

Cultural Diversity in Public Administration: Understanding the Implications of Government Science Theories for Multicultural Management

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Abstract

This article explores the implications of government science theory regarding cultural diversity in the context of public administration and multicultural management. Using a theoretical framework that includes organizational theory, policy theory, and collective action theory, this research in-depth understands the role and influence of cultural diversity on various aspects of public administration, including public policy, administration, and interactions between individuals. This article also explores how some public administration entities have successfully integrated multicultural management. The data analysis method involves a triangulation approach, combining qualitative data and interview data analyzed using the NVivo 12 application. The research results highlight challenges and opportunities in improving multicultural management, with a focus on cultural education, technology, community participation and cultural inclusion. The implications of government science theory in this context strengthen the urgency to address cultural diversity as an important element in modern and multicultural public administration.

Keywords: Cultural Diversity, Public Administration, Multicultural Management, Government Science Theory, Cultural Inclusion.

Abstrak

Artikel ini mengeksplorasi implikasi teori ilmu pemerintahan mengenai keragaman budaya dalam konteks administrasi publik dan manajemen multikultural. Dengan menggunakan kerangka teori yang mencakup teori organisasi, teori kebijakan, dan teori tindakan kolektif, penelitian ini memahami secara mendalam peran dan pengaruh keragaman budaya pada berbagai aspek administrasi publik, termasuk kebijakan publik, administrasi, dan interaksi antar individu. Artikel ini juga mengeksplorasi bagaimana beberapa entitas administrasi publik berhasil mengintegrasikan manajemen multikultural. Metode analisis datanya menggunakan pendekatan triangulasi, yakni menggabungkan data kualitatif dan data wawancara yang dianalisis menggunakan aplikasi NVivo 12. Hasil penelitian menyoroti tantangan dan peluang dalam meningkatkan pengelolaan multikultural, dengan fokus pada pendidikan budaya, teknologi, partisipasi masyarakat, dan inklusi budaya. Implikasi teori ilmu pemerintahan dalam konteks ini memperkuat urgensi untuk mengatasi keragaman budaya sebagai elemen penting dalam administrasi publik modern dan multikultural.

Kata Kunci: Keanekaragaman Budaya, Administrasi Publik, Manajemen Multikultural, Teori Ilmu Pemerintahan, Inklusi Budaya.

INTRODUCTION

The science of Public Administration is becoming increasingly diverse in the era of ever-growing globalization (Ritz & Alfes, 2018; Rice, 2015b). Public administration is no longer limited to routine government tasks alone but must also respond to ongoing social, cultural and economic changes throughout the world. One important aspect that is increasingly receiving attention is cultural diversity (Mathews, 2015). Because cultural diversity reflects the diversity of ethnicities, religions, languages and

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traditions that exist in our society, this influences the way public administration is directed, implemented and evaluated over a long period.

The relationship between multicultural management and government science is very close and has several significant points of intersection. These two fields interact and influence each other in the diverse context of public administration and government governance; among these relationships, there are several important intersections, including Multicultural Community Empowerment, Multicultural Public Policy, Diversity Leadership and Management, Cooperation between Governments and Cultural Groups, and Social and Cultural Resilience (King, 2022; Clayton et al., 2016).

Empowering a Multicultural Society is very important because government science focuses on the way the government governs and interacts with society. Multicultural management encourages the inclusion and empowerment of diverse cultural groups in decision-making processes and government governance (Rice, 2015c; Blessett et al., 2013). The science of government is concerned with how governments can design policies and administrative practices that are responsive to cultural diversity. From this Multicultural Public Policy perspective, Government Science considers the role of government in formulating public policies that are relevant to the diverse needs of society. Multicultural management helps in designing and implementing these policies by taking into account cultural differences and the interests of different groups in society (Ricucci, 2021; Rice, 2015a). To strengthen this argument, the Researcher presents data about ethnic diversity in Indonesia, which is presented in the following figure 1:

