

## ADAPTATION OF GLOBAL ORGANIZATIONAL CULTURAL DIVERSITY IN MCDONALD'S MULTINATIONAL COMPANY AT THE LOCAL LEVEL

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### Abstract

This study aims to analyze the adaptation of global organizational culture in the context of multinational companies, specifically in the case of McDonald's Indonesia. Globalization encourages multinational companies to integrate international operational standards with local cultural values through a glocalization strategy to increase market acceptance and business sustainability. This study uses a qualitative approach with content analysis methods on secondary data derived from company reports, academic publications, and literature related to cross-cultural management. The theoretical basis of the research refers to Geert Hofstede's national cultural dimensions and the concept of Cultural Intelligence by Christopher Earley and Soon Ang. The results indicate that organizational culture adaptation at McDonald's in Indonesia is achieved through the integration of the company's global values with local cultural preferences, encompassing product innovation, organizational communication, human resource management, and stakeholder relationship strategies. The glocalization strategy enables the company to maintain its global brand identity while increasing social and cultural relevance in the local market. The research findings indicate that cultural intelligence and management flexibility are critical factors in the success of multinational companies, as managing an inclusive and adaptive organizational culture can increase employee loyalty, the effectiveness of cross-cultural communication, and the company's competitiveness in the era of globalization.

**Keywords:** Global Organizational Culture, Glocalization, Multinational Corporations, Cross-Cultural Management, McDonald's Indonesia

## INTRODUCTION

Globalization has accelerated the expansion of multinational corporations (MNCs) into various countries and industrial sectors, including the fast-food industry. In Indonesia, the increasing presence of multinational companies reflects the growing integration of the national economy with global markets, supported by urbanization, changing lifestyles, technological development, and increasing consumer demand. The fast-food sector is one of the industries most affected by globalization because it directly interacts with consumers whose cultural values, preferences, and consumption patterns differ across regions. Consequently, multinational companies operating in Indonesia are required not only to maintain global operational standards but also to adapt their organizational culture and business strategies to local conditions in order to sustain competitiveness and market acceptance.

The expansion of multinational companies into different cultural environments creates managerial challenges related to organizational adaptation and cross-cultural management. Companies operating across countries often encounter differences in values, communication styles, social norms, work behaviors, and consumer expectations. If these differences are not managed strategically, they may lead to communication barriers, internal conflicts, resistance to organizational change, and difficulties in implementing global standards at the local level. These challenges can ultimately affect organizational effectiveness and long-term sustainability. Therefore, multinational corporations need adaptive strategies that integrate global organizational identity with sensitivity toward local cultural contexts.

From a cross-cultural management perspective, organizational culture becomes an important element in supporting operational effectiveness within multinational companies. Organizational culture influences employee behavior, communication patterns, leadership approaches, and coordination mechanisms across diverse environments. Differences in cultural backgrounds often require organizations to adjust management practices while maintaining global consistency. Geert Hofstede explained that national culture influences organizational behavior through dimensions such as power distance, individualism versus collectivism, and uncertainty avoidance. In Indonesia, relatively high collectivism and power distance create organizational environments characterized by teamwork orientation, hierarchical relationships, and respect for authority. These characteristics influence leadership styles, communication systems, and employee interactions within organizations.

In addition to national culture dimensions, the concept of Cultural Intelligence (CQ) introduced by Christopher Earley and Soon Ang emphasizes the importance of understanding and adapting to cultural differences in international settings. Cultural intelligence refers to an individual's capability to function effectively in culturally diverse environments through cognitive, motivational, behavioral, and metacognitive abilities. Leaders and employees with high cultural intelligence are generally more capable of managing intercultural communication, reducing misunderstandings, strengthening collaboration, and adapting management practices according to local needs. Therefore, cultural intelligence becomes an essential competency for multinational corporations operating across countries with different social and cultural characteristics.

As one of the largest multinational companies in the global fast-food industry, McDonald's provides an interesting context for examining organizational culture adaptation. According to McDonald's latest corporate report, the company operates in more than 100 countries with over 43,000 restaurants worldwide. The company serves millions of customers every day while maintaining a strong global brand identity and standardized operational systems. Despite implementing uniform global standards, McDonald's still needs to adapt its organizational practices to local environments because consumer behavior, workforce characteristics, and social values differ between countries. Consequently, maintaining brand consistency while responding to local cultural expectations becomes an important strategic challenge.

