

# The Public Relation Role of Building Multicultural Communications for Multinational Companies

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**Abstract:** *Multinational organizations consist of members of multicultural organizations and business activities related to shareholders, consumers and other multicultural stakeholders. This condition has become a challenge for multinational companies. The diversity of cultures that are not managed well can have a negative impact on misunderstandings in communication and taking actions that can be accidentally stated incorrectly by other cultures. These conditions have a negative impact on the sustainability of the business where there is no good cooperation between employees and also experience difficulties in marketing and establish good relations with stakeholders. Therefore, a strategy is needed to establish multicultural communication with multinational companies and how the role of public relations in establishing multicultural communication is the topic of this writing. Multicultural communication can be done by starting to learn about other cultures, adjusting to being in another culture, knowing the habits of coworkers and stakeholders from other cultures. Public relations basically has a role in building relationships with the public both internally and externally which are under certain cultural threats and to evaluate attitudes (cultural threats). The role of public relations in multinational organizations namely representing corporations in their domestic markets, facilitating transactions with local government and constituents on issues related to international companies, helping to bridge the communication gap between foreign management and top management at the head office, conducting public relations activities in host country and as a communicator in building inter-cultural relations both with employees and the public.*

**Keywords:** communication, multicultural, public relation, multinational

## 1. Introduction

Multinational organizations are growing. Increasing multinational organizations operating in the international economy must have competitive strategies in order to compete with companies on an international scale [1]. All aspects must be considered in making competitive strategies including those related to various differences that arise when involving various employees, stakeholders and consumers across countries. The most prominent aspect that can influence behavior and communication between people in cross-country is cultural differences.

The corporate culture of global organizations influences how business overcomes competition and changes whether in terms of technology or economics. Managers operating in a multinational environment must be sensitive to culture, understand the implications of synergies and global cultural differences [2]. Global organizations need management strategies, and communication patterns because managers will be faced with various challenges that originate from domestic and cultural problems and socio-economic systems [3]. Therefore, the need to understand multiculturalism to be able to communicate between humans on a large scale throughout is very necessary for global organizations [4].

Communicating effectively with stakeholders will determine how successful building global business relationships depends on being able to learn about other cultures and adjust when in other cultures. In addition, when interacting with colleagues or colleagues from other cultures in the context of business or marketing, it is important to know the habits to ensure that what is done is not a deliberate mistake [5].

The problem with multinational organizations is not only in establishing stakeholder and marketing relationships, but problems can also come from within the company. This is because multinational companies involve employees consisting of various countries. These conditions make the relationship between employees more complex in multinational companies. Differences in characteristics, personality and culture can be a source of problems in establishing relationships between employees.

Schein defines culture as a pattern of basic assumptions, suggesting that beliefs that shape culture are relatively enduring and difficult to change [6]. Culture is not something that belongs to some people, and is not owned by others. Culture is owned by all humans, but between cultures one with another culture there are similarities and differences in aspects in it. From some of the same aspects, such as in terms of language, it often still causes different behaviors.

Differences in characteristics, personality and culture require that employees understand each other. The uniqueness of each employee can be developed to the maximum so that it can produce good performance. This is because there are differences of opinion between employees can produce creative problem solving. Exchange of opinions can create new possibilities that can be taken. With the differences in will make a company stay alive and develop, if the difference is shown and resolved openly [7]. This condition makes the importance of building intercultural communication effectively.

Effective international management and intercultural communication are said to have a strong correlation. Good intercultural communication is very important for international managers and also for domestic managers to run multicultural and multinational businesses.

Miscommunication, misinterpretation, or misunderstanding is more likely to occur between managers and employees of various ethnic and national backgrounds than among managers and people from homogeneous backgrounds. The ability to communicate across cultures is needed by managers to overcome these communication problems [8].

Effective intercultural communication greatly determines the success of international transactions and the productivity of a diverse cultural workforce. Culture is the basis of communication, and basically communication conveys culture [5]. In addition, culture is expressed as one of the five environmental factors that influence the formation of public relations planning [9].

Communication as one of the important aspects that need to be considered in building inter-cultural relations in multinational organizations makes the importance of a study of how to do in establishing intercultural communication in multinational companies and what is the role of public relations in building intercultural communication in multinational companies [9].

