Cross-Cultural Leadership: A Systematic Literature Review

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Abstract

The purpose of this study is to discuss the literatures in the field of cross-cultural research and to do an in detailed systematic literature review and bibliometric coupling. A study on content analysis is done to understand the future scope of cross-cultural leadership.

Method: The study is performed through the data obtained from publish and perish software and a systematic literature analysis in done to identifying the top research papers on various criteria. The top journals were identified through VOSviewer software based on the citations, titles, keywords and authors. These papers were studied in brief and the top articles were studied in detail. Paper not related in the field of cross-cultural studies were removed. The analysis was applied on a total of 980 papers. The results obtained from the content analysis will reveal the research gaps and future scope of research in the field of cross-cultural leadership. The results indicated a broad scope for research in the field of education, learning and cross-cultural communication.

Results: The review paper identifies the studies in the field of cross-cultural research, cross- cultural theories and articles related to cross-cultural leadership. The findings obtained from the systematic literature review indicates an increase in the study and publication of journals related to cross-cultural leadership in 2020. The research in this area are mainly published in the Leadership, Psychology and Management journals. The bibliometric analysis has identified the top authors, citations and publishers in the field of cross-cultural leadership. The content analysis was performed to analyse the different clusters and measure the future research areas.

Value: This paper gives a detailed information of previous researchers and their contributions done by researchers in the field of cross-cultural study. This study gives the information on future scope of research.

Keywords: Cross cultural study, Leadership, Cultural dimensions.

1. Introduction

A leader is best recognized when people in the organization barely knows a leader exists, but his work is done, his aim is fulfilled and people in the organization say we did it ourselves. Lao Tzu (circa 500 BC). A leader should have a vision and motivate his team to follow it to make it a reality. If the actions of a leader inspire others to work more, to contribute more, and to dream more, you are a leader (John Quincy Adams).

The topic of discussion in today's world is, how leadership will impact the best practices in an organization. In the earlier days leadership was viewed as a universal qualities and competencies a leader should have (Zaccaro, 2007). However, the debate on leadership since 1960's has given rise to different styles of leadership. The above scenario, albeit fake, depicts a circumstance that even newest expatriate managers experience, i.e. managing an initial task-oriented team. The expatriate managers experience, gathering members of a work group or team members from a variety of cultural backgrounds. These expatriate managers will be surprised when they come across the managing of different cultured work teams and the leadership challenges they encounter.

The accelerated growth of cross-border international businesses has created a need for globalization across the world. The globalization creates a need for an effective cross-country management of multi-national companies (MNCs) (Chin-Ju Tsaia, 2017). In order to achieve organizational goals in home country and foreign country, the expatriate leaders should effectively perform their leadership approaches based on the host country conditions (Hofstede, 1980). The studies on cross-cultural leadership have indicated the way leaders analyse the cultural values in their organization and compare it with the leadership styles (Lee, 2014).

The literature review has shown a wide scope of research opportunities in cross-cultural leadership. To analyse the trend of publication a systematic literature review is performed. It is also important to know the top contributing authors and future research directions in the field of cross-cultural leadership. Hence a set of research questions are framed to know more about cross-cultural leadership.

Research Question 1:

What is the trend of publication in the field of Cross-Cultural Leadership? Discuss the trends

– year wise, author wise, journal wise and publication wise?

Research Question 2:

Which are the most influential research articles in the field of Cross-Cultural Leadership?

Research Question 3:

How is the research in Cross-Cultural Leadership viewed? Diversified or Clustered?

Research Question 4:

What are the future research trends in the field of Cross-Cultural Leadership?

The studies on cross-cultural leadership is an emerging trend, with the globalization and increase in expatriates across the globe. According to the literature review, the study done in the western countries is more compared to the non-western countries. The analysis also indicates the increase in the number of research in the non-western countries. The journal articles also emphasis on the increase in the immigration and expatriates from different parts of the world working in an organization. An organizations culture and behaviour varies, depending upon the industry and sector it works on. Hence a study is done to analyse the diversification of cross-cultural leadership.