McDonald's operations in Indonesia demonstrate a unique interaction between global corporate values and local cultural conditions. The company operates through local partnerships while maintaining organizational principles originating from its headquarters. This situation creates a process of cultural integration in which global standards interact with Indonesian social norms and business practices. Adaptation can be observed through menu innovations tailored to local consumer preferences, communication approaches adjusted to local workforce characteristics, leadership styles that consider hierarchical relationships, and work systems emphasizing teamwork and collaboration. Product modifications such as rice-based menus, local flavor variations, and special products during religious celebrations illustrate how global brands incorporate local cultural elements without losing their international identity.

Furthermore, the issue of Diversity, Equity, and Inclusion (DEI) has increasingly become a strategic priority within multinational corporations, including McDonald's. Through global diversity initiatives and workforce representation policies, the company seeks to create inclusive organizational environments while responding to changing social expectations. However, the implementation of DEI policies in multinational contexts requires adaptation because social norms, labor regulations, and cultural perceptions differ between countries. Thus, diversity management extends beyond administrative functions and becomes part of organizational culture, leadership strategy, and business sustainability.

Previous studies have discussed various aspects related to multinational companies, including globalization strategies, cross-cultural communication, organizational adaptation, and marketing localization practices. Several studies on McDonald's in Indonesia mainly focus on consumer behavior, marketing communication, business competition, and product adaptation strategies. Other studies have examined the implementation of glocalization and the influence of cultural environments on international business activities. However, limited attention has been given to the internal process of organizational culture adaptation in multinational corporations, particularly regarding how global organizational values are integrated with local cultural characteristics through cross-cultural management practices, cultural intelligence, organizational communication, workforce management, and diversity strategies.

This limitation indicates that previous research has predominantly emphasized external market adaptation rather than internal organizational adaptation processes. As a result, there is still insufficient understanding of how multinational corporations maintain global organizational identity while simultaneously responding to local cultural dynamics to support organizational effectiveness and sustainability. Therefore, further research is needed

to examine how global organizational culture is adapted at the local level through managerial strategies and cross-cultural mechanisms.

Based on these considerations, this study aims to analyze the adaptation of global organizational culture in McDonald's Indonesia by examining the implementation of glocalization strategies, organizational communication, product adaptation, workforce management, Diversity, Equity, and Inclusion (DEI) practices, and stakeholder relationships. In addition, this study seeks to explain the role of cultural intelligence and national cultural characteristics in supporting cross-cultural management practices within multinational corporations operating in Indonesia.

This study is expected to contribute theoretically to the development of organizational culture and cross-cultural management studies by providing empirical insights into the interaction between global corporate systems and local cultural contexts. Practically, the findings are expected to provide recommendations for multinational companies in designing adaptive organizational strategies that balance global consistency with local responsiveness, thereby supporting organizational effectiveness and long-term business sustainability in culturally diverse environments.

## **REVIEW OF LITERATURE**

### **Organizational Culture in Multinational Corporations**

Organizational culture refers to a system of shared values, beliefs, assumptions, and behavioral norms that guide members within an organization (Schein, 2010). In multinational corporations, organizational culture functions not only as an internal control mechanism but also as a global corporate identity that maintains consistency in operational standards, service quality, and brand image across different countries (Robbins & Judge, 2017). A strong organizational culture contributes to internal commitment, organizational stability, and strategic alignment. However, multinational companies operating in various countries face challenges arising from differences in local values, work practices, communication patterns, and employee expectations.

Bartlett and Ghoshal (1989) explain that multinational corporations must balance global coordination with local responsiveness. Excessive emphasis on global standardization may reduce local acceptance, whereas excessive adaptation can weaken organizational identity and operational consistency. Therefore, multinational corporations require flexible organizational cultures that allow adaptation to local environments while preserving global values and strategic objectives.

In the context of McDonald's Indonesia, organizational culture becomes particularly relevant because the company maintains global standards such as Quality, Service, Cleanliness, and Value (QSC&V), while simultaneously adapting operational practices to Indonesian cultural characteristics. Thus, organizational culture adaptation can be viewed as a process of integrating global corporate identity with local social and organizational conditions.

