

**Global leadership practices in Managing cross-cultural teams**

## **Abstract**

Cross cultural teams have become an important topic to study in the modern business environment due to the rising globalization. This research aims to explore global leadership practices in managing cross-cultural teams. For this purpose, an integrative review of 55 peer-reviewed articles including 23 highly relevant studies is conducted to offer a broader perspective on the findings of previous studies. Findings of the study reveals that the emotional intelligence, personality traits like: communication, empathy and honesty to learning are the practices and strategies adopted by global leaders that help them managing cross-cultural teams. Further, results indicate that cultural intelligence, transformational and ethical leadership, representing their application and effectiveness are the key critical success factors for managing cross-cultural teams effectively. Moreover, Cultural misunderstandings, communication barriers, cultural norms and values, implicit bias, stereotyping, ethical dilemmas, legal regulations, trust issues, conflict resolution, technology utilization, virtual and hybrid teams, adaptability, continuous learning are the key issues and challenges faced by the global leaders in managing diverse teams.

The findings of this research contribute to the existing literature on global leadership practices in managing cross-cultural teams by reviewing various studies and consolidating the data gathered, thereby enhancing the knowledge on the same. Moreover, the findings are useful in handling the challenges faced by leaders in managing multicultural teams. These strategies are useful to enhance cooperation, inclusion, and work effectiveness across cultural operations, and thus increasing organizational functionality. Methodologically, this study can be identified as an integrative review that employs recently published peer-reviewed articles for the first time. This integrated process of reviewing the literature contributes to the validity and reliability of the study result, which can be useful for both academic and professional purposes.

It is suggested that future researcher should consider leadership practices and cultural diversity for enhancing team performance; ethical and inclusive leadership in terms of virtual and hybrid teams; and develop organizational interventions by focusing on leadership practices.

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# **1. Chapter 1 Introduction**

## **1.1 Chapter Overview**

This introductory chapter of the research gives background to the research by highlighting the significance of effective management of cross-cultural team through implementation of leadership practices. The motivation to undertake this study is then explained followed by research objectives, and questions. The chapter concludes with a review of the research significance.

## **1.2 Background**

While addressing the patterns of the cross-cultural management of teams on a global level, it is crucial to understand the position that contemporary globalization occupies in modern business (Rickley & Stackhouse, 2022). Globalization and the expansion of the workplace quality across the globe have impacted organizational management paradigms (Lisak & Harush, 2021). In this regard, leadership behaviors matter significantly when it comes to managing cross cultural teams (Rao-Nicholson et al., 2020). It is important for leaders to understand the cultural differences as well as their employees' communication and working patterns to ensure effective teamwork (Yari et al., 2020). Besides, they have to incorporate the cultural differences into their management styles to help the team perform well in the highly competitive environment shaped by globalization and uncertainty (Federica et al., 2021). When the leaders are open-minded and appreciate diversity, it can lead to more creativity and adaptability in the multicultural team, which is crucial for sustainable business development (Haque & Yamoah, 2021). Therefore, it is crucial for organizations aspiring to succeed in the ever-evolving international business environment to comprehend and embrace global leadership principles (Sutherland et al., 2022).

## **1.3 Research motivation (Gaps):**

Despite the fact that cross-cultural team management is currently an actively explored topic in the context of global leadership (Rickley & Stackhouse, 2022; Van Dun et al., 2023; Halkias & Neubert, 2020; Torres & Orhan, 2023; Bagga et al., 2023), most research works are based on one of the two angles: the leadership efficiency or the problem of culture diversity without regard to the effects it has in conjunction with leadership on the performance of the organization. This forms a research gap in the existing literature. Multicultural leadership effectiveness has been a subject of interest in various research. Lisak and Harush (2021) and Rao-Nicholson et al. (2020) investigate the impact of transformational leadership and expatriate adjustment on team cohesiveness and effectiveness. In the same vein, Yari et al. (2020) and Federica et al. (2021) have also investigated on the significance of cultural

intelligence in facilitating communication and cooperation in multicultural groups. While these studies provide insights to leadership practices and cultural awareness, they fail to address how these practices can be integrated and improved to effectively boost team performance. On the other hand, Sutherland et al. (2022) reveal the need for ethical, inclusive, and culturally sensitive leadership approaches to enhancing the team performance and stress robustness. In this case, Presbitero (2021) and Velarde et al. (2022) posited that leadership culture gaps could decrease performance and innovation. According to Haque and Yamoah (2021) and Goryunova (2020), cross-cultural leadership performance should combine leadership processes and cultural sensitivity to achieve high working outcomes. Such alignment is relevant since ineffective cross-cultural leadership can impact team and organizational performance (Halkias & Neubert, 2020; Torres & Orhan, 2023). In addition, the works by Fry and Egel (2021) and Tsai (2022) indicate that there is a dire need to design and implement a holistic approach to engaging virtual and hybrid teams. This shift has made it a bit challenging to grasp how global leadership practices can be implemented for managing remote teams (Torres & Orhan, 2023; Bagga et al., 2023). Thus, holistic understanding is missing in the existing literature relating to the practices adopted by global leaders in managing cross-cultural teams. This raises the question how global leaders manage cross-cultural teams?

## **1.4 Research Objectives/Aim**

The main purpose of this research is to explore global leadership practices in managing cross-cultural teams. The following sub research objectives are also formulated.

1. To examine practices and strategies adopted by global leaders in managing cross-cultural teams.
2. To identify the key critical success factors for effectively managing cross-cultural teams.
3. To examine issues and challenges faced by global leaders in managing cross-cultural teams.

## **1.5 Research Questions**

The main research question of the study is How do global leaders manage cross-cultural teams effectively? The following sub research questions are also formulated.

1. Which practices and strategies are most effective for leaders in managing cross-cultural teams?
2. What are the key critical success factors for effectively managing cross-cultural teams?

3. What are the issues and challenges faced by global leaders in managing cross-cultural teams?

## **1.6 Research significance (theoretical and practical)**

It is crucial to understand and acknowledge the theoretical and practical importance of the findings of this research. This dissertation contributes towards the knowledge of global leadership practices and its applicability to cross cultural team management for the improvement and development of theories and practice.

### **1.6.1 Theoretical Implications**

This research aims to address a gap in the existing literature by incorporating global leadership and cross-cultural team management studies. Thus, through a comprehensive analysis of 55 articles, published in peer-reviewed journals, this study contributes to the existing knowledge and provides a solid foundation for the further research. The findings of the study provide useful insight for further refining and developing theoretical framework relating to leadership and management of cross-cultural teams.

### **1.6.2 Practical Significance**

Findings of the study are useful for leaders and managers in different countries working in international organizations. This research equips leaders with the knowledge and skills necessary to manage cross-cultural teams to face challenges of an increasingly globalized business environment. By understanding practices, strategies and critical success factors for global leaders in managing cross-cultural teams, businesses can enhance the performance of their cross-cultural teams thus in turn can gain a competitive edge in the global market. These leadership practices aid organizations to foster inclusive and supportive work environment leading to higher employee satisfaction, lower turnover rates and retain talented workforce.

## **2. Chapter 2 Method**

### **Chapter Overview:**

In this chapter, the integrative review method used to conduct the literature review of previous studies on the effective management of cross-cultural teams by global leadership practices is discussed. In order to answer the indicated research questions, an integrative review technique is used. This approach also accommodates cross-sectional scrutiny of numerous literature- theoretical and empirical, conceptual, and practical. Thus, keywords and article search methods employed are discussed. Criteria to include and exclude articles for the purpose of narrowing down the focus and selecting only the scholarly articles that are relevant to the research area are then discussed. Further, the chapter highlights various



ethical concerns in carrying out this research and the need to uphold ethical standards in the study.

