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## Multicultural Organizational Culture

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### ABSTRACT

This study examines multiculturalism related to morals in a nation to do something that has become a mutual agreement and then also examines the activities of communication, negotiation, decision making and multicultural teams in a diverse organization. The type of research used in this study is library research with a qualitative approach method. The result of this study is that intercultural communication is a process of conveying messages, information, ideas or feelings between people of different cultural backgrounds. Negotiation is a dynamic and diverse process of interaction and communication, containing art and full of secrets, to achieve a goal of the parties. Intercultural decision making needs to be done because of the difference between expectations or goals and the results achieved. Multiculturalism can simply be understood as an acknowledgment that a country or society is diverse and plural.

**Keywords:** *Communication, Negotiation, Decision Making, Multicultural Team*

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## INTRODUCTION

Multiculturalism will emerge in an organization when its members are different from one another. Organizational culture, multiculturalism and diversity are closely and related things. Diversity can be a source of competitive advantage that allows members to come from a wider scope with high quality. Multicultural organizations refer to the presence of members with diverse cultural, technical, and experiential backgrounds that can be used to contribute to the organization. This is also stated in the Business Dictionary multicultural is “Where employees from various backgrounds, cultures, ethnicities, and experiences can contribute freely, and achieve their individual potential for the benefit of themselves and their organization”. (Muhammad, 2019)

Multiculturalism is related to morals and is related to a nation or state doing something that has become a mutual agreement. In multiculturalism, there are horizontal and vertical differences for a nation or country, but it can build synergy in communication and build cooperation in the fields of economics, law, politics, education, culture and various other aspects, to form an attitude of empathy, help each other and work together to achieve shared prosperity. (Ambarita, 2013)

In a multicultural culture, it cannot be separated from the leadership's form of decision making which prioritizes negotiations so that discrimination does not occur against members of the organization. Leaders must have proper communication and negotiation in decision making. The focus of discussion in this research is communication activities and cultural negotiations, intercultural decision making, and multicultural teams. This research aims to describe intercultural communication and negotiation activities, find out forms of intercultural decision making, and find out about multicultural teams.

## **RESEARCH METHODOLOGY**

The type of research used in this research is library research with a qualitative approach method. In obtaining information in this research, the author explored information through books, articles, journals and sources relevant to the topic of this research.

## **RESULT AND DISCUSSION**

### **A. Intercultural Communication and Negotiation Activities**

#### **1. Intercultural Communication**

According to Veithzal Rivai and Deddy Mulyadi in his book entitled "Leadership and Organizational Behavior" defines communication as sending and receiving messages or news between two or more people so that the message can be understood (Mulyadi, 2012). Formally culture defined as order knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, time, roles, spatial relationships, concepts of the universe, material objects, and possessions acquired by large groups of people from generation to generation through individual and group efforts. (Mulyana, 2014)

From the several definitions that have been explained above, a conclusion can be drawn about what is meant by communication Interculturalism is the process of conveying messages, information, ideas or feelings between people with different cultural backgrounds, such as between ethnic groups, values, beliefs, customs, language, race, education, or between social classes who have different cultural backgrounds.

Alo Liliweri said that the elements of internal communication Organizations have eleven elements, namely (Liliweri, 2014):

- a. The sender (Sander) or source is an group, individual, (resource) or organization whose role is to transfer (transferring) the message.

- b. Encoding is the transfer of ideas into messages.
- c. A message is an idea expressed by a sender to another person.
- d. The channel (media) is the place where the source transmits the message to the recipient, for example through sound waves, light, printed pages, etc.
- e. Decoding is the transfer of messages into ideas.
- f. The recipient is the individual or group who receives the message.
- g. Feedback is a reaction to a message.
- h. Interference (noise) is an internal or external effect resulting from message switching.
- i. The field of experience is the field or space that forms the background of information from the sender or recipient.
- j. The exchange of meaning (shared meaning) is a field or space meetings (overlapping) created by togetherness.
- k. Context is a situation, atmosphere or physical, non-physical environment (sociological, anthropological, psychological, political, economic).

