



## The context of Indonesian local culture in human resource and educational development: A systematic literature review

Muhamad Ardi Nupi Hasyim<sup>1\*</sup>, Puspo Dewi Dirgantari<sup>2</sup>

<sup>1</sup>Universitas Koperasi Indonesia, Indonesia

<sup>2</sup>Universitas Pendidikan Indonesia, Indonesia

[Ardi.nupi@yahoo.com](mailto:Ardi.nupi@yahoo.com)

### Article Info

#### Article history:

Received July 25<sup>th</sup> 2024

Revised January 5<sup>th</sup> 2025

Accepted Januari 25<sup>th</sup> 2025

#### Keyword:

Human Resource  
Development; Local  
Culture; Education;  
Systematic Literature  
Review.

### ABSTRACT

Competitive advantage in today's global era is largely determined by how human resources (HR) are managed and developed, including within the field of education. Rapid changes in global society have created interactions across countries in the economic, social, technological, and educational sectors, thereby increasing cross-cultural interdependence. However, research on the role of Indonesian local culture in HR and educational development remains relatively limited. In fact, the failure of many HR management and development practices is often linked to incompatibility with local cultural values. This article presents a systematic literature review to understand the development of research on the influence of local culture in Indonesia on HR and educational development. The systematic literature review method is applied to examine and synthesize previous studies in a structured manner. The findings indicate that integrating local culture into HR and educational development strategies enhances effectiveness, sustainability, and contextual relevance. Moreover, this study highlights the importance of adapting HR and educational management practices to local wisdom and values to address global challenges while strengthening national identity. This review is expected to provide contributions for academics, practitioners, and policymakers in designing more contextual, inclusive, and sustainable HR and educational development strategies.



©2025 Muhamad Ardi Nupi Hasyim, Puspo Dewi Dirgantari. Published by Arkainstitute. This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

(<https://creativecommons.org/licenses/by-nc/4.0/>)

## INTRODUCTION

The competitive advantage in today's global era depends mainly on how human resources (HR) in the organization are managed (Mendonca & Kanungo, 1996). This statement, of course, does not rule out the critical role of other resources within the organization, such as finance, technology, and material resources, because after all these other resources are ultimately produced by effort creative, innovative and diligent human beings as well as the shrewdness of organizational human resources in managing and use other organizational resources effectively and efficiently. Therefore, it is not surprising that there has been an awareness of good management of human resources in the organization in the last decade. Many companies these days have involved the HR Department in the preparation of the company's strategy. According to Korn & Ferry (in Mendonca & Kanungo), the HR area has been integrated into a strategy formulation organization and become one of the main skills of a Chief Executive Officer (CEO), even more, important than marketing or sales skills. Rapid changes in global society have created frequent interactions between countries in the economic, social and technological fields and have increased interdependence between cultures (Kiely, 2004; Marquardt & Berger, 2003; World Bank, 2002). Friedman (2006) states that the world has become flat; after the new millennium, globalization has created a flat world platform where multinational companies, small groups, and individuals can collaborate and compete globally. These are contemporary opportunities and challenges that have urged training and development in managing cultural diversity.

Along with the increasing attention to organizational human resources management, the development of various HR management practices and techniques has also increased. The development of HR management practices and techniques aims to increase employee motivation, especially through

performance management, job design, reward systems, supervision, organizational development and organizational change strategies. In the end, these various efforts are expected to enable the organization to maintain, improve, encourage and strengthen the effectiveness of employees' work to sharpen their competitive ability. However, in many organizations in Indonesia, it turns out that this hope cannot be realized. Several cases of the weak competitive power of companies in Indonesia can be seen in the decline of many business organizations in Indonesia in the past decade, and recovery efforts have not shown encouraging results. This is a serious problem in management practice in Indonesia that requires various studies. This brief review will examine the implementation of the HR management approach in Indonesia regarding cultural compatibility aspects. This is related to the results of several studies which state that the failure to implement an HR management approach in an organization can be related to the issue of cultural harmony.

In this study, researchers will use an analytical approach to find research that has been carried out in the Context of the Regional Culture of Indonesia in Human Resource Development. This analysis was conducted to study how to apply the theory that has been used in the Context of Regional Culture Indonesia in Human Resource Development. This study aims to discuss the concept of local Indonesian culture in human resource development by systematically discussing the literature and offering some suggestions or references for related research in the future. The systematic literature review method will provide information obtained from previous research. Therefore research can provide suggestions based on research and empirical research. Furthermore, all of these articles will discuss the concept of the Context of Regional Culture Indonesia in Human Resource Development, an explanation of the research, the results of the literature analysis, the information obtained and suggestions for use based on a theoretical perspective.