## **2.1 Integrative Review Method**

Different approaches of literature review include integrative review, systematic review, meta-analysis, and qualitative review (Paul & Criado, 2020). As stated before, integrative reviews provide a general framework for both experimental and non-experimental designs and combine theoretical data with empirical content obtained from literature (Whittemore, & Knafl 2020). It enables various research objectives and the use of various sampling frames to gain an overall view of areas of interest. Meta-analyses use quantitative approaches to integrate prior research studies, which strengthens the reliability of research outcomes (Schmidt & Hunter, 2019) On the other hand, systematic reviews are applicable to evidence-based practice interventions, their goal is to find practice-based problems, conduct an extensive literature search and collect evidence to provide useful information. Of all these approaches, the integrative reviews method is particularly effective since it involves a comprehensive search of available content regarding the specific area of interest so as to minimize bias. Evidence obtained from integrative reviews is generally believed to be comparatively more credible than that of other types of literature reviews (Whittemore & Knafl, 2019)

The research question which focuses on the effective management of cross-cultural teams through global leadership practices makes the integrative review method to be suitable for this study as outlined below. In this way, the study seeks to systematically identify and review relevant literature available on global leadership in cross-cultural teams. This approach allows the integration of various theoretical approaches, research findings, and practical recommendations, which, in turn, allows the development of a comprehensive understanding of how effective global leaders manage cross-cultural teams.

## **2.2 Key Terms**

From the perspective of the present research key terms serve a crucial function in the process of the search (Stan & Jongboom, 2023). Some of the relevant terms include; global leadership, cross cultural teams, culture, inter cultural communication, leadership, culture in teams, multicultural teams, cultural awareness, cultural understanding, managing on the global level, cross cultural and international management, global team leadership, managing diversity, and cultural sensitivity.

Therefore, using these key terms in database searches in a more strategic manner, find specific scholarly sources that would help to discuss different aspects of global leadership and cross-cultural team management. This approach helps to make the literature review more holistic, as without adopting such an approach it would not be possible to encompass a multiplicity of outlooks and insights into the topic leadership strategies in multicultural workplaces.

## 2.3 Search Strategy

The approach used in this study to undertake the literature search is logical and systematic to ensure that literature aligns with the goals of the study, which is to establish how global leaders manage cross cultural teams. This strategy aims at reducing both bias and omission to capture the whole picture of the research area of focus.

The following search strategy, as explained by Linnenluecke et al. (2019), was adopted for this study:

**Selection of Databases:** ProQuest, which is the primary database for search and retrieval of literature, is popular for its vast database of peer-reviewed credible journal articles. Some articles were also obtained from Google Scholar and other through the library link provided by the Eastern Institute of Technology.

**Development of Search Keywords:** Keywords are extracted from the research questions of the study and include global leadership, cross cultural teams, culture, leadership, culture, multicultural and, team effectiveness (Thomas & Harden, 2019)

**Utilization of Boolean Operators:** To connect words, Boolean operators “AND” and “OR” are used to perform and broaden the search at the same time. For instance, a search query such as ‘global leadership’ AND ‘cross cultural teams’ is used to obtain articles that cover both areas of interest (Fisher & Bloomfield, 2019)

**Screening of Titles and Abstracts:** In order to identify the articles of interest, the title and abstract of the articles retrieved are then evaluated as to their relevance to the study topic. These are measures that are put in place to qualify the selected articles to be included in the review process or not (Snyder, 2019)

**Manual Review of Reference Lists:** Based on the identified articles, their reference lists are scanned by hand to establish other sources, which can help to comprehend the phenomenon of global leadership within the cross-cultural context (Torraco, 2019).

**Continuous Refinement of Search Strategies:** It is thus developed in an evolutionary manner and modifications are done to improve the identification of the related literature (Linnenluecke et al., 2019)

**Classification of Articles:** The articles searched are grouped based on the type of research done, the perspective taken, or the field of study to help in making meta-analyses and meta-syntheses during the literature reviews. (Paul & Criado, 2020)

**Compilation of References:** The full list of references is compiled at the end of the given work, with the help of the DOI classification used in this study, the sources used in the paper are cited promptly and without any ambiguity.

In the context of applying this kind of approach to integrated searching, the study seeks to obtain the variety of scholarly sources that can provide the wide range of perspective on the approaches to the actualization of the global leadership in supervision of the cross-cultural teams.

## **2.4 Eligibility Criteria (Inclusion and Exclusion)**

The two most critical components are inclusion and exclusion criteria, which are very important since they provide the characteristics of the articles to be used in the integrative review. Paul & Criado, (2020) shows that advanced criteria give a guide that is helpful in enabling researchers to develop the search strategies and to identify the literature.

### **2.4.1 Inclusion Criteria:**

**Research Topics:** Research papers that focused on the aspects that include global leadership, cross cultural management of teams, culture, leadership and communication in multicultural environment.

**Publication period:** Those published from the year 2019 to date are included.

**Language Type:** English-language publications are included in this research project.

**Article Type:** Scholarly journal articles that are peer-reviewed.

**Research Methodology:** Research articles using qualitative, quantitative, or a combination of both methods and theories to offer various insights into global leadership in multicultural environments.

**Article Structure:** Work published with all the components of a well-coordinated article with objectives, methodology, findings, and recommendations that make it easy to have a comprehensive understanding and evaluation.

### **2.4.2 Exclusion Criteria:**

The articles were unrelated to the research question focusing on global leadership practices for the effective functioning of cross-cultural teams.

This may include foreign languages articles which may be difficult to understand and synthesize.

News articles, reviews, editorials or any compositions. This may include non-empirical articles, which are theoretical or conceptual, articles, abstracts, or opinion pieces that may not come up with empirical data in their research.

Articles were excluded if they provided limited information, lacked empirical data, or did not specifically address the intersection of global leadership practices and cross-cultural team management. This exclusion criteria were necessary to ensure the reliability and relevance

of the findings, but it also meant that potentially useful but less detailed studies were not considered in the final analysis.

Thus, by using only the literature that meets these criteria, this study intends to identify only the most significant materials that would help to explain the approaches to the successful management of cross-cultural teams by leaders from different countries.

## **2.5 Screening and Selection**

Challenges that arise when using search terms in the repository to search for articles on a given topic is that the search results are normally overwhelming since many documents are produced. Following Affengruber et al. (2022) it becomes the duties of the researcher to sift through all the researched documents and establish the one that he or she will deem as fit for the topic of research. This involves title screening, abstract screening, and full text screening whereby the inclusion and exclusion criteria are used to establish which documents should be included in the review. There were 55 potential articles were selected as the requirement of the study. Employing the established inclusion and exclusion criteria while conducting screening and application, it became possible to select 23 previous studies which are highly relevant to the research questions of the study. Accordingly, those highly relevant articles are further analyzed and synthesized to generate themes discussed in chapter 3.

## **2.6 Ethics and Ethical Considerations**

The approval to undertake this research project was granted by the research committee of Eastern Institute of Technology (Appendix 1). The information used in this research includes published materials from scholarly journals. According to ethical and moral standards, the issues of integrity, fairness, and objectivity must be preserved during the review (Resnik, 2020). This means a promise to act responsibly in relation to society, academic community, authors, readers, and oneself (Cacciattolo, 2015). To ensure a comprehensive and scholarly review of the literature, the researchers shall conduct the study professionally, honestly, and the objective is maintained by all means and avoid any misleading information, plagiarism and AI. Original authors are duly addressed with proper citations and used quotation where needed. Some of the principles of ethics adopted by the researchers include acknowledging the original authors and evaluating the work fairly and honestly. To ensure that it conforms to the ethical and moral considerations, this study incorporates the APA seventh edition model for referencing and citation in the presentation of the research findings.

