Guidance And Counseling For Local Culture-Based Industries In The Context Of Modern Indonesia's Multicultural Workforce

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Article Information	ABSTRACT
	Background: The workforce's cultural diversity is a social reality increasingly prominent in the industrial world and has direct implications for the need for guidance and counseling services. *Aim:* This study analyzes the characteristics of the workforce's cultural background and their implications for the development of adaptive, multicultural industrial guidance and counseling services. *Method:* The research uses a descriptive, quantitative approach with labor subjects from various ethnic backgrounds. Data were collected through demographic questionnaires and analyzed using descriptive statistics to illustrate the distribution of respondents' cultural characteristics. *Results and Discussion: The results showed a dominance of local culture alongside* the diversity of minority cultural groups, which affected work values, career orientation, and the need for counseling services. The discussion revealed that industry guidance and counseling need to integrate local cultural values while implementing a multicultural approach to make services more inclusive and contextual. The study's conclusions confirm that the effectiveness of industry guidance and counseling is largely determined by counselors' cultural sensitivity and multicultural competence. *Conclusion:* This study recommends developing a guidance and industry counseling model grounded in local context and cultural diversity, and conducting follow-up research with a more comprehensive design. **Keywords:** Guidance, Counseling, Multicultural.

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INTRODUCTION

The development of the industrial world in Indonesia has led to increasingly complex social dynamics, characterized by the diversity of labor cultural backgrounds and the dominance of local culture in certain regions. This condition poses its own challenges in human resource management, particularly regarding work adjustments, interpersonal relationships, and career development. Social facts show that differences in cultural values can affect work ethic, organizational loyalty, and how individuals interpret career success. Hofstede (2016) emphasized that culture is a fundamental factor shaping individual mindsets and behaviors within organizations. In the context of multicultural Indonesia, this phenomenon is becoming increasingly relevant to be studied in depth. Therefore, industrial guidance and counseling are seen as strategic instruments in bridging cultural differences to create harmony and work productivity.

The literature review shows that industry guidance and counseling play an important role in helping individuals cope with the demands of a dynamic, diverse world of work. Savickas (2019) states that an individual's career development is greatly influenced by the social and cultural context in which they work. Research by Lent and Brown (2020) found that culturally sensitive counseling services contribute positively to job satisfaction and career adaptability. In addition, Ratts et al. (2016) emphasize the importance of counselors' multicultural competencies in heterogeneous work environments. However, most previous research has focused on the Western context and has not fully accounted for local cultural characteristics in Indonesia. Thus, this research positions itself as an effort to fill these gaps through a context-based, industry-guided, multicultural approach to guidance and counseling.

This research was carried out based on empirical findings regarding the dominance of local culture and the diversity of labor cultural backgrounds in the industrial environment. Based on the initial research results, several fundamental issues emerged that require further study. First, how do the characteristics of the cultural background of the workforce affect the need for guidance and counseling services in the industry? Second, what is the role of industry counselors in responding to the dominance of local culture and the presence of cultural minority groups in the workplace? Third,

what are the implications of these findings for the development of adaptive and inclusive industrial guidance and counseling models? These questions serve as the conceptual foundation for formulating the direction of the research. Thus, this research is not only descriptive, but also analytical and contextual.

Based on this background, this study aims to analyze the role of cultural background in the development of industrial guidance and counseling and to formulate its practical implications for the world of work. This research is expected to make a theoretical contribution to the study of guidance and counseling in local and multicultural culture-based industries. In addition, the results of this study are expected to be a practical reference for industry counselors and human resource managers in designing services that are more responsive to diversity. Guichard (2021) emphasized that contextual career counseling can increase work meaning and individual well-being. Thus, this research is expected to strengthen the synergy between theory, practice, and policy in the development of industrial guidance and counseling in Indonesia.

Local Cultural Background in Industry Guidance and Counseling

Studies have shown that local cultural backgrounds significantly influence individuals' work attitudes, professional values, and career orientation in industrial settings. Hofstede (2016) emphasized that culture shapes a collective mindset that influences how individuals interpret authority, loyalty, and work responsibilities. In the context of industry guidance and counseling, understanding local culture is an essential foundation for designing relevant, contextually appropriate services. Savickas (2019) also emphasizes that an individual's career cannot be separated from the socio-cultural environment in which they develop. Thus, local culture is not just a demographic background, but a key variable in career development and work adjustment. This literature supports the findings of the first study, which emphasize the dominance of local culture as a strategic factor in industrial counseling services.