Characteristics of the organization's socio-cultural environment and work culture, both in developing and developed countries. For this, we need to look at research results related to cultural differences between developed and developing countries. Hofstede (2010) surveyed more than 116,000 IBM employees located in 40 countries on work-related values. From the results of his analysis, Hofstede found five basic dimensions that were measured according to an ordinal scale. By measuring the height of these five dimensions, Hofstede can compare the national culture of each country. The five dimensions are:

1. Power Distance. The extent to which a society accepts that power in an institution and organization is distributed unequally. Dimensions range from relatively balanced (low power distance) to very unbalanced (high power distance). If society accepts that power in an organization is distributed relatively balanced, it is categorized as having a low power distance. Meanwhile, if society accepts that power in an organization is distributed unequally, it is categorized as having high power distance.
2. Avoidance of Uncertainty. The extent to which society in a country prefers a structured situation rather than an unstructured one. Or it can also be said, the extent to which a society feels threatened by uncertainty and ambiguous situations through providing career stability, establishing more formal rules, not tolerating different ideas and behaviors, and believing in absolute truth and the work of experts. Countries with high scores on uncertainty avoidance have a high level of anxiety/worry, which manifests in high nervousness, stress, and aggressiveness.
3. Individualism versus Collectivism. Individualism denotes a loosely bound social framework in which a person is considered concerned only with themselves and their immediate family, whereas collectivism (grouping) is characterized by a strong social framework in which a person is distinguished between within and outside the group; they expect that the people in their group care for them and return they will be loyal. Collectivism is equivalent to low individualism.
4. Masculinity versus Femininity or Quantity of Life versus Quality of Life. If the dominant value is masculine, it shows assertiveness, enthusiasm for owning money and goods, and does not care about other parties, quality of life or society. On the other hand, Quality of Life shows that people value relationships show their sensitivity and concern for the welfare of others.
5. Long-Term versus Short-Term Orientation. People with a culture of Long Term Orientation look to the future and value frugality and persistence. In contrast, people who have a culture of short-

term orientation look to the past and present. Appreciate things that are traditional and carry out social responsibilities.

Based on these dimensions, the characteristics of the socio-cultural environment of developing countries compared to developed countries can be said that the culture of developing countries is relatively high in avoiding uncertainty and power distance. Relatively low on individualism and masculine and short-term oriented. The relatively high uncertainty avoidance indicates an unwillingness to take risks and accept organizational change, which is manifested in an individual's reluctance to take personal initiatives beyond what has been outlined. Each member of society has been assigned a specific role. Deviation from the predetermined role is not recommended and will even be subject to sanctions. As a result, individuals tend to depend on outside forces. Being resigned is their approach to life. For this reason, organizational leaders need to develop HR management strategies to manage the performance of subordinates through their involvement in setting more challenging organizational goals. A low level of individualism shows that attention to group success is more concerned than individual work success. Individual identity comes from family membership, caste or clan and community. Individuals must accept the norms and values of the family, caste, race, or community without reservation. Each works in caring for the family, providing welfare to parents, life partners and children. In a work culture characterized by low individualism, one tends not to seek satisfaction from doing a good job but instead from finding a good job. In a society with a low culture of individualism, organizational leaders must try to encourage consensus decision-making by taking into account family values. The relatively high power distance implies that managers and subordinates accept each other. Each position in the organizational hierarchy operates from that fixed and definite position. Managers do not see subordinates as human-like, and vice versa; subordinates also do not see superiors like themselves. In high power distance cultures, leadership is more paternalistic. In a culture like this, a leader is more demanded as a wise man who can be used as a role model for his subordinates in organizational life and personal life. In other words, subordinates have a high dependence on superiors and expect superiors to act autocratically. Superiors will make rules for subordinates that are different from the rules for superiors, and everyone estimates that superiors will get more preferential treatment.

On the other hand, in a society with a relatively low power distance, subordinates are less dependent on their superiors. They expect superiors will always consult with subordinates. The low level of masculinity in the work context implies that the orientation of employees is more towards human or person relationships than towards performance relationships.

Many interpersonal relationships are involved in managing employee performance, including in American society's masculine culture, which emphasizes appearance, money and material things, ambition and achievement. On the other hand, Asian society, including Indonesia, can be categorized as a feminine society with an orientation on quality of life, human relations and the environment. In societies with low masculine culture, job satisfaction is not obtained from achieving job goals but from affiliative needs. Another manifestation of low masculine culture is that job performance can be easily designed to carry out mutually agreed social tasks in interpersonal relationships. Therefore, many interpersonal relationships are involved in managing employee performance.

