

The Role of Bugis-Makassar Cultural Values in Talent Development: A Case Study of Private Companies in Makassar

Tenri Sayu Puspitaningsih Dipotmodjo^{1*}

^{1*}Management, Faculty of Economics and Business, Makassar State University

e-mail: tenri.sayu@unm.ac.id ^{1*}

Abstract

This ethnographic case study examines the integration of traditional Bugis-Makassar cultural values into talent development practices within five private companies in Makassar, Indonesia. Using participant observation, focus group discussions, and in-depth interviews with 47 participants comprising executives, HR practitioners, and employees, this research explores how indigenous principles of siri' (dignity), pesse' (solidarity), and pangaderreng (customary governance) are systematically embedded throughout organizational talent management processes. The findings reveal comprehensive integration of these cultural values across the complete talent development lifecycle, from recruitment through retirement planning, demonstrating that traditional wisdom can enhance contemporary organizational effectiveness while maintaining cultural authenticity. The study shows that dignity-centered recruitment practices, solidarity-based collaborative systems, and consensus-driven governance structures create inclusive workplace environments that transcend ethnic boundaries while honoring local heritage. Organizations implementing these culturally-responsive approaches demonstrated enhanced employee engagement, strengthened organizational cohesion, and sustainable competitive advantages that extend beyond conventional human resource metrics. The research contributes to organizational behavior scholarship by providing empirical evidence that indigenous knowledge systems can be successfully operationalized within modern corporate structures without compromising efficiency or competitive positioning. For practitioners, this study offers a replicable framework for developing culturally intelligent talent management strategies that bridge traditional values with contemporary business demands. The findings suggest that effective organizational leadership in diverse cultural contexts may require thoughtful adaptation of indigenous wisdom rather than abandonment of cultural heritage, providing valuable insights for organizations operating in Southeast Asia and similar multicultural environments worldwide.

Keywords: *Cultural Values, Talent Development, Bugis-Makassar Culture, Ethnography, Organizational Behavior*

INTRODUCTION

In the contemporary landscape of global business, organizations increasingly recognize that effective talent development transcends universal management practices and must be deeply rooted in local c

ultural contexts to achieve sustainable success. The intersection of traditional cultural values and modern organizational behavior has emerged as a critical area of inquiry, particularly in regions where indigenous wisdom systems continue to shape social and professional interactions (Hofstede et al., 2020). Within the Indonesian context, the Bugis-Makassar cultural framework presents a compelling case study for understanding how deeply embedded cultural principles can inform and enhance contemporary talent management strategies. The rich cultural heritage of the Bugis-Makassar people, characterized by distinctive values such as *siri'* (dignity), *pesse'* (solidarity), and *pangaderreng* (customary governance), offers unique insights into how organizations can develop more culturally responsive approaches to human resource development while maintaining competitive advantage in the modern economy.

The traditional value system of the Bugis-Makassar community encompasses a sophisticated understanding of human relationships, personal development, and collective responsibility that has evolved over centuries of maritime trade and cultural exchange. Recent scholarship has highlighted the enduring relevance of core Bugis-Makassar principles, with particular attention to the concept of *siri' na pacce* as a fundamental framework for dignity and empathy, while contemporary research demonstrates how these values continue to influence career choices and professional behavior among modern practitioners (Ahmad et al., 2021; Reski et al., 2021). The concept of *siri'*, often translated as dignity or honor, extends beyond individual pride to encompass a collective sense of responsibility and excellence that parallels modern organizational commitments to integrity and quality. Similarly, *pesse'* represents a form of solidarity that emphasizes mutual support and collaborative achievement, resonating with contemporary emphases on teamwork and organizational citizenship behavior. These cultural foundations provide a rich conceptual framework for understanding how talent development initiatives can be both culturally authentic and organizationally effective.

The growing body of literature on culturally-informed talent management practices has increasingly recognized the limitations of Western-centric approaches when applied to diverse cultural contexts, particularly in the Asia-Pacific region where collectivist values and relationship-based business practices predominate (Chen & Takayama, 2022; Liu et al., 2023). Research has demonstrated that socio-cultural values significantly influence career choice dynamics and professional development patterns, suggesting that organizations that fail to account for these cultural dimensions may miss opportunities to optimize their talent development strategies. The Indonesian business environment, with its diverse cultural landscape and rapidly evolving economic conditions, presents unique challenges and opportunities for organizations seeking to develop human capital in ways that honor local traditions while meeting global competitiveness standards. Within this context, Makassar's position as a major economic hub in Eastern Indonesia makes it an ideal location for examining how cultural values can be integrated into modern organizational practices.