## **3. Chapter 3 Literature Review**

### **3.1 Chapter Overview**

The topic of global leaders and management of cross-cultural teams has been widely discussed in literature. This chapter is a combination of 55 peer reviewed articles results where 23 articles being the most relevant studies that dominate the aspect of international leadership practices for cross-cultural team management. It starts with an identification of three important research that greatly enhance the existing literature on this subject and then proceeds to define the major concepts in detail. The chapter then moves to present different theories and theoretical frameworks used in prior studies including the Transformational Leadership Theory, and the Cultural Intelligence Framework. Further, it integrates literature review of previous research done on the topic encompassing the approach, issue, and success factors taken by leaders across the world while working with culturally diverse employees. It also discusses the research method, sampling method and data analysis techniques utilized in these studies before outlining the literature gap and future research directions.

### **3.2 Synthesis of landmark studies**

There are three landmark studies that are particularly important, as they contribute significantly to existing knowledge on cross-cultural leadership behaviors and their influence on team dynamics. Firstly, Kilduff & Cormican (2022) described the value of cultural intelligence in global projects while focusing on leadership. They emphasize on cultural change and cultural awareness in multicultural projects. Secondly, the work of Vora and Kainzbauer (2022) on humanistic leadership in Thailand explains the dynamics of leadership in Thai culture and the need to promote global and local values. Thirdly, Tsai (2022) concluded that cultural intelligence is a key to achieving better results in communication, teamwork, and decision-making. These studies collectively define global leadership and offer answers to the question of effective cross-cultural management.

#### **3.2.1 Landmark Study 1:**

The first landmark study is Kilduff and Cormican's 2022, entitled "Do You Really Understand Me? An Analysis of Cultural Intelligence in Global Projects". This study on the other hand underscores the significance of emotional and cultural intelligence in project management studies in contrast to the traditional project management focus on technical skills. It is a landmark study, as it not only focuses on technical skills but, also the more specific behavioral skills needed to work culturally in diverse situations in the context of globalization. These often-overlooked factors help Kilduff and Cormican (2022) to explain project leadership in multicultural contexts. It has been cited and used in many other works showing its popularity

among the scholars and practitioners. For example, Ramli et al. (2022) referenced Kilduff and Cormican (2022) in their research on cyber counseling services to improve the multicultural awareness of high school students. Likewise, this study was cited by Tenhunen-Lunkka and Honkanen (2024) in their discussion of success factors of coordinating projects in EU-funded research. The findings of this study have been put into practice in real life – for example, by virtual team leaders around the world (Monday, 2023) and for the development of cross-cultural competencies of Indonesian students who are studying abroad (Salam et al., 2023). Kilduff and Cormican's (2022) research is important because it fills a gap missing in current literature by offering empirical evidence from actual industries. They used a multinational firm to prove that it is essential for leaders to possess emotional intelligence, personality traits, communication skills, and empathy when working in multicultural environments. These are the competencies necessary for cultural intelligence in international projects. The study provides valuable suggestions for organizational processes, including improving recruitment, training, and evaluation to enhance the performance of projects in multicultural workplaces. Therefore, the study by Kilduff and Cormican (2022) helps to address the existing gap in the management of global projects and offers practical solutions for leaders. It is unique from other works in the field of cross-cultural project management due to its interdisciplinary approach and implications for practice.

### **3.2.2 Landmark Study 2:**

The second landmark study is by Vora and Kainzbauer (2020), titled "Humanistic Leadership in Thailand: Humanistic Leadership in Thailand: A Mixed Embedded Perspective". This article gives insight into leadership in Thailand by outlining the hybrid leadership identities that incorporate both local and global perspectives from a multicultural perspective. The importance of this study arises from the fact that it is the first to bring domestic cultural values together with universal leadership practices. For instance, Barmeyer et al. (2021) mention Vora and Kainzbauer (2020) work on intercultural management which explains how such management assist organizations to manage cultural factors. In addition, Hartarto et al. (2021) demonstrate how the understanding of humanistic leadership acquired from this study applies not only to corporations but also to sports organizations. Vora and Kainzbauer's (2020) study identifies five key activities essential for effective humanistic leadership in Thailand: Working with people, caring and teaching others, interacting with people, and non-verbal communication. These activities indicate that leadership should be culturally flexible to the cultural values in Thailand. Besides, the study calls for the rethinking of leadership theories from a global and local perspective and cultural intelligence that respects local practices but adopt global practices. The study by Vora and Kainzbauer (2020) is relevant for both theory and practice of humanistic leadership in Thailand. It is a source of reference for scholars, practitioners, and organizations that may want to learn more about integrative and multicultural leadership.

### 3.2.3 Landmark Study 3:

Tsai's (2022) pivotal research, "Borderless Leadership: Tsai (2022) also makes theoretical contributions by giving insight into the relationship between LBA (Leader's behavior adjustment) and LBs (leadership behaviors) to LE (Leader effectiveness). This study also makes a significant research contribution to recognising cross-cultural leadership as a critical issue in the current complex globalised business context (Tsai, 2022). Thus, by fulfilling the specific research need to examine leadership behavior adjustment and its relationship with leader performance, the article lays a foundation in the area of IHRM, cross-cultural leadership, and expatriate adjustment. By uncovering factors that lead to the emergence of these concepts and the precursors of these concepts, this research is groundbreaking because it presents a richer theoretical basis for global leadership than any prior work. For example, the research initiative by Tsai (2022) to shed more light on how expatriates adapt their leadership styles to different cultures fill an information gap. This adaptation influences their performance and Tsai (2022) provides some useful information for MNCs and managers of diverse teams. The results of this study are rather wide and significant for the practical application of LBA and LE in cross-cultural groups and crucial strategies for successful leader selection and the development of cultural competence. Tsai (2022) provides a well-rounded theoretical framework that considers organizational forces, individual-level precursors, environmental factors, and the bidirectional relationship between LBA, LBs, and LE in cross-cultural team leadership. In the interaction between these factors, the framework contributes to the knowledge of cross-cultural leadership contexts and provides a solid basis for future research that will expand the areas of interest in this field, including the process of LBA, additional situational variables, virtual expatriate assignments so as to increase interest and stimulate future research.

### 3.3 Definition table/Concepts and terms

Table 1 displays the summary of the key concepts together with their definitions and cited literature.

**Table 1: Definition Table: Concepts and Terms**

Concepts/Terms	Definitions	Literature
<b>Organizational Culture</b>	Shared values, beliefs, and norms guiding members' behavior in an organization, mediating between transformational leadership, change management, and virtual teams.	Bagga, Gera, & Haque (2023)
<b>Transformational Leadership</b>	Inspiring followers to achieve extraordinary	Bagga, Gera, & Haque (2023)

	outcomes and develop potential, associated with fostering organizational change, especially in virtual teams.	
<b>Virtual Teams</b>	Groups working across locations, relying on technology for communication and collaboration, requiring effective leadership to overcome communication barriers.	Bagga, Gera, & Haque (2023); Ebisuya, Sekiguchi, & Hettiarachchi (2021)
<b>Cross-cultural Communication</b>	Information exchange between individuals from diverse cultural backgrounds, involving understanding differences and adapting communication styles in diverse teams.	Ebisuya, Sekiguchi, & Hettiarachchi (2021); Cook, Jones, Ondracek, & Saeed (2023)
<b>Intercultural Leadership</b>	Effectively leading diverse teams, involving cultural intelligence, empathy, and adaptability for cross-cultural interactions.	Johnsson (2023); Cook, Jones, Ondracek, & Saeed (2023)
<b>Ethical Leadership</b>	Integrity, fairness, and responsibility in decision-making, influencing ethical behavior and fostering trust within multicultural teams.	Presbitero & Teng-Calleja (2019); McFadden & McClain (2024)
<b>Knowledge Sharing</b>	Exchange of information among team members to enhance learning and problem-solving, facilitated by leadership, especially in remote teams.	McFadden & McClain (2024)
<b>Team Dynamics</b>	Interpersonal relationships, communication patterns, and group processes	Gigliotti et al. (2023)