The fifth cultural dimension is the culture of long-term orientation versus short-term orientation. Societies with long-term orientation cultures always reward future-oriented behaviors, such as planning and investing in the future and delaying pleasure. This is different from a society with a short-term orientation culture that emphasizes short-term fulfillment of pleasure, less value planning, and investing for the future. Concerning the cultural dimension, the long-term and short-term orientation, according to Kadia & Bhagat (in Mendonca & Kanungo, 1996), shows the dimensions of Abstractive and Associative Thinking (abstractive vs. associative thinking). In associative culture, society uses associations between events that may not have much logical basis; On the other hand, society is more dominant in using cause-and-effect relationships in abstract culture. In explaining this dimension, Ramanujan (in Mendonca & Kanungo) uses the term context-sensitive or context-free kinds of rules. In associative cultures, most people use sensitive contexts, while people tend to use free contexts in abstract cultures. Based on the findings of studies in developed countries, it was relatively high on abstraction thinking (context-free) and relatively low on associative thinking (context-free). High culture of associative thinking (context-sensitive) has directed the behavior of organizational

members in developing countries to think in a predetermined context rather than thinking with dominant principles. Such patterns show how they approach work. Workers in developing countries are not guided by norms of work ethics that are relevant and proper to work or by principles of organizing abstract work behavior. Still, they are mostly determined by the immediate context that is considered important by them. Therefore, their behavior reflects a feeling of always living in the present. While "now" will constantly change. This means that employees who have a high culture of associative thinking will prove difficult to predict in implementing the work behavior that is demanded together. Setting specific goals with time targets and developing specific action plans is contrary to the lifestyle and mindset of an associative thinking culture that does not emphasize planning for the future. This mindset is very suitable for management by crisis approach but not suitable for effective performance management

## **RESEARCH METHODS**

This research will be conducted using a systematic literature review. This method will help identify and make it easier for researchers to review previous research literature. This systematic literature review was adopted from Tranfield et al. (2003), making it easier for researchers to determine inclusion according to the research theme and carry out an exclusion process that is not by research recommendations. This methodology will make it easier for researchers to get a comprehensive scope of literature. The methodology of Tranfield et al. (2003) uses 5 phases to facilitate the literature review process, namely planning, searching, screening, extraction, and synthesis, including reporting.

**Planning.** Researchers try to make plans in research to be able to define research questions. The formulation of the problem in this research is "How is the application of local culture in Indonesia in the development of human resources?". Answers to research questions will make it easier to browse and see theory and practice. The next step is to identify the research database and use the key string to search for electronic databases that match the research question look for searching for articles related to this research question was carried out using 3 electronic databases: Google Scholar, Sage pub and Scopus. The selection of this article is based on articles that give a good presentation of local culture and related empirical research. The keyword used in this research is "Human Resouces Development Model". Researchers use these keywords to see broadly about local culture so that they can answer research questions from general to specific.

**Filtering.** Search results from these 3 electronic databases: Google Scholar, Sage pub and Scopus, yielded 320 articles listed with abstracts. After that, the researcher reviewed the research results using the research question, "How is the application of local culture Indonesia in the development of human resources?". Then the researcher performed the specified inclusion and exclusion techniques to simplify the article review. The inclusion criteria that the researchers carried out were: • Only selecting articles in English and Bahasa; • Only articles in research papers; • No Duplication; • Read the Abstract which contains an explanation of the research question; • Articles showing empirical research methods. And, the exclusion criteria that the researchers used were: • Articles did not use English and Bahasa; Articles that do not fit the research question; • Have duplication.

