GLOBAL LEADERSHIP DEVELOPMENT: THE IMPACT OF INTERNATIONAL HR MANAGEMENT ON CROSS-CULTURAL LEADERSHIP EFFECTIVENESS

PENGEMBANGAN KEPEMIMPINAN GLOBAL: DAMPAK INTERNASIONAL HR MANAJEMEN TERHADAP EFEKTIVITAS KEPEMIMPINAN LINTAS BUDAYA

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Abstract

Globally operating companies face challenges in managing human resources from diverse cultural backgrounds. This paper highlights how the role of International Human Resource Management (IHRM) can support the improvement of cross-cultural leadership effectiveness while strengthening organizational competitiveness at the global level. Based on the analysis of various empirical studies, it is revealed that leadership success is highly dependent on the mastery of cross-cultural competencies, including cultural intelligence, emotional intelligence, and intercultural communication skills. Global leaders who are able to integrate local and international identities, and adopt transformational leadership approaches, tend to be more successful in building synergy and innovation in multicultural teams. Flexible IHRM approaches such as cross-cultural training and international work experience are key factors in shaping leaders with global capacity. The study also emphasizes the need for collaborative, context-relevant and sustainable leadership development strategies, and the importance of integrating inclusive IHRM practices to support organizational performance in a dynamic global work environment.

Keywords : IHRM, Global Leadership, Cross-Cultural, 3C Competencies, Cultural Intelligence, Transformational, Multinational Organization

Abstrak

Perusahaan yang beroperasi secara global menghadapi tantangan dalam mengelola sumber daya manusia yang berasal dari latar belakang budaya yang beragam. Kajian ini menyoroti bagaimana peran International Human Resource Management (IHRM) dapat mendukung

peningkatan efektivitas kepemimpinan lintas budaya sekaligus memperkuat daya saing organisasi di tingkat global. Berdasarkan analisis berbagai penelitian empiris, terungkap bahwa keberhasilan kepemimpinan sangat bergantung pada penguasaan kompetensi lintas budaya, termasuk kecerdasan budaya, kecerdasan emosional, serta keterampilan komunikasi antarbudaya. Pemimpin global yang mampu mengintegrasikan identitas lokal dan internasional, serta mengadopsi pendekatan kepemimpinan transformasional, cenderung lebih sukses dalam membangun sinergi dan inovasi dalam tim multikultural. Pendekatan IHRM yang fleksibel seperti pelatihan lintas budaya dan pengalaman kerja internasional merupakan faktor kunci dalam membentuk pemimpin dengan kapasitas global. Kajian ini juga menekankan perlunya strategi pengembangan kepemimpinan yang bersifat kolaboratif, relevan dengan konteks, dan berkelanjutan, serta pentingnya integrasi praktik IHRM yang inklusif untuk mendukung kinerja organisasi dalam lingkungan kerja global yang dinamis. depan.

Kata Kunci : IHRM, Kepemimpinan Global, Lintas Budaya, Kompetensi 3C, Kecerdasan Budaya, Transformasional, Organisasi Multinasional

1. INTRODUCTION

In today's increasingly connected world, many organizations operate on a global scale, requiring effective cross-cultural management. This is due to the diverse cultural backgrounds of employees, which can pose challenges in communication, decision-making, and overall organizational performance. Practical obstacles such as miscommunication, differences in cultural perceptions, and variations in work ethics can hinder organizational leadership and trigger conflict in multinational teams (Surya et al., 2022). Therefore, understanding and managing cultural diversity is an important aspect in improving global cooperation and organizational performance.

Theoretically, cross-cultural management attracts widespread attention because of its impact on international business success. Frameworks such as cultural dimensions provide important insights into the influence of cultural factors on managerial practices and organizational behavior (Wijewantha, 2020). Although various theories have been developed, the ever-evolving globalization demands continuous study to deal with the complex dynamics in cross-cultural interactions. This study aims to enrich the discussion in this area by examining the impact of cross-cultural management on leadership effectiveness in global performance.

Recent research has taken an in-depth look at the various dimensions of cross-cultural management, revealing a number of potential benefits as well as challenges. Most of the studies have focused on specific cultures or industry sectors, making the results difficult to generalize. This suggests the need for a more holistic approach that incorporates diverse perspectives to formulate strategies that are universal. One of the gaps in the current literature is the lack of empirical evidence that directly links cross-cultural management practices to the success and effectiveness of global leadership in organizational performance (Erfan, 2024).

