



IMPACT OF GLOBAL ORGANIZATION CULTURE WITH REFERENCE TO
MANUFACTURING COMPANIES IN SOUTHEAST ASIA

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Dedication

I would like to thank my Family, Mother, Father, Brother, and Sisters for their encouragement and support.

I would like to thank my wife, Trupti, and my son, Soham, for always supporting me and adjusting to my schedules. I can imagine how lonely they would have felt during my frequent absence from home due to work and studies. Without them, it was impossible to complete it. Thanks to all my friends for encouraging and motivating me. This was a long journey that cannot be traveled alone. I am sure you are proud of my achievements.

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ABSTRACT

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2025

Dissertation Chair: PROF. DR. SAŠA PETAR, Ph.D.

A global organization brings in a lot of cultural challenges to the global workforce. Working with cross-functional teams in matrix organization and interacting with different nationalities is part of day-to-day working life in Multinational companies. Overseas assignments, business visits, and cross-border projects are increasing as the development develops.

The workforce in global organizations needs to have a global mindset by understanding the cultural dimensions of various geographies to be successful in their roles. However, it's not easy to understand cultural dimensions. Global culture impacts your day-to-day business.

Broader perspective, we can categorize global MNCs into three: Western, European, and Asian companies. For these studies, the focus of research is limited to the appliance industries of India, China, and Thailand. The study aims at identifying various challenges due to the cultural impact of Global culture on the workforce in Southeast Asia countries, especially the companies that are headquartered in Western or European countries.

The research aims to understand the cultural challenges in organizations and their impact, the adoptability, and the inclusions. The research aims to propose solutions to improve cultural inclusivity and global collaboration to help the workforce in multinational companies to be successful.

The study will also include how India, China, and Thailand adopt and handle the cultural challenges, and study which country is more adaptive and sensitive towards cultural inclusivity and collaboration.

The study will cover any previous research on Global Culture and its impact, the research gaps. A questionnaire will be shared with professionals working in of appliances domain in India, China, and Thailand. Interviews will be conducted. Data analysis by various methods will be carried out.

In conclusion, the study shall help organizations to understand cultural challenges, their impact, suggestions on cultural inclusion, and how organizations can improve in this area. It will also help professionals working in MNCs to understand how to understand cultural dimensions and collaborate better in a global environment.

KEYWORDS

Culture

Challenges,

Performance

Communication

Organizations

Leadership

Inclusivity

Collaboration

Human Resources

LIST OF ABBREVIATIONS

HR: Human Resources

MNC: Multi-National Companies

WFH: Work From Home

OD: Organizational Development

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CHAPTER I:

INTRODUCTION

1.1 Introduction

Global organizations and the Global Workforce bring global culture and related challenges. Organizations have their own set of values, beliefs, code of conduct, and leadership behaviors. Also, the culture of the home country influences the culture of the global organizations. Sometimes, organizations and their cultures are known by a country's culture. Global companies are identifying as US companies, German Companies, Japanese companies, and Korean companies. Etc. This also means that, although they are global companies, they might be driven by the influence of local culture.

Employees are influenced by local culture. They are born and brought up in a society influenced by geography, history, traditions, sometimes religions, political and social norms, and mental & psychological beliefs. All the factors are local and have deep roots in the local culture.

Global organizations often face challenges of local culture that impact the jobs and performance. Not all cultures can align with the headquarters culture. Also, not all the leaders, managers, and employees can understand the culture of other countries where their counterparts operate. This impacts performance, effectiveness, communication, relationships, trust, approach, and decision-making.

Cultural issues can result in Communication Barriers. Diverse Work Styles, Decision-Making, Time Management, Cultural Norms and Values, Management and Leadership Styles, Hierarchy vs. Egalitarianism, receiving Feedback and Criticism, Work-Life Balance, Ethical Standards, Legal and Regulatory Differences such as Labor Laws and

Business Practices, Diversity and Inclusion, Bias and Discrimination, Local Consumer Behavior, etc.

1.2 Research Problem

There are various challenges that global organizations face while working across borders and cross-cultural teams. The cultural adaptability of various cultures varies. The research focuses on the following problem statements.

1.2.1. How culture impacts performance in Global organizations?

Culture influences communication, decision-making, motivation, and conflict resolution. Employees from different cultures may have varying attitudes toward hierarchy, deadlines, teamwork, and innovation. A culture that values collaboration and diversity tends to enhance creativity and global adaptability, while cultural clashes can reduce efficiency and morale. High cultural intelligence (CQ) within teams often leads to better performance and higher employee engagement.