## 2. Multicultural Organization

Multicultural comes from the word 'multi' which means a lot / variety and cultural meaning of culture. Thus multicultural means cultural diversity. The term multicultural is used to describe the unity of different ethnic groups in a country. This term has three elements, namely culture, cultural diversity and special ways to anticipate the diversity of cultures. Awareness of the diversity of cultures is referred to as multicultural life. But certainly not enough just to get there. That a necessity so that every awareness of diversity must be increased again to become a positive appreciation and elaboration. This understanding is called multiculturalism. Multiculturalism aims at cooperation, equality and appreciation in a world that is increasingly complex and no longer monoculture. Multiculturalism is an ideology that recognizes and glorifies differences in equality both individually and culturally. The use of the word ideology as a depiction of how urgent life is to respect differences and to see every diversity as a natural and equal [10].

Multicultural conditions in the world community and in the world of work today cannot be avoided because communication and information technology has encouraged people to connect with people from different cultures and nations. Multiculturalism as an ideology recognizes and rewards differences in equality [11].

Multicultural organization is an organization whose work force not only includes people from diverse racial, religious and gender backgrounds, but is one in which minorities are well integrated across all levels of the company, including management and executive positions [12]. More explicitly, it is stated that multicultural organizations point to the existence of employees with diverse cultural backgrounds, technicalities, experiences that is able used to contribute to the organization, and achievements or benefits for

individuals and organizations. The multicultural organization is an organization that seeks to improve itself or enhance its competitive advantage by advocating and practicing social justice and social diversity internally and external to the organization [13].

Thus, a multicultural perspective organization is a place or place for people to carry out management processes with diverse racial, religious and gender backgrounds that have different experiences, and pay attention to justice and social diversity to support the achievement of long-term organizational goals.

## 3. Diversity Value

The benefits of various cultural and linguistic backgrounds are also commonly recognized throughout the world, with multicultural policies recognizing a positive link between cultural capital and economic performance. Through this policy, companies must be able to fulfill their potential and maximize the benefits of cultural and economic diversity. In Europe, a study examining the costs and benefits of a diverse workforce has suggested that the most important benefits that arise from implementing diversity policies arise from strengthening organizations and human resources [14].

According to James Grunig and Larissa Grunig, it is stated that one element bringing excellence in multicultural communication can be achieved if Public Relations becomes more different and applies the various principles needed to pay attention to how companies must have many variations in differences between employees such as those in their environment to can interact effectively with their environment [15].

## 4. Relationship Between Culture and Communication

It is important to understand the importance of culture and its impact on the communication process if it is to understand the multicultural aspects of an organization / company. Culture is described as a collective programming of thoughts that distinguishes members of one group of humans from another [16]. In addition, people from different cultures differ in terms of their wider values, namely culture is an integrated mixture of symbols, rituals, values, and heroes that vary from one culture to another. At the same time, when the process of communication between people from different cultures occurs, each culture influences the process, which begins the process of intercultural communication [17]. In order for communication to be effective, intercultural communication requires an understanding of the system of knowledge, beliefs, values, habits and behavior of one's culture and the culture of others. However, elements such as linguistics, culture, physicality, perception, experimentation, nonverbal cues, and emotions can be obstacles to effective intercultural communication. Thus, cultural diversity makes communication more difficult. The more communicators understand cross-cultural differences, the easier it is to establish communication [18].

Beilharz & Hogan also stressed that people who have lived in several different cultures are aware of themselves changing [19]. An employee with diverse language and cultural backgrounds can experience lifestyle changes to integrate into the countries they visit, and may have undergone a process of acculturation, assimilation, separation and marginalization to achieve the best integration [20]. In addition, through the process of acculturation of learning and then adopting new cultural norms and values [21]. In addition, an individual can also integrate and bring together two cultures and work out tasks and problems related to synergy and creativity.

Culture is also called communicable knowledge, meaning that culture is a learning process that is learned by every member of society through participation and exchange in social groups as manifested in institutions and artifacts [22]. The importance of communication and culture is revealed from Tracy's presentation that communicating with the key to our survival, and the identity and personality of the other are rooted in culture. Central, then, to the issue of intercultural communication is the concept of what constitutes a culture [23].

The function of communication in culture is to maintain a healthy balance between the strengths of individualism and society, to provide a sense of shared identity that retains individual dignity, freedom, and creativity [24]. So, culture needs to be socialized through the process of communication and communication based on the experience (culture) of the people involved in the communication process.