### **Dimensions of National Culture**

Geert Hofstede proposed that differences in national cultures influence individual behavior and organizational practices through several cultural dimensions, including power distance, individualism versus collectivism, uncertainty avoidance, masculinity versus

femininity, long-term orientation, and indulgence versus restraint (Hofstede et al., 2010). These dimensions provide an analytical framework for understanding variations in communication patterns, leadership approaches, decision-making systems, and employee interactions across countries.

Indonesia is generally characterized by relatively high collectivism and high power distance. Collectivist values emphasize cooperation, group harmony, interpersonal relationships, and collective responsibility, while high power distance reflects acceptance of hierarchical authority structures and unequal power distribution within organizations (Hofstede et al., 2010). These cultural characteristics influence workplace behavior, communication styles, leadership expectations, and coordination mechanisms.

For multinational corporations operating in Indonesia, including McDonald's, these cultural characteristics may influence organizational practices such as teamwork systems, employee relations, leadership styles, and internal communication patterns. McDonald's Indonesia often emphasizes collaborative work environments, respect for supervisors, and interpersonal communication approaches that align with local cultural expectations. Therefore, Hofstede's cultural dimensions are useful for explaining how Indonesian cultural values affect organizational adaptation and managerial practices within McDonald's operations.

### **Cultural Intelligence (CQ) in Cross-Cultural Management**

The concept of Cultural Intelligence (CQ), introduced by Earley and Ang (2003), refers to an individual's capability to function effectively in culturally diverse settings. CQ consists of four dimensions: metacognitive intelligence, cognitive intelligence, motivational intelligence, and behavioral intelligence. These dimensions collectively determine an individual's ability to understand cultural differences, adjust behavior, and respond effectively to multicultural environments.

Thomas and Inkson (2004) argue that individuals with high cultural intelligence are more capable of communicating across cultures, reducing misunderstandings, managing conflict, and improving cooperation in international organizations. Consequently, CQ has become an important managerial competency in multinational companies because employees and leaders frequently interact with individuals from different cultural backgrounds.

Within McDonald's Indonesia, cultural intelligence is particularly relevant because managers and employees operate in an environment where global corporate standards interact with Indonesian cultural values. Managers are expected to maintain operational consistency while adapting leadership styles, communication methods, and employee management practices to local conditions. Employees also need to understand organizational expectations while responding to consumer preferences influenced by local culture. Therefore, CQ serves as an analytical perspective for understanding how organizational members adapt to cultural diversity within daily operations.

### **The Concept of Glocalization in Global Business Strategy**

The concept of glocalization introduced by Robertson (1995) refers to the integration of globalization processes with local contexts. Glocalization emphasizes that multinational corporations should maintain global identity and strategic consistency while adapting products, communication, and operational practices to local market characteristics.

In international business contexts, glocalization allows companies to combine standardization and localization simultaneously. Global values, operational procedures, and

brand identity remain consistent, whereas implementation strategies are adjusted according to local consumer preferences and socio-cultural conditions.

McDonald's represents one of the most recognized examples of glocalization implementation. The company maintains global operational standards such as QSC&V, standardized training systems, and consistent brand identity while introducing local product innovations and communication approaches suited to different markets (Oktavian & Parmono, 2023; Prasetio & Ariani, 2025). In Indonesia, this adaptation is reflected in rice-based menus, local flavor variations, special products during religious celebrations, and marketing strategies emphasizing family values and local cultural identity.

Therefore, glocalization provides an important analytical perspective for explaining how McDonald's Indonesia preserves its global image while adapting products, services, communication systems, and workforce practices to Indonesian cultural conditions.

### **Cross-Cultural Management and Organizational Sustainability**

Cross-cultural management refers to organizational strategies used to manage differences in values, behaviors, communication styles, and work practices in multicultural environments (Adler & Gundersen, 2008). The objective of cross-cultural management is to create effective coordination between global standards and local cultural diversity while maintaining organizational effectiveness.

The success of cross-cultural management depends on several factors, including leadership responsiveness, communication effectiveness, inclusive organizational systems, and the ability to understand cultural differences. Diversity, Equity, and Inclusion (DEI) initiatives also play an important role because they support fairness, employee engagement, and organizational sustainability.

