphasize the importance of family, community, and religious beliefs, which is significantly different from the individualistic values of some Western countries. Therefore, it may take longer for Indonesian employees to understand and accept these new values. On the other hand, the experience of participating in a multinational team can also be a challenge for Indonesian employees. Due to language and cultural differences, they may need more time and energy to adapt to the new work environment and team. Additionally, since there may be differences in work culture and habits between Indonesia and Western countries, this may cause some communication barriers. For example, Indonesian employees may prefer informal communication styles, while colleagues in Western countries may focus more on formal communication. Indonesian employees may adopt different strategies when it comes to handling cultural conflicts. Some employees may choose to stick to their own cultural values and habits, while others may try to assimilate into the new cultural environment. However, this integration may cause some problems, as different cultural backgrounds may lead to misunderstandings and conflicts. Therefore, companies need to provide appropriate training and support to help Indonesian employees better adapt to the new cultural environment. In contrast, the cultural adaptation and integration of Chinese employees in a multinational company environment may be more challenging. On the one hand, China has a long cultural history and a wide geographical area, which makes China's cultural background and values diverse. Therefore, Chinese employees may face greater challenges in understanding and accepting other cultures. Additionally, the experience of participating in a multinational team may also be more challenging for Chinese employees. Due to language and cultural differences, they may need more time and energy to adapt to the new work environment and team. At the same time, due to possible differences in work culture and habits between China and Western countries, this may cause some communication barriers. For example, Chinese employees may be more focused on concepts of hierarchy and respect for elders, while colleagues in Western countries may be more focused on equality and individuality. Chinese employees may adopt different strategies when it comes to handling cultural conflicts. Some employees may choose to maintain their own cultural values and habits, while others may try to integrate into the new cultural environment. However, this integration may cause some problems, as different cultural backgrounds may lead

to misunderstandings and conflicts. Therefore, companies need to provide appropriate training and support to help Chinese employees better adapt to the new cultural environment. In summary, the cultural adaptation and integration of Indonesian and Chinese employees in a multinational company environment are challenging. Due to different cultural backgrounds and values, they may need more time and energy to adapt to the new work environment and team. Therefore, it is crucial for companies to provide appropriate training and support to help them better understand and accept different cultural backgrounds and values for effective communication and cooperation among colleagues.

Characteristics of cultural diversity management in Indonesian multinational companies

According to the author's relevant understanding, Indonesian multinational companies mainly tend to use a horse racing mechanism in the management of cultural diversity, that is, respecting the free development of different cultural backgrounds, not emphasizing the dominance of local culture, and not creating the subordination of other countries' cultures [16] [17]. The importance of an employee within the company objectively still depends on the importance of his intelligence and the level of his job. The main reason is still the focus on the overall competitiveness and development prospects of the company. Relevant managers of Indonesian multinational companies are still very aware of the importance of respecting the abilities of core employees, so the management of cultural diversity of multinational companies shows a strong inclusiveness [18]. However, there are exceptions for some Indonesian multinational companies, such as Chinese-funded companies or other companies in Indonesia, which may have strong regional characteristics and strong dominance of domestic employees. The figure below shows the number and proportion of foreign employees of Sinar Mas Group in Indonesia:

From the picture above, we can see that the number of foreign employees of Sinar Mas Group accounts for almost half of the number of employees at its headquarters, which shows the inclusiveness of its culture. From this (Figure 1), we can see that foreign employees have a good development environment here,

Proportion of Foreign Employees in Sinar Mas Group

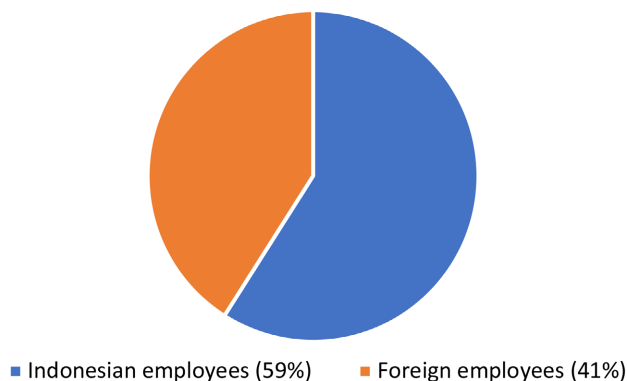


Figure 1. Proportion of foreign employees in Sinar Mas Group.

so it is Attracting so many foreign employees to join the company.