	influencing team performance, shaped by leadership.	
<b>Cultural Intelligence</b>	Capability to function effectively in diverse settings by understanding and adapting to different cultural norms and behaviors.	Cook et al. (2023); Presbitero & Teng-Calleja (2019)
<b>Inclusive Leadership</b>	Creating an environment where all team members feel valued and respected, promoting diversity and collaboration.	Cook et al. (2023); Torres & Orhan (2023)
<b>Remote Leadership</b>	Leading teams in virtual work environments, requiring effective communication and support for team cohesion and productivity.	McFadden & McClain (2024); Torres & Orhan (2023); (Sutherland et al., 2022)
<b>Adaptive Leadership</b>	Responding flexibly to changing circumstances, guiding teams through uncertainty, particularly in cross-cultural contexts.	Johnsson (2023); Ramírez-Herrero et al. (2024)
<b>Conflict Resolution</b>	Process of addressing disagreements constructively, facilitated by leadership for open communication and finding solutions.	Cook et al. (2023); Presbitero & Teng-Calleja (2019); (Stan & Jongboom, 2023)
<b>Emotional Intelligence</b>	Recognizing, understanding, and managing emotions, crucial for building rapport and navigating relationships in diverse teams.	Cook et al. (2023); Johnsson (2023); (Shen et al., 2023)
<b>Resilient Leadership</b>	Bouncing back from setbacks and thriving in challenging environments, requiring perseverance and problem-solving skills.	Ramírez-Herrero et al. (2024)

### **3.4 Theories and Theoretical Models in Previous Research**

Several theories have been used for understanding global leadership in the context of leading cross-cultural teams (Van Dun et al., 2023; Bagga et al., 2023; Johnsson, 2023; Ramírez-Herrero et al., 2024; Torres & Orhan, 2023; Ebisuya et al., 2021; Roque et al., 2020). These include the Transformational leadership theory (Bagga et al., 2023; Cook et al., 2023; Johnsson, 2023; Ramírez-Herrero et al., 2024; Lu et al., 2022) which centers on the need to transform and innovate the virtual team environment. The Cultural Intelligence Framework (Tsai, 2022; Van Dun et al., 2023; Scarlat & Bărar, 2023; Lisak & Harush, 2021; Haque & Yamoah, 2021), which focuses on cultural knowledge and flexibility. The Ethical Leadership theory explains that organizational values are derived from integrity and fairness (Presbitero and Teng-Calleja, 2019; Jain and Pareek, 2019; Haque and Yamoah, 2021; Velarde et al., 2022). The Team Science Framework (Gigliotti et al., 2023; Ebisuya et al., 2021; Johnsson, 2023; Ramírez-Herrero et al., 2024) and knowledge sharing models (McFadden & McClain, 2024; Scarlat & Bărar, 2023; Kilduff & Cormican, 2021) that concentrate on knowledge advancement in geographically distributed organizations. These theories can be adopted to explain the functions of leaders especially those operating in the global setting.

#### **3.4.1 Transformational Leadership Theory**

As it is mentioned in their works, (Bagga et al., 2023; Johnsson, 2023; Ramírez-Herrero et al., 2024; Gigliotti et al., 2023; Linnenluecke et al., 2019) specify the issues related to the transformational leadership theory. This focus on the exercise of leadership and its impact on the activities of the group can be linked to the Transformational Leadership Theory. It provides a basis for the purpose of inspirational appeals, thought-provoking concepts, and personal attention as forms of leadership. Also (Bagga et al., 2023; Johnsson, 2023) emphasize on the importance of transformational leadership in virtual teams. They have noted that such leaders are fundamental in bringing order, transformation, and moving the workforce towards achievement. Another intervention that can help transformative leaders to foster collaboration in culturally diverse groups and improve performance is being committed to a vision and embracing people's power to make decisions.

#### **3.4.2 Cultural Intelligence Framework**

Presbitero and Teng- Calleja (2019) define the cultural intelligence model as a model that deals with cultural sensitization and adaptability in order to lead globally. They define a culturally intelligent leader as one having a high competence in dealing with multicultural and complex situations. This can be seen in their ability to appreciate and respect cultural values and cues in a unique way compared to the rest of the population. In this way high cultural intelligent leaders are able to capture the element of differentiation in incorporating knowledge and emphasis on the need to develop inclusive skills so as to bridge the cultural divide and facilitate the process of developing individuals who can work effectively on a cross-cultural team (Presbitero & Teng-Calleja, 2019; Lisak & Harush, 2021; Tsai, 2022; Lekas et al., 2020).

Where there is a representation from different cultures at the workplace, this fosters innovation due to the different views or perspectives which are usually valued in organizations. That is because people from different environments develop different solutions and perceptions to problem-solving. Cultural intelligence has been defined as the ability to interact using culturally appropriate behaviors when working with people from other cultures (Ebisuya, Sekiguchi, & Hettiarachchi, 2021; Kamanzi & Irimoren, 2023), and the Cultural Intelligence Framework plays an essential role in diagnosing and enhancing cross-cultural conflict-solving skills in people working in multinational teams. Through the use of this framework, the communication gaps that may exist in between the human resource members within an organizational setting will be solved and so reduce conflict that may be as a result of cultural differences. When implemented effectively, it makes it easier to understand possible sources of friction and preconceptions hindering teamwork and collaboration within the team.

### **3.4.3 Ethical Leadership Theory**

Ethical Leadership Theory has been used by previous studies concerning the considered research topic (Jain & Pareek, 2019; Presbitero & Teng-Calleja, 2019; Gómez-Leal et al., 2022). This theory postulates that ethical leaders are open and transparent during the decision-making process, therefore gaining trust and respect of their followers. In cross-cultural teams' leadership practices ethicists not only uphold the general ethical principles but as well accept the differences within the groups culture, hence, establishing the principle of ethical practices (Presbitero & Teng-Calleja, 2019; Lisak & Harush, 2021; Tsai, 2022). Beyond that the given theoretical frameworks contribute not only to the development of the subject knowledge concerning the best strategies of successful multicultural team management, but also highlights the necessity of change management orientation, cultural intelligence, and ethical business leadership orientation. These elements are very important in order to interest and cooperate with people from different cultures and be innovative. Thus, leadership by understanding and applying these theoretical concepts can provide better understanding of the multicultural aspects and development of the practices that will enhance team performance. Cultural intelligence provides an individual with tools on how to engage other people from other cultures as well as how to work efficiently with them, ethical behavior on the other hand, ensures that every interaction or decision made is done with the highest form of dignity to other individuals (Kamanzi & Irimoren, 2023). In the long run, these theoretical considerations help in shaping a more creative organizational culture that will be better placed to harness the talents of different individuals to support tangible success.

### **3.5 Findings from the previous literature and recurring themes**

The examination of the past literature has revealed the most important findings that are needed for the comprehension of the global leadership practices in the cross-cultural team management. Thematic analysis conducted on previous research findings reveal three main themes as follows: the first theme is about practices and strategies that are chosen by leaders to effectively deal with the cultural diversity of the workforce. (Bagga et al., 2023; Goryunova, 2020; Jain & Pareek, 2020; Lu et al., 2022; Vora & Kainzbauer, 2020; Esquierdo-Leal & Houmanfar, 2021). However, this is a proof of capacities to forecast as well as solve the challenges that people from different cultures face. As Jain and Pareek (2019) highlighted the growing importance of international business cultural diversity management and observed the consequences of cross-cultural differences in the organization and suggested the ways to deal with the cross-cultural management better.