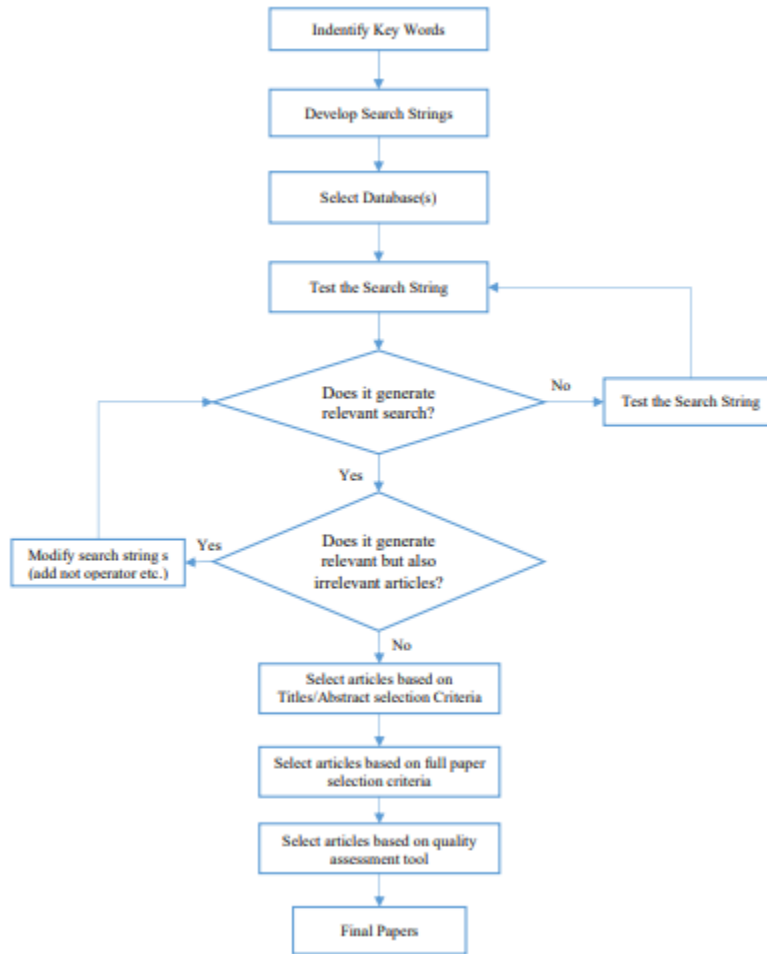


Figure 1. Literature search process

Source: Chandorkar (2013)

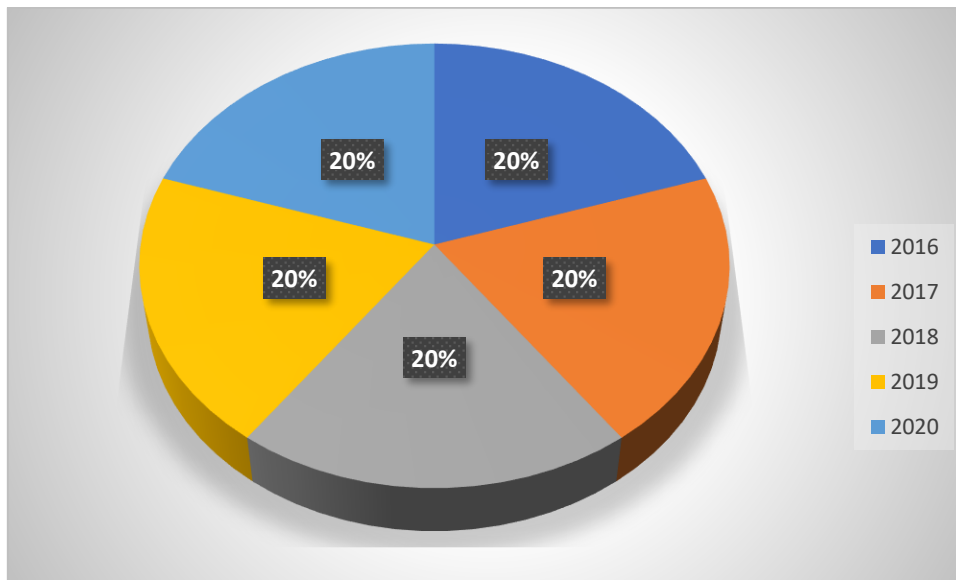
Extraction. Based on the results of the screening criteria above, the researcher obtained 20 articles from the inclusion results to search for " Human Resources Development Model " as a search technique in general. The researchers re-included according to research questions that only searched for local culture in human resource development. So the researchers only got 5 articles that specifically answered the research questions. This shows that research on local culture in human resource development is still rarely done. The researcher deliberately chose the keyword of this research in general to see all the methods and the theoretical basis used in the research in general. From these results, the researcher conducted an in-depth study written in Excel as an inclusion database. This database using Excel is useful for identifying and dissecting articles in structural dissection and reviewing in the form of columns available in Excel (Tranfield et al., 2003). Using Excel columns, researchers can group information about aspects of the article. The information that researchers do is group articles in the form of Title, Author, Publisher, and year of publication. After doing this, the researcher also created groups for the type of paper, research design, research method, and locus of previous research. The next step will be to carry out the main elements in making this article, such as research objectives, research definitions, keywords used in the research, aspects, and units analyzed. The focus of this research is to look at the unit of analysis from previous studies on local culture in human resource development.

