

COMMUNICATION MANAGEMENT IN DIVERSITY MANAGEMENT AT MULTINATIONAL COMPANY PT. MAERSK

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ABSTRACT

Maersk highly values and respects diversity as its core value, and it is its fundamental responsibility to never discriminate against employees. Discrimination could hinder someone from working or creating things to develop themselves, constructing inequalities and imbalance and a less prosperous society. According to the data from Maersk company, it has a target for >40% women in management (specific targets by level) and >30% diverse nationality of the executive. Maersk company had set a new target for 2025. This research focuses on how Maersk management manages the communication between diversity that exists within, such as culture, age, religion, and different perspectives. This is qualitative research, The informants interviewed were selected through purposive technique, Miles and Huberman model data analysis techniques were used. The results of this study show that PT Maersk manages diversity well through three stages, namely planning, implementation, and evaluation.

INTRODUCTION

Diversity management means building a diverse workforce to show their potential in the work environment equally without imbalance existing within the team. The company must focus on employee diversity and seek strategies to become an inclusive organization since diversity potentially increases productivity and competitive advancement (Ardakani et al., 2016). A disordered diversity in the work environment might be a big obstacle to achieving organizational goals (Syamsuar & Ginting, 2020). Diversity among employees such as age, race, religion, language, position, different opinions, and geographical behavior (Saxena, 2014). Maersk is a container shipping company from Denmark (Copenhagen) and the biggest subsidiary container shipping business of Maersk Group. Maersk highly values and respects diversity as its core value, and it is its fundamental responsibility to never discriminate against employees. Discrimination could hinder someone

from working or creating things to develop themselves, constructing inequalities and imbalance and a less prosperous society. According to the data from Maersk company, it has a target for >40% women in management (specific targets by level) and >30% diverse nationality of the executive. Maersk company had set a new target for 2025. The policy-making on diversity is an effective way to manage diversity (Galinsky et al., 2015). This policy is in line with Raineri that stated the policy development and its application could help to avoid discrimination and unequal behavior to employees and prospective employers (Raineri, 2018). This research focuses on how Maersk management manages the communication between diversity that exists within, such as culture, age, religion, and different perspectives. The Implications of this is human resource diversity in the working environment becomes inevitable. However, to this day, most big companies aren't able to manage this diversity optimally which leads to poor work performance.

Human resource diversity in the work environment will present new challenges. The differences between workers are those who create conflict and if this kind of conflict is disorganized or handled improperly, which leads to poor work performance. This research discusses human resource diversity in the work environment and applicable approaches.

Based on the explanation mentioned above, the problem identification for this research is "How Communication Management in Diversity Management at Multinational Company PT. Maersk.

METHOD

This is qualitative research that is used to understand the phenomenon experienced by the research subject such as behavior, perception, motivation, action, etc., holistically through description in words and languages in a precise scientific method (Moleong, 2016). In-depth interviews were conducted to find data and qualitative information. The informants interviewed were selected through purposive technique, i.e. data sources or interviewees were selected with certain considerations and objectives and specific purposes (Sugiyono, 2019). Furthermore, the observation technique is important, especially for understanding the reality of the field more deeply and objectively. In this research used

Miles and Huberman model data analysis techniques were used. Qualitative data analysis activities are interactive and continue without interruption until completion so that data saturation occurs. Activities in data analysis are data reduction, data display, and conclusion drawing/verification (Sugiyono, 2019). The data validation technique used is method triangulation for this research.

