

HUMAN RESOURCE MANAGEMENT EFFECTIVENESS ON MULTICULTURAL ORGANIZATION BASED ON SWOT PERSPECTIVE

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ABSTRACT

Globalization has led to a rise in multicultural work environments, requiring organizations to understand cultural differences and adapt to internal dynamics. This study uses PM Fresh, an Australian food product company, to explore how Human Resource Management (HRM) strategies can address cultural differences and enhance organizational performance. Strategic SDM practices, such as language training, cultural competency development, and flexible work arrangements, are crucial for achieving this goal.

Keywords: Human Resource Management, Human Resource, Effectiveness, Multicultural organization, SWOT Analysis, Internal Environment.

INTRODUCTION

With increasing globalization, workplaces are becoming multicultural, with employees from diverse cultural, ethnic, and linguistic backgrounds. This requires organizations to understand how culture influences internal company dynamics. In Indonesia, large companies often employ foreign workers, with around 168,000 foreign workers in 2023, mainly in professional roles (53.46%), followed by consultants (21.45%), managers (18%), directors (6.47%), and commissioners (0.53%). Similarly, Australia has a multicultural workforce due to high immigration rates and offers working holiday visas (WHV) that allow young travelers to work and stay longer. For Indonesia, the WHV quota from July 2023 to June 2024 is 4,612 people (Immigration and Citizenship Website., 2023). Apart from that, Australia is one of the countries that provides working holiday visas. This distinct cultural identity persists as long as the organization itself does. The large number of foreign workers in a company can be an obstacle in unifying different work cultures in one company. Each country usually has different habits, customs and culture.

Every organization fosters a unique culture, shaped by habits that influence employee behavior. This distinct cultural identity persists as long as the organization itself does (Khalid et al., 2022). The large number of foreign workers in a company can hinder unifying different work cultures due to cultural differences in habits, customs, and team dynamics. Good human resources management can increase collaboration, innovation, and productivity. Cultural differences also influence communication styles, conflict resolution, decision making, and team dynamics. Multicultural organizations should adopt multicultural training, culturally diverse teams, and inclusion policies.

According to Stahl and Maznevski (2021), cultural diversity does not directly impact team performance; instead, its effect is indirect and influenced by factors like creativity, cohesion, conflict, teamwork duration, task complexity, and work location.

Organizational culture management should assist behavior change for social justice, but it has not fully addressed issues in practice and research. Addressing barriers to diversity is critical to promoting diversity and representation (Akpapuna, 2020).

Employee effectiveness is a worker's ability to contribute to positive outcomes, adapt, learn, and communicate effectively, essential for an organization's success (Collins et al., 2022). The acculturation process occurs when individuals are exposed to a foreign culture, leading to the integration of new cultural aspects.

PM Fresh Australia's work environment demonstrates multicultural theory by bringing together numerous cultural groups. Multiculturalism involves the diversity and integration of different cultural groups, where each culture maintains its distinctive characteristics while contributing to a shared



cultural identity. The company's sustainability performance is evaluated using SWOT analysis. SWOT analysis is usually used to evaluate an organization's competitive position by looking at the internal and external environment to prepare a strategic plan for the development of a business. Cultural diversity in an organization will affect the work effectiveness of several individuals in a group.

Therefore, companies can take advantage of existing and reduce existing threats. Cultural diversity in an organization will affect the work effectiveness of several individuals in a group. In this study, researchers will discuss employee effectiveness when faced with different cultures using SWOT analysis.

Since the conversation on this topic is so broad, it is crucial to set clear boundaries. As a result, in a more focused study, the authors will only using SWOT analysis. The Human Resources Management of PM Fresh in Brisbane, Australia, with several limitations that need to be considered. The study relies on publicly available secondary data and information from company reports, which may not cover all the internal and strategic aspects of the PM Fresh.