For multinational companies such as McDonald's Indonesia, cross-cultural management becomes necessary because the company operates within environments influenced by local values while maintaining international standards. Strategies involving workforce diversity management, adaptation of communication patterns, stakeholder engagement, and locally responsive leadership approaches contribute to long-term organizational performance and competitiveness.

## **RESEARCH METHOD**

This study adopted a qualitative research approach using content analysis to examine the adaptation of global organizational culture in multinational companies, particularly in the context of McDonald's operations in Indonesia. A qualitative approach was selected because the objective of this research was not to measure variables statistically, but to understand patterns, meanings, and strategies related to cultural adaptation, organizational practices, and the interaction between global corporate standards and local cultural contexts. Content analysis was applied descriptively and interpretively to identify themes associated with cross-cultural management, organizational culture adaptation, and glocalization practices implemented by McDonald's Indonesia.

The study relied exclusively on secondary data obtained through documentation and literature review. The analyzed documents consisted of both corporate and academic sources. Corporate documents included *McDonald's Purpose & Impact Report 2024–2025*, *McDonald's Climate Resiliency Summary Report 2023*, and *Golden Opportunities: Global*

*Diversity, Equity and Inclusion Report 2022–2023*, which provide information regarding organizational values, sustainability policies, diversity strategies, employee development, and global operational standards. Additional data were collected from the official McDonald's Corporation website and McDonald's Indonesia website to identify product adaptation, service innovations, and communication strategies implemented in the Indonesian market. Academic sources included books and journal articles discussing organizational culture, cross-cultural management, cultural intelligence, and glocalization strategies in multinational corporations.

To ensure the relevance and credibility of the analyzed materials, this study established inclusion and exclusion criteria during document selection. Documents were included if they: (1) discussed McDonald's organizational culture and global operational standards; (2) contained information related to product adaptation, communication strategies, diversity and inclusion policies, human resource management, or stakeholder relationships; (3) addressed cultural adaptation practices in multinational companies; and (4) originated from academically credible or institutionally recognized sources. Meanwhile, documents were excluded if they: (1) were unrelated to McDonald's organizational practices; (2) did not discuss cultural adaptation or cross-cultural management; (3) lacked institutional or academic credibility; or (4) contained duplicated information without additional analytical value.

The theoretical foundation of this research was based on Geert Hofstede's dimensions of national culture and the concept of Cultural Intelligence (CQ) developed by Christopher Earley and Soon Ang. Hofstede's framework was utilized to analyze how Indonesian cultural characteristics, particularly collectivism and relatively high power distance, influence communication patterns, leadership styles, teamwork, and employee relations within McDonald's Indonesia. Cultural Intelligence was applied to understand how managers and employees adapt to cultural diversity and manage interactions in multicultural organizational environments. Furthermore, the concept of glocalization was used to examine how McDonald's integrates global standards with local adaptation strategies, while cross-cultural management served as a framework for understanding organizational responses toward cultural diversity.

The data analysis process followed qualitative content analysis procedures consisting of several stages. First, relevant documents and publications were collected and selected according to the established inclusion criteria. Second, coding was conducted to identify recurring themes related to organizational culture adaptation. Several coding categories were developed to guide the analysis. The global standards category included themes such as QSC&V principles (Quality, Service, Cleanliness, and Value), operational consistency, employee training systems, and brand identity maintenance. The local adaptation category covered menu innovation, localized products, Ramadan campaigns, family-oriented services, and market adjustments. The communication category included internal communication practices, marketing messages, language adaptation, and intercultural interaction patterns. The human resource management category focused on teamwork practices, leadership adaptation, employee relationships, and organizational behavior. Meanwhile, DEI and inclusion included diversity policies, equality initiatives, representation strategies, and inclusive organizational practices, whereas stakeholder relations referred to collaboration with franchise partners, suppliers, communities, and government institutions.

After coding, the identified themes were grouped according to conceptual similarities and interpreted by linking empirical findings with the theoretical frameworks employed in this study. The interpretation process emphasized understanding how global organizational culture interacted with Indonesian local values and how such interaction influenced managerial practices and organizational adaptation strategies.