RESULTS AND DISCUSSION

The novelty obtained in this research is a communication management analysis that exist in managing diversity in multinational company, the research about communication management multinational company still very few that has been done. The previous researches about this topic are firstly done by Widayati titled Gender Bias in Communication Within Hotel Employees: Case Study in Grand keisha Hotel Yogyakarta (Widayati, 2020). Other previous research about

communication management has been done such as research by Kholik which analyses about how communication management able to build outsourcing service branding (Kholik, 2020). Furthermore, the research done by Yohana, et.al which analyze about communication management to develop a potential tourism destination (Yohana et al., 2019)

Communication plays an important role in the implementation of organizational activities because it can affect the effectiveness and efficiency of the organization (Saleh et al., 2023). Categorizes communication in management into three dimensions, namely: 1) vertical communication, which is a reciprocal two-way communication flow in carrying out management functions, can be from top to bottom (downward communication) and can be from bottom to top (upward communication), 2) horizontal communication, is a one-level communication that occurs between one employee and another employee or the head of one department with another department at one level and so on, 3) external communication, slipping in two directions between the organization/institution and the outside. When the process runs, feedback communication appears in the process, operating in line with the delivery of messages (Effendy, 2017).

Vertical Communication

Vertical communication is defined as communication that occurs from top to bottom and communication that occurs from bottom to top which is related to the vertical organizational structure, namely two-way communication from managers to subordinates and from subordinates to managers. Reciprocal and two-way communication in the PT. Maersk's organization is very important. Superiors need to know the reports, reactions, and suggestions of organizational members to make decisions and policies to achieve predetermined goals, this is in line with Sari Sirait's research where mutual communication is a two-way communication process between superiors and subordinates that allows for an open and transparent exchange of information, ideas, and feedback. Through reciprocal communication, employees feel heard and valued, which in turn encourages them to be more involved in their work and perform better (Sari, R. A., & Sirait, 2022).

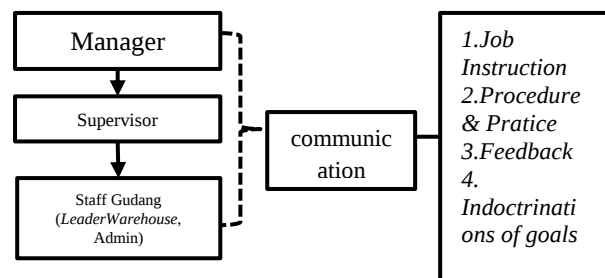
Vertical communication seen from its definition consists of two directions, namely communication from top to bottom and communication from bottom to top, this is what is applied to the communication process that occurs in the operational activities of PT Maersk, while the communication process occurs at superiors and subordinates.

The results of research that have been conducted by researchers at PT Maersk Indonesia, where downward communication is seen, in Maersk companies communication usually occurs between managers to supervisors who discuss with each other strategies that will be implemented in the field, Supervisors to warehouse staff or warehouse staff. Communication occurs when there is a morning meeting or a morning meeting. The manager gives directions to the supervisor to be able to work well with the team in the warehouse or warehouse. If there is a visit from a customer, all teams can work well with a predetermined time target. In its activities, collaboration between superiors and subordinates has an important role in how to provide the best service for customers who have entrusted their projects in the Maersk Warehouse, following the company's vision and mission to be understood by subordinates. Supervisors explain information clearly to the warehouse team so that the work can run well, conducive and the information received is per the implementation in the field. Direction from the morning meeting is very important so that the warehouse team can manage working hours well under the specified target.

At PT Maersk, diversity in vertical communication is also very prominent. Bosses who are younger than subordinates and female supervisors who lead add an important dimension to organizational interactions. These age and gender differences affect communication dynamics, where younger superiors can bring new perspectives and fresh ideas, while the experience of older subordinates can provide stability and deep insight. Likewise, the presence of female supervisors as leaders reflects gender diversity and shows that PT Maersk promotes inclusion and equality in its management structure. Organizations in diversity require effective communication strategies to ensure all members of the organization feel valued, understood, and can contribute optimally (Fauzan et al., 2023).

Vertical communication, which includes communication from superiors to subordinates and vice versa, needs to be adapted to the diversity of perspectives, communication styles, and employee backgrounds. With effective vertical communication, organizations can harness the power of diversity to achieve common goals (Rahmawati, S., & Purwandari, 2020). Diversity at PT. Maersk, with younger bosses and female leaders, brings benefits. It enriches communication with different perspectives and approaches and encourages a more inclusive and collaborative work environment. In this context, vertical communication serves not only for task coordination and information delivery but also as a tool to empower every member of the organization through diversity and inclusion.