PROBLEM DELIMITATION

This study will foccus on The Human Resources Management of PM Fresh in Brisbane, Australia, with several limitations that need to be considered. The study relies on publicly available secondary data and information from company reports, which may not cover all the internal and strategic aspects of the PM Fresh. Limited access to the company's internal data can affect the depth of the analysis conducted.

LITERATURE REVIEW

A. Human Resource Management (HRM)

Human Resource Management is a strategic approach to managing employment relationships that emphasizes the importance of leveraging employee capabilities to achieve competitive advantage. Human resource management integrates human resource functions and activities into the overall business strategy to ensure that an organization's human capital is used effectively (Paauwe, J., & Boselie, P., 2020). Human Resource Management is a process that involves recruiting and developing employees so that they can add value to the organization. It includes activities such as recruitment, training, performance management, and ensuring that employee skills and abilities are aligned with organizational goals (Torrington et al., 2021). Human resource management encompasses a range of activities aimed at managing an organization's workforce effectively. It includes strategic planning, recruitment and selection, employee development, performance management, and ensuring compliance with employment laws and regulations (Jaiswal, A., & Dhar, R. L., 2022). Human Resource Management is a comprehensive approach to managing employees in an organization. This approach includes strategically aligning HR practices with organizational goals to improve performance, develop talent, and create a productive work environment (Schuler, R. S., & Jackson, S. E., 2023).

B. Human Resource Management Effectiveness

Every company has a certain goal to achieve. The success of goal achievement is determined by the human inside the company. Human resource management play an important role in the success of a company to achieve its goal. Starting from the employee recruitment and selection process that ensures that the company chooses candidates who are close to the needs and culture of the organization. Through effective human resource management, companies should implement strategies that support employee development and motivation, which are crucial for company success. Employees, as key resources, need to be well-managed to contribute effectively. A positive work environment and good interpersonal relationships can significantly enhance employee productivity (Basuki & Khalid, 2021).

Performance is the level of success in carrying out tasks, as well as the ability to achieve predetermined goals. Effective performance management can increase employee engagement, especially for those who feel comfortable at work and tend to perform better (Awan et al., 2020). Human resources are essential for influencing a company's efficiency and effectiveness, which are vital for improving overall quality and performance (Abbas et al., 2022). Effective communication is crucial

for improving performance as it fosters good coordination between employees, employers, and customers, helping to share information, ideas, and skills. This ensures that work results meet company standards (Kalogiannidis, 2020). Thus, effective human resource management is essential for a company's success in achieving its goals. Employee effectiveness is critical to the survival and expansion of any organization that results from its employees. The closer the objectives of employees, managers, and organizations are, the easier it is to achieve them. This leads to the realization of both managers' and employees' goals. Every organization requires people as participants to achieve goals in the public and private sectors (in Karnati, 2020).

C. Multicultural Organization

Heryana, A. (2020) Organizations are complex strategies involving humans designed to achieve predetermined goals, so that an organization is a forum where a group of people is directed. Multiculturalism has its roots in the word culture. Definition of culture according to experts is very diverse. For example, multiculturalism is an ideology that can be a tool or vehicle for increasing the level of humans and their humanity. Multiculturalism acknowledges and celebrates differences in equality both individually and culturally in groups. According to (Purwani & Arvianti, 2020) Multiculturalism is reflected in efforts to maintain local traditions, joint activities, and active community participation in preserving culture. This cross-cultural discussion is very useful for building unity and advancing the economy. Multicultural organizations are those with work ethics that embrace individuals from diverse backgrounds across all departments and provide them with a shared work experience to achieve success and growth within the company (Alfindo, 2023). A multicultural organization hires people from many origins and provides equal opportunities for input and advances (Akpapuna, 2020).