Characteristics of cultural diversity management in Chinese multinational companies

Compared with Indonesia, China's multinational companies pay more attention to overseas cultural content to a certain extent in the management of cultural diversity [19]. It can be said that a common feature of Chinese multinational companies and many developing countries is that they pay more attention to different cultural habits and content. Therefore, foreign employees and overseas cultures can objectively gain more respect and attention within their companies. Therefore, there will be a certain degree of weakness of domestic culture and strength of foreign culture, etc. This situation is actually the current situation of my country's multinational companies for a certain period of time. This situation has been somewhat alleviated in recent years. With the improvement of China's international status and economic level, the Chinese people's sense of self-centeredness is also gradually increasing. In the face of diverse when it comes to the cultural content of sex, its attitude begins to become more inclusive, more peaceful and objective. As shown below:

From the picture above (**Figure 2**) can find that the Lenovo Group's Beijing headquarters, which accounts for less than 30% of the total headcount, accounts for 55% of the company's monthly salary distribution. It can be seen that foreign employees have obtained better development conditions and advantages here, also reflects the emphasis of Chinese multinational companies on foreign cultures in diversity cultural management.

5. Proposed Solutions to Resource Difficulties

Addressing resource constraints within the purview of cultural diversity management in global organizations, particularly in the comparative analysis of Indonesia and China, necessitates nuanced strategies. Thorough cross-cultural training programs, meticulously designed to delineate the subtle nuances inherent in the cultures of both nations, become imperative. Initiatives centered on cultural intelligence (CQ), prioritizing self-awareness and a comprehensive understanding of diverse cultural values, emerge as foundational pillars. The cultivation

Salary Proportion of Foreign Employees in Lenovo Group

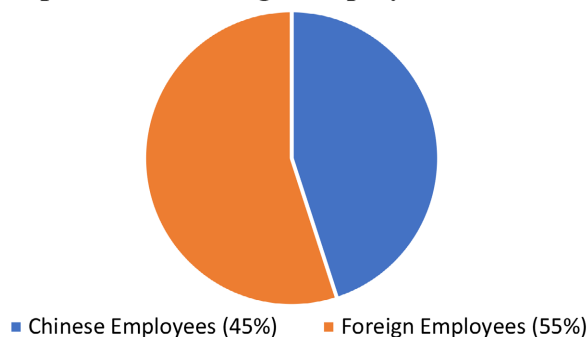


Figure 2. Salary proportion of foreign employees in Lenovo Group.

of an inclusive organizational environment relies on well-defined diversity and inclusion policies, augmented by the establishment of affinity groups and support networks. Essential to this process is the localization of management procedures, aligning them with the cultural expectations prevalent among the workforce in both countries. To navigate linguistic and cultural idiosyncrasies adeptly, the implementation of specialized communication techniques and language assistance mechanisms is paramount. Concurrently, effective dispute resolution methodologies, cognizant of cultural variations, must complement flexible work schedules accommodating religious and cultural customs. The continual refinement of these strategic approaches is facilitated by fostering partnerships with regional organizations or engaging cultural specialists, with metrics and assessments intricately linked to cultural diversity and inclusion initiatives. Building upon this research, five pivotal recommendations emerge with potential applicability to both Indonesia and China in the future:

- **Resource Sharing:** The establishment of a collaborative platform is advocated, facilitating the seamless exchange of resources among employees. This platform not only expedites resource acquisition but also enhances the effective utilization of shared resources, thereby mitigating wastage and contributing to substantial cost savings for the enterprise.
- **Training and Education:** To augment employees' skills and knowledge for more effective resource utilization, organizations are advised to institute comprehensive training programs. Such initiatives can significantly enhance employees' understanding of judicious resource allocation, consequently elevating work efficiency and reducing operational costs. Utilizing pedagogical tools like case analysis and data statistics during training serves to underscore the scarcity and value of resources, fostering an acute awareness of the consequences associated with resource wastage.
- **Culturally Tailored Leadership Development:** Develop leadership development initiatives that are both culturally aware and customized to meet the unique demands of each nation's leadership. Effective multicultural teams will require leaders who can identify and develop the nuances of the cultural dynamics in China and Indonesia.
- **Global Cultural Exchange Programs:** Establish international cultural exchange initiatives that make it easier for workers to be temporarily placed in each other's workplaces. Through direct cultural exposure, comprehension, and cooperation, this program helps employees from diverse backgrounds build stronger bonds and respect one another.
- **Social responsibility and community involvement:** Take part in social responsibility and community outreach programs that respect Indonesian and Chinese cultural norms and values. This engagement not only improves the company's reputation but also shows that it is dedicated to making a good impact on the areas where it works.

Above comprehensive methods and guidelines highlight the crucial significance of cultural intelligence, inclusivity, and strategic alliances as multinational

firms endeavor to negotiate the constantly changing terrain of cultural diversity. Organizations may put themselves at the vanguard of global success by embracing the richness of cultural diversity and consistently improving their methods. This will build workplaces that are not only conducive to innovation, collaboration, and respect among coworkers, but also to cultural harmony.

6. Conclusions

Through this extensive research, a deep comprehension has been reached concerning the necessity for multinational corporations to carefully weigh the various demands and principles derived from the diverse cultural backgrounds of their workforce. The handling of cultural diversity, as seen in the context of China and Indonesia [20], clarifies particular difficulties resulting from these two countries' diverse cultural environments. To overcome these obstacles and promote productive collaboration and communication inside the corporate structure, a nuanced strategy is needed. Multinational corporations struggle with the need to match their management practices with the dominant cultural norms in Indonesia, where the cultural fabric is intricately woven with Malay customs that emphasize deference to elders and a communal attitude. Respect for authority, particularly in family and organizational contexts, extends into the workplace and calls for a leadership model that takes these cultural quirks into account. Comprehending this complex interaction is essential for formulating tactics that promote efficient communication and foster a work atmosphere that encourages collaboration and individual growth. On the other hand, the dynamic situation of the Chinese cultural milieu is a result of its evolution in combination with the rapid modernization process. Although family dynamics and group decision-making are highly valued in traditional Chinese beliefs, the rise of individualism in modern society makes managing cultural variety more difficult. In order to operate in China, multinational corporations need to strike a careful balance while taking into account the growing importance of individual accomplishments and self-realization.

Developing an inclusive work environment that encourages collaboration among employees from different cultural origins requires management strategies to be tailored to these changing cultural dynamics. Multinational corporations must set up extensive training and support programs in order to enable a smooth transition to the new cultural contexts in China and Indonesia. These programs ought to explore the complexities of cultural integration rather than just surface-level cultural awareness. Organizations may strengthen the foundations of a peaceful and synergistic work environment by arming employees with the knowledge and skills necessary to understand, value, and navigate the cultural subtleties of their peers. Building a profound awareness and respect for the traits and ideals that underpin many cultures is essential to the success of these endeavors. It is recommended that multinational corporations go beyond token recognition and instead adopt a sincere admiration for the diverse range of cus-

toms, beliefs, and behaviors that every culture has to offer. This information serves as the cornerstone for creating an open, welcoming workplace where workers from all cultural origins feel appreciated and acknowledged. Essentially, developing an inclusive company culture requires much more than just recognizing diversity—rather, it demands a deep comprehension of the complex interactions between many cultural subtleties. As they follow the cultural diversity management path, multinational corporations are expected to take on the role of cultural facilitators, offering the framework for communication and cooperation between parties. Establishing a workplace that benefits from the synergy of varied viewpoints requires a planned, all-encompassing approach to cultural integration, reinforced by continuous training and support systems. By implementing such programs, global corporations can overcome cultural barriers and create a peaceful, cooperative, and mutually beneficial workplace that fosters the growth of staff members from various cultural backgrounds.

Conflicts of Interest

The author declares no conflicts of interest.

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