1.2.2. What are the challenges and impact of global organizations working with cross-cultural teams?

Today's world, it is essential to work on day day-to-day basis with your cross-functional teams, stakeholders, and managers by video meetings such as Teams, Zoom, Google Meet, Video Conferencing, etc. Also, international business visits are increasing, where you meet and share cultural values, traditions, social values, and beliefs, and try to understand others as well.

The following are a few challenges employees face when working with Cultural Teams.

- Communication barriers: Language differences, accents, and varying non-verbal cues.
- Work style differences: Some cultures prefer structure and rules, others prefer flexibility.
- Conflict resolution styles: Confrontation in some cultures vs. avoidance in others.
- Time orientation: Strict punctuality vs. more relaxed approaches.
- Trust-building: Relationship-based vs. task-based cultures.
- Decision-making: Consensus-driven vs. top-down approaches.

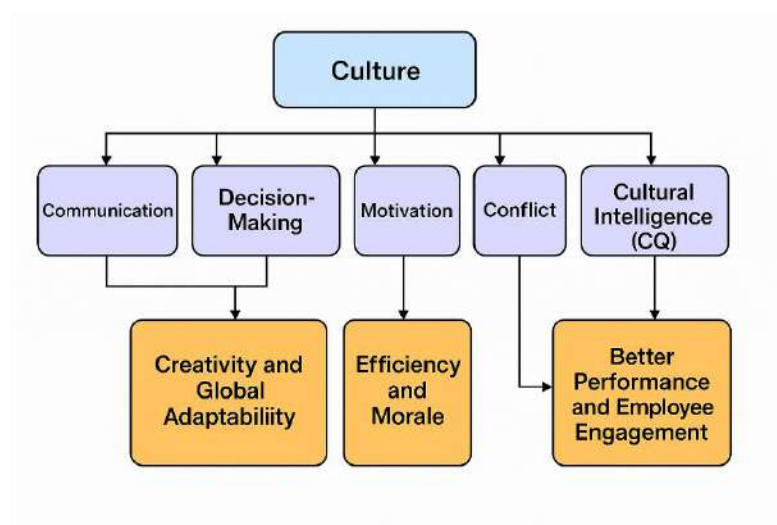


Figure 1.1 Challenges and Impact of Culture in Global Organization *(Source: Created by Candidate)*

1.2.3. How is leadership perceived in different cultures?

Leadership perception is culturally specific, with traits and behaviors considered effective varying significantly across different societies. For example, a leader seen as assertive in the U.S. might be perceived as overly aggressive in Japan, where consensus-building is valued, while a paternalistic leader might be effective in some Asian cultures but not in

more egalitarian Western societies. Frameworks like Hofstede's Cultural Dimensions and the GLOBE Study help explain how cultural dimensions, such as power distance or performance orientation, influence these expectations and behaviors.

Several key cultural dimensions influence how leadership is perceived:

- Power Distance:

Cultures with high power distance, like some in the East, accept and expect unequal distribution of power, favoring more hierarchical leadership. In contrast, low power distance cultures, often found in the West, prefer more egalitarian styles.

- Individualism vs. Collectivism:

In individualistic cultures (like the U.S.), leaders are often expected to be self-directed and assertive, focusing on individual achievement. In collectivistic cultures, leadership tends to be more team-oriented, prioritizing harmony and group consensus.

- Performance vs. Humane Orientation:

In performance-oriented cultures, like Germany and the U.S., efficiency and results are highly valued in leaders. In contrast, human-oriented cultures value compassion and care.

- In Western cultures (e.g., US, UK), leadership is often associated with empowerment, innovation, and participative styles.
- In Asian cultures (e.g., China, Japan, India), leadership is more hierarchical, with respect for authority and seniority.
- In Scandinavian cultures, leadership is egalitarian, with leaders acting as facilitators rather than authoritative figures.
- In Middle Eastern cultures, leadership often combines authority with strong relationship orientation.

Cultural dimensions (Hofstede, GLOBE study) show differences in power distance, uncertainty avoidance, and collectivism that shape leadership expectations.

1.2. 4. How to make employees work better in a cross-cultural team?