Secondly, it is necessary to analyze the success determinants and other reasons for the failure in multicultural team management. In such cases, the failures are often because of less cultural sensitivity, ineffective communication techniques and nonfunctioning of conflict resolution mechanisms which in turn leads to poor comprehension, reduced cohesion among team players and thus, the organizational performance is adversely affected (Bagga et al., 2023; Ebisuya et al., 2021; Lisak & Harush, 2021; Haque & Yamoah, 2021). These factors can cause decreased understanding and poor cooperation among team members leading to poor organizational performance.

Thirdly, one more critical aspect highlighted by the analysis is the problems leaders face when managing cross-cultural teams. These include language barriers, cultural misunderstandings, and job conflicts (Scarlat & Bărar, 2023; Jain & Pareek, 2019; Kilduff & Cormican, 2021; Kim & Park, 2017; Presbitero & Teng-Calleja, 2019; Vora & Kainzbauer, 2020). The leaders are figuring out variety of approaches to deal with these problems including the cross-cultural communication training, cultural sensitivity workshops, and the mediation techniques (Tsai, 2022; Jain & Pareek, 2019; Kilduff & Cormican, 2021; Kim & Park, 2017; Presbitero & Teng-Calleja, 2019; Vora & Kainzbauer, 2020). To begin with, they are creating a space for fair discussion and bringing empathy among the team members aimed at enhancing knowledge and teamwork across cultures (Ebisuya et al., 2021; Lisak & Harush, 2021; Haque & Yamoah, 2021; Vora & Kainzbauer, 2020).

This discussion will discuss each theme and sub-theme in detail. Finally, using pertinent references, the review of literature will allow for a concrete understanding of the examined subjects.

### **3.5.1 Findings/Theme 1: Leadership practices and strategies adopted by global leaders to manage culturally diverse workforces**

The literature has highlighted the management practices adopted by leaders across the globe in the management of cross-cultural teams (Bagga et al., 2023; Torres and Orhan, 2023; Goryunova, 2020). Considering the experience of managing multicultural work groups and the practices and strategies used by leaders across the world there is quite a few factors and elements that can come out to show the difficulties of managing teams of different cultures. These strategies are focused on elimination of issues because of diversity, fostering interaction, and cooperation in the culturally diverse context. The following sub themes focuses on the different leadership practices and leadership strategies used by global leaders to address the employees from culturally diverse backgrounds.

#### **3.5.1.1 Subtheme 1: Leadership Practices adopted by global leaders to manage culturally diverse workforces**

Leaders employ various approaches to assist multicultural employees; based on literature on various cultures (Bagga et al., 2023; Torres & Orhan, 2023; Goryunova, 2020; Presbitero & Teng-Calleja, 2019; Scarlat & Bărar, 2023). According to Bagga et al. (2023), leaders should facilitate Diversity and Inclusion to promote mutual value for all individuals. This is supported by Torres and Orhan (2023) who postulate that other aspects that should be implemented include managing cultural differences among team members. Similarly, Goryunova (2020) highlighted the issue of communication across cultural differences within teams and stressed on the importance of diversity and inclusion by generating opportunities to discuss it. Secondly, Presbitero and Teng-Calleja (2019) proposed that making provision for cross-cultural training as a way to improve the staff's multicultural management. Similarly, Bagga et al. (2023) suggest that contingency leadership and the accomplishment of multicultural groups' requirements should be implemented. It may involve situational or transformational leadership depending on the culture that has being fostered in the organization. Besides, Scarlat and Bărar (2023) mention cultural intelligence as the argument, stating that leaders need to be aware of culture to increase the productivity of multinational workers. Also, (Van Dun et al. , 2023; Velarde et al. , 2022; Vora & Kainzbauer, 2020) emphasize that the communication improvement and teamwork increase in multicultural teams should be supported by such methods as language acquisition, professionalism, and training for multicultural competencies.

#### **3.5.1.2 Diversity and Inclusion Initiatives**

Besides cross-cultural communication skills, the diversity and inclusion theory are essential in managing a diverse group of employees. They include a set of practices that are aimed at increasing diversity and inclusiveness in the workplace. For instance, active recruitment programs entail canvassing people from all walks of life (Johnsson, 2023). Diversity training is done in such a way that employees of diverse cultures are paired to share competencies (Cook et al., 2023). Expat assignments enable employees to learn about various cultures as well as

embracing diversity in the workplace (Haque and Yamoah 2021). It has been identified that these initiatives have positive effects in organizations. Johnsson (2023) also underlines that active recruitment strategies can also be beneficial for organization diversity as they promote creativity and problem-solving skills among teams. Cook et al. (2023) show how effective mentorship programmes are in career development and progression of employees from deprived groups and thus increase inclusivity and equality. In addition, Haque & Yamoah (2021) argue that cultural exchange programs are vital in enhancing diversity and inclusion in the work places.

#### **3.5.1.3 Adaptive Leadership Approaches**

According to Tsai (2022), adaptive leadership approaches are effective for organizations that function in multicultural environments. All the techniques that are used to improve leadership effectiveness in different situations refer to these approaches. For instance, situational leadership theories focus on the importance of tailoring the style of leadership to every individual and scenario (Kilduff & Cormican, 2022). Participative decision-making highlights the contribution of employees from diverse backgrounds and experiences in the decision-making process (Ramírez-Herrero et al., 2024). Also, cultural intelligence training helps to understand how to relate with people from different ethnic backgrounds (Tsai, 2022). Kilduff & Cormican (2022) point out that the situational leadership models present a successful strategy for developing the flexibility of leaders in the management of diverse teams. This is where the leaders can select specific leadership strategies or you might use specific leadership styles which might be appropriate depending on the nature of the individual team members, their behaviors. Furthermore, according to Ramírez-Herrero et al. (2024), decision-making helps everyone in the team received value because their contribution value is recognized and, hence, more diversity and innovation. Furthermore, Tsai (2022) speaks of another relevant concept – cultural intelligence that is crucial in enhancing leaders’ professional competencies in interactions across cultures.

#### **3.5.1.4 Subtheme 2: Leadership Strategies adopted by global leaders to manage culturally diverse workforces**

The strategies that the global leaders use to manage culturally diverse employees have been identified from several studies conducted globally (Ebisuya et al., 2021; Johnsson, 2023; Ramírez-Herrero et al., 2024; Cook et al., 2023; Presbitero & Teng-Calleja, 2019). Ebisuya et al., (2021) investigate shared mental models and project process models on how to minimize misunderstanding between team members in geographically dispersed teams. Also, Johnsson (2023) underlines that communication strategies, supportive organizational environment, and a diverse composition of team members are vital for improving the performance of global innovation teams. This evidence suggest that the organisational leaders should consider effective factors of communication and cultural factor for successful results of a team. Intergenerational leadership as presented by Ramírez-Herrero et al. (2024) as a new way to