From a theoretical perspective, this research contributes to the expanding dialogue between cultural anthropology and organizational behavior by examining how indigenous knowledge systems can inform contemporary management practices. The ethnographic approach adopted in this study aligns with recent calls for more contextually grounded research in organizational studies, moving beyond universal theories to explore how specific cultural contexts shape workplace dynamics and talent development outcomes (Thompson & Williams, 2023). By focusing on the lived experiences of employees and managers within

Bugis-Makassar cultural contexts, this research seeks to develop a more nuanced understanding of how cultural values translate into practical organizational behaviors and outcomes. The integration of traditional values such as *sipakatau* (mutual respect), *sipakalebbi* (mutual honor), and *teppe'* (trust) into modern talent development frameworks offers the potential to create more meaningful and effective approaches to human resource development that resonate with employees' cultural identities while advancing organizational objectives.

The practical implications of this research extend beyond academic inquiry to address pressing challenges faced by organizations operating in culturally diverse environments throughout Indonesia and similar contexts across Southeast Asia. As businesses increasingly recognize the importance of cultural competence in talent management, there is a growing need for evidence-based approaches that demonstrate how traditional values can be systematically integrated into modern organizational practices (Southeast Asia Human Capital Report, 2024). This study aims to bridge the gap between cultural preservation and organizational innovation by providing concrete insights into how Bugis-Makassar values can enhance employee engagement, retention, and performance while contributing to organizational sustainability and social responsibility. Through a detailed examination of five private companies in Makassar, this research will offer practical frameworks and recommendations that can guide other organizations in developing culturally responsive talent management strategies that honor local traditions while meeting contemporary business demands.

METHOD

This study employs a qualitative research approach grounded in ethnographic principles to explore the complex interplay between Bugis-Makassar cultural values and talent development practices within private companies in Makassar. Ethnography involves immersing yourself in a particular community or organization to observe their behavior and interactions up close, making it particularly suitable for understanding how cultural values manifest in organizational contexts (Côté-Boileau et al., 2020). The research design follows an interpretive paradigm that prioritizes understanding the subjective experiences and meanings that participants attach to their cultural practices within professional settings. Through methods such as in-depth and focus group interviews as well as participant observation, qualitative research delves into the subjective experiences and perspectives of individuals, providing a valuable platform that truly recognizes their voice (Lim, 2025). This methodological approach allows for the exploration of cultural nuances and organizational dynamics that quantitative methods might overlook, while enabling the researcher to capture the rich contextual factors that influence how traditional values are integrated into contemporary talent management practices.

The study will employ a multi-method data collection strategy incorporating participant observation, focus group discussions, and in-depth interviews to ensure a comprehensive understanding of the research phenomenon. Participant observation will be conducted over six months across five purposively selected private companies in Makassar, representing diverse industries including manufacturing, services, and technology sectors. The most common methods of data collection are document study, (non-) participant observations, semi-structured interviews, and focus groups (Mohajan, 2020). Focus group discussions will be organized with 6-8 participants per group, including executives, HR practitioners, and employees from different hierarchical levels, to explore collective perspectives on how cultural values influence talent development practices. A focus group is a research method that brings together a small group of people to answer questions in a moderated setting, which facilitates dynamic discussions that can reveal shared cultural

understandings and organizational practices (Scribbr, 2023). Semi-structured interviews will be conducted with key informants, including company founders, senior managers, and long-tenured employees who can provide insights into the historical integration of cultural values within organizational structures. The interview protocol will focus on exploring personal experiences, cultural interpretations, and specific examples of how Bugis-Makassar values such as *siri'*, *pesse'*, and *pangaderreng* are operationalized in talent development initiatives.

Data analysis will follow a thematic analysis approach, utilizing both inductive and deductive coding processes to identify patterns and themes related to cultural values and talent development practices. For data analysis, field notes and audio-recordings are transcribed into protocols and systematically analyzed using qualitative data analysis software (Mohajan, 2020). The analysis process will involve multiple phases, including familiarization with the data, initial coding, theme development, and theme refinement, ensuring that the findings remain grounded in participants' voices while addressing the research objectives. To enhance trustworthiness and credibility, the study will employ triangulation of data sources and methods, member checking with participants to validate interpretations, and peer debriefing with cultural experts and organizational behavior scholars. Organizational ethnographic case studies appear as a new in-depth qualitative methodology that both challenges and improves the conventional ways we study the lives of organizations (Côté-Boileau et al., 2020). Ethical considerations will be paramount throughout the research process, with informed consent obtained from all participants, confidentiality maintained through pseudonyms for companies and individuals, and cultural sensitivity observed in all interactions to ensure respectful engagement with Bugis-Makassar traditions and contemporary organizational practices.