To foster success for employees in different cultures, provide targeted cross-cultural training and promote open communication while respecting varying communication styles and avoiding stereotypes. Create an inclusive environment by celebrating cultural diversity, offering flexibility, and investing in team-building activities that build personal connections. Managers should lead with empathy, practice active listening, and seek regular feedback to ensure all employees feel valued and supported

- Provide cultural training and build cross-cultural awareness.
- Encourage open communication and respect for diverse viewpoints.
- Offer flexible work practices to align with cultural preferences (e.g., autonomy vs. group harmony).
- Ensure inclusive leadership that recognises contributions from diverse backgrounds.
- Support mentorship and buddy systems to help employees integrate faster in global roles.
- Recognize and celebrate cultural diversity through events, recognition programs, and inclusive HR policies.

1.2.5. Organization should work on which aspects to effectively handle cultural differences?

To effectively handle cultural differences, organizations should foster inclusive communication, provide comprehensive cross-cultural training to build awareness and skills, create opportunities for team building to encourage interaction and understanding, promote a culture of respect and appreciation for diversity, and develop adaptable policies and flexible leadership styles that accommodate diverse cultural norms and expectations.

- Cultural intelligence development: Training managers and employees.
- Inclusive HR practices: Recruitment, appraisal, and rewards that account for cultural diversity.
- Global communication strategies: Clear, respectful, and multilingual approaches.
- Leadership adaptability: Leaders should shift between directive, participative, or coaching styles as per cultural context.
- Diversity & inclusion policies: Embedding respect for cultural differences in organizational values.
- Conflict management systems: Processes that account for varied cultural conflict styles.
- Knowledge sharing platforms: Encouraging cross-border collaboration and learning

1.3 Purpose of Research

In today's increasingly interconnected world, global organizations operate across diverse geographical and cultural boundaries. While globalization has enabled broader collaboration and resource sharing, it has also introduced significant cultural complexities. Organizations carry with them not only corporate values and structures but also the socio-

cultural influences of their home countries. Consequently, global corporations are often associated with the national cultures of their headquarters, commonly labeled as “American,” “German,” or “Japanese” companies despite their global presence (Bhagat, Triandis, and McDevitt, n.d.).

The interaction between organizational culture and local cultural norms can create friction in multinational environments. Employees are shaped by their local traditions, languages, historical contexts, social structures, and belief systems. These deeply embedded cultural influences can affect job performance, communication styles, leadership expectations, and decision-making processes (Mayhand, 2019). For global manufacturing firms operating in Asia, the clash between Western organizational expectations and local cultural values is often pronounced. The clash between Western organizational expectations and local (Asian) Cultural values arise from fundamental differences in beliefs and behaviors, leading to challenges in communication, management, employee satisfaction, and overall organizational performance. Western models often prioritize individualism, assertiveness, and a direct communication style, while local cultures may emphasize collectivism, deference, and indirect communication, creating significant friction in areas like decision-making, leadership, and conflict resolution. This cultural conflict can hinder effective teamwork and lead to confusion, errors, and reduced productivity, especially in multinational corporations.

The purpose of the research is to study the various literature on this topic and studies already done in this field. Understand if those studies and review if those studies are relevant to manufacturing companies in Southeast Asia. Also conduct a survey, Interview

professionals, and understand the challenges and probable actions that are required to reduce the cultural impact on performance in multi-national organizations.

1.4 Significance of the study

It is a fact that human beings are very different by nature. Moreover, in different countries and geographies, due to local cultures, values, and traditions, and social factors, people have different behaviors and beliefs. These individuals, while working in multinational organizations, interact with people of different cultural backgrounds. We can see a difference in mindset, thinking, decision making, perseverance, leadership style, approach and situational leadership, and many more areas.

1.4.1 Understanding Cultural Diversity in Organizations : Organizations operate across multiple nationalities and cultures. This research provides insights into how cultural values, norms, and behaviours impact workplace dynamics, including employee treatment, decision-making, and employee interactions. Such understanding is critical for building effective teams inclusive, collaborative, and high-performing teams.

1.4.2 Enhancing Organizational Performance : Global culture impacts results and relationships, which ultimately impact overall organizational effectiveness. By identifying cultural opportunities and challenges, the study helps organizations design strategies that harness diversity as a competitive advantage rather than allowing it to become a barrier.