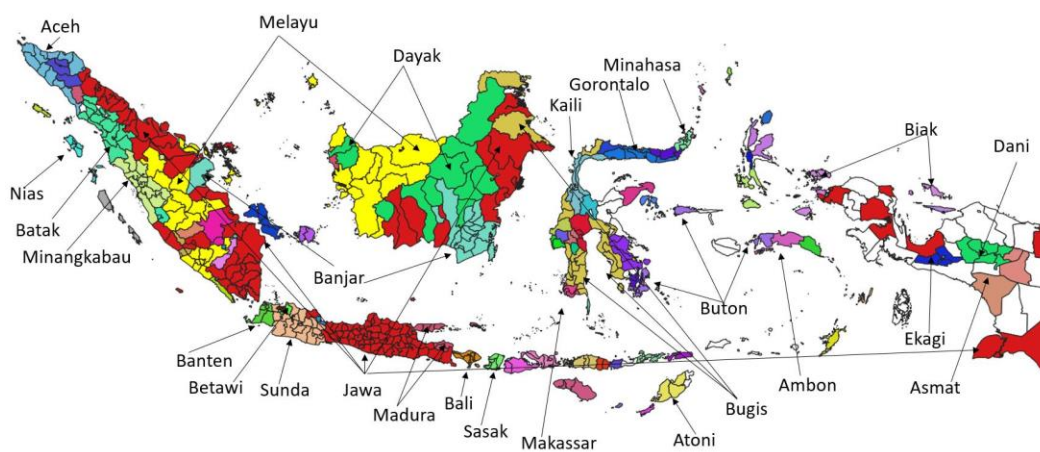


Figure 1. Distribution of Tribes in Indonesia

Source: Prajna (2019)

Leadership and Management Diversity can be a very important aspect because multicultural management focuses on managing organizations that are diverse in terms of culture, ethnicity and other backgrounds. Governance studies consider how leadership and management in the public sector can create an inclusive and effective environment where cultural diversity is respected and utilized as a highly relevant strength in the context of public sector management (Rice & Hand, 2010; Rivera & Ward, 2015).

Collaboration between Government and Cultural Groups is built because government science also examines collaboration between government and non-government actors in society. Multicultural management helps understand how governments interact with cultural groups and advocacy groups to achieve shared goals or resolve problems related to cultural diversity. Social and Cultural Resilience are vital aspects because they contribute to the understanding of how cultural diversity can influence social and cultural stability in society. Government science often considers these factors in government planning

and governance. Multicultural management also helps in creating strategies to maintain social harmony and cultural sustainability in diverse societies (Bailey, 2015; Carrizales & Gaynor, 2013). There are several aspects that the Indonesian government needs to pay attention to, including those explained in the following figure 2:



Figure 2. Multicultural Management of the Indonesian Government

The Indonesian government has taken various steps to manage its cultural diversity through cultural management. Some of the key actions that have been taken include: 1) Pancasila Approach: Pancasila, Indonesia's basic ideology, encourages the principles of social justice and interreligious and intercultural tolerance, which reflects the government's commitment to managing cultural diversity. 2) Culture Law: Indonesia has laws governing the preservation, protection and development of culture. This law includes policies related to cultural rights and cultural diversity; 3) Multicultural Education Curriculum: The government has implemented an educational curriculum that includes multicultural material aimed at promoting intercultural understanding and tolerance among the younger generation; 4) Support for Arts and Culture: The government provides support for arts and culture through various programs, such as cultural festivals, art performances, and cultural heritage preservation; 5) Ministry of Culture and Tourism: The Indonesian government has a ministry that specifically deals with cultural and tourism affairs. This ministry is responsible for policies and programs that support cultural preservation and development.

Cultural diversity brings unique challenges and opportunities for policymakers and public administrators. By understanding and appreciating these differences, the field of public administration can become more inclusive and responsive to the needs of diverse communities. This research will explore how public administration practices that integrate cultural diversity can strengthen the relationship between the government and its citizens and increase the efficiency and effectiveness of public services. This research will also include case studies and best practices that illustrate how several governments or

organizations have successfully integrated government science concepts into multicultural management efforts.