Other research shows that integrating local cultural values into counseling interventions can improve service effectiveness and client acceptance. Chen and Starosta (2018) state that counseling approaches aligned with clients' cultural values tend to result in stronger, more meaningful counseling relationships. In industry, values such as togetherness, solidarity, and organizational loyalty are often more dominant in societies with a collectivist orientation. Research by Guichard (2021) adds that local context-based counseling approaches can improve the sustainability of individual career development. This reinforces research findings that place local culture as psychosocial capital in industry guidance and counseling. Therefore, this study provides a strong theoretical foundation for the development of industrial counseling services based on local wisdom. Multicultural Diversity and Competencies of Industry Counselors

The modern industrial environment is increasingly characterized by the diversity of the workforce's cultural, ethnic, and social backgrounds. Triandis (2018) stated that cultural diversity is an inevitable reality in contemporary organizations and significantly affects work dynamics. In industry guidance and counseling, this diversity requires counselors to have adequate multicultural competencies to understand differences in values, communication styles, and work expectations. Ratts et al. (2016) assert that counselors who lack cultural sensitivity are at risk of providing biased and less effective services. This literature aligns with the results of a second study, which emphasizes the importance of a multicultural counseling approach in a heterogeneous industrial environment. Thus, multicultural competence is the main prerequisite in industrial counseling practice.

In addition, empirical studies show that cultural minority groups in the workplace often face more complex psychosocial challenges. Sue and Sue (2022) state that individuals from minority groups tend to experience adaptation pressures, feelings of marginalization, and communication barriers within organizations. Therefore, an affirmative and inclusive counseling approach is indispensable to improve their well-being and work performance. Research by Lent and Brown (2020) also shows that culturally sensitive counseling support contributes positively to job satisfaction and career sustainability. This literature reinforces research findings that emphasize the need for industry counseling services that are not only universal but also contextual and inclusive. Thus, cultural diversity must be understood as a strategic dimension in the development of industrial human resources.

Development of Context-Based Industry Guidance and Counseling Models

The development of industrial guidance and counseling models that are adaptive to cultural contexts is a major concern in the cutting-edge literature. Brown and Lent (2023) emphasized that the effectiveness of career counseling services is strongly influenced by the suitability of the intervention model to the individual's characteristics and the work environment. In this context, integrating local cultures with multicultural principles is seen as a relevant and sustainable approach. Super and Sverko (2019) state that career counselors have a strategic role in helping individuals navigate the complex changes of the world of work. This literature supports the findings of a third research study, which emphasizes the need for an integrative and contextual industrial counseling model. Thus, the development of a counseling model cannot be generic, but must be responsive to the dynamics of organizational culture.

Furthermore, Guichard (2021) emphasizes that modern career counseling should be oriented toward developing the meaning of work and individuals' long-term well-being. In an

industry framework, this means counselors focus not only on work placement but also on cultural harmony and workers' psychological well-being. Research by Akkermans et al. (2020) shows that counseling interventions that consider organizational and cultural contexts can improve career adaptability. This literature confirms that industrial counselors serve as facilitators of integration among individuals, cultures, and organizational systems. Thus, this study provides a strong theoretical foundation for the development of guidance and industry counseling grounded in local and multicultural contexts, as shown in its results.

METHOD

This research employed a descriptive-quantitative approach to describe the characteristics of respondents' cultural backgrounds in the context of guidance and industrial counseling. The descriptive approach was chosen because it allows researchers to gain a systematic, objective understanding of the social phenomenon under study without manipulating variables. Creswell and Creswell (2018) stated that a descriptive research design is appropriate when the focus is on mapping the characteristics and patterns of empirical data. In this study, the design was used to identify the distribution of tribal background as a basis for analyzing industrial counseling service needs. Thus, the method used aligns with the research objectives, which are oriented towards understanding the socio-cultural context of the workforce. This approach also allows integrating empirical findings with relevant theoretical studies.