1.4.3. Leadership Development and Adaptability : Leadership is perceived differently across cultures. This study highlights how global leaders can adapt their styles to suit multicultural contexts, ensuring better employee engagement, motivation, and trust across regions.

1.4.3 Improving Cross-Cultural Collaboration: Many global organizations face communication gaps, conflicts, or misunderstandings due to cultural differences. The research emphasizes practical approaches to overcoming these barriers, thereby strengthening collaboration in cross-border teams.

1.5 Research Purpose and Questions

To understand the dimensions of cultural differences (e.g., values, beliefs, communication styles, and social norms) across regions, countries, and communities. To analyse how cultural diversity impacts global interactions, including business operations, diplomacy, education, and social integration.

1.5.1 Identify cultural challenges: to identify the specific challenges faced by global organisations, such as communication barriers, conflicting work styles, and ethical dilemmas. To examine how cultural differences influence decision-making, leadership, teamwork, and conflict resolution in multicultural environments.

1.5.2 Promote cultural sensitivity and inclusion, to investigate how cultural biases, stereotypes, and discrimination affect global collaboration and inclusivity. To propose frameworks for fostering cultural sensitivity, respect, and inclusion in diverse environments.

- 1.5.3 **Support effective leadership** in cross cross-cultural/multicultural environment. To explore the role of leadership in managing culturally diverse teams and organizations. To identify the skills and competencies required for leaders to succeed in global environments.
- 1.5.4 **Forster global collaboration and inclusivity:** to study how cultural diversity can be leveraged as a strength to drive innovation, creativity, and problem-solving. To identify best practices for building cohesive, high-performing multicultural teams.
- 1.5.5 **Mitigate cultural conflicts:** To study the root causes of cultural conflicts in global settings and propose conflict resolution strategies. To promote mutual understanding and cooperation among diverse cultural groups.

Limitations: For focused research and results, the limitation of the scope of the research is restricted to MNCs in the Manufacturing field working in the following countries

a) India b) China c) Thailand

The limitations are set in view of research data, question papers, interviews, and related analysis.

CHAPTER II:

REVIEW OF LITERATURE

2.1 Theoretical Framework:

The concept of global culture is grounded in the increasing interconnectedness of societies through globalization, leading to the diffusion of cultural values, practices, and norms across national boundaries. Hofstede's cultural dimensions theory (2010) provides a foundational lens to understand how cultural variations—such as power distance, individualism, and uncertainty avoidance—shape organizational behavior in a global context. The GLOBE study (House et al., 2004) further expands this understanding by emphasizing how societal culture influences leadership styles and organizational effectiveness across nations. Global culture impacts organizations by harmonizing certain management practices while simultaneously creating challenges in maintaining local cultural identities.

As organizations operate in multiple countries, they must balance global integration with local responsiveness—a key tenet of Bartlett and Ghoshal's (1989) transnational model. Social identity theory (Tajfel & Turner, 1986) also plays a role, as employees' identification with global or local cultures affects communication, trust, and team cohesion. Cultural convergence and divergence theories suggest that while globalization promotes uniformity in corporate values, it also reinforces the need for cultural differentiation to preserve authenticity. The global mindset theory (Gupta & Govindarajan, 2002) highlights the strategic advantage leaders gain when they can navigate cultural complexities and foster cross-cultural collaboration.

Moreover, organizational culture becomes a mediating factor between global influences and employee behavior, determining how shared values are internalized. Ultimately, understanding the impact of global culture is crucial for leaders seeking to enhance cross-border cooperation, employee engagement, and sustainable global competitiveness.

2.1.1. A Double-Edged Sword: Organizational Culture in Multicultural

Organizations.

The research paper published in International Journal of Management, Vol. 23, No. 3 – Part 2, 2006, pp. 563-575 by Mary G. Trefry, Sacred Heart University that organisational culture is more consequential in multicultural organisations than in mono-cultural ones. In such settings, culture not only shapes how well diversity is leveraged (benefits) but can also amplify difficulties (challenges). Thus, culture serves as a kind of “*double-edged sword*”

Trefry suggests following the benefits first and the challenges of the organisation due to multiculturalism (*global culture*)

Benefits:

- Ability to match employees with diverse clients/customers.
- Broader cultural knowledge applied to projects.
- Enhanced creativity, innovation, and better problem-solving.
- From the individual perspective: increased tolerance, adaptability, broader perspectives.