THEORETICAL FRAMEWORK

The Concept of Cultural Diversity in Public Administration

Cultural diversity in public administration refers to variations or differences in culture, values, norms, and social characteristics that exist within the government administrative environment. This includes diverse ethnic backgrounds, religions, languages, traditions, and social norms found in government institutions, such as government offices, public bodies, and other administrative agencies. Cultural diversity in public administration can have a significant impact on various aspects of administrative duties and responsibilities (Rice, 2015d; Sabharwal et al., 2014).

The dimensions of cultural diversity in public administration can include very broad dimensions, such as 1) Ethnicity: Ethnic variations among employees and citizens involved in public administration. These include differences in ethnic, racial, and cultural origins; 2) Religion: Differences in religion and religious beliefs among government employees and citizens. This can influence public policy and interactions between individuals; 3) Language: Different languages or dialects used in public administration. Language diversity can impact communication between governments and citizens; 4) Traditions and Culture: Variations in traditions, customs, and cultural values held by various groups in Society which include differences in cultural celebrations, social norms, and traditional practices; 5) Social Status: Differences in social status, including economic class, education, and power, that can influence relationships between government employees and citizens; 6) Gender Differences: Variations between men and women in public administration, as well as issues related to gender equality and inclusion; 7) Migration and Multiculturalism: The impact of migration and multicultural diversity in society can create new challenges in public administration (Hassen & Giovanardi, 2018).

Cultural diversity in public administration requires special attention in order to ensure that government institutions can operate effectively and respond to the needs of diverse groups of society. Cultural diversity management is important to promote inclusion, fairness and efficiency in the delivery of public services and government decision-making. Cultural diversity also significantly influences various aspects of public administration (Nkomo & Hoobler, 2014). The following are ways in which cultural diversity can influence aspects of public administration, such as public policy, administration, and interactions between individuals (Fincher et al., 2014; Lakshman et al., 2021):

1. Public Policy

Policy formulation in public policy really needs to pay attention to cultural diversity because cultural diversity can influence the process of formulating public policy. Aspects such as diverse cultural values, beliefs and preferences of society must be considered in formulating fair and relevant policies. Cultural diversity can also lead to problems of inequality and discrimination. Public policies must be able to address inequalities and promote inclusion for all cultural groups. Policy acceptance and implementation may vary among cultural groups. Cultural differences can influence how these groups respond to or accept implemented policies.

2. Maintenance

Cultural diversity influences how governments deliver public services. Differences in language, cultural norms, and beliefs may require adaptations in service provision to ensure effective and

inclusive services. Cultural diversity among public employees can influence organizational culture and internal dynamics. It is important to promote an inclusive and supportive work environment so that employees from diverse backgrounds feel valued and motivated. Meanwhile, human resource management in public administration is also influenced by cultural diversity. Diversity in employee recruitment, promotion, and training is critical to ensuring a diverse and responsive government.

3. Inter-Individual Interaction

Cultural diversity influences communication between government employees and citizens. Different languages and communication norms can be barriers that need to be overcome to ensure proper understanding. It is important to build cultural awareness among government employees so they can better understand the perspectives and needs of the various cultural groups they serve. Cultural differences can trigger long-term conflict if skills in conflict management and mediation are not managed well.

Multicultural Management in Public Administration

The concept of multicultural management is an approach to managing and understanding cultural diversity in a work environment or organization. The basic principles of multicultural management are designed to create an inclusive environment where every individual is treated fairly and respected regardless of their cultural background, ethnicity, religion or origin (Mansouri, 2023). These principles aim to promote effective collaboration among diverse team members and leverage diversity as an organizational strength. One of the basic principles of multicultural management is "Cultural Awareness," which means that individuals and organizations must have a strong understanding of cultural values, social norms, beliefs, and other differences that may exist among team or group members (Safdar et al., 2023a).

