

A Review of Cross-Cultural Leadership and Management in International Projects

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Abstract

Cross-cultural leadership management is an effective process of business that gives a competitive advantage to the organisation in the global market. The overall performance of multinational projects can be improved by improving the cross-cultural leadership process. The cross-cultural leadership management process is effective to improve business negotiation techniques, communication and trust with people of other cultures and ultimately it improves the overall business of the organisation. Considering the diversity of international projects, efficient leadership and management provide an advantage to the business by improving potential barriers. Therefore, understanding the major impacts of cross-cultural leadership and management processes in international projects and their challenges is very important in the contemporary days. This research is thus emphasising the major impacts and challenges of the cross-cultural leadership processes and also provides different strategies to overcome the challenges through qualitative data collection and analysis process. On the other hand, thematic analysis has helped to give an insightful overview of the topic and also supported in making international projects more effective and easy. Hence, the following study gives an intense analysis of cross-cultural leadership processes that supports the organisation in a competitive international market.

Keywords

Business Process, Cross-Cultural, Effective Business Process, Leadership Management.

BACKGROUND

International projects tend to have different teams and thus, managing such projects are required to have different sets of skills in order to ensure success with utmost effectiveness. On this note, cross-cultural project management is a project management process that is important in a project to maximise its performance in the international market. These international projects always require efficient leadership and project management skills for having a clear understanding of multiple factors in the international business process that is supportive for enhancing the outcome of the project [1]. Over the last decade, project management has developed significantly and different studies highlighted various issues of international projects in terms of various factors.

International projects are influenced by multiple factors such as cross-cultural teams, communication issues, different ethnicities, leadership approaches, and effective organisational culture. Therefore, these project management processes are challenged by multiple factors across different cultures. Among different factors of the international project management process, efficient leadership and managerial efficiency are considered as the most effective factors that influence the project management process in the international market. Effective leadership skill is beneficial for a business and it gives a competitive advantage in the international market [2]. Considering these aspects, the following study is emphasising on the impact of cross-cultural leadership and

management in multinational projects.

AIM OF THE STUDY

The aim of this research is to find out the impact of cross-cultural leadership and management in overcoming barriers and enhancing the success of international projects.

Objectives

- To find out the different challenges of in multinational projects
- To identify the impacts of cross-cultural leadership management in international business process
- To determine effective managerial and leadership efficiencies for successful international business process
- To find out different strategies to overcome the challenges of multinational business processes

RELEVANCE OF THE STUDY

The cross-cultural leadership management process is the most effective factor for multinational businesses and it gives a competitive advantage to the business in the present globalised market. Cross-cultural leadership involves the capability of leaders to influence and motivate employees' attitudes and behaviours. The cross-cultural leadership makes the business process stronger and more effective. It also improves the intercultural training of employees which ultimately gives an advantage to the business in the international market. An effective leadership process helps to

build stronger relationships with international business partners and improves the overall business negotiation process along with the organisational improvement. Therefore, Cross-cultural leadership and management are crucial for the multinational business process in enhancing the overall success. The following study thus aims at identifying major challenges of international projects and strategies to overcome these challenges with effective leadership and managerial approaches.

MATERIALS AND METHODS

Research design

Research design is the most significant factor of methodology that gives a clear structure to the research study to make the research process effective and efficient. An effective research design is helpful for the researchers to meet the research aim and objective more easily [3]. A research design refers to a suitable framework that contributes to integrating components of the study in a coherent way. A suitable research design makes an outline of data collection and analysis of authentic data and improves the overall effectiveness of the research. The *exploratory research design* has been taken here in this research to review the impact of cross-cultural leadership management process in multinational businesses.

Research type

An effective research plan is important for the research to make an effective and efficient plan for the research study [4]. There are two major research types that are used widely by researchers to make plans for the research. The two main research types include quantitative and qualitative based on the data collection process [5]. The *qualitative research type* is adopted here in this research to collect secondary data from authentic sources regarding the impact of cross cultural leadership management in international scenarios. This qualitative research type makes this research more effective and convenient and also helps to meet research objectives efficiently.

Inclusion and exclusion criteria

Inclusion criteria

- Authentic journals, articles, websites and newspapers are included for data collection.
- Journals, articles and newspapers published after 2013 are included here for collecting data, in order to have effective insight regarding the topic
- Sources with authentic author names and years of publication are included in this research to collect data.

Exclusion criteria

- Journals, articles, and newspaper articles that are published before 2013 are excluded from data collection.
- Sources other than the English language are excluded from data collection in this research.