manage diversity and new technologies at work, should imply that leaders apply communication and management strategies that consider the technological sophistication of Millennials and the inborn media savvy Gen Z., while addressing their social needs. Cook et al. (2023) also focus on cultural variation within MNCs and suggest that organizational leadership and talent management strategies should support diverse talent attractions and retention. Additionally, Presbitero & Teng-Calleja (2019) also conclude that ethical leadership and cultural intelligence as tools are useful in promoting ethical behaviours in multinational teams. In their work, they suggest that the leaders need to apply integrity and cultural sensitivity to handle diversity issues in the teams. From the current literature, the leaders' activities are as follows: recruitment campaigns, diversity and inclusion training, expatriate placement, and sponsorship and mentoring programmes as described by Johnsson (2023), Cook et al. (2023) and Haque and Yamoah (2021). Leaders apply various strategies in leadership and engage in situational leadership practices, participative decision making and cultural intelligence to enhance the management of multicultural teams (Tsai, 2022; Kilduff & Cormican, 2022; Ramírez-Herrero et al., 2024). In sum, these works altogether reveal the role of communication, culture, diversity, ethical leadership and cultural intelligence in managing multinational culturally diverse employees. To enhance collaboration, innovation, and ethical performance, leaders have to use different approaches according to the character of the group. One of the approaches to managing diversity that leaders apply to address issues and relationships involves the use of technologies, language development, and cultural awareness skills (Van Dun et al., 2023; Velarde et al., 2022; Vora & Kainzbauer, 2020). For instance, Van Dun et al. (2023) performed a study to determine whether proficiency training is beneficial for different groups. This meant that teams with participants that have taken up the offer to undergo language training performed better in communication and teamwork than those that have not. Finally, Vora and Kainzbauer (2020) examined the impact of cultural sensitivity training on teams. They said that teams that are involved in these workshops were better equipped to deal with cultural difference situations that enhanced cooperation and good working relationships. The above studies therefore demonstrate that for cross-cultural teams to be effective, there is a need for combining language training and programs for increased cultural sensitivity at work.

### **3.5.2 Findings/Theme2: Critical Success Factors for Leaders in Managing Cross-Cultural Teams**

In addition to the practices and strategies that leaders need to apply in order to manage the teams, there also appeared some critical success factors that define effective handling of the teams (Jain & Pareek, 2019; Vora & Kainzbauer, 2020; Kilduff & Cormican, 2021). Hence, critical success factors should be included in the practices and strategies for managing cross-cultural teams. These factors are the fundamental skills that are essential for leaders to operate in all categories of organizational structures (Goryunova, 2020; Haque & Yamoah,

2021). Because of these critical success factors, leaders have higher chances of practicing effectively and executing the strategies that will positively impact the performance of their teams and organisations. Therefore, when accompanied by practices and strategies, these factors present a holistic view on how to approach the opportunities as well as the challenges associated with cultural diversity in the workplace. The present research has also identified that these competencies are imperative for leaders in handling the issues related to various categories of employees (Bagga et al., 2023; Ebisuya et al., 2021; Johnsson, 2023; El Amine & Cascón-Pereira, 2024). The three common characteristics are described below.

#### **3.5.2.1 Subtheme 1: Emotional Intelligence**

Emotional intelligence is one of the most crucial traits when managing multicultural teams (Kilduff & Cormican, 2022). Leaders should possess emotional intelligence to be able to recognize emotions and to provide emotional sustenance for team members and maintain self-control across cultural backgrounds (Haque and Yamoah 2021). Across the development of emotional intelligence, the leaders can gain insight into the culture, gain the trust and confidence to improve the performance of the people (Kilduff & Cormican, 2022; Ramírez-Herrero et al., 2024). Ramírez-Herrero et al. (2024) also described how effective leaders can use emotional intelligence to address intercultural conflicts. By developing high levels of emotional intelligence, leaders are more prepared to manage multicultural dynamics and establish constructive working relationships with their subordinates (Presbitero & Teng-Calleja, 2019; Lu et al. , 2022). Also, they can develop a positive organizational climate that fosters the idea that people are needed and can do their best (Scarlat & Bărar, 2023; Chaturvedi, 2022).

#### **3.5.2.2 Subtheme 2: Personality Traits**

Individual attributes like openness to learning opportunities, change readiness and cultural awareness are crucial in managing conflicts that come with diversity in teams (Goryunova, 2020; Haque & Yamoah, 2021; Bosco et al., 2021). Developing these qualities in leaders ensures that they are open-minded, flexible, and open to change, which supports their ability to understand and appreciate different perspectives. Therefore, they establish and provide inclusive and participative team conditions (Kilduff & Cormican, 2021; Ramírez-Herrero et al., 2024). These characteristics form a background for effective communication, conflict management, and teamwork in cross-cultural encounters (Goryunova, 2020; Haque & Yamoah, 2021; Kilduff & Cormican, 2021; Ramírez-Herrero et al., 2024). Furthermore, leaders with such personality characteristics are more likely to create a culture that embraces and encourages pluralism, which is critical for innovative and effective problem-solving in organisations (Presbitero & Teng-Calleja, 2019; Lu et al., 2022).

#### **3.5.2.3 Subtheme 3: Communication Skills**

The ability to communicate with different cultures is an essential skill for the leadership success in managing different teams (include some in-text citations here). Leaders must be experts in cross-cultural communication, they have to be good listeners, they need to put their



ideas clearly, to create a way of communication that is transparent to the people who are from different cultures (Johnsson, 2023; Kilduff & Cormican, 2021). Through the development of their communication skills, leaders can achieve that they can cross the cultural barriers, promote the understanding, and make the collaboration meaningful among the team members from different backgrounds (Kilduff & Cormican, 2021; Ramírez-Herrero et al., 2024).

In general, these critical success factors illustrate the significance of emotional intelligence, personality traits, and communication skills in the leadership of cross-cultural teams that will ensure their success. Through the consideration of these aspects, leaders can create cross-cultural teams that are inclusive, collaborative, and high performing which in turn will promote the organizational success in the growing and interlinked world (Kilduff & Cormican, 2022).

### **3.5.3 Finding/Theme3: Issues and Challenges Faced by Global Leaders in Managing Cross-Cultural Teams**

Most of the research that discusses about managing multi-cultural teams, also explains the challenges encountered by global leaders in managing these cross-cultural teams (Bagga et al., 2023; Goryunova, 2020; Torres & Orhan, 2023). During thematic analysis the challenges emerged as one of the main themes of this study. Hence, these are included as the main themes. The issues faced by leaders from different parts of the globe while managing cross-cultural teams are crucial to understand the dynamics of leadership in multicultural environments (Bagga et al., 2023; Goryunova, 2020; Torres & Orhan, 2023). It is crucial to comprehend these challenges because it reveals aspects where traditional leadership behaviors may be ineffective in the multicultural environment (Bagga et al., 2023; Torres & Orhan, 2023). By highlighting these challenges, leaders can better adapt their behaviors, develop tactics that address key concerns and increase overall group performance (Goryunova, 2020; Kilduff & Cormican, 2021; Ramírez-Herrero et al., 2024). Thus, studying these challenges means getting a better view of the context where leadership practices take place and helping leaders build wiser and more efficient management strategies for multicultural teams. The issues involved in cross-cultural team management in global leadership appear to be varied and require strategic interventions for their successful management. Among them are communication, cultural, and conflict challenges that affect teamwork processes and their effectiveness (Torres & Orhan, 2023). Those sub themes are discussed below.

#### **3.5.3.1 Subtheme 1: Communication Barriers**

The main problem that arises from the communication difficulties between people of different cultures, language barriers, and different ways of communication. These boundaries limit the flow of information, cut the communication, and thus cause the problems in the cross-cultural

teams (Haque & Yamoah, 2021). To solve these issues, the experts recommend the training of the communication between cultures and the establishment of a culture of open dialogue (Bagga et al., 2023). With the enhancement of the communication skills and the establishment of a transparent atmosphere, the global leaders can lessen the impact of the communication barriers on the team performance (Ebisuya et al., 2021; Haque & Yamoah, 2021; Kilduff & Cormican, 2022).