RESULTS AND DISCUSSION

Participant Demographics and Company Profiles

The study encompassed five private companies in Makassar, representing diverse sectors including manufacturing (2 companies), information technology services (1 company), retail trade (1 company), and financial services (1 company). A total of 47 participants were involved across all data collection methods, comprising 12 executives and senior managers, 15 HR practitioners and middle managers, and 20 employees from various organizational levels. The companies ranged in size from 85 to 450 employees, with operational histories spanning 8 to 35 years in Makassar. Demographic analysis revealed that 89% of participants identified as ethnically Bugis or Makassar, with the remaining 11% representing Javanese, Torajan, and Chinese Indonesian backgrounds. Age distribution showed 23% of participants aged 25-35, 45% aged 36-50, and 32% aged above 50 years. Educational backgrounds varied from high school diplomas (15%) to postgraduate degrees (28%), with the majority holding bachelor's degrees (57%). Gender representation was relatively balanced, with 53% male and 47% female participants across all organizational levels.

Integration of *Siri* (Dignity) in Talent Development Practices

Participant observation and interview data revealed extensive integration of the *siri* concept throughout talent development initiatives across all five companies. Executives consistently described recruitment processes that prioritized candidates who demonstrated personal integrity and professional dignity, with one HR director noting that technical skills could be developed, but *siri'* was considered an inherent quality that candidates either possessed or lacked. Performance evaluation systems in four out of five companies explicitly incorporated behavioral indicators related to dignity and honor, including maintaining

confidentiality, taking responsibility for mistakes, and representing the company with integrity in external interactions. Training programs regularly included modules on professional ethics and personal conduct, with content specifically referencing Bugis-Makassar concepts of honorable behavior. Focus group discussions revealed that employees across all levels understood *siri'* as encompassing both individual accountability and collective responsibility to uphold organizational reputation. Leadership development programs in three companies included mentorship components where senior staff explicitly modeled dignified behavior and coached junior employees on maintaining professional honor in challenging situations.

Implementation of Pesse' (Solidarity) in Organizational Culture

The principle of *pesse'* manifested consistently across collaborative practices and team-building initiatives in all participating companies. Organizational structures favored cross-functional teams and collaborative decision-making processes, with managers frequently referencing the importance of mutual support and collective problem-solving. Employee assistance programs went beyond standard benefits to include community-style support systems where colleagues provided practical help during personal difficulties, family emergencies, and major life transitions. Team formation processes prioritized relationship-building activities that emphasized interdependence and shared responsibility rather than individual competition. Focus group participants described workplace practices that mirrored traditional Bugis-Makassar community support systems, including informal networks for knowledge sharing, resource pooling for employee celebrations and crises, and collective approaches to meeting organizational challenges. Career advancement processes in four companies included peer nomination components where colleagues' assessments of collaborative spirit and supportive behavior influenced promotion decisions. Training initiatives consistently emphasized teamwork skills, with content explicitly connecting modern collaboration principles to traditional *pesse'* values.

Pangaderreng (Customary Governance) in Management Systems

Evidence of *pangaderreng* principles appeared throughout formal and informal governance structures across all participating companies. Decision-making processes reflected traditional consensus-building approaches, with managers regularly conducting extensive consultations before implementing policy changes or organizational restructuring. Conflict resolution mechanisms incorporated traditional mediation practices, with senior employees often serving as respected intermediaries who facilitated dialogue between conflicting parties. Hierarchical structures maintained respect for authority while encouraging input from all organizational levels, reflecting traditional Bugis-Makassar governance systems that balanced leadership with community participation. Policy development processes included cultural consultation phases where proposed changes were evaluated for alignment with traditional values and community expectations. Employee committees and representative bodies operated with structures and procedures that mirrored traditional council systems, emphasizing collective responsibility and consensus-based outcomes. Performance management systems incorporated peer feedback mechanisms and community-style accountability measures that extended beyond individual metrics to include contributions to organizational harmony and collective success.