An example of the application of this concept is when a multinational company employs employees from various cultural backgrounds. Company management ensures that these employees receive cultural awareness training to understand each other's cultural differences. They also encourage open communication and positive dialogue between employees with various cultural backgrounds. In this way, companies create an inclusive work environment and utilize diversity to achieve innovation and better performance.

Another relevant principle is "Cultural Justice," which focuses on ensuring that each individual is treated fairly without discrimination. An example is when a government agency designs policies that ensure that all cultural groups have equal access to public services and available opportunities. Multicultural management encourages organizations to respect, celebrate and integrate cultural diversity as a valuable asset and take steps to minimize cultural conflict and promote inclusion and equality.

Many public administration entities or institutions around the world have successfully integrated multicultural management into their operations in various ways. Some examples of best practices used by successful public administration entities in managing cultural diversity include (Nesbitt et al., 2019; Safdar et al., 2023b):

1. **Anti-Discrimination and Inclusion Policies:** Many countries have implemented strong anti-discrimination and inclusion policies in their public administration. Examples include the United States Civil Rights Act and inclusion policies in Europe that protect the rights of individuals regardless of cultural background.

2. **Cultural Awareness Training:** Public administration entities often provide cultural awareness training to their employees to help them understand cultural differences, languages, and social norms that may exist among their citizens or colleagues. This training helps prevent cultural conflicts and promotes effective communication.
3. **Fair Hiring and Promotion:** Diverse public administrations often have policies that support fair hiring and promotion, regardless of cultural or ethnic origin. They ensure that career opportunities are open to all individuals who have the appropriate abilities.
4. **Development of Policies Responsive to Diversity:** Some countries have specific agencies responsible for developing policies responsive to cultural diversity, such as the Department of Multicultural Policy in Australia. They work to ensure government policies reflect the diversity of society.
5. **Community Participation:** Public administration entities that successfully integrate multicultural management often collaborate with diverse community groups in decision-making processes and policy formulation. This ensures that the interests of diverse cultural groups are well represented in the process.
6. **Easy-to-understand Documents and Materials:** Public administrations can provide easy-to-understand documents and materials in a variety of languages and formats to ensure that all citizens can access government information easily.
7. **Cultural Representation in the Government Employee:** Recruiting employees who represent diverse cultural backgrounds can help public administrations better understand society's perspectives and needs.

Various examples illustrate the diverse approaches used by public administration entities or institutions to integrate multicultural management. This approach helps create a government that is more inclusive, fair, and responsive to the cultural diversity of the communities it serves.

Relevant Government Science Theories

A brief review of relevant government science theories, such as organizational theory, policy theory, and collective action theory, can help understand the theoretical framework that supports the study of cultural diversity in public administration (Harrison & Johnson, 2019; Marschlich & Ingenhoff, 2021). Three theories that support this research include the following:

1. **Organization Theory**
Organizational theory tries to explain how government agencies and public organizations work and adapt to environmental changes. The concepts of organizational structure, hierarchy and organizational culture become relevant in the context of cultural diversity. How organizations manage cultural diversity within their staff, as well as how organizational structures can promote inclusion and efficiency.
2. **Policy Theory**
Policy theory focuses on the process of public policy-making, implementation, and impact. In the context of growing cultural diversity, policy theory helps understand how the cultures, norms and interests of diverse societies influence policy-making and implementation. There are concepts such as "iron triangles" (alliances between government agencies, interest groups, and legislators) that need to be considered in multicultural policy analysis.
3. **Collective Action Theory**
Collective action theory attempts to explain how diverse individuals can work together to achieve common goals. In the context of growing cultural diversity, this theory can help us understand

how various cultural groups can join together to fight for political or social change. The concepts of diverse community organizing, communication strategies, and mass mobilization are relevant elements in the theory of collective action.

These three theories provide important insights into how public administration interacts with cultural diversity, how public policy shapes and is influenced by this diversity, and how culturally diverse groups can work together to achieve common goals.