In international HR management, cross-cultural leadership plays a crucial role in determining the success of an organization. As the work environment becomes increasingly globalized, individuals are required to be able to communicate, collaborate and lead in a variety of cultural contexts. Without these capabilities, organizations risk facing challenges in achieving their business targets in a competitive global market. In addition, cross-cultural management plays an important role in managing diversity in the workplace. In a team or organization consisting of individuals with various cultural backgrounds, the ability to

understand and respect differences can create an inclusive and harmonious work environment. Therefore, cross cultural management not only contributes to the success of international HR management, but also supports the sustainability and overall well-being of the organization (Efendi and Perkasa, 2024).

Every organization needs a leader who is tasked with managing, guiding, and overseeing the running of the organization to keep it running well. Leadership is a person's skill in influencing, motivating, and supporting others in order to contribute optimally to the effectiveness and success of the organization they live in (Nogueira et al., 2018). In the context of international HR management, leadership plays a crucial role in setting the direction and achieving the success of an organization. An effective leader is able to motivate the team, devise the right strategy, and guide the organization in facing various complex challenges in a new place or in another country (Rahayu and Perkasa, 2024).

In multinational organizations or companies, the diversity of cultural backgrounds among directors can affect the dynamics of leadership and decision-making processes within the company. These differences will affect leadership styles, communication, and preferences in decision making (Sayfulloh and Perkasa, 2024). Several articles show that effective cross-cultural management will improve communication, trust and synergy among international teams (Erfan, 2024). Leaders' management processes are often affected by the complexity, rapid and iterative change, and ambiguity of the global business environment. The role of global leaders often includes expanding the business into international markets by implementing global business strategies, as well as managing and motivating a geographically dispersed and diverse workforce and teams. Given the strategic nature of their responsibilities, the presence of performance-oriented global leaders is considered a source of sustainable competitive advantage for organizations with cross-border operations (Wijewantha, 2020).

International Human Resource Management (IHRM) has provided valuable insights into the crucial aspects of managing human resources at the global level (Efendi and Perkasa, 2024). International organizations, comprised of individuals from diverse cultural and national backgrounds, face unique challenges and opportunities, requiring effective leadership approaches (Santoso and Perkasa, 2024). Complexity characterizes global leadership. Effective leaders will rely heavily on personal resources and relationships rather than hierarchy, thus involving others in the shared leadership process (Johnson et al., 2022).

Given these phenomena, it is important to identify strategies and best practices that can support the success of cross-cultural leaders in carrying out their roles (Rahayu and Perkasa, 2024). Therefore, this article is organized to provide a comprehensive and contextual reference for readers regarding the impact of International HR Management on cross-cultural leadership effectiveness. This issue is quite relevant to be researched in Indonesia, especially in order to support human resource management practitioners who are responsible for change as part of organizational development in multinational companies. The study of the impact of International HR Management on cross-cultural leadership effectiveness continues to be discussed conceptually and theoretically in the context of global organizations. This article hypothesizes that optimal implementation of International HR Management can enhance leadership effectiveness in global teams through the process of organizational development.

Global Leadership Development

Global leadership development is defined as a systematic process of identifying, preparing and developing high-potential talent for leadership roles in a multinational context.

The focus is on equipping individuals with international experience, cross-cultural adaptation skills, and global business understanding through rotation programs, cross-country mentoring, and cultural training. The ultimate goal is to create leaders who are ready to lead operations and teams in different countries with high effectiveness (Wijewantha, 2020). Global leadership development can also be defined as the process of building a leader's ability to adapt their leadership behaviors according to the local cultural values of the teams they lead. This development includes increased sensitivity to cultural differences, behavioral flexibility in various social contexts, as well as the ability to read cross-cultural situations effectively. A successful global leader is one who is able to adapt dynamically to diverse cultural demands to enhance their leadership effectiveness (Tsai, 2022). In addition, there are other opinions stating that global leadership development is defined as an effort to build the ability to lead collaboratively in an increasingly connected and complex world. This development emphasizes the skills of creating cross cultural networks, building trust in global teams, and leading in a style that shares responsibility (shared leadership). An effective global leader not only directs, but also empowers others around the world to jointly achieve organizational goals (Johnson et al., 2022).