### **3.5.3.2 Subtheme 2: Cultural Misunderstandings**

The main issue with the cross-cultural communication is the cultural misunderstandings, stereotypes, and biases which are very common in the cross-cultural settings (Bagga et al., 2023; Cook et al., 2023). This is the cause of the distrust, cohesion and cooperation among the team members to be ruined (Kilduff & Cormican, 2022; Lisak & Harush, 2021) which, as a result, leads to inefficiency and low-quality performance. One of the solutions to it is providing the scholars with cultural sensitivity training, improving cultural awareness among teammates, and encouraging empathy (Haque & Yamoah, 2021). Through the development of a solid understanding of different worldviews and the cultivation of empathy and respect, the global leaders are going to be able to minimize the effect of cultural differences on the teamwork style and performance (Gigliotti et al., 2023; Haque & Yamoah, 2021; Scarlat & Bărar, 2023).

### **3.5.3.3 Subtheme 3: Conflict Resolution**

Conflict management becomes another strategic issue for leaders when dealing with cross-cultural teams. The possible causes of conflicts might include different cultural backgrounds, different expectations from different cultures regarding working groups and communication challenges that may further affect team performance (Presbitero & Teng-Calleja, 2019; Ramírez-Herrero et al., 2024). These challenges can explain why it is necessary to create reliable conflict resolution methods in intercultural teams. Some of the recommendations that have been provided to address these challenges include the promotion of mediation; the development of a tolerant culture; and conflict resolution procedures (Lu et al., 2022; Velarde et al., 2022; Haque & Yamoah, 2021). International business thinkers may also influence various cultures to resolve conflicts differently and positively. Thinking of these challenges as opportunities leaders can develop cross-cultural teams that are inclusive, work in collaboration and excels in performance in today's global environment.

In conclusion, the existing literature points out the difficulties that the leaders of the world have in managing the cross-cultural teams, such as the communication barriers, the cultural misunderstandings, and the conflict resolution. Nevertheless, a gap is there in the process of joining these challenges into a well-coordinated framework for the successful management. This research will complete this gap by providing a detailed analysis and pointing out the critical success factors for leaders. Through the solution of these challenges comprehensively and the utilization of the key leadership traits, the organizations will be able to create cross-

cultural teams that are not only inclusive but also collaborative and high performing, and therefore the organizations will be successful in this globalized world.

### **3.6 Summary of findings from previous literature**

Analyses of 55 peer reviewed articles were made, to extract knowledge on global leadership styles for cross cultural team management. Of the 23 highly relevant previous studies provide useful insights pertaining to strategies, challenges, and success factors applicable to this domain.

Global leadership practices and strategies, which are wide enough, include cross-cultural communication techniques, diversity initiatives, and adaptive leadership methods. These strategies seek to achieve effective communication, promote inclusivity, and develop leadership effectiveness in diverse settings (Bagga et al., 2023; Torres & Orhan, 2023; Presbitero & Teng-Calleja, 2019; Johnsson, 2023; Tsai, 2022; Ramírez-Herrero et al

Leaders' emotional intelligence is one of the critical success factors among others, such as, having desirable personality traits and communication skills. These elements are fundamental for supporting teamwork, collaboration, and success, which in turn create the success of the organization (Kilduff & Cormican, 2022; Haque & Yamoah, 2021; Ramírez-Herrero et al., 2024; Johnsson, 2023).

Among the complexities that global leaders experience when managing multicultural teams are communication obstacles, cultural conflicts, and conflict management dilemmas. Those barriers therefore require a solemn strategy and approaches to lower their effects on the teamwork as well as the performance of the organisation (Torres & Orhan, 2023, Haque & Yamoah, 2021, Bagga et al., 2023, Ebisuya et al., 2021, Kilduff & Cormican, 2021

### **3.7 Methodological Approaches applied in previous studies.**

This research provides details of the comprehensive analysis, the methodology and approaches applied in previous literature.

#### **3.7.1 Research Methods**

Different research methods are employed based on objectives of the research. The methodologies include Qualitative, Quantitative, and Mixed Method designs, and each of them is beneficial in its own ways (Ebisuya et al., 2021; Haque & Yamoah, 2021; Bagga et al., 2023; Vora & Kainzbauer, 2020; Kilduff & Cormican, 2021).

Sometime quantitative techniques like interviews, focus groups, and observations are applied to deal with intricate challenges (Cook et al., 2023; Ebisuya et al., 2021; Gigliotti et al., 2023). They enable the identification of specific aspects of participants' point of view. For instance,

Ebisuya et al. (2021) used grounded theory while practicing interviews and focus group discussions with the participants of software development teams located in Japan and Sri Lanka to investigate miscommunication. Cook et al. (2023) investigated cultural diversity in multinational groups using case analysis incorporating qualitative interviews together with systematic observations; these methods allowed for understanding of communication processes and leadership strategies together with decision-making.

Most of the research uses a dual-part approach, where both the qualitative and quantitative methods are used to supplement each other and increase the research's depth (Ebisuya et al., 2021; Johnsson, 2023; Ramírez-Herrero and colleagues, 2024; Torres & Orhan, 2023; Lu et al., 2022). For instance, combination of interviews, survey and analysis of the organizational documents were employed by McFadden and McClain (2024) while investigating knowledge sharing in geographically dispersed organizations.

### **3.7.2 Sampling methods**

Past literature has employed various sampling techniques depending on the research questions, participants and country under study (Presbitero & Teng-Calleja, 2019; Cook et al., 2023; Ebisuya, Sekiguchi, & Hettiarachichi, 2021; Bagga et al., 2023). With the help of purposive and convenience sampling methods, Bagga, Gera, and Haque (2023) collected data from 118 virtual workers present in the Delhi NCR region. In their study, Ebisuya, Sekiguchi, and Hettiarachichi (2021) purposively sampled Japanese and Sri Lankan software development teams for a qualitative study. Furthermore, Cook et al. (2023) made the case studies based on 10 multinational work teams, performed the interviews with 45 participants, and used the method of systematic observations to analyze the culture.

These different forms of sampling have allowed the researchers to access different viewpoints and thus better expand the general knowledge of best practices for leading in global contexts.

### **3.7.3 Data collection approaches**

The approaches to use and select depend on the questions, populations, and contexts involved in research. It includes questionnaires, interviews, focus groups, observing, documentation, and others. Bagga, Gera, and Haque (2023) conducted an online survey where the virtual group leaders were asked about culture, change management, and leadership. closed questions enable systematic data collection to develop relationship between variables and to conduct hypothesis testing. Ebisuya et al. (2021) conducted interviews, focus group and observation with the view of exploring software development teams in Sri Lanka and Japan. They enable the researcher to cast the net wider and get details of intricate sequences. Quantitative research about ethical leadership and cultural intelligence was done using team leaders and followers by Presbitero and Teng-Calleja (2019). Questionnaires can be used to collect data from large populations aimed at measurement of variables and testing hypothesis. In their work, McFadden and McClain (2024) focused on knowledge sharing behaviors in remote organizations through interviews, online

questionnaires, and document review. Focus group interviews offer qualitative data with dense meanings, while questionnaires give quantitative data with a large sample size. Integration of the primary data with organizational documents gives more exposure to the scenario.

#### **3.7.4 Different Data Analysis approaches**

Thematic analysis employed by Ebisuya et al. (2021), Haque & Yamoah (2021), and Bagga et al. (2023) explored the patterns and themes underlying data through thematic analysis, some of the primary purposes of qualitative data in the field. The method that Gigliotti et al. (2023) and Kilduff & Cormican (2021) use to analyze text data is Qualitative Content Analysis which focuses on the examination of textual data to explain and interpret the data in order to uncover the meaning within the data. Constructivism that was described by Jain & Pareek (2019) and Vora & Kainzbauer (2020) helps to build new theories from given qualitative data. McClain (2024) applied structural equation modelling (SEM) to ascertain quantitative research by analysing the interrelationship between several variables in question. Vora & Kainzbauer (2020) explained that their analysis involved the use of partial least squares structural equation modeling (PLS-SEM) for structural models that may be used in small sample size or in exploratory studies. Kilduff & Cormican (2021) CFA addresses measurement models and structural validity i.e. the degree to which latent constructs are represented in their manifest variables to enhance the quantitative research construct. Regression Analysis methodology is another statistical technique applied by Bagga et al. (2023) and Ebisuya et al. (2021) to set correlations among the data-points and to forecast the data values for the quantitative data analysis. Quantitative Mediation Analysis – A Quantitative Analysis of Causal Mechanisms – is a method that identifies the presumed causal effect of an independent variable on a dependent variable as suggested by Haque & Yamoah (2021) and Lisak & Harush (2021). Moderation Analysis is another type of analysis also used by Haque & Yamoah (2021) and defines the conditions in which relationships between two variables shift and the boundaries of relationships in quantitative research.