D. SWOT

According (Ghrachorloo et al., 2021) SWOT is an analytical tool that helps organizations position themselves strategically against the competition. By understanding its strengths and weaknesses, as well as the opportunities and threats around it, organizations can determine the right strategy to achieve competitive advantage. SWOT analysis, which stands for strengths, weaknesses, opportunities, and threats, is now a common tool used by businesses to assess their market position and examine their internal and external environments in unpredictable times (Benzaghta et al., 2021). SWOT analysis technique aims to carry out evaluation conditions of the scope of activities concerned which can then also be used to formulate a more appropriate institutional development strategy with the condition and potential of the institution concerned (Monika et al., 2021). SWOT which analyzes both internal and external factors, helps policy makers formulate more effective development strategies (Kansongue et al., 2023).

METHOD

This study uses a library research method to analyze the effectiveness of Human Resource Management in multicultural organizations, specifically PM Fresh in Brisbane, Australia, using a SWOT perspective to understand challenges and opportunities faced by these organizations. Library research is a research process that involves collecting information and data through various sources available in the library, such as reference books, relevant previous research, articles, notes, and journals related to the issue being analyzed. This process is carried out in a structured manner to collect, analyze, and summarize data with certain methods or techniques to find solutions to the problems faced (Sari, 2020). This research subject is “Human Resource Management Effectiveness on Multicultural Organization Based on SWOT Perspective (A study About PM Fresh in Brisbane, Australia).” This research aims to explore and analyze the effectiveness of human resource management practices in the context of multicultural organizations through a comprehensive literature review. The process of this literature research involves collecting data and information from various sources available in the library, such as reference books, scientific articles, journals, and relevant previous research results. By utilizing this material, researchers can explore important theories and concepts regarding human resource management and diversity in organizations.

The analysis is carried out systematically to compile, process, and conclude information in order to gain in-depth insight into the challenges and opportunities faced by multicultural organizations. With this approach, the study is expected to provide a better understanding of how human resource management practices can contribute to the effectiveness of multicultural organizations and how the SWOT perspective can be used to assess and improve these practices.

FINDINGS AND DISCUSSION

A. SWOT Analysis

PM Fresh's SWOT analysis will be based on a comprehensive examination of data collected and analyzed from both internal and external sources. This data will be used to pinpoint the organization's strategic advantages and disadvantages, as well as potential opportunities and threats in the marketplace. The internal and external factors of PM Fresh are as mentioned below.

1. Strength

a. PM Fresh is a multicultural company

Diversity in a multicultural company like PM Fresh fosters innovation by combining diverse perspectives and attracting talent. This rich culture and experience enable a better understanding of global market needs, enabling effective customer service. The large number of employees with different backgrounds will also help increase innovation in combining various perspectives to create creative solutions. Apart from that, the different backgrounds of workers can attract talent from various backgrounds to strengthen the team. The main strength lies in the rich culture and experience possessed by its team members. This allows the company to bring diverse perspectives to product and service innovation, as well as the ability to better understand the needs of an increasingly diverse global market.

b. Employee has various abilities that have been possessed since the beginning

PM Fresh, a diverse company, leverages its team members' diverse experiences and skills for innovation, creativity, and operational efficiency. This diversity enables quick problem-solving, reduces initial training, and provides a competitive advantage in highly sought-after markets. Companies that have employees with diverse skills already in place from the start enjoy a number of strategic and operational advantages. Employees with diverse skills often bring unique perspectives and fresh ideas that drive innovation and creativity, which are essential for new product development and problem solving.

Employee readiness to take on complex challenges and projects that require specialized skills is also enhanced, as they can contribute immediately without requiring time-consuming and costly basic training. This reduces the need for initial training, allowing companies to place employees in productive roles and begin contributing more quickly. Employees who come with existing skills can provide a competitive advantage, especially if those skills are rare or highly sought after in the market, enhancing a company's position in the industry. In addition, diverse skills support operational efficiency by enabling rapid task adjustments and more effective results. Diverse employee skills also enable companies to meet the diverse needs and preferences of customers with more targeted and relevant solutions. In turn, this multidisciplinary approach to problem solving often results in more comprehensive and effective solutions, supporting a company's growth and success in a competitive marketplace.

c. PMFresh has casual employees

Immigrants in Australia are seeking better salaries, making it easier for companies to find new workers. Casual workers offer flexible schedules, allowing companies to adjust their workforce to changing operational needs. The presence of casual workers who have more flexible schedules than permanent employees is a company's strength because casual workers provide high flexibility in workforce management, allowing companies to adjust the number of workers to changing operational needs. This is very useful in dealing with seasonal demand fluctuations or special projects that require additional workers without long-term commitments.