By paying attention to the discussion above, it can be drawn the relationship between communication and culture are two things that are inseparable. This assertion can be seen in Milton J. Bennet's statement that the galaxies of the universe are controlled by the same laws. This is not true, which operates according to its own internal dynamic, its own principles, and its laws are written and unwritten. Eventime and space are unique to each culture. There are, however, some common threads that run through all cultures, for we all share the same basic roots. Communication underlies everything. Although we tend to regard language as the main channel of communication, there is a general agreement among experts in semiotics that anywhere from 80 to 90 percent of information we receive is not only communicated non-verbally but occurs outside our awareness [25].

The world is now becoming global, effective communication is needed. When people need to communicate throughout the world actually manifests the importance of global communication. Communication skills help people understand each other and enable mutual growth. Communication skills help us stay and unite and develop solidarity, without different vision skills that clash which leads to violence and misunderstanding. Knowing the audience is the first and most effective step of communication is knowing the audience. Most business organizations, company data that includes profiles, history, financial strength, and employees are available on the internet. Communicating with customers, suppliers,

shareholders, and many other stakeholders can be done easily with the internet [26].

## 5. Intercultural Communication

The global business environment has become very complex because more and more companies and private entrepreneurs compete to expand their market share and differentiate their brands on the world market. Globalization has increased consumer awareness, created new demands and standards, and made countries more interdependent. Businesses in various countries increase their sensitivity and respect for cultural differences with each other to benefit from the growth of international business in the 21st century.

Cultural awareness and differences are increasingly significant for the success of multinational companies. A good understanding and appreciation of the culture in which business is carried out can make international managers effective and productive. The effort to manage people in the same way across cultures presents a serious challenge for many global businesses [1].

Studies show that effective cross-cultural management, communication and negotiation must be emphasized by multinational companies that want high growth to compete and expand globally. The main cause of the death of global business ventures is also stated to be caused by managers being less skilled in building intercultural communication, inability to communicate effectively in global markets, unacceptable ethical practices and business ethics, and the absence of compromise agreements. Global managers must conduct cross-cultural training to increase cross-cultural effectiveness, be efficient cross-cultural negotiators, and be sensitive to the values of coworkers [5]. Knowledge of the nuances of the language and local customs is important for that growth because step errors can lead to lost sales or delayed projects [26].

The management team is equipped with a global mindset and appropriate cross-cultural values to effectively lead a diverse workforce. Deresky emphasizes the concept of cultural convergence, shifting the style of individual management to accommodate the styles used in other environments and the elimination of total parochialism, stereotypes, and ethnocentrism in managing multinational operations. Analysis of the growth of multinational companies after globalization identifies several factors that play an important role in the inability of managers to succeed in a global context where the most important among these factors are ethnocentric tendencies, cultural imperialism and parochialism in managing a diverse or multicultural workforce [1].

Diversity among employees who are not managed well will have a negative impact on the company. The diversity of the workforce in a company cannot be denied has a negative side, such as difficulty in communicating and increasing tension and conflict in the workplace [27]. Diversity also makes a difference in communication styles, so it often creates misunderstandings [28].



Lewis also stated that the communication styles of these countries were different. In Australia: they like to criticize themselves but accept criticism badly; everyone is treated equally; Australian language speaks uniform language and almost no regional variations; jokes, sarcasm, irony, and anecdotes are very popular; have good humor; they are accustomed to informality. In the UK, communication styles are charm, obscurity, humor, disdain; humor is considered as one of the most effective weapons in business sessions, do it skewed when you want to criticize, disagree or even praise [29].

In China, polite but direct; mild flattery accordingly; criticism is expressed indirectly. In France: they were suspicious of hospitality early in the discussion and did not like first names; removal of jackets and disclosure of personal and family details; they like good long discussions; they don't like to speak foreign languages, they prefer to speak French; they raised their voices when they were excited. In Germany, the communication style is serious, open, honest, direct, and often hard; they like to tell the truth; logical argument, weighted and well thought out; a good listener; They do not seek humor in the context of work.