Data collection and data analysis

Data collection and data analysis is the most important part of a research study and the overall effectiveness of the research depends on the data collection and data analysis process. The *qualitative data collection and analysis* technique is adopted in this research which makes the research study more relevant [6]. The qualitative data collection and analysis provide an insightful overview of the impact of cross-cultural leadership management processes in the international market. *Thematic analysis* of cross-cultural leadership management is also adopted here to improve the overall understanding of the emerging issue in the global market.

RESULTS

Impact of effective cross-cultural project management in international projects

Cross-cultural project management provides a source of innovative ideas to enhance the competitive position of business projects in the international market. The whole world is emerging with new business strategies and ideas to improve their organisational position in the global market and thus the world is evolving with multicultural global business communities. However, interacting with new multicultural businesses helps to understand the differences between these various strategies that help to improve the productivity of global organisations to increase the satisfaction level of global customers [7]. Besides that, it is very important to understand the impact of cross-cultural management in international business to establish the effective competitiveness of organisations in the global market. Appropriate leadership in cross-cultural management is very important to increase the effectiveness of international projects to provide a better service to global customers with different cultures.

Cross-cultural leadership in international management is a very complex process as the management focuses on the equity of the global brands to improve their services in the global market and helps to develop different effective strategies that improve the consumer's behaviour and their engagement in international businesses and other projects. Today, the world's businesses are facing challenging situations to increase consumer engagement in their brands as the dynamics of international businesses are constantly changing and evolving with new methods. Identifying the appropriate strategies to increase each of the international projects to provide good quality service to the customers in today's generation is very difficult and an important issue [8]. Through cross-cultural leadership, all the brands improve the leadership management of each brand with proper strategies that also help to increase the equity of each brand.

Cross-cultural management provides strategies such as communicating with different international businesses to understand their cultural background and it effectively increases the position of the businesses in the international market. Global interaction helps to gain knowledge about

cultural differences that impact the productivity growth of the global business and also helps international projects to provide services as per their customer's wants and needs. Apart from this, communication is the core of international businesses to create proper strategies to improve the management of these international projects [9]. Besides that, it helps to maintain business relationships on an international level through the exchange of knowledge and ideas that helps to develop an effective global partnership in between some international projects.

Challenges of cross-cultural project management in international projects

Every day the world is engaging with new strategies and becoming more interconnected globally with the help of advanced technologies. The world is rapidly changing and evolving with new digital technologies and the globalised environment is increasing competitiveness in the global business market. Cross-cultural management in international businesses is a very effective process to improve business position in the global market but there are some challenges all businesses face while establishing cross-cultural leadership management in this digital era. The world has become more digitalised than before and the structures, business models, and business methods of international projects are constantly changing. Accessing these new business landscapes develops challenging situations for international business [10]. Social media and other online platforms provide more accessibility for their customers to connect with different international projects. Apart from this, social media has given more accessibility of various products to customers which creates more competition between international businesses.

cross-cultural management always develops strategies to maintain the position of an organisation in the global market and helps to establish effective leadership in the organisation to maintain the workflow of international projects. Besides that, language is a big challenge in developing international projects as the organisations of different countries connect with each other to grow their business. Different countries have different cultures and different languages and language is a big factor for every organisation that runs their business globally. The frequency and intensity of communication while establishing a business on an international level are very important [11]. Cross-cultural management helps every organisation to connect with different international countries but language and religion impact international business and creates challenging situations for the leaders of business management.

There are some other challenges in cross-cultural leadership management while establishing strategies to improve international businesses in the global market such as different attitudes towards conflictual situations, different approaches to completing tasks, different decision-making processes and many others that affect organisational growth. Apart from this, a lack of knowledge about other regions' cultural viewpoints sometimes creates disruptions in international projects as the leaders fail to connect with their

cultures. Though cross-cultural management helps to establish universal understanding between international business organisations, sometimes it fails to develop proper understanding between two organisations [12]. Hence, in this digital era, consumers have more accessibility to various products with the help of advanced technologies through global internet services that establish more complexity in international projects.

Effective leadership and managerial efficiency for successful international projects

Every organisation from all around the whole world needs effective leadership which will impact their organisational growth in the global market. Besides that, appropriate leadership helps to establish strategies to improve business at a universal level. The basic essential features of healthy leadership management in an organisation are motivating and inspiring every team member apart from managing the business in the global market. Leadership skill includes different factors such as negotiating, communicating with each team member, listening to everyone's opinions, influencing the skills of each team member and many others. Strong leadership management is mandatory for every organisation to promote the organisation in cultural and innovative ways [13]. Proper leadership plays a crucial role in developing better teamwork and helps to increase the efficiency level of every team member.