According to Onong Uchjana Effendy, the communication process is divided into two stages, namely (Effendy, 2019):

a. Primary Communication Process

Communication process Primary is the process of conveying one's thoughts and/or feelings to others using symbols as a medium.

b. Process Communication by Secondary

Communication process secondary is the process of conveying a message by someone to another person using tools or means as a second medium after using symbols as the first medium.

Forms communication intercultural practices that correspond to primary and secondary communication processes are:

a. Personal Communication

Personal communication is communication that occurs between two people, and can take place in two ways, namely (Sihabudin, 2011):

- 1) Face-to-face personal communication takes place in a dialogue between people looking at each other so that personal contact occurs.
- 2) Media personal communication is communication with use tools as a medium to send messages. Because it is a tool, there is no personal contact between the two people.

b. Group Communication

Communication Group is communication that occurs between a person and a group or a group and a group of people in a face-to face situation. Group communication divided into two types namely (Sihabudin, 2011):

- 1) Small group communication is communication between a person with a group of people who are not too many in number there is an opportunity so that for one of them to provide a verbal response.

- 2) Large group communication is a group of communicants whose numbers are so large, that in this communication situation there is almost no opportunity for one person to provide a verbal response.

## **2. Intercultural Negotiations**

Negotiation according to Goodpaster is a dynamic and diverse process of interaction and communication, containing art and full of secrets, to achieve a goal that is considered beneficial to the parties. Interaction, communication and art, as well as purpose are elements in the above definition. Negotiation is part of our daily lives whether we realize it or not, for example when we are shopping or buying something at the market, we will be involved in a process of haggling over the price of the goods we are going to buy (except when we buy at a supermarket/minimarket we will not be able to bargain), in this case it means we are practicing negotiation. (Inayah, 2014)

The benefits obtained from a negotiation process are (Inayah, 2014):

- a. To create collaborative of relationships between business entities or institutions or individuals carry out for an activity or business together on the basis of mutual understanding. By establishing cooperation between the two parties, an interrelated transaction is created.
- b. The negotiation process will provide benefits for establishing wider business relationships and also for developing markets, resulting in better prices and efficiency, which provides greater profits.

Interpersonal relationships will be better in the negotiation process if both parties do the following things (Wijaya, 2012):

- a. Convey feelings directly and in a warm, expressive manner.
- b. Convey what happens in their personal environment through self disclosure.
- c. Convey positive understanding and provide relevant responses.
- d. Be sincere and accepting verbally and non-verbally.

The objectives of intercultural negotiations are as follows (Wijaya, 2012):

- a. Establish communication between each party involved.
- b. Resolving differences of opinion in solving problems faced together.
- c. Produce an agreement that is acceptable to both parties.

## **B. Intercultural Decision Making**

Decision making is the selection of two or more alternatives. Intercultural decision making needs to be done because there are differences between expectations or goals and the results achieved. One of the decision making models is The Optimizing Model. This model is a decision-making model that describes how individuals should behave to achieve maximum results or output. There are four behaviors towards intercultural decision making, namely (Bafaqih, 2018):

1. Values, which are considered as guidelines if someone faces a situation where something must be done choice.

2. Personality, including attitudes, beliefs and individual needs.
3. Tendency to take risks.
4. The existence of decision making regarding the consequences of the decisions taken.

Factors that influence intercultural decision making are (Bafaqih, 2018):

1. Physical, based on feelings experienced in the body, such as discomfort or pleasure
2. Emotional, based on feelings or attitudes. People will react to a situation subjectively.
3. Rational, based on knowledge people get information, understand the situation and its consequences.
4. Practical, based on skills and on ability to individual and implement.
5. Interpersonal, based on the influence of existing social networks. Relationships between one person and another can influence individual actions.
6. Structural, based on the social, economic and political spheres. The environment may produce outcomes that support or criticize a particular behavior.