This research was conducted to understand the dynamics of labor's cultural background in a multicultural industrial environment. The research is conducted in an industrial environment characterized by cultural diversity and the dominance of local culture, which is relevant to the study's focus. The location was selected purposively to ensure representativeness of the social and cultural context. According to Patton (2015), purposively selecting locations can increase the depth and relevance of research findings. The research subjects are workers from various ethnic and cultural backgrounds. Thus, this research is expected to provide a comprehensive picture of the empirical conditions that underpin the development of guidance and industrial counseling.

In addition to location, the selection of research subjects was based on respondents' direct involvement in industrial work activities. The research subjects were chosen because they had work experience that enabled them to reflect on the needs and psychosocial challenges in the workplace. This approach aligns with Guichard's (2021) view, which emphasizes the importance of work experience context in career research and industry counseling. The number of respondents involved was considered adequate to provide a descriptive picture of the distribution of cultural characteristics. The diversity of respondents' backgrounds is also a main consideration in selecting subjects. Thus, this study seeks to capture the multicultural reality proportionally.

The research stage begins with the preparation of data-collection instruments tailored to the research objectives. Questionnaires were used to collect demographic data, particularly regarding respondents' cultural backgrounds. According to Fowler (2017), questionnaires are an effective instrument for systematically collecting large amounts of quantitative data. Before use, the instrument is conceptually examined to ensure conformity to the construct being measured. The data collection process is carried out in accordance with the ethical principles of research, including obtaining respondents' consent and maintaining confidentiality. This stage aims to ensure the validity and reliability of the data obtained.

Data processing is carried out through coding and tabulation to facilitate analysis. The collected data were then processed using descriptive statistical techniques to obtain the frequencies and percentages for each cultural category. According to Sugiyono (2019), descriptive statistics present data in a concise and informative manner, making it easy to understand. Data presentation is presented in tables and bar charts to clarify the distribution of respondents. A visual presentation was chosen because it improved the readability and interpretation of the data. Thus, the data produced can provide a clear empirical picture of respondents' characteristics.

Data analysis was carried out by interpreting the results of descriptive statistics within the theoretical framework of guidance and industry counseling. The analysis process focuses not only on numbers but also on the socio-cultural meanings they convey. Creswell (2021) emphasizes that descriptive quantitative data analysis should be grounded in context and theory to achieve greater scientific value. The analysis results are then synthesized with previous research findings to strengthen the argument. The final stage of the research includes drawing conclusions and formulating implications for industry guidance and counseling practices. Thus, this research method is systematically designed to yield valid, relevant, and contextually grounded findings.

RESULTS AND DISCUSSIONS

Based on the results of respondent data processing, an overview of the socio-cultural characteristics of the participants in the study was obtained, particularly regarding ethnic categories. The data show that respondents belong to six ethnic groups: Dayak, Javanese, Banjar, Bugis, Batak, and others. These findings provide an important basis for understanding the diversity of individuals served within the framework of industry guidance and counseling, given that cultural backgrounds can influence work values, professional ethos, and interaction patterns in the industrial environment.

The results of the study show that the Dayak tribe accounts for the majority of respondents, with a total of 115

people. This dominance indicates that the majority of research subjects have strong local cultural backgrounds, which, in the context of industry guidance and counseling, must be understood as both a potential and a challenge. Local wisdom values, such as togetherness, loyalty, and adaptation to the environment, can serve as psychosocial capital in the development of industrial human resources when properly integrated into counseling services.

In addition to the Dayak tribe, the Banjar and Javanese tribes rank second and third, with 38 and 25 respondents, respectively. The existence of these two groups shows the existence of multicultural dynamics in the work environment that are targeted by industrial guidance and counseling services. These differences in cultural backgrounds require industry counselors to have multicultural competencies to provide services that are sensitive to differences in values, communication styles, and individual work orientations.

The categories of respondents from other tribes, including the Bugis, Batak, and other groups, although relatively small, remain significant in this study. The presence of this minority group reflects the heterogeneity of the industrial world, which cannot be ignored. In the practice of industrial guidance and counseling, this diversity emphasizes the importance of an inclusive approach to prevent marginalization and improve the psychological well-being of the entire workforce.

These findings corroborate that tribe-based demographic characteristics play a role in shaping the industry's need for guidance and counseling services. Industry counselors are required to identify the influence of cultural background on work attitudes, career adjustments, and the ability to cope with work pressure. Thus, counseling services are not only individual, but also contextual and oriented towards strengthening cross-cultural work competencies.