Challenges:

- Slower team development: building trust, rapport takes longer.
- Communication difficulties: more misunderstandings, time required for a shared understanding.
- Different expectations regarding behaviour, interaction, and conflict resolution can lead to conflict.
- Divergent national cultures may feel tension with organisational practices.

Suggestion in research paper: Trefy offers practical suggestions on how organizations can shape culture to maximize benefits and mitigate drawbacks

- a. Make explicit both values and practices that support valuing diversity: ensure policies, routines, and rewards reflect this. Words must be backed up by concrete actions.
- b. Encourage flexibility: allow more than one way of doing things; allow individuals/groups to bring different approaches to solving problems.
- c. Develop skills for cross-cultural interaction: communication, openness, reflection, cultural awareness.
- d. Set explicit norms / ground-rules for how differences are to be handled: how conflict is expressed, how to give feedback, etc.
- e. Feedback loops and reflective practices: periodically evaluate how frames of reference are evolving; assess whether organizational assumptions are still valid.

- f. Leadership role: leaders have to orchestrate the tension between standardization (convergence) and openness/innovation (divergence). Culture must be shaped (not left implicit)

Research Gap :

- There is no large-scale quantitative evidence showing exactly ‘how much more organizational culture matters in multicultural vs mono-cultural settings’. Trefry draws on related literature and smaller empirical cases
- The notion of culture is complex and fuzzy: measuring underlying beliefs/frames is hard. Also, many organizations have subcultures, divisions, and groups that diverge from the main culture

Conclusion :

Trefry concludes that in the current globalized, diverse business environment, organizational culture is a critical lever. When properly shaped, it can turn cultural diversity into a source of competitive advantage. But if neglected, culture may exacerbate costs (miscommunication, inefficiency, conflict) and reduce the very benefits that diversity could bring. The “double-edged sword” metaphor is apt: culture can cut both ways.

2.1.2: Global Cultural Dimensions and Organizational Impact

The concept of **cultural dimensions**, as introduced by Hofstede I 1980 and expanded upon in the GLOBE study in 1990 – 2000, is foundational in understanding cultural variability in organizations. Dimensions such as power distance, individualism vs. collectivism, uncertainty avoidance, and time orientation vary significantly across countries and regions.

The GLOBE Project, in particular, demonstrated how leadership is perceived differently across cultures—assertive, performance-oriented leadership may be admired in the West, whereas more humane and participative leadership styles are preferred in many Asian contexts

Aspect	Hofstede's Cultural Dimensions	GLOBE Study
Origin / Timeline	1980s, based on IBM employee survey across ~70 countries	1990s–2000s, 170+ researchers, 62 societies
Purpose	To explain how national culture influences workplace values & behavior	To examine how culture impacts leadership and organizational effectiveness
Methodology	Survey of IBM employees (single-company dataset)	Large-scale, multi-organization, cross-industry research
Number of Dimensions	6	9
Key Dimensions	1. Power Distance 2. Individualism vs. Collectivism – 3. Masculinity vs. Femininity 4. Uncertainty Avoidance 5. Long-term vs. Short-term 6. Orientation - Indulgence vs. Restraint	1. Power Distance 2. Uncertainty Avoidance 3. Institutional Collectivism 4. In-group Collectivism 5. Gender Egalitarianism 6. Assertiveness 7. Future Orientation – 8. Performance Orientation 9. Humane Orientation

Focus	Workplace behaviour, motivation, and organisational values	Leadership styles, organisational practices, and cultural clusters
Leadership Aspect	Not leadership-specific	Explicitly connects culture with leadership effectiveness (e.g., charismatic, participative, humane)
Output / Contribution	Foundational model for cross-cultural research; simple but influential	More detailed, leadership-focused, and introduces cultural clusters (e.g., Anglo, Confucian Asia, Latin America)
Criticism	Based on one company's data, it may oversimplify	More complex, sometimes criticised for being too broad or hard to apply

Table 2.1 Comparison of Hofstede Cultural Simention and Globe Study 9 (*Source: Created by Candidate*)

Conclusion: Hofstede's Cultural dimension study was conducted only with IBM employees and in 1980, where 6 key dimensions were focused on. The Globe Study was an extension of Hofstede's study by Robert J. House from 1990 to 2000. 170+ Scholars across the world studied 62 Societies over a period of a decade. This study was criticised as most complex, therefore not relevant. However, the Cultural Dimension Study and the Globe study are most relevant in Global Culture and Organization studies and are respected.