### **3.8 Research gaps in previous literature**

A critical review of existing literature highlights significant research gaps in understanding global leadership practices in managing cross-cultural teams (Bagga, Gera, & Ahmad, 2023; Gigliotti, Rotondo, Horton, & Reichman, 2023; Torres & Orhan, 2023; Pokojski, Kister, & Lipowski, 2022). Previous studies are not conclusive, as they have methodological variations that hinder generalizing results and shortens the chances of defining universally good leadership practices. Existing studies do not consider certain cultures, which can be unhelpful in handling the issues arising in those environments. Studies related to essential industries like healthcare and manufacturing, for instance, are limited in the literature. As much as technology is revolutionizing cross cultural collaboration, little efforts have been done in understanding how leaders deploy such advances in enhancing cross cultural performance. Existing research does not pay particular attention to such aspects associated with managing cross- cultural teams which include the moderating effects of leadership behaviors on cross-

cultural teams' performance. Most lacking in the current literature are the interactions between the modes of communication barriers, issues surrounding cultural adaptation, and their impact on leadership. Furthermore, one needs to address the ever-evolving challenges of global leadership and cross-cultural teamwork to identify new trends and effective practices. For instance, as much as a few theoretical works address issues in leadership in diversity, the available empirical studies supporting it across various organizational and cultural contexts are limited.

## **4. Chapter 4 Discussion**

### **4.1 Chapter Overview**

This last chapter of the research discusses the theoretical, practical and methodological contribution of the study. It also provides the useful insights for the global leadership and its practices in cross-cultural teams. The limitation of the research is also explained. This research provides a solid groundwork for further specific studies on global leadership and cross-cultural effective team work in the future. It also offers a guide to the future research, which reveals the requirements of the future research in advancing the type of leadership issues that are more prevalent in certain industries, and the influence of various types of leadership on the organizational performance and interpersonal communication.

### **4.2 Contribution of This Research**

In this section, practical theoretical and methodological contribution of this study have been discussed thoroughly. This part provides a significant insight regarding complex dynamics of international leadership practices in handling cross-cultural teams. This comprehensive exploration enhances the understanding of productive leadership in cross-cultural situations, laying strong foundation for global leaders as well as future researchers.

#### **4.2.1 Theoretical contribution**

This research enhances the existing knowledge on the leadership practices in the management of global cross-cultural teams. It serves comprehensively, about the theories and its models regarding leadership strategies including; Transformational Leadership Theory, Cultural Intelligence Framework, Ethical Leadership Theory by giving a broad literature of 55 peer-reviewed articles (Gigliotti et al., 2023; Presbitero, 2021). The amalgamation of the findings from different researches, contributes to enhancing the existing knowledge on the global leadership practices and its theoretical framework. This study also highlights the difficulties faced by the global leaders in multicultural environment, such as, language barriers, cultural misunderstandings, and job conflicts. This study highlights some gaps in the literature where future research could be undertaken.

### **4.2.2 Practical Contribution**

This research offers useful implications for organizations that oversee multicultural workforces. With the help of diversity and inclusion strategies as discussed in themes, organizations can utilize the potential of different stakeholders, which is crucial for enhancing creativity and innovation, thus increasing the competitiveness of the business (Bagga et al., 2023). Leadership that is adaptive ensures that leaders can easily handle change and manage diverse teams to achieve high results especially in global markets (Van Dun et al., 2023). Cultural intelligence development programs are effective in minimizing the occurrence of cultural mishaps and conflicts, which in turn leads to improved teamwork (Presbitero, 2021). Leadership and talent management best practices are crucial in recognizing and developing future leaders within the workforce, thus guaranteeing organizational sustainability (Cook et al., 2023). Ethical leadership is important in any organizational set-up as it fosters high levels of trust, integrity and fairness towards ethical decision making (Ramírez-Herrero et al., 2024). Cross-cultural communication strategies reduce language and cultural conflicts that are likely to hinder the achievement of a common goal in multi-national operations. Focusing on personality characteristics of leaders, their communication competences and emotional intelligence, it is possible to make them more prepared to manage interpersonal conflicts and develop healthy team relationships (Gigliotti et al., 2023). By adopting these strategies, businesses and stakeholders can tackle the challenges such as, cultural conflicts, communication obstacles and management issues, which will be helpful in achieving better organizational results and succeeding in a global market.

### **4.2.3 Methodological Contribution**

According to the author's best knowledge, this research is the first study which employs integrated review method to review and synthesize most recent previous studies to examine global leadership practices in managing cross-cultural teams. The research has been done step by step, firstly making the keywords, secondly, search strategy, thirdly, making inclusive and exclusive criteria, fourthly, screening and selection. By using this layout, the researcher is enabled to examine the theoretical, practical, conceptual, empirical studies in the field. This organized way of combining and summarizing the literature improves the validity and the credibility of the study and provides valuable insights for the researchers and global leaders (Jain & Pareek, 2020; Tsai, 2022). Additionally, this methodology which includes systematic keywords, search and a clear-cut eligibility criteria can work and serve as a model for the further future researchers, scholars and leaders.

## **4.3 Limitations**

Despite the fact that this research provides significant insights, it does have some limitations that should be acknowledged. Firstly, as this research is based on the integrated review method, so the limitations prevailed in the previous studies have also impacted this

research. Secondly, the limited access to certain journals may have restricted the scope of the study. Thirdly, various methodological constraints such as eligibility criteria (inclusive and exclusive), keywords, searching criteria, employed in the study restricted to the specific research articles. Thirdly, the authors' biasness restricting from their knowledge and experience can also influenced the precision of the research outputs. Lastly, most of the presented research findings may lose their relevance due to the dynamic development of global leadership practices and, therefore, will require constant updates.

#### **4.4 Future Research**

The identified research gap in section 3.8 implies the necessity of further investigation of the existing knowledge concerning practices of worldwide leaders, particularly when it comes to the leadership of cross-national groups. The current body of research provides ample information, and yet, the analysis is fragmented, with a focus on specificity and differences in approaches and contexts. This scenario contributes to our inability to transfer knowledge obtained and set up standard leadership approaches that may be adopted worldwide.

It was also noted that the study of the impact of leadership behaviour on cross cultural teams, and the complex relationship between communication barriers, and cultural adjustment on leadership outcomes requires research attention.

Future studies should engage in more extensive, empirical, scientific research and cover as many cultures as possible to more effectively examine and compare leadership practices. It should also focus on key factors that affect cross cultural teams positively and lead those organizations to productive solutions. Therefore, by improving the current gaps in this aspect, we can enhance the methodological development of international leadership banking and, therefore, the global portfolio of leadership knowledge.

Furthermore, there is an important gap in the existing literature as to the ways that leaders can harness new technologies for enhancing communication and performance between cultural groups. Entering healthcare and manufacturing context may help widen the generalizability of the findings thus reducing the risk of confining the study to certain type of organizations only. Lastly, this extensive research platform will engender effective and applicable approaches and theories that can be implemented worldwide, toward enhancing organizational achievement through the strategic enhancement and analysis of team behavior.



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