Thus, the age and gender diversity in PT Maersk's organizational structure enriches the downward communication process, both in work instructions, procedure implementation, and feedback. This helps to create an inclusive and dynamic work environment, where every member of the organization feels valued and motivated to achieve common goals. Based on the results of observations and interviews conducted at PT Maersk based on the level of the job level organization, a schematic pattern can be drawn as follows:



Gambar 1 Down ward Communication in PT. Maersk

Second Upward communication, is communication that occurs when subordinates send messages to their superiors. The functions of bottom-up communication flow are; Submission of information about work problems, Submission of information about work that has been done, Submission of suggestions for improvement from subordinates, and complaints for work. PT Maersk Indonesia submits reports to superiors where reports are given in the form of daily reports that are informed through WhatsApp groups, at weekly meetings there will be reports

that will be submitted to superiors by warehouse staff according to their respective responsibilities, as for the reports submitted through teams meeting activities for one week. Reports that have been presented through meetings are packaged in the form of an Excel data archive and sent to superiors via email. Usually in weekly meetings also join customers from Hungary to get reports from warehouse staff and close what is being evaluated. If the target time is not as specified, it will be discussed together and determine a new strategy. In meetings conducted through teams, it is usually the supervisor who will submit reports on the work of subordinates. The language used when supervisors communicate with Hungarian customers is English. Warehouse staff and supervisors use Indonesian.

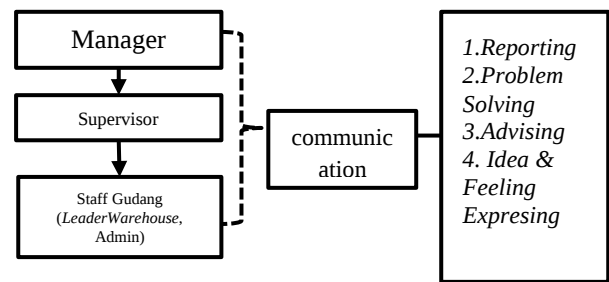
This function is seen in upward communication, a specific example of this function is the daily performance report given through the WhatsApp group. The report is essentially a notification from the lower level to the higher level about the work program or organizational policy that has been implemented. In PT Maersk, it is called daily reporting, or weekly reporting.

The second function explains unresolved work problems. Upward communication in the operational environment of PT. Maersk functions as a forum for discussing and communicating cases in the field, for example, there are inbound and outbound pending that are not pursued to be done. This upward communication is a means of consultation from lower-level organizational units to managers and supervisors. This function has the term problem-solving.

The third function, discussing suggestions and strategies to improve employee performance to avoid many complaints from customers. Through this meeting at the lower level in general can provide suggestions and input to higher levels for better performance to achieve goals and targets.

The fourth function, in the company this function is carried out one-on-one as well as in a formal forum conducted evaluation stage to express thoughts and experiences while working and coordinating with fellow employees. PT Maersk's upward communication, in addition to being used as a means of consultation to solve problems and provide suggestions for good performance for the company Another term used for this fourth function is idea and feeling expressing. The

model of upward communication based on the level of organization is as follows:



Gambar 2 Upward Communication in PT. Maersk

Horizontal Communication

Horizontal communication at PT Maersk Indonesia projects helps manage employee diversity and the coordination of tasks, issues, conflict resolution, and information sharing. Diversity, which includes differences in background, culture, and language, adds complexity but also offers great opportunities for innovation and growth. Warehouse staff coordinate with each other, which shows coordination.