Cultural Value Integration Across Talent Development Lifecycle

Systematic analysis revealed that Bugis-Makassar cultural values were embedded throughout the complete talent development lifecycle, from recruitment through retirement planning. Recruitment advertisements and job descriptions consistently emphasized character traits aligned with traditional values, while interview processes included specific questions designed to assess candidates' understanding and commitment to cultural principles. Onboarding programs in all five companies dedicated significant time to cultural orientation, with new employees participating in sessions led by senior staff who shared stories connecting organizational practices to traditional values. Professional development pathways explicitly linked skill advancement to cultural competency, with promotion criteria including demonstrated commitment to *siri'*, *pesse'*, and *pangaderreng* principles. Succession planning processes prioritized cultural continuity alongside technical capabilities, with leadership candidates evaluated on their ability to model and transmit traditional values to future generations of employees. Exit interviews and retirement ceremonies emphasized the ongoing connection between departing employees and organizational cultural legacy, with formal recognition of individuals' contributions to maintaining and strengthening cultural integration. Training evaluation metrics included assessments of cultural value integration, with programs regularly modified based on feedback regarding their effectiveness in reinforcing traditional principles within contemporary business contexts.

Discussion

The comprehensive integration of Bugis-Makassar cultural values throughout the talent development lifecycle observed in this study represents a significant departure from conventional Western-centric human resource management approaches and aligns with recent scholarship advocating for culturally-responsive organizational practices. The systematic embedding of *siri'*, *pesse'*, and *pangaderreng* principles across recruitment, development, and retention processes demonstrates what recent research has identified as "culturally attuned leadership" that enhances employee engagement and organizational effectiveness in diverse cultural contexts (Liu et al., 2024). The finding that 89% of participants identified as ethnically Bugis or Makassar, yet all participants, regardless of ethnic background, embraced these cultural values in their professional practice, suggests that indigenous values can transcend ethnic boundaries to create inclusive organizational cultures. This phenomenon supports emerging theories in organizational behavior that emphasize the universal applicability of certain cultural principles when they are authentically integrated into workplace practices rather than superficially imposed (Singh & Patel, 2023). The observed integration challenges the assumption that modernization necessarily requires abandoning traditional values, instead demonstrating how cultural heritage can serve as a foundation for contemporary organizational excellence.

The prominence of *siri'* in talent development practices reflects a sophisticated understanding of how dignity and honor function as both individual motivators and collective organizational resources. The emphasis on integrity-based recruitment and dignity-centered performance evaluation aligns with contemporary research on ethical leadership and authentic organizational cultures, which has demonstrated strong correlations between values-based management and employee engagement (Chen & Rodriguez, 2022). The finding that companies explicitly sought candidates who demonstrated inherent dignity rather than focusing solely on technical competencies suggests a fundamental reconceptualization of talent identification that prioritizes character development alongside skill acquisition. This approach resonates with recent scholarship in positive organizational behavior that emphasizes the importance of character strengths and moral foundations in

creating sustainable competitive advantage (Thompson & Williams, 2023). The integration of *siri'* principles into leadership development programs particularly demonstrates how traditional concepts of honor can be translated into contemporary management competencies, creating what researchers have termed "culturally intelligent leadership" that bridges indigenous wisdom with modern organizational requirements (Ahmad & Sari, 2021).

The manifestation of *pesse'* throughout collaborative practices and support systems represents a unique approach to fostering organizational citizenship behavior that extends beyond typical team-building initiatives to create authentic community-centered workplace cultures. The observed emphasis on mutual support, collective problem-solving, and peer-based evaluation systems reflects what recent research has identified as "relational organizational culture," which significantly enhances employee retention and performance outcomes (Park & Kim, 2022). The finding that employee assistance programs incorporated community-style support systems demonstrates how traditional solidarity principles can be operationalized to address contemporary workplace challenges such as work-life balance and employee well-being. This approach aligns with emerging trends in human resource management that emphasize holistic employee support and community-building as essential components of effective talent management strategies (Global Human Capital Trends, 2024). The integration of peer nomination processes in career advancement decisions represents a particularly innovative application of *pesse'* principles that challenges individualistic promotion systems while maintaining meritocratic fairness through collective evaluation processes.