In this digital world, effective leadership is mandatory for every international business organisation before evolving with new international projects. Digital technologies have changed the working process of the whole world and have a huge impact on the organisational growth of the international business. Digitalisation has reshaped international project methods and also it has greatly changed the work environment of every global organisation that has increased its business position in the global market. Digitalisation has influenced much organisational growth and increased the productivity rate of companies with the help of advanced technologies [14]. It is very important for international business to build efficient and skilful leadership management that will help to enhance the skills of each team member which will positively increase the business position in the global market.

During the pandemic, the whole world has faced a lot of challenges because of lockdowns all around the whole world and international projects were badly impacted by the pandemic. It took a lot of time to recover from the losses that these organisations have faced because of the lockdown and some of them are still suffering from it. However, with the help of an efficient management team, the organisations have recovered from the losses. Marketing has a great impact on international business and also it influences the working process of the management team of an international organisation [15]. The marketing process helps to understand consumer behaviours and helps improve the working process of the management team. Apart from that, it helps to improve the leadership management of the organisation and enhance

the working process of each team member. In 2013, the world was evolving with new changes in business strategies with the help of skilful leadership management which has increased the organisational growth by 81% at an international level [16].

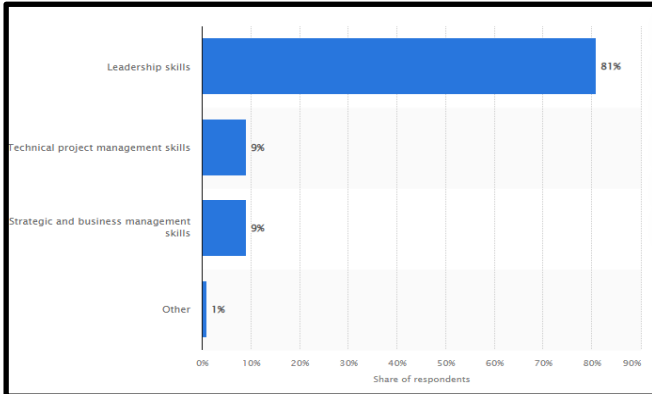


Figure 1: Important skills for a successful management[16]

There are different leadership training processes to enhance the leadership power of the leaders who are associated with international projects. This training process helps to increase the ability of leaders to manage a team to increase the growth rate of organisations in the global market. There are several benefits of this leadership training process such as it helps to improve the individual skills of the leaders and also improves the organisational growth. Efficient leadership management helps to increase employee engagement in the work firm and also helps to gain the attention of global customers by increasing the productivity of the organisation to manage an international project at a universal level. Apart from this, leadership management helps to establish appropriate strategies and approaches to increase the efficiency level of each team member and increase the organisational growth at the same time. Many international companies have invested in the leadership training process and the global revenue in this investment has reached up to 370 U.S. dollars in 2019 [17].

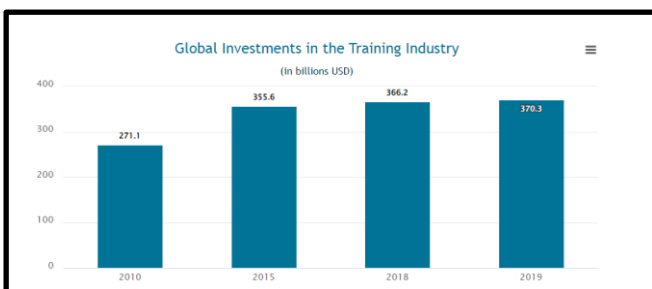


Figure 2: Global investment rate in the leadership training industry (2010 - 2022) [17]

Strategies to overcome challenges regarding international projects

There are many factors that affect international projects such as the environment of the location, political factors, governmental factors, economic factors and many others that negatively impact the growth of international projects.

However, cross-cultural leadership management helps to establish proper strategies to overcome these challenges. Apart from that, cross-cultural management develops trust in the team members, helps to understand the individual importance of every religion and culture, manages the workflow of the employees, improves the working process of an individual organisation and many others. During the pandemic situation, all international projects have been badly impacted by the lockdown situation such as low supply chain, low selling rate, high rates of buying products and materials for establishing business and many others [18]. A strong management team has helped the organisations to overcome the drastic losses that were caused during the pandemic situation worldwide.