Freelancers reduce fixed costs, enhance project speed and quality, and introduce fresh ideas, fostering innovation and increasing resilience. This allows companies to manage budgets

more efficiently, especially in industries that have high operational costs or significant market changes. Casual workers often bring specific skills and experience that are relevant to certain projects, without the need for intensive training. This allows companies to directly utilize specialized expertise, speed up project completion, and improve the quality of work results.

d. Using a rotating worker break system

Companies use a rotating break system to ensure continuous workflow, preventing delays and speeding up work completion. This system boosts productivity by minimizing downtime and maintaining a stable workflow, while also enhancing employee satisfaction by providing structured breaks. It effectively maximizes working time and operational capacity. In addition, employees can take regular breaks, which helps reduce fatigue and improve the quality of their work. Higher job satisfaction can also reduce turnover rates and increase motivation. This system also provides greater flexibility in handling peak periods or sudden needs, ensuring that there is always a workforce ready to contribute. Overall, the implementation of rotating break hours supports operational efficiency while creating a healthier and more productive work environment.

2. Weakness

a. Employees have poor command of the primary language used

PM Fresh faces communication challenges due to diverse accents, particularly Australian, causing misunderstandings, conflicts, and collaboration issues. To improve efficiency and prevent delays, the company should invest in language training and strategically position employees with stronger English skills. Difficulty in speaking English or understanding certain accents often results in ineffective communication, which can lead to misunderstandings, conflicts, and obstacles in collaboration. In addition, the training and development programs that have been carried out are sometimes less effective, which can hinder employee growth. In addition, operational efficiency can be affected by communication errors, which have the potential to cause time delays and waste resources. To overcome this problem, companies need to consider investing in language training and communication aids to improve employee language skills and ensure more effective communication. It can also be done by positioning people who are more proficient in English among several employees of the same nationality.

b. Multicultural collaboration can lead to misunderstandings

Bringing together employees from various cultures can create challenges in managing and integrating different work cultures, leading to potential friction or misunderstandings. Diverse communication styles and cultural norms may cause conflicts or misunderstandings among team members. Additionally, integrating teams with diverse backgrounds requires more time and resources. Differences in cultural values, norms, and thinking approaches can lead to conflict or tension, and cultural diversity may trigger stereotypes and biases, potentially harming inclusivity in the workplace.

3. Opportunities

a. The presence of immigrants who need work in Australia

Immigrants in Australia offer companies opportunities to find suitable workers, build a positive reputation, and expand operational capacity. By collaborating with accessible job seekers, companies can support social and economic integration, contribute to long-term growth, and support immigrant communities. Companies operating in an environment with many immigrants seeking employment can take advantage of a number of strategic opportunities to support their growth. With access to a broad talent pool, companies can find candidates with a variety of skills and experiences that may not be available in the local market. This also provides an opportunity to enrich the perspective and creativity of the team which in turn can increase innovation and competitiveness. By employing immigrants, companies can build a positive reputation as an employer that supports social and economic integration, as well as expand operational capacity to handle greater market demand. Using these opportunities

wisely, companies can strengthen their position in the market and contribute to long-term growth while supporting immigrant communities.

b. There are students who need experience of work

Students usually need internships to fulfill one of their study requirements. This experience will be used to support students' education and careers to be more experienced. The presence of critical students when working later can provide some input to the company to improve its quality. Usually, with lessons that are always updated and continue to develop, it can provide opportunities for companies to develop into more modern work systems. The presence of student interns provides an opportunity for companies to identify and develop potential young talent. Student internship who show good performance can be ideal candidates for full-time positions in the future, and can reduce the costs and time required for recruitment.