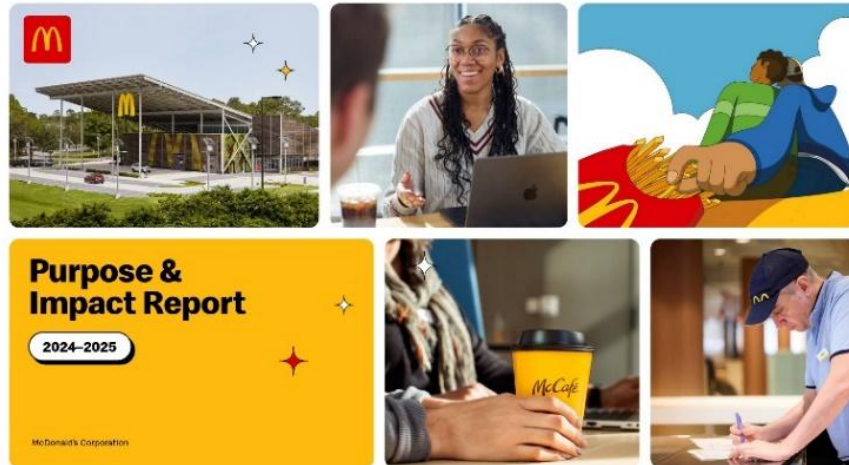
To strengthen the trustworthiness and credibility of the findings, this research applied source triangulation by comparing information obtained from corporate reports, official websites, academic publications, and supporting literature. In addition, the interpretation process was guided by established theoretical perspectives, namely Hofstede's cultural dimensions, Cultural Intelligence, glocalization theory, and cross-cultural management frameworks. The use of multiple data sources and theoretical references was intended to reduce subjective interpretation bias and improve analytical consistency. Therefore, the findings of this study are expected to provide a more transparent, systematic, and academically reliable understanding of organizational culture adaptation in McDonald's Indonesia.

## RESULTS AND DISCUSSION



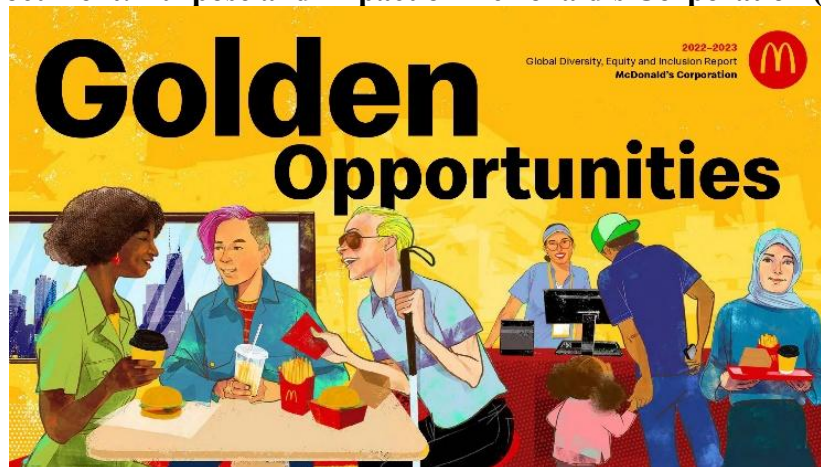
Figure 1.

Official Document: McDonald's Corporation Climate Resiliency (2022-2024)



**Figure 2.**

**Official Document: Purpose and Impact of McDonald's Corporation (2024-2025)**



**Figure 3.**

**Official Document: McDonald's Corporation's Golden Opportunist (2022-2023)**

Figures 1–3 present the main corporate documents analyzed in this study. These reports provide information regarding sustainability commitments, organizational values, diversity policies, operational standards, and employee management practices implemented by McDonald's globally. The documents serve as the empirical basis for analyzing how global organizational culture is adapted within the Indonesian context.

Document analysis and supporting academic literature indicate that McDonald's combines global organizational values with local cultural adaptation through a glocalization strategy. As a multinational corporation, McDonald's maintains standardized global principles, while simultaneously adjusting products, communication patterns, workforce practices, and stakeholder relationships to Indonesian cultural characteristics. The findings show that organizational adaptation occurs through five major dimensions: global standardization, local product and service adaptation, cultural communication and leadership practices, Diversity, Equity and Inclusion (DEI), and cross-border cultural management.

## Adapting Global Standards to Indonesian Culture



Figure 4.