According to Pace & Faules the functions of this communication flow are; Improving task coordination, Problem-solving efforts, Sharing information, Efforts to resolve conflicts, and Fostering relationships through joint activities (Pace & Faules, 2018). Communication that is usually seen is the existence of coordination meetings, formal interactions during working hours, telephone coordination carried out when there is something important, and social activities. Coordination among employees is important where work can be done well when there is good cooperation between warehouse staff, as well as warehouse staff with superiors who can avoid communication problems. Coordination between warehouse staff and warehouse admin needs to be done where to record inbound and outbound that will be worked on. The exchange of information between fellow warehouse employees is very necessary to avoid missing inbound and outbound data. This is in line with Sari and Lutfi's research findings, namely Coordination between warehouse employees is very important to ensure smooth operations and minimize errors. This research uses a case study at PT X to identify the factors that influence coordination between warehouse employees and their impact on warehouse performance. The findings show that

effective coordination between warehouse staff, warehouse admins, and supervisors can improve the accuracy of inbound and outbound data, reduce order processing time, and increase customer satisfaction (Sari, D. R., & Luthfiyanti, 2024).

Table 1 Communication Flow

Karyawan	Komunikasi	Pesan	Formal /Infomal
Op. Manajer Job Level 1	Upward that has been accepted by the Director to be informed to all employees.	Regulation about shifts time between staffs	Formal through email and Mic Teams
Supervisor Job Level 2	Upward and only to supervisors	Regarding operations approval	Formal through email and Mic Teams
Leader Warehouse Job Level 3	Upward and only to supervisors	Reporting operation	Informal through WA group and Formal by Email

Horizontal communication has functioned throughout the process. Some of the functions studied are task coordination, problem-solving, gathering various information, and conflict resolution. Through horizontal communication, each level of work on the organization at each level in PT. Maersk coordinates and communicates about cooperation and division of tasks to the implementation of tasks in the field of operations, policy implementation, and development of PT. Maersk. The additional language used to identify this first horizontal communication function is Task Coordination.

The second function is PT. Maersk horizontal communication helps solve problems. Some cases become obstacles in the field. In most cases, all existing structures in the organization will communicate and talk to each other to find solutions.

The third function is where researchers find information, which is the most important aspect of PT. Maersk's horizontal communication. Horizontal communication is the process of exchanging information between job levels of the PT. Maersk organization. This information exchange is included in one of the organizational relationships, especially information relationships, this horizontal communication function is often called information sharing.

External Communication

External communication is communication between an organization and its external environment, such as departments, government agencies, and other organizations (Arni, 2017). External communication refers to sending messages to people outside your organization. Of the issues raised in this study, the researchers discussed external organizational communication only in the communication carried out. Customers who partner also communicate with external parties. External communication means cooperation with other companies, namely companies in Indonesia and foreign companies. One of the subjects of this research is a customer from Hungary. This is PT Maersk Indonesia also has external communication with other companies.

This communication flow occurs in a large interdependent organizational environment. External business communication is communication that occurs outside the organization by involving parties outside the company environment. This communication is the key to success in establishing relationships with other organizations to collaborate so that the organization being run can develop.

Devito defines communication takes place in one direction and two directions. Communication is an action by one or more people, who send and receive messages distorted by a disturbance (noise) that occurs in a certain context, has an influence, and has the opportunity to give feedback (Pohan & Fitria, 2021). In communicating, skills are needed to create effective communication. Effective communication will make it easier to achieve a goal.

PT Maersk Indonesia has unlimited communication among employees. They can talk to any member within the normal scope, such as during work breaks and lunch. However, communication must be made to supervisors or leaders who are considered responsible in terms of policy and discipline structurally. If the communication is related to company rules and discipline, it should be done structurally. When clients visit, all employees in the warehouse can communicate directly to coordinate clearly.

As a company engaged in services, PT Maersk must be able to provide the best service and listen to what customers want. To ensure that

customer satisfaction is always achieved in a mutually agreed manner, we like to receive feedback from various divisions. It allows employees to exchange information with each other without using intermediaries or other people. Because of PT. Maersk's kinship system creates chemistry and a sense of family. To get closer to each other, employees can share information, which usually happens during outing programs with all employees and superiors.

Communication is an important tool to communicate with individuals, groups, and masses in managing the diversity of an organization or company. Humans are social creatures who use communication to build and develop relationships, networks, and connections with each other in various contexts (Rozalina, 2020). The diversity found in both internal communication and external communication is the most prominent in age, gender, and language. However, even so, diversity has proven to be a strength for PT Maersk where even though there is operational diversity in the warehouse, it can still be handled and run well following the predetermined targets.