Data was collected through observation by observing, recording and analyzing the objects observed. This interview collected the primary data regarding efforts and roles in preventing bullying. The informants in this study were PAI teachers, 1 (one) BP/BK teacher, and 45 students. Documentation was used to collect data related to the study, such as the number of teachers or students, an overview of

Ma'arif junior high school Bandung city, geographical location and so on. The data analysis technique is done through three stages, namely, data reduction, data presentation and conclusion drawing or verification.

## RESULTS AND DISCUSSION

In this section, the researcher will explain the findings of a systematic review identified based on group criteria in the excel database. The researcher will explain the findings of the article from the year and publication, namely as many as 5 previous articles that specifically discuss the research question.



**Figure 2. Years of Articles Publications**

Classification based on Year and Publication. The researchers found that research on Human Resources Development Model based regional cultural In Indonesia began in 2016. This shows that this research is still relatively fresh and able to improve new research about Human Resources Development Model based regional cultural. From the 5 articles that the researchers found, 1 article was published in 2016, 1 article in 2017, 1 article in 2018, 1 article in 2019 and 1 article in 2020. Publisher from these articles are Journal of International Management, Human Resource Management Review, Integrative Literature Review, Journal of Management and Business, and Classification Based on the type of paper. Based on the systematic classification literature review, the researcher classified the types of paper from Petersen et al. (2008); there are 5 kinds of categories in terms of research papers:

1. Validation Research: The techniques investigated are new and not yet has been implemented in practice. The technique used is, for example, experimentation, namely: work done in the laboratory.
2. Evaluation Research: These techniques are implemented in practice, and technical evaluation was carried out. That is, showing how techniques are implemented in practice (solution implementation) and the consequences of implementation in terms of benefits and drawbacks (implementation evaluation). This also includes identifying problems in the industry.
3. Solution Proposal: A solution to a problem is proposed; the solution can be a novel or significant extension of an existing technique. Potential benefits and the application of the solution is shown by a small sample or a fine line of argumentation.
4. Philosophy Papers: Papers sketch a new way of looking at existing things with arrangement of fields in the form of taxonomy or conceptual framework.
5. Opinion Papers: These papers express a person's personal opinion, whether a certain technique is good or bad or how something should be done. They do not rely on related work and research methodologies.

6. Experience Papers: Experience Papers describe what and how something has been done in practice. It must be the author's personal experience.

The findings from this previous study found that there were 3 articles from Fotios Mitsakis (2019), Fang Lee Cooke et al. (2018), and Pawan Budhwar et al. (2017) using the type of Philosophical Papers And the next 2 research using Evaluation Research, articles from I Ketut Marta Atmaja (2018) and research from Ni Luh Mayadi (2016). There are still many opportunities to do this research in the social field the area of the intention of Human Resources Development Model based regional cultural because this research is still very few.

Based on Know Theories, Fotios Mitsakis (2019) uses the SHRD Framework concept from McCracken and Wallace (2000a, 2000b) regarding HRD can work in parallel and synergy with HRM so that all HR initiatives can be seen as the same, eventually having a more significant impact on the achievement of the corporate strategies and objectives (McCracken & Wallace, 2000a), Fang Lee Cooke (2018) Country of origin focused studies suggest that MNCs are traditionally ethnocentric, and will follow on the dominant model in their country of origin (Meardi et al., 2009). Although influential studies from the 1970s onwards (cf, Zeira & Harari, 1977; Mayrhofer & Brewster, 1996; Ferner, 1997) suggest that the dominant focus was towards ethnocentricity, later work shows that these effects are most pronounced in the case of US MNCs. Other studies indicate that MNCs from different countries of origin are much more flexible (Fenton-O'Creevy, Gooderham, & Nordhaug, 2008), Pawan Budhwar (2017) or HRD practices in developing countries. This is well-aligned with the conclusion that most HRM practices in MNCs have been adapted from the developed world (Briscoe, 2015).

For this research gap to be addressed, and in light of the growing economic significance of emerging markets and the BRICS nation, in particular, there is a need to advance this stream of research by investigating the emerging patterns of HRM in MNCs from BRICS countries and in particular if they adopt a different approach while operating in other parts of the world (e.g., in developed countries versus less developed) and if they are similar or different to developed nations MNCs. Drawing upon this logic, we present our next set of research directions. Human resource development is carried out through education and training, both formal and informal, which are carried out simultaneously on an ongoing basis. There are five HR domains that are considered important in developing human resources. The five domains are professionalism, competitive power, functional competence, participatory excellence, and cooperation. However, creating the five HR domains requires total quality control (TQC) and an integrated training program to increase the effectiveness (Epon Nigrum: 2014). Human resource development cannot be separated from cross-cultural awareness, seen from local and regional wisdom.