### McDonald's global profile interface: growth pillars, core values, operational data, and QSC&V commitments.

Figure 4 illustrates McDonald's global profile, including company growth indicators, operational values, QSC&V commitments, and standardized management principles. This figure supports the analysis that McDonald's maintains global operational consistency while allowing local adaptation practices.

Document analysis from *McDonald's Purpose & Impact Report 2024–2025* shows that McDonald's consistently prioritizes global values through QSC&V (Quality, Service, Cleanliness, and Value), standardized operating procedures, employee training systems, and customer-oriented service standards. The report indicates that by the end of 2024, McDonald's operated 43,477 restaurants worldwide, with approximately 95% operating under franchise systems. In addition, the company employed more than 150,000 employees globally, while franchised restaurants involved approximately 2 million workers across various countries.

These findings demonstrate that McDonald's maintains operational consistency and service quality standards across international markets while strengthening its global organizational identity.

However, document analysis also indicates that the implementation of these standards in Indonesia is not entirely rigid. Operational practices are adjusted according to local cultural characteristics to improve effectiveness and social acceptance.

From Hofstede's cultural dimensions perspective, Indonesia demonstrates relatively high collectivism and power distance. Collectivist values encourage cooperation and solidarity in the workplace, whereas high power distance influences leadership structures and employee relationships. This can be observed through relational leadership styles, teamwork orientation, and employee respect toward superiors.

Therefore, the adaptation of QSC&V in Indonesia reflects the interaction between global operational standards and local cultural responsiveness. These findings support the glocalization concept, where multinational corporations maintain global identity while adapting implementation practices to local contexts.

### **Product Adaptation in Operational Practices**

Document analysis indicates that McDonald's Indonesia implements product adaptation as part of its organizational culture strategy at the local level. Product innovation can be observed through the provision of rice-based menus, chicken products with local seasoning variations, and seasonal products associated with religious events such as Ramadan and national celebrations. Menu variations such as chicken products served with Indonesian chili sauce and value packages adjusted to local purchasing power demonstrate that McDonald's integrates local consumer preferences into its global product system.

These findings suggest that McDonald's does not rely exclusively on standardization but combines global operational consistency with local responsiveness. Global elements such as visual identity, quality standards, and operational procedures remain consistent, while implementation is adapted to Indonesian market conditions. Service adaptation is also reflected in the strengthening of delivery services through digital platforms, family-oriented facilities such as birthday spaces and children's play areas, and operational adjustments in strategic locations including shopping centers, office districts, and toll-road rest areas.

From the perspective of glocalization theory, this adaptation reflects the integration of global identity and local cultural relevance. McDonald's maintains international brand consistency while adjusting products and services to Indonesian consumer behavior and cultural preferences. In addition, local employees may contribute significantly to the implementation of product and service innovation because they possess contextual understanding of local markets. Therefore, adaptation that considers local values may strengthen employees' sense of belonging and organizational commitment, although this interpretation requires further empirical verification.

### **The Role of Cross-Cultural Communication in Improving Cultural Intelligence**

The analysis shows that cross-cultural communication constitutes an important component of organizational adaptation at McDonald's Indonesia. Differences in language, communication styles, and social norms encourage the company to adjust both marketing communication and internal interaction patterns. In external communication, McDonald's Indonesia frequently incorporates local cultural elements through the use of Indonesian public figures, family-oriented messages, and promotions adapted to local preferences.

Internally, communication practices tend to emphasize interpersonal relationships, teamwork, and harmonious interaction. This approach appears consistent with Indonesian cultural characteristics, which generally prioritize togetherness, mutual respect, and non-confrontational communication styles.

From the perspective of Cultural Intelligence (CQ), these practices indicate the importance of managerial capability in understanding and responding to cultural diversity. Leaders with higher levels of CQ are expected to adapt leadership styles and communication methods without reducing the consistency of global standards. This adaptation may help reduce potential conflicts between international operational policies and local work practices.

Furthermore, communication adaptation may contribute to stronger relationships between management and employees because employees tend to respond positively when local values and traditions are acknowledged. Cultural intelligence development and cross-cultural communication training can therefore be viewed as strategic investments that potentially enhance cultural awareness, adaptability, and organizational effectiveness within multicultural environments.