In Malaysia, it was initially formal and gradually became informal; they don't like to interfere; they are polite and respectful listeners; greetings are important. In the Philippines, communication style is dialogue oriented; valued speeches and speeches can be long; good and polite listeners, rarely interrupt. In Singapore, speaking politely and not long-winded; careful listeners; don't interrupt but give good feedback at the end. In Spain, friendly and enthusiastic in small talk; they like physical and eye contact; they are sensitive and sensitive. In Switzerland, polite speakers; they are not interesting speakers; they are good listeners; rarely annoying and often noted. In the US, they use humor whenever they can; they often become impatient and will say annoying things to make things move; they are accustomed to informality, first name, humor, perseverance, and straightforwardness; they speak fast; they respect honesty, straightforwardness, open disagreement, resilience, and alertness; American English is difficult and irrevocable, compared to the simplicity of English English [30].

Sensitive to culture is a capital that must be owned by each individual. Globalization of multinational organizations requires intercultural managers who are able to work in a diverse workforce, because they are tasked with the responsibility to ensure that communication between colleagues, clients and customers is clear, coherent and free from intercultural misunderstandings. Understanding different cultures will improve good relations between staff in the workplace and overcome anti-discrimination. As a result, they can work in harmony, to provide better service to guests. To achieve this, business people must have certain key attributes; cross-cultural awareness, flexibility, and making use of differences. Intercultural awareness is the basic foundation of all intercultural management skills. Managers need to understand how culture influences human behavior in general, so that they can think and see outside the box, to manage and communicate across cultures [30].

Technology is the biggest factor if someone analyzes changes in global communication and change has a variety of technologies and almost every day something new emerges. The use of social media with the YouTube, Skype, Facebook, Twitter, LinkedIn platforms can be used as a medium of global communication. In a business environment, more communication is done using Skype [26].

A person must have sufficient knowledge to continue to improve his communication. Changes brought about by technology in language. Communication is influenced by culture, language has developed in view of different cultural differences and sensitivities. Good communication skills help in social interaction. There are several factors that help in the transformation of sustainable communication and contribute greatly to the development of communication skills [26].

At present, no business can survive without having strong internal and external communication tools. The emergence of new technologies and the strong power of digital platforms helps companies to realize, to maintain their corporate communication so that stakeholders and their shareholders feel their existence positively. Today, corporate communication as a profession is not only challenging and creative but also very useful and recognized.

Practitioners from multinational companies find it difficult to work with diverse cultural values that are also found and greatly influence and influence practice. The reasons for cultural values play a different important role, because they make more difference with daily communication in carrying out tasks effectively. Cultural values interfere with misunderstandings and hinder their communication work, which causes misinterpretations and among groups of different ethnic professionals trying to work together. English is expressed as the most comfortable language because it is the language of international business [31].

## 6. Role of Public Relation in Building Intercultural Communication

It is very important for public relations practitioners operating in the current multicultural environment to understand how organizations must manage diversity with internal and external stakeholders. This is because the problems faced by multicultural people can have an impact on the organization's business and its reputation. If practitioners are not culturally competent, their solutions to communicating problems will not be creative or effective. When managing stakeholders, the ability to recognize and get acquainted with an audience with a multicultural mind or that belongs to a multicultural group, namely race, ethnicity, religion at the same time, will equip practitioners to better identify other dimensions of diversity, which have become a very significant part from public relations practice if the organization hopes to succeed in the era of globalization of multiculturalism [9].

The key variable of public relations is about the management of relations between organizations and audiences abroad that

might be considered as international stakeholders. Taylor argued that for practitioners the desire for competence in the skills needed for the successful implementation of public relations [32]. It is becoming increasingly important to assess the ways in which PR professionals can prepare themselves to face the challenges of communication that develops with the public from various countries and cultures. Public relations practitioners have a social responsibility to understand and respect the concerns of the diverse populations they communicate [33].

Intuitively, people will argue that different cultures will require different public relations theories and practices. Cultural differences between must influence the way public relations in carrying out roles in the organization. The culture of each country influences the choice of public relations strategies in these countries. In multinational companies, marketing must be coordinated across countries [33].

Public relations will take into account the difficulties that can arise in communicating across borders; and in different cultural contexts, social norms and different religious backgrounds. This difference is a challenge that if successful is done it will be a great strategic advantage that can be obtained for the organization; and on international platforms [31].

The principles of public relations remain the same, public relations practitioners are aware of how best to carry out their roles and responsibilities in the company when dealing with diverse cultures. Public relations is basically the art of persuasion, and to influence people, it is clearly very helpful to know as much as possible about how people think and how they react to certain circumstances.