2. Research Methodology

A systematic literature review has been adopted to measure the articles related to the field of study (Centobelli, 2017; Duque-Uribe, 2019). The first step was to identify the keywords related to the field of study. The keywords identified in our study were, "culture", "leadership", "cultural intillegence", "conflict management", "Global leadership", "Strategic Leadership", "Organization Culture", "Hofstead's cultural dimension", "Globe", "implict leadership theory" and "cross-cultural leadership". Studies related to conflict management and strategic leadership are used in various contexts also. Key words "cross-cultural leadership" and related terms were used to search the papers. The study is performed using scopus databse and otherfreely avaliable research tools, i.e. PublishandPerish, Gephi, RStudio and VOSviewer. The relevant papers were identified and critically examined in the second step (Wang & Wallace S.W., 2015).

The study gives the information on year-wise publication, top authrs, citations, journals, country wise researchers. Thebibilometric cluster analysis will be performed using VOSviewer software. Content analysis is performed to identify the clusters obtained from bibilometric analysis.The content analysis is the last part of our study and it leads us to future research trends, research gaps and clusters in the research area.The diversified research area is also studied.

The articles obtained form the software were screened by reading the title, abstract, keywords and results. A set of top intresting findings contributing to the field of cross-cultural study were also documented. These papwers were studied indetail to understand the subject in

broader acpects. Finlly based on the inclusion and exclusion criteria, few papers were eliminated and the best were retained. The flow chart in figure 1 indicates the sourcing, analysisng, finalysing and eliminating reports.

3. Descriptive Analysis

3.1 Year-wise publication

The analysis on year wise publication reports the existence of the cross-cultural study in the previous years and the trend of study in the field since 1981. This study also indicates the number of research publications and the increase in the research done in the consecutive years. We can see with the emergence industrialization, globalization and the need for intellectual knowledge the cross-country research is gaining higher importance.

Yulk (1981), in his book "Leadersip of Organizations" has foresighted the crosscultural leadership or Global leadership taking over the other leadership styles. With the globalization and advent of internet, cross-cultural studies grew in a linear scale. The cross cultural study took a new step in the aspect of cultural and emotional intellegence (Alon I., 2005). Also exploratory studies have been done by researchers to identify the kind of leadership required in every region in the world (Littrell, 2005).

