

**THE ROLE OF ORGANIZATIONAL CULTURE TOWARDS CROSS-
CULTURAL COMMUNICATION, EMPLOYEE ADAPTABILITY,
EMPLOYEE ENGAGEMENT, AND EMPLOYEE TURNOVER
INTENTION WITHIN CHINESE FIRMS IN INDONESIA**

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STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.



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ABSTRACT

THE ROLE OF ORGANIZATIONAL CULTURE TOWARDS CROSS-CULTURAL COMMUNICATION, EMPLOYEE ADAPTABILITY, EMPLOYEE ENGAGEMENT, AND EMPLOYEE TURNOVER INTENTION WITHIN CHINESE FIRMS IN INDONESIA

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This study examines how organizational culture influences cross-cultural communication, employee adaptability, engagement, and turnover intention in Chinese multinational companies operating in Indonesia, where retaining local talent has become a critical challenge. In this cross-cultural context, a supportive organizational culture is posited to improve communication across cultural boundaries and enhance employees' willingness to stay. A quantitative survey of 312 Indonesian professionals working at various levels in Chinese firms was conducted, and data were analyzed using structural equation modeling. The findings revealed that organizational culture (OC) has a positive and significant relationship with cross-cultural communication (CC), which in turn positively influences employee adaptability. Employee adaptability was also found to significantly enhance employee engagement (EE), while employee engagement demonstrated a negative relationship with turnover intention. Additionally, OC was shown to have a direct and significant impact on EE. However, CC did not exhibit a significant direct effect on engagement, suggesting that its influence is primarily channeled through employee adaptability. These results highlight the importance for Chinese MNCs to cultivate a positive and inclusive culture that promotes open communication and learning, thereby strengthening employee engagement and reducing voluntary turnover. Practical recommendations include investing in cultural competency and language training, fostering psychologically safe and inclusive workplaces, and providing clear career development pathways to improve retention of talent in cross-cultural settings.

Keywords: Organizational Culture, Cross-Cultural Communication, Employee Adaptability, Employee Engagement, Employee Turnover Intention, Chinese Multinational Companies, Belt and Road Initiative, Indonesia.

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DEDICATION

I dedicate this work to all individuals and organizations of Chinese MNCs operating in Indonesia striving to increase their employee retention in the workplace.



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