Every country has a different culture. On the one hand, globalization gives hope for the progress of a country, but on the other hand, globalization causes very dynamic competition among many nations. Organizations accustomed to planned changes must begin to learn and ensure themselves adapt to unplanned changes. Global competence of human resources is related to competencies, namely: language skills, social intelligence, ability to deal with conflict, flexibility, emotional stability and adaptability, ability to listen well, sensitivity, value differences, ability to understand non-verbal communication, cross-cultural awareness Mathis and Jackson (2001) in Priansa (2014: 44). Human resource development as a process for the country's culture aims to improve the quality of people who master the knowledge, skills, competencies and concepts that are by the latest developments in science and technology. Ideas are needed in this century, such as the concept of competence to look ahead, the idea of quality and wealth, and the concept of change by society's values. Human resources are developed based on the assumption that every human being has potential resources whose borders cannot be readily determined. Therefore, humans are the most important subject and more than any other element to achieve specific goals. Human resource development is also an effort to improve human, technical competence, theoretical competence, conceptual competence, and personal attitudes by the profession's needs and position through education (Ketut: 2018).

So far, there is an assumption (even dogmatic belief) that some people hold that HR management techniques and programs that have proven successful in organizations in the west (e.g., Europe and the United States), by the same logic, should also be successfully applied in other countries.

Especially developing countries, including Indonesia. On the other hand, there is an assumption (with a dogmatic spirit as well) which is diametrically different from the first assumption, namely that within the socio-cultural environment of developing countries, such as Indonesia, has merged with it, namely aspects that are not alone is not conducive to human resource development and economic development but is even contrary to the spirit of evolution itself. The elements that are considered to hinder the growth and plot are the absence of work ethic (work ethic); fatalism (attitude surrender/accepting fate) which is an external locus of control for individuals; religiosity, which causes individuals to ignore the progress of their own lives concerning further maintaining an attitude of submission, and kinship which makes individuals more concerned with the welfare of their extended family and relatives. Therefore, a strategic HR management approach is needed that can integrate traditional work cultures in developing countries with HR management techniques and practices from developed countries.

Many studies have shown that the transfer of HR management techniques and methods based on thinking and value systems from developed countries to developing countries without any adjustments has failed. Programs that are successful in developed countries and fail in developing countries are not due to the lack or inadequacy of the program but are due to the uncritical of adopting the program by ignoring its compatibility with the internal work culture. It must be clearly understood that organizations in developing countries still need techniques and practices, such as efficient HR management techniques and procedures, but in the context of their internal culture. For example, experts and professionals have agreed that job performance in any culture can be improved through goal setting, providing performance feedback, and providing valuable rewards. Because the psychological principles that underlie work motivation (which are embedded in the practice/program) are universally valid, they can be easily applied to a whole culture. Thus, the problem here is how the practice/program is implemented. Another example, in North America (Mendonca & Kanungo, 1996), feedback during the performance appraisal review process that tends to be confrontational is typical. This is consistent with the highly individualistic North American culture characteristic of low power distance societies. On the other hand, the aggressive model is not suitable for employees in developing countries, where the culture of avoiding embarrassing others is considered more important than the learning process through the performance appraisal review.

The important thing from this example is that in developed countries, job autonomy is generally a form of high-value non-economic rewards. On the other hand, in developing countries, job autonomy is less necessary because what is more valuable to them is rewards in the form of satisfaction of social and security needs. So, it is clear that cultural compatibility is vital in implementing various HR management techniques and practices in an organization. The success of programs, procedures, and processes, especially those related to social systems, must pay attention to the norms, beliefs, and values of the internal work culture to effectively implement program activities and processes. Programs and practices that are consistent and rooted in cultural values and norms will be successful and sustainable. For example, the phenomenal success of industrial organizations in North Korea, Taiwan, Singapore, Hong Kong, and Japan is widely attributed to both management styles and traits rooted in Confucian social values, kinship, and institutional structures that are not necessarily European or American. Therefore, the practice of HR management science needs to be modified, or its implementation must be adapted to the cultural values and beliefs of the local country. In other words, organizations must consider critical aspects of their internal work culture that can facilitate or even hinder the effective adoption of developed country management practices and techniques.