Overall, the results show that the dominance of certain cultural groups and the existence of minority groups underscore the need to develop an adaptive, multicultural, and local context-based industrial guidance and counseling model. These findings make an empirical contribution to strengthening industrial counseling practices, particularly in designing interventions that are responsive to the diversity of human resources in the modern industrial environment.

Discussion
Dominance of Local Cultural Background and Its Implications for Industry Guidance and Counseling Services

The results showed that the majority of respondents were from the Dayak tribe, indicating the dominance of local cultural backgrounds in the industry studied. These findings are in line with Hofstede's (2016) research, which confirms that local cultural values significantly influence work orientation, communication patterns, and attitudes towards authority in the work environment. In industrial guidance and counseling, the dominance of local culture can be a source of psychosocial power when properly integrated into the development of human resources. However, the study adds that without a culturally sensitive counseling approach, such dominance can create exclusivity that hinders organizational cohesion. These findings expand on the research results of Chen and Starosta (2018), who emphasized the importance of counselor cultural competence in a multiethnic work environment. Thus, industrial counseling services need to accommodate dominant cultural values without neglecting the principles of fairness and inclusivity.

Furthermore, these findings show that local cultural settings affect how individuals interpret their careers and work success. Previous research by Savickas (2019) indicates that individuals' socio-cultural context strongly influences career construction. The results of this study support this view by emphasizing that respondents from local cultures tend to view job stability and organizational loyalty as the main indicators of career success. However, in contrast to the findings of Lent and Brown (2020), which emphasized an individualistic career orientation, this study shows a stronger tendency towards a collectivistic orientation. This is a new empirical contribution to the development of industrial guidance and counseling models grounded in the Indonesian local context. Therefore, industry counselors need to design interventions that are aligned with the values of collectivity and local wisdom to be more effective.

Table 1. Comparison of Local Cultural Findings with Previous Research

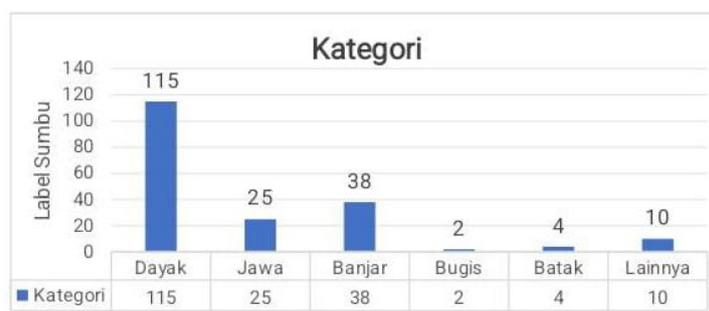| Aspects	Results of this study	Previous Research
Work orientation	Collectivist and loyal	Individualistic (Lent & Brown, 2020)
Career Meaning	Stability and togetherness	Mobility and personal achievements
Implications of counseling	Local culture-based approach	Universalistic approach

Figure I. Multicultural Diversity and the Competency Challenges of Industrial Counselors

The study also reveals the diversity of tribes outside the dominant group, including Banjar, Javanese, Bugis, Batak, and others. These findings support Triandis's (2018) research, which found that the modern work environment is increasingly multicultural and demands cross-cultural sensitivity. In the context of industry guidance and counseling, this diversity requires counselors to have adequate multicultural competencies to understand differences in individual values, communication styles, and work expectations. This study reinforces the findings of Ratts et al. (2016), who affirm that failure to understand cultural diversity can reduce the effectiveness of counseling services. However, this study adds that diversity can be a source of collective learning when appropriately facilitated through industry counseling. Thus, cultural diversity is not only seen as a challenge, but also as an opportunity for organizational development.

Furthermore, the results of this study show that cultural minority groups tend to have more specific counseling needs related to work adjustment and interpersonal relationships. These findings align with Sue and Sue's (2022) research, which emphasizes the importance of affirmative counseling approaches for minority groups. However, in contrast to previous findings that focused heavily on Western contexts, this study provides a new empirical context in Indonesia's industrial setting. This research emphasizes that industrial counseling approaches must be contextual, rather than adopting a raw global model. Thus, this research makes a conceptual contribution to the development of multicultural-based industrial counseling practices at the local level. Industry counselors are required to develop intervention strategies that are adaptive and reflective of cultural dynamics.