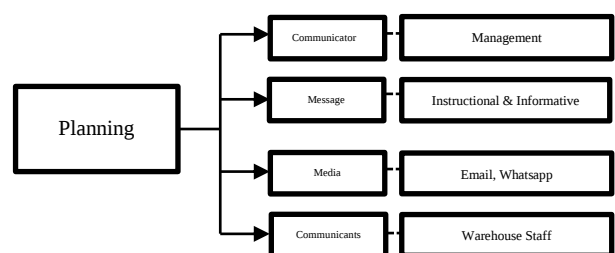
Diversity in communication at PT Maersk Indonesia is prominent, with age, gender, and language differences among employees affecting communication dynamics. The presence of female supervisors and younger leaders provides new perspectives and best ideas in the communication process. This creates an inclusive and collaborative work environment, where every member of the organization feels valued and motivated to achieve common goals.

Communication Management

Communication Management can be defined as the systematic planning, implementation, monitoring, and revision of all communication channels within a company or organization as well as between communications that include organizations and the deployment of instructions on new communications connected to networks, organizations or a communication technology. (Anwar et al., 2022). Communication management is certainly used as a tool to carry out a performance process and institutional relations, both internally and externally. Communication management is one of the main things to carry out activities in an institution or company. (Rohid, 2021). Improving communication among employees, and having a well-planned strategy is

essential. Strategy refers to a comprehensive plan of action that outlines the implementation, planning, and execution of an activity within a specific timeframe (AB et al., 2024).

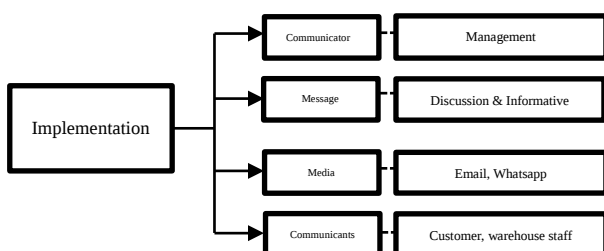
Cangara mentioned that the stages of communication planning include five stages, namely Research, Planning, Implementation, Evaluation and Reporting (Cangara, 2014). However, this research found 3 stages that are in accordance with the communication management that takes place at PT Maersk, they are planning, implementation, and evaluation. In maintaining the regularity of communication implementation, proper planning is needed so that in planning a program (Mahanani et al., 2020). In the context of communication management to manage diversity at PT Maersk, the planning stage is an important stage in ensuring the effectiveness of strategies in managing corporate diversity. At this stage, it is important to develop a communication plan that is inclusive of the various cultural backgrounds, genders and ages of employees. Planning should involve identifying the specific needs of different employee backgrounds, setting clear objectives to manage diversity, and establishing communication media that allow all parties, especially PT. Maersk employees, to receive the messages conveyed. In addition, it is important to design messages to align with the company's values, the messages delivered are informative and instructive types of messages. With a well-planned communication strategy, PT Maersk can create a more inclusive and productive work environment, effectively support diversity, and improve overall organizational performance.



Gambar 3 Planning in PT. Maersk

Implementation is a stage to realize the work plan as determined. The purpose of this implementation is to build a system of work mechanisms, so that the work plan is well realized. Implementation is a form of planning (Yohana et al., 2019). At the implementation stage of communication management to manage diversity at PT Maersk, the implementation of the