RESEARCH METHOD

This research was conducted in a number of public administration institutions representing different levels of government, including regional governments, village governments, and other related institutions. The research was conducted in several different geographical areas in Jakarta to obtain a broader perspective and represent various public administration contexts. This research uses a qualitative approach to understand and analyze the impact of cultural diversity in public administration. The Researcher adopts a field research design, which allows the Researcher to gain in-depth insight from various perspectives and experiences in the context of public administration.

This research population involves all government employees and relevant stakeholders. Because this population may be very large, sampling is done purposively by selecting diverse representations from various levels and cultural backgrounds. The sample also includes individuals who have relevant experience and insight into the research topic.

Research participants consisted of government employees from various levels of public administration, community stakeholders, and individuals involved in multicultural management initiatives in various government agencies. Participants were selected purposively to ensure diversity in their cultural backgrounds and roles in public administration. Research participants consisted of: 1) Government employees working at various levels of public administration, including executive officers, administrators and implementing staff; 2) Community stakeholders, such as policy advocacy groups, NGOs, and citizens involved in governance and advocacy processes; and 3) Individuals involved in multicultural management initiatives in various government agencies.

Data collection was carried out through in-depth interviews with participants. This interview focused on their experiences in dealing with and managing cultural diversity in the context of public administration. The researcher also collects relevant policy documents, reports and related materials. In analyzing this research data, the Researcher applied the principle of triangulation to ensure the validity of the findings. This includes the use of multiple data collection methods, such as interviews and examination of relevant documents and reports. In addition, we also triangulated data sources by comparing results from various participant groups, including government employees, community stakeholders, and individuals involved in multicultural management initiatives, which helped ensure that the resulting findings were reliable and more representative.

This research combines data from various sources and involves various groups of participants to produce a rich and in-depth analysis of the impact of cultural diversity in public administration and its implications for multicultural management. The data collected was analyzed using NVivo 12 software. Qualitative data analysis involved a coding stage, which involved identifying the main themes and patterns that emerged from interviews and documents. The Researcher adopts a content analysis approach to detail qualitative findings and links them to theoretical frameworks from relevant government science.

This study adhered to research ethical standards, including obtaining informed consent from participants and maintaining confidentiality of their identities. The Researcher also ensured that participants provided written consent before the interview was conducted.

RESULTS AND DISCUSSION

Cultural Diversity in Public Administration

The research results show that cultural diversity influences the process of making public policy. Cultural differences, social norms, and beliefs influence policy priorities, the selection of public issues, and the way policies are formulated. Cultural diversity also influences communication and interaction between individuals in public administration. Several obstacles are determining factors for this, such as different languages, communication norms, and cultural differences that can become obstacles to the effectiveness of communication between government employees and the community. The research findings highlight the importance of effective multicultural management in addressing the impacts of cultural diversity. More government agencies are beginning to adopt multicultural management approaches involving cultural awareness training, inclusion policies, and the promotion of cultural justice. This is confirmed by the results of interviews addressed to Government Employees regarding how cultural diversity influences the policy-making process in the organizations they are responsible for; his answer was:

"Cultural diversity influences us in understanding different perspectives. This can make us more sensitive to certain issues that we may not have been aware of before. As time goes by, we learn to formulate more inclusive policies."

This question is designed to explore the impact of cultural diversity on the public policy-making process. Government employees' answers indicate that cultural diversity influences their awareness of different perspectives, and this has motivated them to formulate policies that are more inclusive and responsive to different cultural groups. In the employee's view regarding the role of community stakeholders in overcoming cultural diversity in public administration, he provided sufficient views, namely as follows:

"We have an important role in reminding governments of the importance of inclusion and cultural justice in public policy. We strive to bridge cultural gaps and advocate for the interests of underrepresented cultural groups."