International Human Resources Management (IHRM)

International Human Resource Management (IHRM) is a field of management that focuses on managing human resources in a global context. IHRM includes the policies and practices used by multinational corporations (MNCs) to manage their workforce in different countries. The difference with domestic Human Resource Management (HRM) is that IHRM must consider factors across the cultural, legal, economic, and political divides of the different countries in which the company operates (Berg, 2022). Organizational culture refers to a system of meanings shared within an organization to achieve predetermined goals. Organizational culture is defined as a system of values, norms, beliefs, and behaviors that grow in the work environment and shape the character of the organization (Saluy et al., 2022). Meanwhile, International Human Resource Management (IHRM) is a human resource management practice applied by companies operating in various countries (Efendi and Perkasa, 2024). International Human Resources Management (IHRM) refers to the process of managing human resources in a global environment, including recruitment, selection, training, development, compensation, and labor relations for employees working in different countries. IHRM focuses on how multinational companies adapt their HR practices to accommodate the different cultures, laws, and market conditions in various international locations. This includes expatriate management, global leadership development, as well as ensuring that HR strategies are aligned with global business strategies (Boussebaa, 2020).

Cross-Cultural Leadership Effectiveness

A leader is someone who has the ability to influence, guide, and direct others to achieve common goals (Johnson et al., 2022). A leader is an individual who is able to motivate and guide various activities. Successful leaders are those who can contribute to improving the financial performance of the company (Hadziahmetovic et al., 2022). Meanwhile, leadership can be defined as the skill in motivating and directing a group to achieve the same goal (Otto, 2018). Leadership is the process of encouraging individuals, providing guidance, and implementing plans. Leadership is also a process that involves interacting with others to achieve set goals (Johnson et al., 2022). Cross-cultural leadership is a leadership approach that

emphasizes how a leader manages, motivates, and collaborates with individuals or teams who have different cultural backgrounds (Lerutla and Steyn, 2022). Organizational culture reflects the values and norms that are held firmly by the organization to drive performance. Organizational performance reflects the extent to which the company is successful in achieving its strategic goals, as measured by efficiency, productivity, and sustainable growth (Nuryanto et al., 2020).

Cross-cultural leadership effectiveness is defined as the ability of a leader to exhibit authentic behaviors and build trust among team members from different cultural backgrounds. Effectiveness is not only judged by the achievement of business goals, but also by how well the leader is able to create an inclusive environment that respects differences in values, norms, and expectations between cultures. Effective cross-cultural leaders must have high emotional intelligence and skills in adapting their leadership style to cultural sensitivity (Akuffo and Kivipold, 2021). In addition, cross-cultural leadership effectiveness is explained as the extent to which a leader is able to adapt to various cultural diversities to build harmonious and productive global team performance. Effective leadership across cultures demands a deep understanding of the local social and cultural context, behavioral flexibility, and the ability to communicate effectively with team members from different cultures. Leaders need to integrate culturally sensitive leadership practices to maximize engagement and productivity (Shittu, 2022). Effective cross cultural leaders are able to convey messages, vision, and direction in ways that individuals from diverse cultures understand and accept. They are also able to manage potential misunderstandings arising from differences in cultural interpretation, and build relationships based on trust and mutual respect. Adaptive communication skills are key in ensuring leadership effectiveness in multicultural environments (Shrivastava et al., 2022).

Table of Previous Research

Many articles have examined the effectiveness of cross-cultural leadership. This is corroborated by some previous research related to International HR Management and Cross Cultural Leadership.

Table 1

Previous research related to International HR Management and Cross-Cultural Leadership

No	Research Title and Author	Keywords	Research Findings
1	Development of High-Potential Talent for Global Leadership Assignments in Multinational Corporations. (*Prabhashini Wijewantha, 2020)*	Global Leadership, High-Potential Talent, Multinational Corporations, Leadership Development, Cross-Cultural Competencies	1. Global leaders need a combination of leadership skills, cultural intelligence and international business insights to face complex global challenges. 2. The organization develops global leaders through cross-cultural training, international assignments, and experiential programs. 3. A major obstacle in developing global leaders is the lack of competency standards and targeted training strategies.