### **C. Multicultural Team**

Multicultural is a variety of socio cultural statuses which include background, place, religion, race, ethnicity, etc. Meanwhile on the other side Multiculturalism is also defined as the appreciation given by society to something that is good, important, noble, appropriate and has functional power for the development and goodness of life together. The multicultural concept itself was born from the perspective of seeing human diversity consisting of various cultural backgrounds. Where multiculturalism implies recognition of the dignity of humans living in their communities with their unique cultures. (Mahfud, 2016)

Multicultural in simple terms can be understood as a recognition that a country or society is diverse and plural. On the other hand, no single country contains only a single national culture, thus, multiculturalism is a sunnatullah that cannot be rejected for every country or nation in this world. It turns out that multicultural is not an easy meaning, it contains two very complex meanings, namely multi, which means plural, cultural, which contains the meaning of culture or culture. The term plural contains various meanings, because plural does not just mean recognition of the existence of various types of things but also that recognition has political, social and economic implications. (Tilaar, 2014)

Multicultural awareness development as an effort to incorporate diversity in life prioritizes several values such as (Wakano, 2018):

1. Value of Inclusivity (Open)

This value contains many things in the principles of everyday life, namely that people are required to learn to live with differences and acknowledge the existence of differences. This indicator considers that the truth held by one group is also adhered to by other groups. This indicator recognizes pluralism in a

community or social group, promising to promote the principle of inclusiveness which leads to the growth of sensitivity.

## 2. The Value of Prioritizing Dialogue (Active)

With dialogue, different understandings about something that each different group has can be deepened without each other detrimental to each party. The result of prioritizing dialogue is a close relationship, an attitude of mutual understanding, respect, trust and mutual help.

## 3. Human Values (Humanist)

This humanitarian orientation relevant to the Islamic concept, which is called *hablum minan naas*. In the concept of this man being placed as the best creature among creatures God on this earth. Humanity is basically a recognition of the plurality, heterogeneity and diversity of humans themselves. This diversity can be in the form of ideology, religion, paradigm, ethnicity, mindset, needs, economic level, and so on.

## 4. The Value of Respecting Diversity

Life in a pluralistic society requires a positive social attitude. This positive social attitude, among other things, takes the form of a willingness to acknowledge, accept and appreciate diversity.

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A multicultural organization is given the meaning of not only consisting of work force, but also consisting of human resources with different racial, religious, ethnic and gender backgrounds. Even minority people are well integrated at every level of the organization, including in management and executive positions. This statement is in accordance with Investopedia's statement, namely "Multicultural organizations are organizations whose workforce not only includes people from diverse racial, religious and gender backgrounds, but also organizations in which minorities are well integrated at all levels of the company, including management positions and executive." From This description can be interpreted that a multicultural organization refers to the presence of members with diverse cultural, technical backgrounds, experiences that can be used to contribute to the organization, and achievements or benefits for individuals and the organization. This is also stated in the Business Dictionary multicultural is "Where employees from various backgrounds, cultures, ethnicities, and experiences can contribute freely, and achieve their individual potential for the benefit of themselves and their organization." (Khosiah, 2019).

## CONCLUSION

Intercultural communication is the process of conveying messages, information, ideas or feelings between people with different cultural backgrounds, such as between ethnic groups, values, beliefs, customs, language, race, education, or between social classes who have different cultural backgrounds. Negotiation is a dynamic and diverse process of interaction and communication, containing art and full of secrets, to achieve

a goal of the parties. Interaction, communication and art, as well as purpose are elements in the definition in on.

Making decisions selecting is two or more alternatives. Intercultural decision making needs to be done because there are differences between expectations or goals and the results achieved. One of the decision making models is The Optimizing Model. This model is a decision making model that describes how individuals should behave to achieve maximum results or output.

Multiculturalism can simply be understood as a recognition that a country or society is diverse and plural. On the other hand, no country contains only culture national thus, multiculturalism is a sunnatullah that cannot be rejected for every country or nation in this world. A multicultural organization is given the meaning of not only consisting of work force, but also consisting of human resources with different racial, religious, ethnic and gender backgrounds. Even minority people are well integrated at every level of the organization, including in management and executive positions.

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