4. Threats

a. Workers are looking for other jobs that are more suited to their subjects

The situation in the PM Fresh company is that some employees are still looking for other jobs that are better and more in line with their majors. In addition, some employees are also not satisfied with the salary and working hours given by the company, this usually has an impact on casual workers. Casual workers basically do not have a contractual relationship with the company. They can move jobs whenever they want. Moving workers to positions that are more in line with their interests means that the company loses individuals with skills and knowledge that have been developed and applied in the organization. This can result in a shortage of important skills that affect team performance and productivity. When experienced employees leave the company, this can affect the morale of the remaining team. Team members may feel less motivated or worried about the stability of their jobs, which can reduce productivity and engagement. Replacing employees who leave involves recruitment costs to find new candidates and training costs to ensure that they are ready to work well. This can be a significant financial burden, especially if turnover is high. Employees who leave the company can cause disruptions in ongoing projects, especially if they have key roles. The movement of employees can hinder the completion of projects and affect schedules and work results. If the position being vacated is directly related to customer service or critical projects, losing workers can affect the quality of service and cause dissatisfaction among customers.

PM Fresh is facing challenges due to employees seeking better jobs, dissatisfaction with salary and working hours, and casual workers moving to positions more aligned with their interests. This results in a shortage of essential skills, affecting team performance and productivity. Experienced employees leaving can also affect morale, reducing productivity and engagement. Replacing employees incurs recruitment and training costs, which can be a significant financial burden.

b. People can work from home and making some business

In today's era of globalization, improving the quality of technology, especially in terms of promotion and so on. Some of these jobs can be done from home, even from across other countries. Work from home is the easiest choice for some people because they don't need to spend money on transportation, food money and so on. Sometimes this allows employees to maintain work life balance because they can work anywhere. This is a challenge for companies because companies also need a lot of workers whose energy is needed directly and employees who can be communicated directly because it is easier and clearer if the departments can communicate directly. Work from home offers convenience and work-life balance, but companies face challenges in maintaining direct communication and energy needs for their employees, as companies require employees who can work remotely.

c. Technological Development

Technological advancements present both benefits and threats, including job replacement, cybersecurity risks, and workforce challenges. Strategic planning, training, and policy adjustments are crucial for mitigating these risks. Technological developments do bring many benefits to the industry, but they also present a number of significant threats. One of the main threats is job replacement, automation and artificial intelligence can replace humans in

many jobs, potentially reducing jobs and creating challenges in workforce adjustment. High investment costs are also a problem, companies may need to spend a lot of money to adopt the latest technology, which can be a financial burden, especially for small or medium-sized companies. In addition, cybersecurity risks increase along with the integration of digital technology, cyber attacks and data breaches can damage a company's reputation and result in significant financial losses.

Reliance on technology can also be a threat, if there is a system failure or technology disruption, a company's operations can be seriously disrupted. Then there are changes in regulations and compliance related to new technologies can add to operational complexity, forcing companies to constantly adjust policies and procedures to comply with frequently changing regulations. Addressing these threats requires careful strategy, investment in training, and policy adjustments to ensure that companies can effectively utilize new technologies while mitigating their risks.

CONCLUSION

PM Fresh's multicultural approach to the Australian market benefits employee engagement, productivity, and innovation. Company can get benefits from rich diversity of the cultures, that can increase the innovation in combining various perspectives to create creative solutions, and also can attract talent from various backgrounds to strengthen the team. Another strength are have a casual workers is very useful in dealing with seasonal demand fluctuations or special projects that require additional workers without long-term commitments. Company will be easy to search the workers because Australia has a many immigrants that seeking a job in this country. However, potential threats is there are people thinking they can work from home or making some business that better then work physically in the company.

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