## Diversity, Equity, and Inclusion (DEI) strategies based on local context



Figure 5.

### Interface of DEI Implementation in the Employee Experience at McDonald's

Figure 5 illustrates the implementation of Diversity, Equity, and Inclusion (DEI) within McDonald's employee experience framework. The figure supports the finding that global diversity initiatives are maintained while being adjusted to local organizational contexts.

Document analysis indicates that McDonald's Indonesia implements DEI principles alongside adaptation to local social, cultural, and regulatory conditions. The company maintains collaboration with franchise partners, suppliers, distributors, and governmental institutions to ensure operational continuity and compliance with national regulations.

In the Indonesian context, DEI implementation extends beyond global diversity policies and relates closely to local realities such as religious diversity, equal employment opportunities, respectful communication, and workplace harmony. Competency-based recruitment practices without discrimination based on ethnicity, religion, or social background illustrate efforts to integrate global equality principles with local cultural expectations.

The implementation of DEI also reflects adaptation to Indonesian social characteristics, particularly collectivism and hierarchical interaction patterns. Since workplace relationships often emphasize harmony and respect for authority, communication approaches that are formal, respectful, and inclusive become important in maintaining organizational stability.

From a cross-cultural management perspective, these findings demonstrate that global diversity policies are not implemented uniformly across countries but are adjusted according to local regulations and cultural contexts. This adaptation allows McDonald's to maintain organizational values while strengthening relationships with employees and local communities.

### Challenges and Strategies for Managing Cross-Border Culture

The findings indicate that McDonald's faces several challenges in managing organizational culture across different countries. One major challenge involves balancing global operational standards with local consumer preferences and cultural expectations.

Additional challenges include differences in language, communication styles, social values, and work practices across regions.

Although global standards such as quality, service efficiency, and brand consistency remain central, local adaptation is still required to maintain market relevance. Product customization, communication adjustment, and service innovation therefore become important components of organizational strategy.

To address these challenges, McDonald's appears to adopt a relatively flexible management system by allowing local managers to adjust products and operational practices according to market characteristics while maintaining core corporate values. This approach reflects a geocentric orientation that combines global integration with local responsiveness.

From a theoretical perspective, this finding supports the concept of cross-cultural management, which emphasizes that multinational companies need adaptive systems to manage cultural diversity effectively. The success of international expansion therefore depends not only on operational efficiency but also on organizational ability to understand and integrate local cultural dynamics.

### **Managerial Implications and Academic Perspective**

From a managerial perspective, the findings of this study indicate that organizational culture adaptation plays an important role in supporting the sustainability of multinational companies operating in Indonesia. The combination of global operational standards and local responsiveness may improve service relevance, employee engagement, and market acceptance.

The findings also suggest that flexible management practices, culturally sensitive communication, and locally adapted products can support organizational effectiveness in culturally diverse environments. Such strategies may strengthen employee commitment and enhance the company's competitiveness in the Indonesian market.

From an academic perspective, this study confirms the relevance of Hofstede's cultural dimensions, Cultural Intelligence, glocalization theory, and cross-cultural management in explaining organizational adaptation within multinational corporations. The case of McDonald's Indonesia demonstrates that global consistency and local flexibility can coexist through strategic cultural integration.

Moreover, the study contributes empirically to discussions regarding cultural hybridity in multinational organizations, particularly in the fast-food industry, where product adaptation, communication adjustment, and culturally responsive workforce management become important factors in maintaining long-term competitiveness.

### **CONCLUSION**

The results of this study demonstrate that Unilever Global successfully employed a multi-theoretical approach in implementing its global vision strategy with local socio-cultural contexts. Gender representation and respect for local community rights are not merely a means of fulfilling social norms, but also a strategy for gaining international legitimacy. Furthermore, a standardized complaint system (Speak Up) is key to addressing employee miscommunication due to cultural differences and high power distance within the operational area.

Data triangulation revealed that transparency in reporting can maintain employee psychological safety and a sense of procedural fairness. Ultimately, the integration of diverse

management and a global integrity system has a positive impact on the capital market, enabling the company to mitigate ethical risks systemically. Therefore, for Unilever Global, strong governance support for inclusiveness policies makes the company a key pillar of business sustainability and enhances corporate value in the era of globalization.

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