For this reason, intervention or strategy is needed that ensures the suitability of the culture. For example, Javanese people generally do not like to show their emotions in public. They do not want to criticize people in public, accept aggressive behavior and avoid shaming others in public. Thus, it is necessary to find more diplomatic ways to evaluate employee performance so that the employee performance appraisal (Javanese) can run effectively and effectively. The term is caught fish without cloudy water. The characteristics of the socio-cultural environment of developing countries in general (including Indonesia) are not compatible with the attitudes, values, and behavioral norms required in effective HR management practices. However, to help these unfavorable conditions become conditions that match the need for effective HR management practices, according to Mendonca &

Kanungo (1996) organizations do not need to adopt policies and practices that will force employees, with their deeply held cultural values and beliefs, to give in to cultural values and ideas they do not believe in. Instead, organizations need to consider a systematic approach to shifting cultural limitations and building cultural beliefs and values that can increase the effectiveness of HR management practices. This means that organizational leaders must design and implement HR management practices that ensure appropriate and correct cultural conformity. To ensure that the HR management process is consistent with the cultural characteristics of developing countries, the following steps need to be taken. First, organizations need to design specific and challenging but achievable and deserves to achieve a work unit. This means that this approach begins with creating targets that are still within the level of employee competence and then gradually increase the complexity, responsibility, and employee capabilities. Furthermore, managers need to increase subordinates' confidence through training, developing and designing actions to remove various organizational barriers to achieving organizational performance. This intervention is specifically intended to address the effects of the high uncertainty avoidance culture. Whereas for

To overcome the dysfunction of a high power distance culture, managers can act as coaches or mentors. This allows subordinates to find the manager's connection and support when interacting with the manager, the coach or mentor. This kind of relationship will lead to trust in assistants and encourage subordinates to look to the performance feedback provided by the manager as an opportunity to seek and obtain assistance to improve their shortcomings in performance. The following interventions can overcome the limitations resulting from low masculinity culture (low masculinity). First, it must be remembered that the characteristics of common masculine culture have an orientation on quality of life, human relations, and the environment. In societies with low male culture, job satisfaction is not obtained from achieving job goals but from affiliative needs. Therefore, to overcome this common masculine culture, job goals must be defined in the context of meeting the needs of users of the product or service resulting from the job. At the same time, subordinates must be made aware of their potential contribution to the departmental and organizational goals set.

Ultimately serve the needs of a society or country's product or service. Furthermore, managers can use the opportunity to provide feedback to highlight the positive or negative impact of performance on others. Thus, eventually, the work becomes a means of satisfying relationships or orientation to humans, which employees consider more important than the employment contract with the company. Furthermore, how to overcome the obstacles due to the low abstractive thinking culture, which is characterized by a lifestyle and mindset that does not emphasize future planning. For this, managers need to design performance goals in the context of the behavior to be achieved that is easy to see in specific time targets and is clear and not ambiguous. At the same time, it is necessary to communicate about the possible negative impact on work units, colleagues and the organization from failing to achieve these goals within the stipulated time frame. During and after the performance period, feedback is emphasized on the actual performance of the subordinate and the time spent compared to the previously agreed goals.

In addition, each feedback session must produce an action plan with specific performance behavior or output targets and a schedule for subordinates to complete the output targets. The following developing country cultural obstacle that managers need to face to implement effective HR management is a culture of low individualism (low individualism). Common individualism culture emphasizes group and group achievement and rejects individual work achievement. Therefore, to direct subordinates to accomplish personal tasks, it must be guaranteed the availability of a support system/assistance for achieving goals. The manager-subordinate dialogue during the feedback session should discuss how to help employees improve performance. This dialogue between subordinate managers is an excellent opportunity to identify factors, such as employee training and development needs, role clarity, technical assistance, resource shortages, and removal of organizational constraints (e.g., non-functional policies and procedures). Ongoing manager-subordinate dialogue with constructive, positive, and motivating will strengthen and increase employee self-confidence.

Classification based on Research Methods. This research detected only the qualitative method and a conceptual model from the previous research. This qualitative method is used by using a survey

to collect a large amount of data that affects behavior in the formation of the Context of Regional Culture Indonesia in Human Resource Development.

## CONCLUSION

This research was conducted using a systematic literature review to answer these questions research questions in the form of "How is the application of local culture in Indonesia in the development of human resources?". Researchers collected various articles and included inclusions to answer the research question criteria. The result is 5 articles found from electronic databases such as Google Scholar, Sage Pub and Scopus. There are 2 types of research methods found in reviewing this research, namely qualitative surveys and conceptual papers. This shows that Research from this field is still relatively new and exciting because researchers want to examine empirical research to understand the situation in forming a Human Resources Development Model based on local culture. In In this study, research findings facilitate researchers and practitioners in conducting research future.