Girisham (2008), has given a model on "Cross-Cultural Leadership" named XQL leadership theory. The XQL theory has been developed with the analysis "Hofsteads cultural dimensions", "GLOBE Cultural dimensions" and Business Leadership. The different leadershipp styles have dominated industries depending on the sector. We see parentalistic leadership, shared leadership and perceptive leadership contributing to the cross cultural studies (Cheng, 2014).
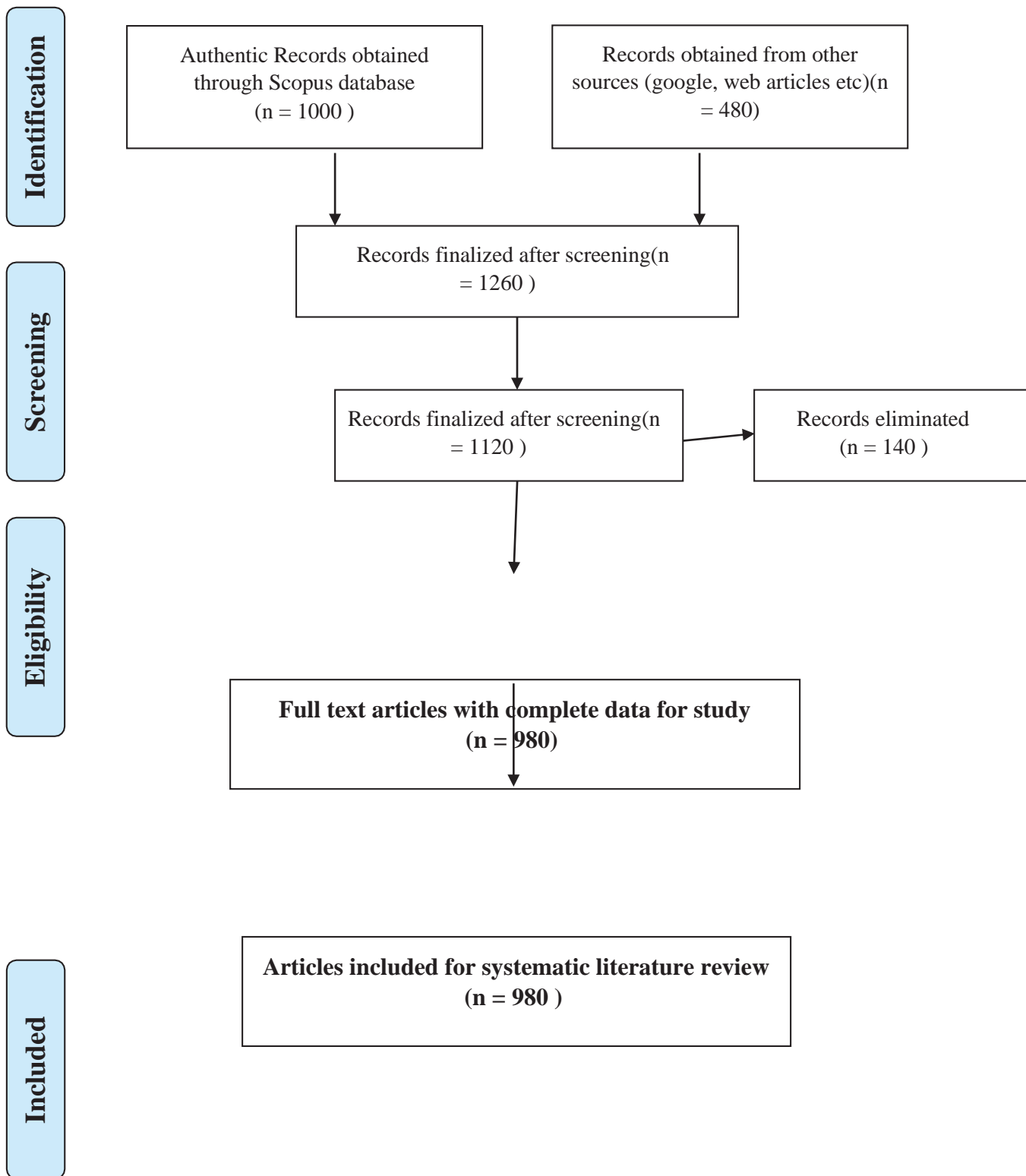
Figure 1: Preferred Reporting Items for Systematic Reviews and meta-analyses (PRISMA) (Moher D, 2009), indicating the final number of reports included for systematic literature review.

The cross-cultural studies have made more emphasis on   job satisfaction of employees, emotional intelligence and