This question aims to understand the role of community stakeholders in addressing the challenges of cultural diversity. Stakeholder answers highlight their role in maintaining cultural justice and supporting underrepresented cultural groups in public administration. To the Individual in the Cultural Management Initiative, the question asked was about concrete steps that had been taken by the multicultural management initiative in his organization to promote cultural inclusion, and he answered with the following narrative:

"We have conducted cultural awareness training for all employees. In addition, we encourage the formation of multicultural working groups to identify and solve problems related to cultural diversity."

This question asks about concrete actions taken by multicultural management initiatives in organizations. Individual responses in multicultural management initiatives indicate that cultural awareness training and the formation of multicultural work groups are steps that have been taken to promote cultural inclusion. The interview continued with questions to government employees about how

they overcome barriers in communicating with citizens of diverse cultural backgrounds, and the informant's answers were as follows:

"We have introduced translators in various languages to help communicate with citizens who do not speak the main language. We encourage cultural awareness among our staff to understand different communication norms."

This question highlights how to overcome barriers in communication with citizens of diverse cultural backgrounds. Government employees' answers suggest that the use of translators and increasing cultural awareness among staff are effective ways to overcome these barriers. The final summary was addressed to Community Stakeholders, with the question of What approaches he believes are most effective in ensuring that the voices of underrepresented cultural groups are heard in the policy-making process; his answer was as follows:

"The most effective approach is to directly involve these cultural groups in the policy process. This could mean holding public consultations, workshops or open meetings to listen to their aspirations and needs."

This question explores effective approaches to listening to the voices of underrepresented cultural groups in the policymaking process. Stakeholder answers highlight the importance of directly involving these cultural groups in the policy process through means such as public consultations and workshops. This interview reflects the importance of engaging diverse parties and implementing appropriate strategies to address the challenges of cultural diversity in public administration and promote inclusion and cultural justice. To explain and simplify understanding, below the Researcher presents the results of data processing from interviews using the NVivo 12 application (figure 3).

Government science theory has an important role in helping understand and manage cultural diversity in public administration. One relevant aspect is organizational theory, which helps us understand how government institutions work and adapt to diverse environments. In this context of cultural diversity, organizational theory helps us understand how organizational structures can be modified to accommodate diversity, for example, by including units or divisions that focus on multicultural management. Policy theory helps us analyze how public policy influences and is influenced by cultural diversity. Policies that are responsive to cultural diversity may involve inclusive public consultation, an in-depth understanding of cultural norms, and adapting policies to the needs of various cultural groups.

Collective action theory also has strong relevance in this context. Collective action can represent the joint efforts of various cultural groups to influence policy or change within government institutions. This theory helps us understand how diverse cultural groups can work together to achieve common goals within a public administration framework. Governance theory provides a strong conceptual foundation for understanding the impacts, challenges, and opportunities associated with cultural diversity. By integrating these theoretical principles, public administration can take concrete steps to manage and utilize cultural diversity as a valuable resource in achieving more inclusive and effective goals. The results of Nvivo's analysis of structured interviews are presented in the following figure 4:

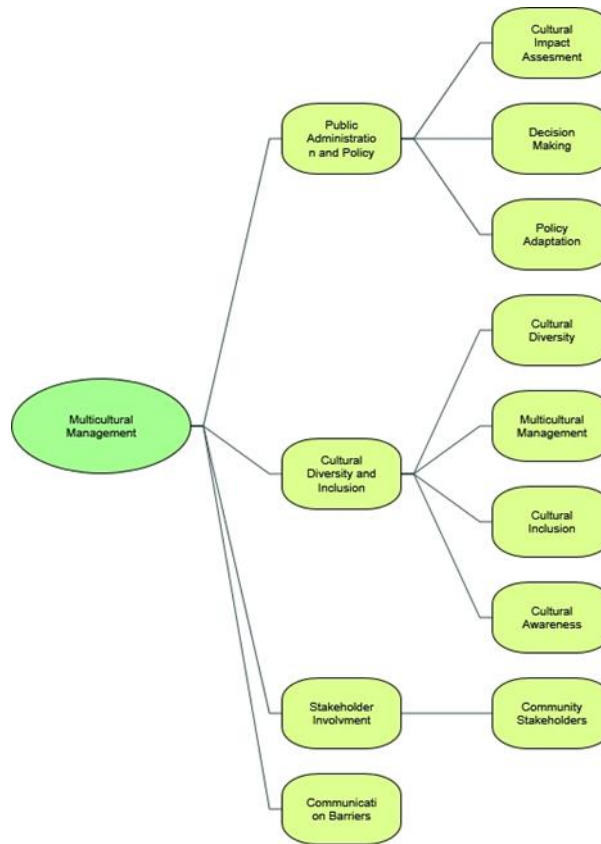


Figure 3. Data visualization using mind maps in NVivo 12
Source: Primary Data Processed



Figure 4. The most frequent words in the NVivo node are "Cultural Diversity in Public Administration."

Source: Primary Data Processed

The results of interviews with various groups of participants illustrate the strong connection between government science theory and the understanding and management of cultural diversity in public administration, which will be explained in the following paragraph:

First, from interviews with government employees, we can see how organizational theory plays a role. Government officials recognize that cultural diversity influences the policy-making process. Organization theory helps us understand that government agencies need to adapt to this diversity. This may include restructuring the organization, establishing a special unit responsible for multicultural management, or integrating aspects of cultural diversity in organizational strategy.

An approach based on policy theory is also visible in the answers of community stakeholders. They explained their role in reminding the government of the importance of cultural inclusion in public policy. Policy theory emphasizes how policies can influence and be influenced by various groups in society. In the context of cultural diversity, responsive public policy requires active stakeholder participation, inclusive public consultation, and a deep understanding of the needs and perspectives of diverse cultural groups.

The interview results also reflect the application of collective action theory. When individuals in multicultural management initiatives explain the concrete actions they took, we see how diverse cultural groups can work together to achieve common goals, as emphasized by collective action theory. These steps include cultural awareness training and the establishment of multicultural working groups, which illustrate cooperation between various parties in managing cultural diversity. The results of interviews with various groups of participants illustrate how important government science theory is in understanding and managing cultural diversity in public administration. Organization theory, policy theory, and collective action theory help provide conceptual guidance for actions taken by government agencies and stakeholders in responding to the challenges and opportunities arising from cultural diversity. Public administration can become more inclusive, responsive and effective in achieving its goals in an increasingly multicultural society (Harrison & Johnson, 2019; Marschlich & Ingenhoff, 2021).

Challenges and Opportunities

The application of new approaches to multicultural management in the context of public administration has faced various challenges that need to be understood and overcome. While there are clear benefits, such as increased inclusion and cross-cultural understanding, this research also reveals some barriers that may arise during the implementation process. One of the main challenges is cultural resistance within the organization. Government officials and staff who have become accustomed to old practices may have difficulty accepting change and understanding the importance of multicultural management. Overcoming this resistance requires a sensitive approach and sustained efforts. Another challenge is limited resources because implementing these new approaches often requires additional investments, such as training, communications infrastructure, and ongoing support. Limited resources within government agencies may be an obstacle to implementing this approach comprehensively.

Low cultural awareness among individuals and groups within the organization is also an obstacle. Low levels of cultural awareness can hinder the ability to interact effectively in multicultural contexts. Efforts to increase cultural awareness through training and education are important in overcoming this challenge. A lack of multicultural expertise in organizations is another obstacle that may be faced. Some organizations may not have personnel who have specific skills in multicultural management, which can impact the organization's ability to implement effective and relevant practices in a multicultural environment (Marschlich & Ingenhoff, 2021; Nesbitt et al., 2019).