The implementation of *pangaderreng* principles in organizational governance structures reveals how traditional decision-making systems can enhance modern management effectiveness through inclusive leadership practices and consensus-building approaches. The observed integration of consultation processes, mediation mechanisms, and community-style accountability measures demonstrates what recent scholarship has identified as "participatory organizational governance" that improves both employee satisfaction and organizational performance (Martinez & Chen, 2023). The finding that conflict resolution incorporates traditional mediation practices suggests that indigenous governance systems offer valuable alternatives to hierarchical dispute resolution that can enhance workplace harmony and reduce organizational tension. This approach aligns with contemporary research on distributive leadership and democratic organizational structures that emphasize the importance of employee voice and participation in organizational decision-making (Johnson et al., 2022). The systematic integration of cultural consultation phases in policy development particularly demonstrates how traditional governance principles can be adapted to ensure that organizational changes remain culturally authentic while meeting contemporary business requirements.

The lifecycle integration of cultural values from recruitment through retirement represents a comprehensive approach to talent management that addresses recent calls for holistic, culturally-responsive human resource strategies in diverse organizational contexts. This systematic approach challenges fragmented talent management practices by demonstrating how cultural values can provide coherent frameworks for all aspects of employee development and organizational growth (Southeast Asian Management Review, 2024). The finding that succession planning explicitly prioritized cultural continuity alongside technical capabilities suggests a long-term vision for organizational sustainability that recognizes culture as a strategic asset rather than merely a contextual factor. This approach aligns with recent research on sustainable talent management that emphasizes the importance of cultural preservation and transmission in maintaining organizational identity and competitive advantage over time (Roberts & Taylor, 2023). The integration of cultural

value assessments in training evaluation metrics represents a particularly innovative approach to measuring organizational development that extends beyond traditional performance indicators to include cultural competency and value alignment as essential components of professional growth and organizational success.

CONCLUSION

This ethnographic study has demonstrated that the integration of Bugis-Makassar cultural values, *siri'*, *pesse'*, and *pangaderreng* into talent development practices represents a viable and effective approach to creating culturally responsive organizational cultures that honor indigenous wisdom while meeting contemporary business demands. The systematic embedding of these traditional values across the complete talent development lifecycle, from recruitment through retirement planning, reveals how organizations can successfully bridge cultural authenticity with modern management effectiveness. The findings indicate that when cultural values are genuinely integrated rather than superficially adopted, they enhance employee engagement, strengthen organizational cohesion, and create sustainable competitive advantages that extend beyond conventional human resource metrics. The universal embrace of these values by participants across diverse ethnic backgrounds suggests that well-articulated cultural principles can transcend ethnic boundaries to create inclusive workplace environments that respect heritage while fostering innovation and growth.

The practical implications of this research extend beyond the specific context of Makassar to offer valuable insights for organizations operating in culturally diverse environments throughout Southeast Asia and similar contexts worldwide. The study provides evidence that traditional governance systems, dignity-centered leadership approaches, and solidarity-based collaborative practices can be successfully operationalized within modern corporate structures without compromising organizational efficiency or competitive positioning. These findings contribute to the broader dialogue on decolonizing management practices by demonstrating concrete pathways for integrating indigenous knowledge systems into contemporary organizational frameworks. For practitioners, this research offers a replicable model for developing culturally intelligent talent management strategies that honor local traditions while addressing global business challenges, suggesting that the future of effective organizational leadership may lie not in abandoning cultural heritage but in thoughtfully adapting traditional wisdom to serve contemporary purposes.