2	International HR Management: Cross-Cultural Competency Development in Successful Global HR Management. *(Efendi and Perkasa, 2024)*	IHRM, Cross Cultural, HR, Management, Global	1. Cross-cultural competencies (3Cs) are important for successful international HR management as they help adapt to differences in culture, values and norms between countries. 2. The development of 3C is influenced by intercultural experience, knowledge of other cultures, cross-cultural communication skills, and motivation to adapt. 3. International HR managers must develop HR policies that support the global strategy and ensure the workforce has international competencies to improve the company's competitiveness.
3	Facilitating Cross-Cultural Adaptation: A Meta-Analytic Review of Dispositional Predictors of Expatriate Adjustment. *(Han et al., 2022)*	Expatriate Adjustment, Cross-Cultural Adaptation, Personality Traits, Cultural Intelligence, Emotional Intelligence	1. Cultural empathy, cultural intelligence, and emotional intelligence are more influential than the Big Five personality traits in expatriates' successful adjustment. 2. Cultural intelligence (particularly motivation) and emotional intelligence go a long way in helping expatriates face the challenges of adaptation and social interaction in an international work environment. 3. Cultural contexts, such as cultural distance, cultural strictness and gender inequality, influence how much individual characteristics impact expatriate adjustment.
4	The Impact of Cross-Cultural Management on Global Collaboration and Performance. *(Erfan, 2024)*	Cross-Cultural Management, Global Collaboration, Organizational Performance, Cultural Intelligence, Leadership Adaptability	1. Effective cross-cultural management improves team cohesion, communication efficiency, and reduces misunderstandings in multinational organizations. 2. Leaders with high cultural intelligence can adapt their leadership style, creating an inclusive and productive work environment. 3. Good cross-cultural management practices contribute to organizational performance, including job satisfaction, low turnover, and increased innovation through diverse perspectives.

5	A Cross-Cultural Examination of the Fit Between Expected and Observed Leadership Behaviors and Employee Satisfaction: An Empirical Study of the Expectations and Satisfaction of Chinese Employees Toward the Leadership Behaviors of Their Expatriate Supervisors. *(Tsai and Qiao, 2023)*	Employee Satisfaction, Implicit Leadership Theories, Leader-Follower Congruence, Leadership Behaviors, Person-Environment (PE) Fit, Person-Supervisor (PS) Fit	1. Congruence between leadership behavior and employee expectations increases satisfaction with supervisors, especially at high levels of congruence. 2. The impact of leadership behavior congruence is greater on satisfaction with supervisors than overall job satisfaction. 3. Leadership expectations vary culturally; for example, Chinese employees tend to expect an authoritarian and paternalistic leadership style.
6	Global Leadership is Shared Leadership: How Smart Global Leaders Build Cultures of Collaboration to Drive Results and Get Things Done. *(Johnson et al., 2022)*	Global Leadership, Shared Leadership, Collaboration, Power Bases, Organizational Complexity, Cross-Cultural Teams	1. Effective global leadership is collaborative and distributed, shared based on expertise and situation, through forms such as rotated, integrated, and distributed leadership. 2. Global leadership strength comes from local expertise and information, not just formal authority, as leaders rely on the contributions of cross-cultural teams. 3. Organizational structures that support shared leadership, such as RVP positions and collective decisions, strengthen collaboration, communication and success in global change.
7	Effective Leadership Behaviours and Information Culture in the Higher Education Institution. *(Virkus and Salman, 2020)*	Leadership Behaviours, Information Culture, Higher Education, Academic Staff, Grounded Theory, Case Study	1. The six behaviors of effective leadership in higher education include: clear directional communication, strategic vision, research support, quality recruitment, decision participation, and a positive work atmosphere. 2. Information culture is characterized by a combination of interpersonal relationship culture and risk-taking, which encourages collaboration and innovation. 3. Effective leadership reinforces a positive information culture, increasing information sharing and utilization of external sources through behaviors that