leadership effectiveness. Studies have also emphaised the analysis of phychological fulfilment, competence, self growth and work motivation (Gagné, 2015). Cross-Cultural leadership takes an new role with the advent of moderanization and technology. Covid Pandemic situation has made the researchers to go a step ahead to analyse the challenges of cross-cultural leadership (Den Hartog, 2021). The study on authoritarian leadership, democratic leadership, transformation leadership have indicated various aspects of leadership styles. But, the studies done by various researchers shows the need for analysis of cross-border investigations.
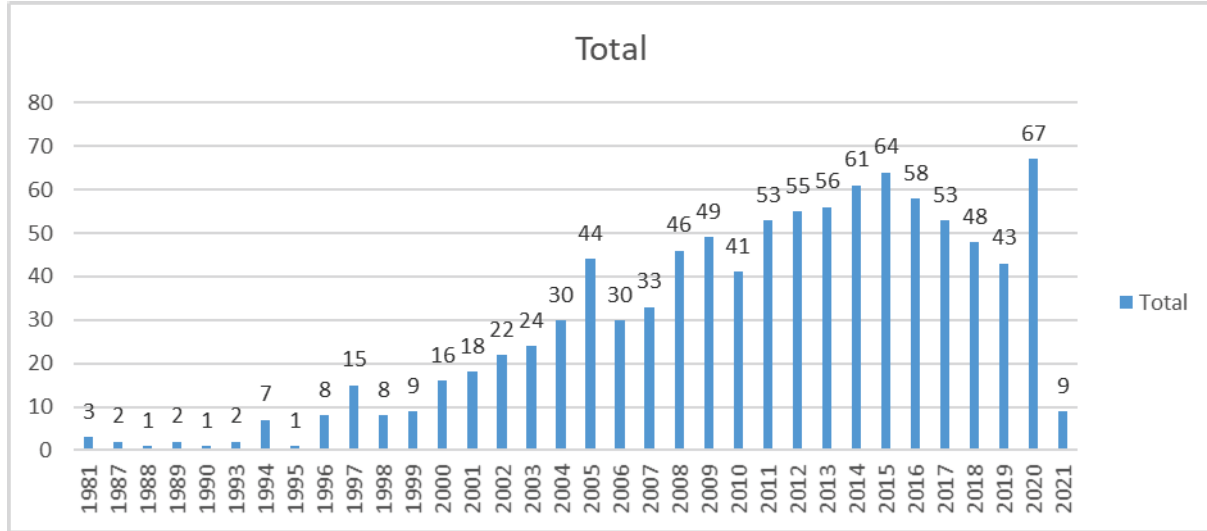

Figure 2: Publication of Reports on cross-cultural leadership from 1981 – 2021.

The year 2020 has shown a drastic increase in the research of cross-cultural leadership. Hence we can say the cross-cultural studies are gaining a disruptive recognition in the field social science researchers field.

3.2 Top contributing journals

The studies related to cross-cultural leadership has been published by various journals in different sectors. The list of top ten journals has been mentioned below. We see that top 30% of the studies related to cross-cultural research has been reviewed by the social science journal "The Leadership Quarterly". The above journal also publishes the papers in the field of evolutionary psychology. The "American Psychologist Journal" ranks at the top three positions of psychology journals. The studies related to cross-cultural psychology, having an influence in the cross-cultural leadership are mainly discussed on the American Psychologist Journal, having 6865 citations and taking the second position. "European Journal of Work and Organizational Psychology" and "Annual Review of Psychology" have made a contribution of 12% each in this field. The journal of World Business, since 1965 has contributed to studies in

the field of international business. Various journals in the field of global leadership, health sciences and management has contributed to the study.

Journals	Number of Citations
The Leadership Quarterly	11382
American Psychologist Journal	6865
European Journal of Work and Organizational Psychology	4989
Annual Review of Psychology	4129
Journal of World business	4096
Academy of Management Journal	2653
Group & Organization Management	2069
Advances in Global Leadership	1394
Journal of Occupational Health	1341
Journal of management	1331

Table 1: Indicates the number of citations done by journals and their contribution in the field of Cross-Cultural Leadership

3.3 Top contributing authors

The studies in the field of cross-cultural leadership has been conducted in various parts of the world, mainly in the western countries. The globalization has led to the increase in the study of cross-cultural leadership in relation to the various leadership theories developed in the past. Yukl G. A. (1981), in his book "Leadership in Organizations" has emphasized the need for cross-cultural research and the influence of culture on leadership behaviours. The Critical Analysis of culture in an organization provides a view on how far it will go (Dorfman, 2004). Bass B M (2010), emphasis the transformational leadership and its influence on the flexibility of employees in an organization. The transformational leadership prepares the expatriates to understand the organization culture and helps them to lead the teams effectively.