plan that has been prepared systematically and effectively is carried out. This is in the form of inclusive communication practices, which include various channels such as internal media, such as company email, whatsapp, and regular meetings, to ensure that the messages conveyed are widespread and well received by all communicants, which in this case are all employees of PT Maersk. The messages conveyed are in the form of instructive and informative messages delivered in a clear and easy-to-understand manner. Instructive messages are messages that instruct related to work delivered at the morning meeting, the management team provides direction to employees to be able to work well between existing teams, as well as complete work on time, and provide the best service to customers. Informative messages are usually in the form of messages related to work, employees who convey suggestions or complaints for work, these messages or reports are delivered in the form of daily reports through whatsapp groups, weekly meetings, team meetings. At the weekly meeting also joined customers from Hungary to get reports from warehouse staff and close what was evaluated. If the target time is not as specified, it will be discussed together and determine a new strategy. In meetings conducted through teams, it is usually the supervisor who will submit reports on the work of subordinates. The language used when supervisors communicate with Hungarian customers is English. Warehouse staff and supervisors use Indonesian, at times like this it is not uncommon for misunderstandings to occur in receiving messages, this is one of the communication barriers that occur at PT Maersk, but can be overcome well by the management team who facilitates discussions to resolve these obstacles.

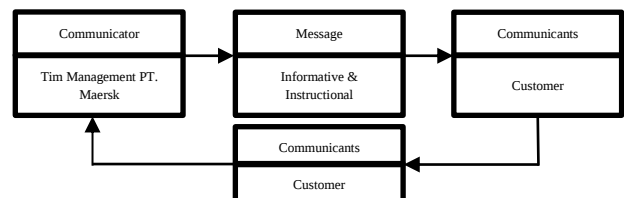


Gambar 4 Implementation in PT. Maersk

In the evaluation stage of communication management for diversity management at PT

Maersk, assessing the effectiveness of the communication that has been implemented is very important. This evaluation involves systematically collecting feedback from various parties, including employees, team managers, and customers, to measure the extent to which the messages conveyed are well received and have a positive impact on the sustainability of the company and the management of diversity. Analysis of data obtained from daily reports, meeting results, and interactions in various communication platforms such as email and WhatsApp, will provide insights into challenges faced, such as language misunderstandings and the effectiveness of communication strategies. In addition, the evaluation should include an assessment of how instructive and informative messages have affected team performance and customer service quality. Based on the evaluation results, the management team should develop recommendations for adjustments to communication strategies, such as increasing language training or improving cross-cultural communication procedures. With a thorough and responsive evaluation approach, PT Maersk can identify improvements and implement more effective strategies to overcome communication barriers, thereby supporting a more inclusive work environment and improving overall organizational performance.

Below are the communication patterns obtained from the results of this study:



Gambar 5 Communication Patern in PT. Maersk

CONCLUSIONS

Vertical communication at PT Maersk Indonesia is a crucial aspect in the operation of the organization, covering two directions, namely top-down and bottom-up communication. Effective vertical communication at PT Maersk serves not only for coordination and information delivery, but also to empower every member of the organization through diversity and inclusion, and improve performance and job satisfaction at all levels. Horizontal communication at PT Maersk not only serves for coordination and information sharing, but also plays a key role in problem solving, conflict resolution, and relationship building among employees. This supports operational efficiency, increases customer satisfaction, and facilitates growth and innovation within the organization.

Effective external and internal communication at PT Maersk Indonesia contributes to the organization's success in collaborating with external parties as well as maintaining harmonious relationships within the company, supporting sustainable growth and development. At PT Maersk Indonesia, age, gender and language diversity are key strengths that enrich communication dynamics. Although there are differences in age and gender, such as female supervisors and younger leaders, this supports an inclusive and collaborative work environment, where all members feel valued and motivated to achieve common goals.

In communication management to manage diversity at PT Maersk, the three main stages of planning, implementation, and evaluation are key to achieving effectiveness.

Planning, designing an inclusive communication strategy by considering the needs of employees based on age, gender, and culture. Communication objectives and media should be customized to support diversity and company values. Implementation, implementing the communication plan through channels such as email, WhatsApp, and regular meetings, although sometimes facing barriers such as language misunderstandings. The management team ensures messages are delivered clearly and addresses any barriers that arise. Evaluation, collecting feedback from employees, managers and customers to assess the effectiveness of communications. Data analysis helps identify challenges and make recommendations for

improvements, such as language training or adjustments to procedures, to improve communication and organizational performance. For future researchers, research related to organizational communication and consideration of this discussion will be very interesting to be examined through further research and add more diverse research variables and can be more extensive in presenting the results of their research.

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