Ineffective communication between the government and culturally diverse communities can hinder the achievement of multicultural management goals. Despite efforts to overcome barriers to cross-cultural communication, obstacles may still occur that require special attention. These challenges must be understood as an integral part of the journey towards more inclusive and effective multicultural management. To overcome this challenge, a holistic and targeted approach is needed that includes changes in organizational culture, better resource allocation, and mature strategies for increasing cultural awareness and multicultural competence. Awareness of these challenges is an important first step in ensuring that new approaches to multicultural management can be implemented successfully. With a solid understanding of these barriers, governments can develop more effective and sustainable strategies to achieve the goals of inclusion and cultural justice in public services.

Effective multicultural management is essential to promote inclusion, fairness, and productivity in a multicultural work environment. This research identifies a number of factors that can hinder effective multicultural management efforts in various organizations. Factors that Inhibit Effective Multicultural Management consist of the following points (Harrison & Johnson, 2019; Marschlich & Ingenhoff, 2021):

1. **Cultural Resistance:** One of the main factors that can hinder multicultural management is cultural resistance among employees and members of the organization. Individuals who have different cultural norms may resist change or not accept multicultural management practices.
2. **Lack of Cultural Awareness:** Lack of cultural understanding and awareness among an organization's personnel and leaders can be a major obstacle. Without a sufficient understanding of the norms and values of different cultures, it isn't easy to manage diversity effectively.
3. **Lack of Multicultural Skills:** Multicultural management requires special skills in managing cultural differences. This lack of expertise among personnel and managers can hinder an organization's ability to overcome emerging challenges.
4. **Vagueness of Goals and Policies:** Vagueness regarding the goals and policies that support multicultural management can confuse within the organization. Employees may not know how to practice inclusion and cross-cultural collaboration without clear guidelines.
5. **Inequality in Power:** Inequality in the distribution of power and decision-making between different cultural groups in an organization can hinder effective multicultural management. Unbalanced power can create inequality and conflict.

It is important to understand that overcoming the factors that hinder multicultural management requires long-term commitment and deep organizational culture change. With the right steps, organizations can achieve more effective multicultural management, creating an inclusive and productive environment for all their members.

This research highlights some of the opportunities that exist in improving multicultural management in public administration. In the era of globalization, which increasingly enriches cultural diversity in society, understanding and practicing multicultural management has become very relevant (Lee et al., 2012). Opportunities in Improving Multicultural Management are explained in the following points:

1. **Advancement in Communication Technology:** One of the main opportunities is the advancement in communication technology. Technology has enabled more efficient and effective cross-cultural communication. Apps, online platforms, and social media enable the exchange of ideas and information between cultural groups more easily, facilitating collaboration and cooperation.
2. **Increased Cultural Awareness:** Increased cultural awareness in society and within government agencies offers opportunities to better understand and appreciate cultural diversity. Education

and training initiatives can strengthen this awareness, help overcome stereotypes and prejudice, and promote cultural inclusion.

3. **Increased Community Participation:** The community is increasingly active in taking part in decision-making processes; this opens up opportunities to encourage the participation of cultural groups in policy planning and implementation. Inclusive community participation can ensure that the interests of cultural groups are accommodated.
4. **Economic Globalization:** Economic globalization has opened the door to cross-cultural cooperation in business and trade. Public administrations can leverage these economic relationships to promote multicultural management practices in licensing, international trade, and investment policies.

Public administration can enhance its inclusivity, effectiveness, and responsiveness to cultural diversity in society and promote the attainment of cultural inclusion and justice goals in modern, multicultural public administration by recognizing and leveraging these evolving opportunities.

CONCLUSION

The results of this research highlight the importance of understanding and managing cultural diversity in public administration as a key aspect in building effective multicultural management practices. The theoretical implications of government science, including organizational theory, policy theory, and collective action theory, help outline the basic concepts that support multicultural management efforts. In an increasingly multicultural environment such as Indonesia, the government needs to adopt an inclusive approach, focusing on education and cultural awareness, as well as utilizing technology and community participation to achieve the goals of cultural inclusion and justice in public administration. Understanding the various dimensions of cultural diversity is key in facing challenges and optimizing existing opportunities, so multicultural management becomes increasingly relevant and important in the context of modern and multicultural public administration.

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