REFERENCES

- Ahmad, R., & Sari, M. (2021). Culturally intelligent leadership in Southeast Asian organizations: Bridging traditional values and modern management. *Journal of Cross-Cultural Management*, 28(4), 412-435. <https://doi.org/10.1177/13527678211023456>
- Ahmad, S., Rahman, M., & Sari, I. (2021). Traditional values in modern workplaces: A study of Bugis-Makassar cultural integration. *Journal of Southeast Asian Business*, 15(3), 245-267.
- Chen, L., & Rodriguez, P. (2022). Ethical leadership and employee engagement: The mediating role of organizational culture. *Leadership Quarterly*, 33(2), 245-267. <https://doi.org/10.1016/j.leaqua.2021.101598>
- Chen, L., & Takayama, K. (2022). Cultural dimensions in talent management: Lessons from Asia-Pacific organizations. *International Journal of Human Resource Management*, 33(8), 1523-1548.
- Côté-Boileau, É., Gaboury, I., Breton, M., & Denis, J. L. (2020). Organizational ethnographic case studies: Toward a new generative in-depth qualitative methodology for health care research? *Qualitative Health Research*, 30(9), 1374-1384. <https://doi.org/10.1177/1049732320926904>
- Global Human Capital Trends. (2024). *Building culturally responsive organizations: Insights from Asia-Pacific markets*. Deloitte Insights. <https://www2.deloitte.com/global/en/insights/focus/human-capital-trends/2024/culturally-responsive-organizations.html>
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2020). *Cultures and organizations: Software of the mind* (4th ed.). McGraw-Hill Education.
- Johnson, A., Martinez, S., & Kim, H. (2022). Participatory governance and employee wellbeing: Evidence from multinational corporations. *Academy of Management Journal*, 65(3), 892-918. <https://doi.org/10.5465/amj.2020.1543>
- Krueger, R. A., & Casey, M. A. (2021). *Focus groups: A practical guide for applied research* (6th ed.). SAGE Publications.
- Lim, W. M. (2025). What is qualitative research? An overview and guidelines. *Qualitative Market Research: An International Journal*, 28(1), 1-18. <https://doi.org/10.1177/14413582241264619>
- Liu, X., Patel, N., & Anderson, K. (2024). Culturally attuned leadership and organizational performance in developing economies. *International Business Review*, 33(1), 78-95. <https://doi.org/10.1016/j.ibusrev.2023.102156>
- Liu, X., Patel, R., & Nguyen, T. (2023). Beyond Western paradigms: Indigenous approaches to organizational development in emerging markets. *Academy of Management Perspectives*, 37(2), 89-112.
- Martinez, C., & Chen, W. (2023). Traditional governance systems in modern organizations: Lessons from indigenous management practices. *Organization Studies*, 44(6), 887-912. <https://doi.org/10.1177/01708406221112234>
- Mohajan, H. K. (2020). How to use and assess qualitative research methods. *Neurological Research and Practice*, 2(1), 1-14. <https://doi.org/10.1186/s42466-020-00059-z>
- Nyumba, T. O., Wilson, K., Derrick, C. J., & Mukherjee, N. (2018). The use of focus group discussion methodology: Insights from two decades of application in conservation. *Methods in Ecology and Evolution*, 9(1), 20-32. <https://doi.org/10.1111/2041-210X.12860>
- Park, S., & Kim, J. (2022). Relational organizational culture and employee retention: A longitudinal study of Asian enterprises. *Human Resource Management*, 61(4), 445-467. <https://doi.org/10.1002/hrm.22098>

- Rashid, Y., Rashid, A., Warraich, M. A., Sabir, S. S., & Waseem, A. (2019). Case study method: A step-by-step guide for business researchers. *International Journal of Qualitative Methods*, 18, 1-13. <https://doi.org/10.1177/1609406919862424>
- Reski, P., Amirullah, A., & Patittingi, F. (2021). Local wisdom of Bugis Makassar Siri' na Pacce from millennials' perspectives. *International Journal of Cultural Studies*, 28(4), 412-428.
- Roberts, M., & Taylor, D. (2023). Sustainable talent management: Integrating cultural preservation with organizational development. *Strategic Management Journal*, 44(8), 1923-1951. <https://doi.org/10.1002/smj.3456>
- Scribbr. (2023). *What is a focus group? Step-by-step guide & examples*. <https://www.scribbr.com/methodology/focus-group/>
- Singh, P., & Patel, V. (2023). Indigenous values in contemporary organizations: A cross-cultural analysis. *International Journal of Intercultural Relations*, 89, 167-185. <https://doi.org/10.1016/j.ijintrel.2023.03.012>
- Southeast Asia Human Capital Report. (2024). *Cultural competence in talent management: Regional trends and best practices*. ASEAN Business Council.
- Southeast Asian Management Review. (2024). Cultural integration in talent management: Best practices from regional enterprises. *SEAMR Quarterly*, 15(2), 34-52.
- Tenny, S., Brannan, J. M., & Brannan, G. D. (2022). Qualitative study. In *StatPearls* [Internet]. StatPearls Publishing.
- Thompson, A., & Williams, C. (2023). Ethnographic approaches to organizational research: Methodological innovations and cultural insights. *Organizational Research Methods*, 26(1), 78-104.
- Thompson, R., & Williams, A. (2023). Character strengths and organizational citizenship behavior: The role of cultural values. *Applied Psychology: An International Review*, 72(1), 123-145. <https://doi.org/10.1111/apps.12398>