			support open communication and academic development.
8	Predicting Leadership Success in Extreme Organizations: A Prospective Study From Pre-Recruitment Through Leading in Real-Life. *(Olinover et al., 2023)*	Leadership, Task-Orientation, Relation-Orientation, Context, Leadership Emergence, Extreme Organizations	1. The match of leadership characteristics to the context determines success; task orientation is important in the early stages of training, while relationship orientation is more effective in the later stages. 2. Leadership emergence (the ability to be recognized as a leader by peers) is the most powerful and stable predictor of leadership success in a variety of contexts. 3. Leadership emergence can make up for the lack of certain leadership characteristics, still resulting in successful leadership even if it lacks a prominent task or relationship orientation.
9	The Role of Multi-Cultural Awareness in Corporate Leadership: A Conceptual Model for Improving Organizational Effectiveness. (S*hittu, 2022*)	Multicultural Awareness, Corporate Leadership, Cultural Intelligence, Organizational Effectiveness, Cross-Cultural, Communication, Inclusive Decision-Making, Diversity Management	1. Leader multicultural awareness improves employee engagement, team collaboration, and organizational performance. 2. The three-pillar model that supports an inclusive work environment consists of: cultural competence, inclusive decision making, and cross-cultural communication. 3. Case studies of global organizations such as Google and Unilever demonstrate the tangible benefits of multicultural leadership, including increased innovation, retention, customer satisfaction, and competitiveness.
10	Cross-Cultural Leadership Behavior Adjustment and Leader Effectiveness: A Framework and Implications. *(Tsai, 2022)*	Cross-Cultural Leadership, Leadership Behavior (LB), Leadership Behavior Adjustment (LBA), Leader Effectiveness (LE)	1. The four patterns of cross-cultural leadership adjustment by expatriate leaders are: duplication, assimilation, incorporation, and transformation. 2. The adjustment pattern is influenced by the IHRM strategy, the assignment objectives, the leader's cultural intelligence, and the host country's legal system. 3. Leadership behavioral adjustments have an indirect impact on effectiveness, and low effectiveness

			drives readjustments, creating a causal cycle of mutual influence
11	Cross-Cultural Leadership: What We Know, What We Need to Know, and Where We Need to Go. *(Hartog and Hoogh, 2024)*	Cross-Cultural Leadership, Culture Dimensions, Comparative Research, GLOBE Study, Cultural Fit	1. Leadership traits such as honesty, inspiration, teamwork and integrity are universally valued, but the effectiveness of a particular leadership style depends on the culture. 2. Leadership is more effective when it aligns with local cultural expectations, such as the participatory style that is more valued in Northern Europe than Central Asia. 3. Transformational and charismatic styles are positively associated with performance, innovation and commitment across cultures, especially in cultures with high levels of uncertainty avoidance.
12	Effective Communication During Organizational Change: A Cross-Cultural Perspective. *(Shrivastava et al., 2022)*	Organizational Change, Communication, Change Agents, Change Recipients, Cultural Sensitivity, Cultural Values, Change Readiness	1. The four main purposes of communication in change are: disrupting (disturbing the status quo or current condition), envisioning (describing the future), legitimizing (justifying the change), and co-creating (involving employees). 2. Employee responses to change are influenced by cultural dimensions such as power distance, individualism-collectivism, uncertainty avoidance, and masculinity femininity. 3. Culturally sensitive communication increases readiness for change, while culturally inappropriate communication increases the risk of resistance and change failure.
13	Communication Competencies, Culture and SDGs: Effective Processes to Cross-Cultural Communication. *(Aririguzoh , 2022)*	Cross-Cultural Communication, Communication Competence, Cultural Literacy, Sustainable Development Goals (SDGs), Intercultural Competence. Globalization	1. Cross-cultural communication is critical to supporting sustainable development goals because culture influences the way messages are conveyed and understood. 2. Cultural differences can lead to misinterpretation, so communication must be culturally adjusted at every stage. 3. Cultural and media literacy helps create tolerant communication, avoid

			stereotypes, and strengthen social relationships and global teamwork.
14	Improving leader effectiveness: impact on employee engagement and retention. *(Moore and Hanson, 2022)*	Case study, Complexity theory, Employee retention, Scenario-based training	1. Real-world training helps leaders understand the importance of values such as respect, caring and positive communication in fostering healthy working relationships. 2. In the two years following the training, there was improved employer-employee relations, reduced turnover, and increased satisfaction and involvement in decision-making. 3. Supervisors adopted a more collaborative and supportive leadership style, creating a more open and change-adaptive work environment.
15	Global and local identities on the balance scale: Predicting transformational leadership and effectiveness in multicultural teams. *(Lisak and Harush, 2021)*	Transformational leadership, Multicultural teams, Global identity, Local identity, Identity balance, Leadership effectiveness	1. Leaders with balanced global and local identities (glocal or marginal) proved to be more effective and exhibited higher transformational leadership behaviors than leaders with one-sided dominant identities. 2. Transformational leadership style becomes an important bridge between the leader's identity configuration and the perception of leadership effectiveness by team members. 3. Leaders with complex and balanced identities are able to create an inclusive work environment, appreciate cultural diversity, and embrace differences in multicultural teams.