Public relations basically has a role in building relationships with the public both internally and externally which are under certain cultural threats and to evaluate attitudes (cultural threats). Most public relations is based on communication. In dealing with the public, organizations, individuals, and various public relations, clients find that they are faced with an audience of diverse cultures. This condition requires cross-cultural communication which is an expression that describes the ability to succeed in forming, fostering, and improving relations with different members of the culture [34]. This shows that public relations acts as a communicator in building inter-cultural relations. In addition, public relations is also stated to have a role as a cultural intermediary that is closely related to the acquisition of symbolic power on the part of the organization where the practitioner works [35]. This implies that public relations represent a form of cultural intermediation that is symbolically full of violence [36].

Theoretically, the general boundary of public relations practices can be considered as a combination of habits of three interacting fields: professional fields, organizational fields and industrial fields. The professional field, defines the practice of good communication carried out through a code of ethics, awards and training. The resulting norms will influence decisions about the suitability of communication

techniques. On the other hand, the habits of the field of organization and industry in which practitioners work will influence practice in a more specific way [36]. Organizational and public relations are influenced by organizational actions, existing and growing reputations, media coverage, recent crises, leadership, activism, economics, and even new communication technologies such as blogs and YouTube posts. Public relations professionals also need to consider that culture, as a phenomenon that influences the way organizations establish relationships with domestic and international publics. The essence of intercultural competence is the understanding that, like interpersonal relationships with friends and family, effective intercultural communication is based on shared patterns of experience and interaction and general and specific understanding of individual culture. A better approach to understanding intercultural public relations is to understand that a practitioner must start by learning answers to certain "generic" cultural questions [37].

The relational approach to intercultural communication provides a framework for understanding the relationships created by and changed by public relations. Intercultural public relations is interpretive communication activities that require many frameworks, often simultaneous, to create and change relationships. Public relations has moved from a functional approach, which has seen the public as a means to achieve organizational goals, to a cocreational approach. The cocreational approach argues that public relations creates meaning, interpretation, and common goals. This is a long-term perspective in its orientation, and focuses on the relationship between the public and the organization. The cocreational approach argues that public relations is best understood as a process of making meaning that brings both organizations and the public together.

Public relations professionals engage in intercultural communication for various reasons, where all of these reasons involve making meaning. Public relations can interview or survey members of a cultivation to learn about their beliefs, values, and attitudes. If a professional works in a global organization, he may collaborate with colleagues in other countries or regions as part of a communication campaign or marketing initiative. Even if a practitioner never leaves his own country, he may be asked to develop prosocial messages aimed at diverse cultural groups as part of public health initiatives or government services in his own country.

Organizations don't care where they come from or their motives for existence, and try to project a positive image or reputation. Public relations plays a role in helping organizations to communicate this constructed image. Every communication tactic in a public relations program or campaign seeks to create or strengthen a particular image. The public image of the organization is known as the "face" in the intercultural communication literature, and has applications that are clearly in public relations.

Everyone has facial senses (pride, dignity) even though in many cultures, like the United States, faces are not something that most people consciously think about in a

public situation. Conversely, many organizations focus on their reputation. However, face is a strong concept throughout the world. The face always functions along three dimensions and involves efforts to maintain one's own face, help others to maintain their own faces, and avoid challenging other people's faces. To help others take care of their face is actually more valuable than maintaining their own face in many cultures. When we prevent others from being humiliated or ridiculed, both allow the person to be placed in a place to defend his face, and help people who challenge other people's faces to defend their own faces by not looking unfriendly. "Face management," and facial needs vary in different cultures. Thus, in some cultures (such as the mainstream United States), it is perceived as clever to make intelligent comments in public situations, so embarrassing others or making them look stupid, is sometimes seen as socially acceptable. However, in a high-face culture, humiliating others with cynical comments makes the recipient of the comment look bad, and the person who made the comment looks worse.

In a global context, public relations will benefit from understanding the complexities of faces for a myriad of stakeholders. For example, in a crisis, the media often tries to blame attributes. Organizations may be tempted to identify individuals, groups, institutions, or even national leaders as the reason for the crisis. This short-term strategy, although it may be an easy way to deal with immediate attention from a crisis, may have a serious impact on the organization's long-term relationship with its stakeholders. Indeed, long-term attention to the face can improve reputation. Another factor that influences global community relations is the context [37].