Authors	Number of Citations
G Yukl	33320
RJ House, PJ Hanges, M Javidan, PW Dorfman	11964
BM Bass	9110
BJ Avolio, FO Walumbwa…	4125
R House, M Javidan, P Hanges, P Dorfman	2254
DN Den Hartog, RJ House, PJ Hanges	1766
BS Bell, SWJ Kozlowski	1746
JE Dinh, RG Lord, WL Gardner, JD Meuser	1615
BJ Avolio	1421
JE Antonakis, AT Cianciolo, RJ Sternberg	1402

Table 2: Indicates the number of citations done by prominent authors and their contribution in the field of Cross-Cultural Leadership

4. Bibliometric Analysis

The bibliometric analysis is done to find the authors recognized in the global level and to find the new researchers contributing to the field of study. The study also indicates the countries contributing to the field of cross-cultural leadership. The study done be India since 2010 and the authors in India, contributing to the study with western researchers are highly recognized.

Figure 3: Country-wise analysis of researchers in the field of cross-cultural study.

4.1 Citation Analysis

The citation analysis identifies the contribution and number of times their work is recognized by the researchers for solving the problems of the present world. The citation analysis indicates the cross-cultural studies has been an important factor for running multinational companies (Dickson, 2003). Culture influences people to work in a collectivist manner. Successful leaders understand the need for influencing employees to value organizational culture. The researchers are also studying the other situational variables of culture. The previous leadership styles have not discussed on more on these variables (i.e. religion, subculture, individual customs and values etc.) (Yukl G. , 2010).

Title of the article	Author	Citation
Leadership in Organizations, 9/e	G Yukl	33320
Culture, leadership, and organizations: The GLOBE study of 62 societies	RJ House, PJ Hanges, M Javidan, PW Dorfman	11947
Two decades of research and development in transformational leadership	BM Bass	4989
Does the transactional–transformational leadership paradigm transcend organizational and national boundaries?	BM Bass	4121
Leadership: Current theories, research, and future directions	BJ Avolio, FO Walumbwa	4125
Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE	R House, M Javidan, P Hanges, P Dorfman	2254
Culture specific and cross-culturally generalizable implicit leadership theories: Are attributes of charismatic/transformational leadership universally endorsed?	DN Den Hartog, RJ House, PJ Hanges	1766
A typology of virtual teams: Implications for effective leadership	BS Bell, SWJ Kozlowski	1746
Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives	JE Dinh, RG Lord, WL Gardner, JD Meuser	1615
Promoting more integrative strategies for leadership theory-building.	BJ Avolio	1421