Researchers suggest using empirical research that can be done in the future is to use theoretical framework from Epon Ningrum (2014), five HR domains are considered important in developing human resources. The five domains are professionalism, competitive power, functional competence, participatory excellence, and cooperation. However, creating the five HR domains requires total quality control (TQC) and an integrated training program to increase effectiveness. Human resource development cannot be separated from cross-cultural awareness, seen from local and regional wisdom. Especially in Indonesia. The researcher sees that the research can be updated to adapt to the current situation to solve some of the obstacles. The possible future empirical study uses the SHRD Framework concept from McCracken and Wallace (2000a, 2000b) regarding HRD can work in parallel and synergy with HRM by looking at local and regional wisdom in Indonesia and Strategies That Organizational Leaders Can Use To Utilize Cultural Facilitators And Overcome Cultural Barriers About HR Management.

## REFERENCES

- Chandorkar P. (2013). A systematic review pf the determinatints and behavior of equity risk premium. Master of Research in management research: Cranfield University
- Danang Nugroho, Margo Purnomo, Bambang Hermanto, Erna Maulina. (2019). Social Entrepreneurship Intention: A Systematic Literature Review. *RJOAS*, 4(88), April 2019. DOI 10.18551/rjoas.2019-04.12
- Epon Ningrum. (2014). *Penelitian Tindakan Kelas*. Yogyakarta : Ombak
- Fang Lee Cookea , Geoffrey Woodb , Meng Wangc , , Alex Veend. (2018). How far has international HRM travelled? A systematic review of literature on multinational corporations (2000–2014). *Human Resource Management Review*. Elsevier, Inc
- Fotios Mitsakis. (2019). Modify the Redefined: Strategic Human Resource Development Maturity at a Crossroads. *Human Resource Development Review* 1–37. Sage Publications, Inc
- Friedman, Howard S. dan Schustack, Miriam W. (2009). *Kepribadian, Teori Klasik dan Riset Modern*. Edisi Ketiga Jilid 1. Jakarta: Erlangga
- Hofstede, G. J. (2010). *Measuring Organizational Cultures: A Qualitative and Quantitative Study Across Twenty Cases*. *Administrative Science Quarterly*. New York.
- I Ketut Marta Atmaja. (2018). Human Resource Development Model Based on Local Wisdom Tri Kaya Parisudha in Dealing with Globalization. *Jurnal Manajemen Bisnis*, Vol 15 No 3
- Kanungo, R.N., & Mendonca, M. (1996). *Ethical dimensions of leadership*: Sage Publications, Inc
- McCracken, M., & Wallace, M. (2000a). Towards a redefinition of strategic HRD. *Journal of European*

- Industrial Training, 24, 281-290. doi:10.1108/03090590010372056
- McCracken, M., & Wallace, M. (2000b). Exploring strategic maturity in HRD-rhetoric, aspiration or reality? *Journal of European Industrial Training*, 24, 425-467. doi:10.1108/03090590010354344
- Mearidi, G., Marginson, P., Ficher, M., Frybes, M., Stanojevic & Toth, A (2009). Varieties of multinationals : adapting employment practices in central eastern Europe. *Industrial relations*
- Ni Luh Mayadi. (2016). Model Pengembangan Sdm Berbasis Kearifan Lokal Dan Regional (Analisis Kritis Dari Kesiapan Sdm Dalam Menghadapi Masyarakat Ekonomi Asean) Mea 2015. *Jurnal Manajemen & Bisnis*. Volume 13 Nomor 2 April 2016
- Oranuch (Jued) Pruetipibultham, (2011). Developing human resources development interventions to aid expatriates cultural adaptation : insight to the Javanese culture. *Human Resource Development International* Vol. 15, No. 1, February 2012, 109–117. Taylor & Francis <http://dx.doi.org/10.1080/13678868.2011.604958>
- Pawan Budhwara , Rosalie L. Tungb , Arup Varmac , Hoa Dod. (2017). Developments in Human Resource Management in MNCs from BRICS Nations: A Review and Future Research Agenda. *Journal of International Management*. Elsevier, Inc
- Priansa, Donni. J (2014). *Perencanaan dan Pengembangan SDM*, Cetakan Pertama, Penerbit CV Alfabeta, Bandung
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review \*. *British Journal of Management*, 14, 207–222