Referring to Table 1, global leadership development is seen as one of the strategic challenges for international human resource management (IHRM) in responding to cross-cultural work dynamics. A global leader needs to master a blend of leadership skills, cultural intelligence, and international business understanding to be able to manage the complexities of the multinational work environment (Lisak and Harush, 2021). In this regard, cross-cultural training, overseas assignments, and experiential approaches are the main methods to mold leaders with global competencies.

2. RESEARCH METHOD

This research uses a qualitative approach with a literature study method (library research). The qualitative approach was chosen because it is able to provide a deep understanding of the phenomenon under study, especially in the context of theories, concepts, and thoughts that have been developed previously. The literature study method is a data collection technique carried out through searching, studying, and analyzing various written

sources of information relevant to the research topic. Literature research does not involve direct observation of objects in the field, but focuses on processing data available in the form of text or documents. The sources used in this research include scientific journal articles, conference proceedings, as well as trusted online sources such as websites of educational institutions, official organizations, and digital scientific publications. Through literature studies, researchers can identify, understand, and analyze various theories, concepts, and results of previous research related to the issues studied, so that they can be used as a strong basis in developing a framework and theoretical basis for research. Thus, the literature study method allows researchers to comprehensively explore information without having to collect primary data, as well as enrich the understanding of the topic discussed through the perspectives of experts and previous research results.

3. RESULTS AND DISCUSSION

International Relations HR Management and Cross-Cultural Leadership Effectiveness

The relationship between International HR Management and effectiveness in Cross-Cultural leadership is strong. Leadership effectiveness is the main target of any organization or company. Leadership is a crucial element in an organization that plays a role in realizing efficiency. This is because an effective leader will succeed in driving adaptation to the changing environment. And the changing environment is one of the factors that challenge and force organizations to ensure long-term existence (Hadziahmetovic et al., 2022).

One crucial factor that influences cross-cultural leadership effectiveness is the ability to balance identity between global and local values. Studies by Lisak & Harush (2021) reveal that leaders with balanced identities at both high (glocal) and low (marginal) levels tend to exhibit stronger transformational leadership behaviors, and are rated more effective by multicultural teams than those who rely on one dominant identity. The findings emphasize that social identity complexity, which reflects leaders' proficiency in understanding and responding to cultural diversity, is an important asset in building inclusive and flexible leadership.

In addition, transformational leadership served as a significant mediator in the relationship between leader identity configuration and perceptions of leadership effectiveness. This leadership style enables leaders to formulate a shared vision, provide motivation, show concern for individuals, and encourage innovative thinking in multicultural teams. In the realm of leadership training, approaches that use real-life scenarios have also been shown to foster leaders' awareness of the importance of values such as respect, empathy, and constructive communication towards employees that ultimately encourage sustainable transformation of organizational culture.

Furthermore, IHRM strategies that support the development of cross-cultural competencies such as cultural intelligence, emotional intelligence, and intercultural communication skills play an important role in ensuring leaders' readiness to face global challenges. Successful global leadership depends not only on formal authority, but also on the leader's ability to build collaboration, understand differences, and adapt leadership styles to the cultural context at hand.

In the context of international human resource management, cross-cultural competence (3C) is considered a key element in supporting successful global leadership. It encompasses an individual's ability to adjust to culturally diverse values, norms and work practices, and is strengthened by international experience, adaptive motivation, and effective intercultural

communication skills. International HR managers play a strategic role in designing training and development programs that aim to foster the 3C among aspiring global leaders (Moore and Hanson, 2022).