Table 3: Top cited authors in the field of cross-cultural study

4.2 Bibliometric Coupling (data clustering)

The data clustering is done by using the VOSviewer software and the top contributing authors have been identified.
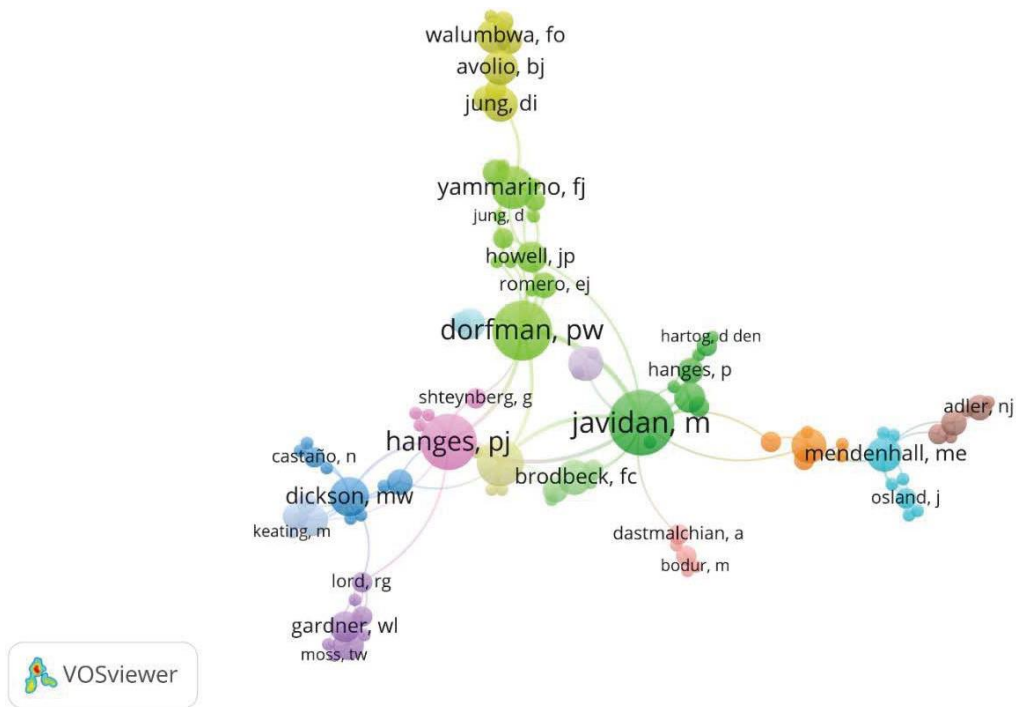
Figure 4: Cluster wise contribution of different authors

The above figure indictes the prominient researchers in the field of cross-cultural leadership and their corelation with the other authors. A total of 10 clusters with authors in each cluster ranging from 8-10. Cluster 1 indicates the research done by group of 8 authors. Alder, (2001), in his article on global competitiveness, emphasis on integrated organizational development. The above author also discusses on team building, recruitment and devloping individual leadership styles. Individual leaders with global leadership qualities will give the modern world a positive effect. The study in relation to the co-citation analysis indicate the education sector and organizations are changing with the induction of expatriates across the world. These expatriates acquire cultural intelligence bridges the gap between the employee and the organizations. Hence they emerge as "cross-cultural leaders" to meet the needs and goals of the organizations.(Wang, 2014). 2 has a set of 7 prominient authors in the study (Bass & Avolio, 1994; Jung, Bass, & Sosik, 1995). The studies done by Wang (2012), indicate the study of cross-cultural prespectives, under strategic leadership. The study also analyses the performance of organization based on cultural backgrounds and their previous experiences. The study also indcate the collobration of two prominient authors Wang and Osland. Cluster 3 consists of 7 authors. These authors are further cited by Wang in cluster 1. The Globe cultural dimension indicates the effectiveness of different kinds of leadership.The study indicate the

value based leadership and participative leadership to be more useful in the global world. The study also explains the relationship between culture, leadership and organization loop between the two (Dorfman, Javidan, Hanges, Dastmalchian, & House, 2012). Cluster 4 consists of 6 items. These authors have mainly refered to House, Hanges and Lord authors in their study. The leadership behaviour and attributes have to culturally change with the organizations culture. Studies on ethical leadership indicate the need for these changes in multinational

workplace (Dickson & Resick, 2011). Cluster 5, 6, 7 and 8 are at the core focus of the researchers. These authors have contributed immensely to the study of cross-cultural leadership. Hence we come across these authors being cited by new researchers. With this analysis we conclude bibilometric coupling analysis.