The working environments of every organisation were badly impacted and many business methods were changed during this period. The working arrangements were vastly driven by advanced technologies and the working patterns of every international organisation have changed since the global pandemic situation. Apart from that, international projects have faced many challenges regarding the different cultures, religions and different languages of different countries. Digital technologies have positively increased the business position in the global market and have increased the business growth of different countries. Despite the uncertainty of business growth rates in the global market during the covid period the management team has developed different effective strategies to increase the business growth rate in the global market and helps to increase the effectiveness of international projects. The management team has provided different coping strategies to deal with global challenges and has helped to increase the value of the organisation [19]. cross-cultural leadership management is an effective way to improve the working process of every organisation that helps to achieve the organisational goals and provides appropriate strategies to become a successful international project.

DISCUSSION

cross-cultural leadership management helps to enhance the skills of the leaders and also improves the growth of organisations in the global market. cross-cultural management helps to understand the depth of different religions and also helps to understand the differences between the cultures to establish a solution regarding cultural conflicts. cross-cultural leadership provides proper leadership in an organisation to manage the workflow of that individual organisation and enhance the skill of the team members of that organisation. Apart from that, there are different traits of cross-cultural leadership management that help to gain success for the organisation on an international level [20]. Leadership management has increased different traits in the leaders that are associated with successful international executives such as it has provided knowledge about cross-cultural factors in detail, increasing their general knowledge, teaching different language skills, increasing

their knowledge in cross-cultural awareness, motivational skills to motivate other team members and many others that have helped hugely to increase the impact of international projects on a universal level.

International projects have faced many challenges in the global market while establishing businesses throughout the whole world. There are some major factors that impact international projects such as the economic factors of different countries, political factors of different countries, environmental factors and many others that also impact the organisational growth rate of international businesses. Besides these factors, cross-cultural leadership management has increasingly affected the growth rate of international projects all around the world. However, this leadership management has also faced many challenging situations while establishing business strategies that helped to increase the business growth of different organisations in the global market [21]. Apart from this, digitalisation in the whole country is increasing every day with the help of advanced technologies which increases the competitiveness of different business organisations in the global market. However, digitalisation has positively helped all international business organisations to increase their productivity with advanced tools, gadgets and technologies. These technologies have increased the productivity rate and have provided smart work and decreased the physical work of the workers in the organisations.

Cross-cultural leadership management has increased the productivity rate in many international organisations to improve the working process of international projects to serve a better service to their global customers. However, the pandemic situation has badly impacted international businesses as there were lockdowns everywhere around the world [22]. All business organisations have faced a huge loss during the pandemic situations and have faced different challenges while re-establishing those businesses in the global market. Apart from these factors, the management teams have faced different organisational challenges while establishing the business on an international level. The digitalisation procedure has increased the working process of employees with the help of advanced technologies and access to the internet globally. Besides that, all the business strategies and methods have been changed since previous decades and the management has established more effective strategies to recover from the business losses the organisations face during difficult situations. Besides that, there are different management training centres for improving the skills of the leaders and the managers who work on international projects to develop the effectiveness of the businesses in the global market.

All international businesses and international projects need an efficient leadership management team to recover all the organisational challenges and improve the organisational growth in the global market. Apart from these challenges, the organisations have faced during the pandemic situation the leadership management has faced other challenging

situations while establishing the business in the global market. Besides that, there are different religions and cultures of different countries all around the world and while establishing the business on an international level almost every organisation has faced difficulties in understanding the different cultural viewpoints also language is a big challenging factor for organisations. Cross-cultural leadership management, however, helps to enhance the knowledge about different languages, and cultures and helps to establish a clear vision of their religion and their cultures. Hence, cross-cultural leadership management enhances the skills of every team member to increase the productivity of the organisations on an international level and helps to overcome international challenges with many efficient strategies and digitalisation procedures that help them to achieve their organisational goals [23]. Besides that, cross-cultural management has faced many difficulties while establishing businesses on a universal level but with effective management skills and new digital technologies these organisations are overcoming all the challenges associated with the establishment of international projects.

CONCLUSION

Cross cultural leadership management is an effective part of business management that is important for the organisation to perform internationally. In the age of globalisation where every organisation has to manage their leadership process to get a competitive advantage in the global market. Cultural diversity plays a significant role in the global market and cross-cultural leadership management is an effective tool to get a competitive advantage in international projects. Leadership management has multiple advantages in the field of international business. Effective cross-cultural leadership management helps to motivate employees and also helps in behavioural changes of employees in international business processes. It improves communication between all the stakeholders of the organisation and makes business negotiation effective. Besides, cross cultural leadership management faces different challenges in the international process and the challenges can be mitigated through different strategies. By improving the cross-cultural leadership management process an organisation can flourish in its international projects.

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