Leadership effectiveness in cross-cultural contexts is strongly influenced by the leadership style applied and the extent to which the style is aligned with local cultural expectations. Past research indicates that while leadership styles such as transformational, transactional, and laissez-faire are found across cultures, transformational styles consistently show positive relationships with performance, innovation, and commitment, especially in complex cultural environments. Expectations of leaders also vary, for example, in countries with high power distance such as China, authoritarian leadership styles tend to be more accepted, while in regions such as Northern Europe, participative approaches are more appreciated.

A number of other studies emphasize that leaders' multicultural awareness plays a crucial role in building a harmonious and productive work environment. Leaders with a high level of sensitivity to cultural diversity have been shown to increase employee engagement, strengthen team solidarity, and encourage innovation at the organizational level. In this context, the implementation of effective cross-cultural management not only helps minimize conflict and miscommunication, but also contributes to increased job satisfaction, decreased turnover rates, and more solid cross-functional and cross-country collaboration.

Global organizational structures that support collaborative leadership such as rotated, integrated, and distributed leadership provide space for leaders from different cultures to contribute according to their expertise, rather than solely based on formal positions. This leadership approach strengthens intercultural communication and helps prevent the dominance of one particular culture, which is often a bottleneck in multinational organizations. Case studies from global companies such as Google and Unilever show that success in multicultural leadership is directly linked to increased innovation, employee loyalty, and customer satisfaction levels.

Ultimately, leadership behavior in cross-cultural contexts is dynamic and constantly evolving, depending on the extent to which leadership styles are able to adjust to the cultural responses at hand. The unsuitability of leadership approaches in certain situations often prompts continuous adjustment and learning. Therefore, the development of global leaders needs to focus not only on improving technical capabilities, but also on strengthening reflective awareness, cultural intelligence, and high social sensitivity to form an adaptive and transformative leadership style in an international context. The success of this effort is largely determined by the synergy between contextual international HR management strategies, a deep understanding of cultural identity, and the ability of leaders to manage the complexity of diversity in a global organizational environment.

4. CONCLUSIONS AND SUGGESTIONS

Conclusions

The literature confirms that the effectiveness of cross-cultural leadership is highly dependent on International Human Resource Management (IHRM) strategies and practices that are able to adapt to the complexity of the global context. Competencies such as cultural intelligence, emotional intelligence, and intercultural communication skills are key components in shaping responsive, inclusive, and transformative global leaders. Among

various leadership styles, the transformational approach has proven to be the most effective in driving performance and strengthening cohesion in multicultural teams. The success of global leadership is also strongly influenced by the ability to maintain a balance between global and local values, and supported by an organizational structure that facilitates cross-cultural collaboration.

Previous studies have also shown that leadership effectiveness is not solely determined by the individual characteristics of the leader, but also by the degree of fit between the leadership style and the cultural expectations of the team members. Contextualizing leadership styles has been shown to increase job satisfaction, engagement, and employee loyalty. In addition, collaborative and distributed leadership approaches are effective in responding to the complex and changing challenges of global organizations. This kind of leadership model allows the inclusion of various cultural perspectives, avoids the dominance of one particular culture, and encourages innovation born from diversity. The findings reinforce the view that cross-cultural leadership development cannot be done partially, but requires a holistic approach that includes psychological, cultural, structural, and strategic dimensions.

Suggestions

Multinational companies are advised to design leadership training and development programs that focus on strengthening cross-cultural competencies and increasing awareness of cultural diversity. IHRM strategies need to be formulated to support the emergence of leaders with a global perspective who remain responsive to local nuances. Practices such as international assignments, experiential training, and collaborative multicultural team building should be implemented in a sustainable manner. In addition, further research should be conducted to evaluate the effectiveness of various leadership models in more diverse industrial and cultural contexts, in order to expand the relevance and applicability of the findings in various global organizational situations.

A more structured and evidence-based approach to international HR management is needed to effectively support cross-cultural leadership development. Global organizations should integrate cultural diversity into all stages of the HR process from recruitment to training to performance appraisal. Furthermore, it is important for organizations to build a work culture that encourages continuous cross-cultural learning, including through global mentoring programs, cross-country peer learning, and the inclusion of inclusivity and equality in decision-making processes. Synergy between the government, educational institutions, and industry players is also expected in designing curriculum and training policies that are able to produce global leaders who are resilient, culturally sensitive, and oriented towards a long-term vision.

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