Table II. Counseling Needs Based on Cultural Background

Cultural Groups	Key Needs	Service Implications
Dominant culture	Strengthening of work value	Career development counseling
Minority culture	Customization and inclusion	Work adaptation counseling
Multicultural	Conflict resolution	Cross-cultural group counseling

Integration of Findings in the Development of Industrial Guidance and Counseling Models

Overall, the results of this study confirm the importance of developing an industrial guidance and counseling model that is adaptive to the dominance of local culture and responsive to diversity. These findings support Guichard's (2021) view that a contextual counseling approach is needed for career development. However, this research goes beyond previous work by highlighting the simultaneous integration of local values and multicultural principles. The industry counseling model developed is not only oriented to the individual, but also to the organizational system and culture. This study also confirms the findings of Brown and Lent (2023) that the effectiveness of industrial counseling is strongly influenced by the appropriateness of interventions to socio-cultural contexts. Thus, the results of this study enrich the treasure of industrial counseling theory and practice.

In addition, this study adds a new dimension by highlighting the importance of industrial counselors as facilitators of cultural harmony in the workplace. This finding aligns with the views of Super and Sverko (2019), who stated that career counselors play a strategic role in creating work welfare. However, this study confirms that the role should be expanded to be an agent of cultural integration in industrial organizations. This contribution is the main differentiator of this study from previous ones. Thus, this research provides strong practical and theoretical implications for the development of industrial guidance and counseling in Indonesia. These findings can also serve as a reference for formulating human resource management policies based on cultural diversity.

Table III. Integration of Findings in Industrial Counseling Models		
Components	Focus	Impact
Local culture	Values and work ethic	Increased loyalty
Multicultural	Inclusion and adaptation	Organizational harmony
Industry counselor	Cultural facilitator	Work well-being

Conceptual Chart for the Development of Culture-Based Industrial Guidance and Counseling

Conceptually, the results of this study can be formulated within a framework that positions cultural background (dominant and minority) as the initial factors that affect individuals' work values and adjustment in the industrial environment. These factors are then mediated by the multicultural competence of industry counselors, who play a role in designing and implementing context-based industry guidance and counseling services that are inclusive. The implementation of these services is expected to result in organizational cultural harmony, workers' psychological well-being, and sustainable career development. This conceptual framework affirms that the effectiveness of industry mentoring and counseling is largely determined by the integration of cultures, individuals, and organizational systems.

CONCLUSION

This study found that respondents' cultural backgrounds, especially the dominance of local culture and multicultural diversity, play a significant role in shaping the need for and effectiveness of industry guidance and counseling services. Results and discussions show that local cultural values can serve as psychosocial capital, strengthening work orientation, organizational loyalty, and career stability when appropriately integrated into counseling services. On the other hand, the existence of minority cultural groups underscores the importance of counseling approaches that are inclusive and sensitive to cultural differences. These findings reinforce the view that industry guidance and counseling cannot be separated from the socio-cultural context in which individuals work. In addition, this study confirms the strategic role of industry counselors as facilitators of cultural integration in organizations. Thus, the development of industrial counseling models grounded in local and multicultural contexts is an imperative.

This research has several advantages, including its ability to present an empirical picture of the role of cultural background in industrial guidance and counseling in Indonesia. This area remains relatively under-researched in scientific studies. An analytical approach that links cultural characteristics with the implications of counseling services makes a conceptual and practical contribution to scientific development. However, this study also has limitations, especially in its scope, which is still focused on specific regions and industry contexts. In addition, the use of descriptive data has not fully described the causal relationship between cultural background and the effectiveness of counseling services. The limitations of instruments that have not been explored in depth for other psychological variables, such as job satisfaction and psychological well-being, are also worth noting. Therefore, the results of this study need to be interpreted carefully and contextually.

As a follow-up, further research is recommended to expand the scope of the region and type of industry to obtain a more comprehensive picture. The use of mixed or experimental research designs can be considered to examine more deeply the influence of cultural background on the effectiveness of industry mentoring and counseling. In addition, the development of more specific and culturally sensitive instruments is needed to better capture workers' psychosocial dynamics. Further research is also expected to test the multicultural-based industry guidance and counseling model proposed in this study. Thus, the results of future research will not only enrich the scientific literature but also provide practical recommendations applicable to the development of industrial counseling services in Indonesia.

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