5. Content Analysis

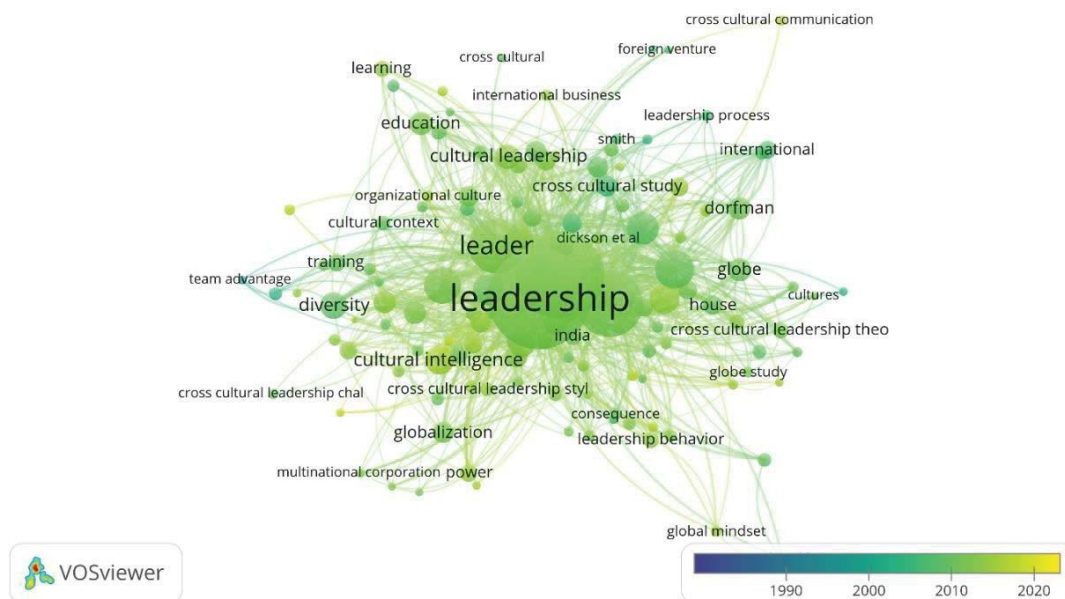### 5.1 Analysis of clusters


Figure 5: Cluster Analysis based on Keywords

The cluster generated from the Vosviewer, indicates the cross-cultural leaderhip is inter-correlated. Leadership is a diversified terminology. There are various leadership styles in the society, contributing in different ways to specific sectors (i.e. Business Leadership, Transformational Leadership, Servant Leadership). All the terminologies stated above share the common bigger cloud "Leadership", but the way the leadership is delivered by these leaders is exponentially different. In the same way, the term cross-cultural leadership has also emerged

with the increase in globalization, international business and foreign ventures. The above figure indicates, the study on cross-cultural leadership has increased between 2010-2020. The various research gaps in this field provides opportunity for new researchers to study this domain. There are opportunities for researchers to be done in the field of cross-cultural communications, cross-cultural

theories, global mind set, cross-cultural challenge and learning. The learning and its styles have changed dramatically due to COVID-19 (Li & Lalani, 2020). The shift from offline to online learning has created a big challenge for administrators, researchers and teachers. There is a huge opportunity to explore education and learning industry with the applications of cross-cultural leadership.

Term	Occurrences
leadership	566
cross cultural leadership	353
study	278
culture	218
research	178
page	157
leader	141
leadership style	79
cross cultural leadership research	73
article	58

Table 4: Top occurred keyword in the study
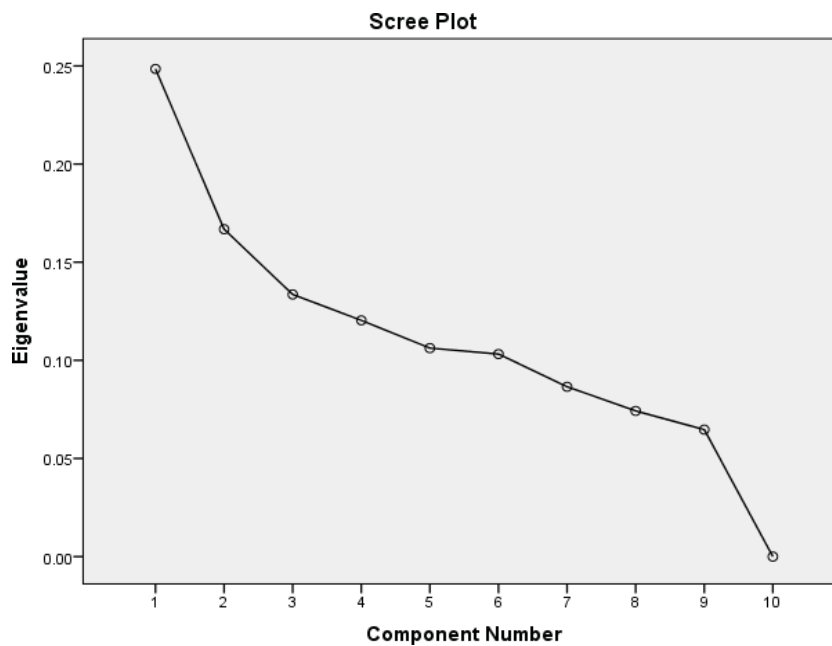
Component Matrix[a]