Several other studies report a direct or indirect relationship between corporate culture and public relations or communication within the organization. The corporate culture is expressed as a determinant of community relations and notes that organizational characteristics such as harmony among employees contribute to the willingness among organizations to have dialogue with their stakeholders. Multinational companies important for economic development have limited efficacy in enhancing our understanding of organizational behavior in multicultural settings [38].

The diffusion and increasing use of new information and technology among public relations practitioners, as well as among public organizations, is positively accepted, with very little critical reflection on its side effects on human behavior and relations. Social media is considered a new public space of conversation that increases the possibility of encouraging dialogue between their organizations and the public. The scientific study of the use of social media for public relations has increased exponentially, especially in the past ten years. But the use of this technology may have a disturbing function too, especially when the technology is used by people to spread rumors and voices with the sole purpose of damaging the reputation of the organization [39].

Globalization affects people throughout the world and that the use of information and communication technology can

strengthen the process of globalization. This phenomenon creates a boundary for the theory of public relations. Global public relations dealing with culture usually encapsulate culture into the concept of nation-states and treat them in deterministic and functionalistic ways, namely, how to deal with diversity, and not as a diverse concept that includes people who simultaneously identify with many cultures [40].

Culture is seen as very important in guiding three critical variables in communication: verbal communication, nonverbal communication, and perception. Culture gives meaning to various forms of communication behavior, such as spoken language or nonverbal movements, as well as rules and norms that govern when and how this behavior should be used. Cultural influences on perception provide clues about how messages are compiled and interpreted. As noted by many intercultural scholars, every culture has a unique "worldview" or means to understand the world. Building a fundamental relationship between culture and communication helps the field of communication [41].

International public relations as a planned and organized effort from a company, institution, or government to build mutually beneficial relationships with other countries. International public relations is related to public relations for multinational companies. There are three roles of public relations in multinational organizations. The first role is to represent corporations in the domestic market, facilitate transactions with local government and constituents on issues related to international companies. The second role is to help bridge the communication gap between foreign management and top management at the head office. The last role is to carry out public relations activities in the host country [41].

International public relations offers intercultural communication in several fields that come to mind. Just as intercultural communication offers insight into how abstract concepts such as culture influence the practice of public relations, public relations offers many concrete, applied examples that can broaden the theoretical basis of intercultural communication. In addition, international public relations transfers intercultural communication beyond interpersonal communication to the level of public communication. There are two related fields which are often contained under the international community relations rubric that require more in-depth analysis by intercultural scholars. One of them is international social marketing, the other is participatory communication [41].

## 7. Conclusion

Multinational organizations are faced with the challenge that there is diversity, especially cultural diversity both for employees in the company and in the public. Diversity among employees who are not managed well will have a negative impact on the company. The diversity of the workforce in a company cannot be denied has a negative side, such as difficulty in communicating and increasing tension and conflict in the workplace. Diversity also makes a



difference in communication styles, so it often creates misunderstandings.

Managing intercultural communication effectively in organizations requires managers to develop cultural sensitivity, be careful when coding their messages, wise in decoding and analyzing content and context, selectively choosing channels for sending messages. The increasing mobility of workers in the global market, the expansion of international joint ventures and strategic alliances, and the presence of global entrepreneurs in developing countries makes the competence of cross-cultural communication inevitable. When businesses strive to achieve competitive advantage both domestically and globally, equip managers with communication skills that critically improve performance and improve the quality of relationships.

Public relations basically has a role in building relationships with the public both internally and externally which are under certain cultural threats and to evaluate attitudes (cultural threats). The role of public relations in multinational organizations namely representing corporations in their domestic markets, facilitating transactions with local government and constituents on issues related to international companies, helping to bridge the communication gap between foreign management and top management at the head office, conducting public relations activities in host country and as a communicator in building inter-cultural relations both with employees and the public (stakeholders, consumers, shareholders etc.).

The main key to the success of multinational organizations depends on being able to learn about other cultures, adjusting to being in another culture, knowing the habits of colleagues from other cultures in a business or marketing context to ensure that what is done is not a deliberate mistake. This can be done through the role of public relations as a communicator who helps employees in building multicultural communication with other employees and the public.

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