	Raw				Rescaled			
	Component				Component			
	1	2	3	4	1	2	3	4
VAR00001	-.237	-.073	-.040	.035	-.710	-.219	-.120	.104
VAR00002	.212	-.091	-.222	.061	.608	-.261	-.639	.176
VAR00003	-.022	.203	.077	-.160	-.066	.614	.234	-.485
VAR00004	.048	.101	.103	.205	.149	.315	.325	.642
VAR00005	.088	-.101	-.038	-.202	.273	-.313	-.117	-.628
VAR00006	-.063	.155	-.107	.064	-.193	.479	-.332	.198
VAR00007	.101	-.137	.102	.050	.314	-.426	.318	.155
VAR00008	-.311	-.092	.015	-.002	-.866	-.256	.042	-.005
VAR00009	.091	.182	-.019	-.020	.277	.554	-.057	-.060
VAR00010	.133	-.086	.205	.000	.397	-.256	.612	.001

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

The study indicates the word "Leadership" occurring 566 times, "Cross-Cultural Leadership"

occurring 353 times and "Culture" occurring 218 times.

The correlation and SPSS analysis on terms and occurrences has given the Scree plot i.e. component number vs eigenvalue. The data obtained from Scree value and component matrix are analysed. The study on cross-cultural research in the globe has been done in the 4 most prominent areas. The eigenvalue indicates the 10 words can be grouped into 4 groups. Researchers are predominantly contributing in the above 4 groups. The applications of cross- cultural study are in the field of research and cross-cultural leadership. The study also emphasis on the leader and leadership style and page, in the research. The leadership styles have changed dramatically with the globalization. The study also has implications in the field of article, culture, leadership

Conclusion and Future Work

The systematic literature review has given significant results for our analysis and future research work. From the Year-wise publication, it can be interpreted that, the articles and publication have gradually emerged since 1980's. The study has gone on a linear scale up to 2005 and with a small dip the study has again gone to the peak in 2020. Higher number of researches in 2020 is also influenced by the Covid situation. The increase in the study of cross- cultural leadership also emphasis on globalization and increase in the cross-border businesses. Journals in the field of leadership, psychology, social sciences and management have contributed to the study of cross-cultural research, cross-cultural psychology and

cross-cultural leadership. The leadership quarterly and American psychologist journal has contributed the most in cross-cultural research with thirty percent and twenty percent respectively. Various other psychology, leadership and management journals have contributed twelve percent each on the cross-cultural research. It has been observed that, to manage an organization cross-cultural leadership is an important parameter for study. The study done on various authors indicate that, the eminent researchers who explained the term "Cross-Cultural Leadership" in his book "Leadership of

Organization" has been cited the maximum in this field of study (Yukl

G. A., 1981). The journal articles and book published by the author top the second position in the field of study. The journals indicate the value of the paper, index factor, collaborators and the demand for research in the area. The future research need to be concentrated in the different spheres of education. Further it may be concentrated in the different cadres of education industry.

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