Figure 2.1 Hofstede's Cultural Dimension Study (Source: Google)



Figure 2.2 Cultural Dimensions: The Globe Study (Source: Created by Candidate)

2.1.3 Globalization: Understanding the Impact of Cultural Differences in Global Organizations by Dwight E. Mayhand (2020): Mayhand's paper explores how cultural differences affect individuals and organizations in the globalized business environment. It investigates why people in organizations either accept or reject other cultures, and what factors influence their ability to adapt to an organizational culture that is different from their own. And implications. The study was focused on Cultural Rejection or Acceptance: Whether members of an organization accept ("embrace", adjust to) or reject cultural differences coming from other individuals or groups.

Findings :

- Factors that Influence Acceptance vs. Rejection: Mayhand identified several variables that affect how cultural differences are handled in global organizations:
- i. Cultural Background: The primary culture(s) of the person (nationality, ethnicity, etc.) play a big role in shaping perceptions and comfort levels.
 - ii. Social Experience: Prior exposure to different cultures, intercultural interactions, etc., shapes openness or resistance.
 - iii. Environmental Culture: The prevailing norms, values, and history of the host or existing organisational culture influence what is accepted. If the existing organizational culture is more rigid or less diverse, rejection is more likely.
 - iv. Biases, Stereotypes & Negative Stigmas: Prejudices, whether conscious or unconscious, create resistance to new cultural traits. These can be based on nationality, religion, customs, etc.

- v. Learning Ability / Flexibility: How willing and able people are to learn new norms, adapt behavior, and understand perspectives different from their own.
- vi. Psychological Underpinnings : Feelings of identity loss, anxiety, fear, or concern about social rejection are psychological factors that make assimilation harder. Also cognitive factors: how people perceive differences and similarity.

Mayhand Recommendation: He doesn't just describe the problem, but suggests what managers and organizations should do to facilitate smoother cultural integration and reduce rejection:

- Leadership awareness: Leaders must recognize that cultural differences generate not just logistical but psychological tension.
- Training & development: Programs that build cultural competence, sensitivity, and understanding among employees and leaders.
- Preventive culture-building: Instead of waiting for problems, proactively foster an inclusive culture, setting norms of acceptance, and using organizational artifacts (stories, rewards, examples) to show that diverse cultures are respected.
- Communication & socialization: Effective, open communication; structured interaction between individuals from different cultures; involvement of newcomers in social networks.
- Role modeling & change management: Key figures (managers, leaders) acting as role models; using change models (for instance, Lewin's unfreeze-change-refreeze approach) to shift culture.

Conclusions :

- Cultural acceptance is complex and multi-factorial: it depends not only on the incoming person's traits, but heavily on the existing organizational culture and how it treats differences.
- Resistance is natural: psychological anxieties (loss of identity, fear of the 'other') often underlie rejection. Recognizing this helps managers anticipate and manage resistance.
- Cultural competence (on both sides) matters: it's not just about newcomers adapting, but also existing members being open, understanding, and flexible.
- Absence of awareness or structural support leads to missed opportunities: skills, talent, innovation may be lost if organizations aren't able to harness diversity because biases or lack of assimilation block full inclusion.

2.1.4 The Impact of Organizational Culture on Organizational Performance: The Mediating Role of Employee Engagement by Yangtong Liu & Ibiwani Alisa Binti Hussain (2025) published in International Journal on Culture, History, and Religion Vol. 7, Special Issue 2, 2025. The study is among *cultural and creative enterprises in central China*. The study aims to understand *how* organizational culture influences organizational performance, particularly by investigating whether employee engagement serves as a mediator in that relationship. In other words:

1. Does organizational culture directly affect organizational performance?
2. Does organizational culture affect employee engagement?
3. Does employee engagement affect organizational performance?

4. Does employee engagement mediate (fully or partially) the relationship between culture and performance?

Research Methodology:

A study was conducted by way of collecting 371 valid questionnaire responses from employees of cultural and creative enterprises in central China.

Analysis Technique: Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to test the relationships/hypotheses.

Main Findings

1. Positive direct effect of culture on performance: Organizational culture has a statistically significant positive impact on organizational performance.
2. Culture → Engagement: Organizational culture significantly positively affects employee engagement.
3. Engagement → Performance: Employee engagement, in turn, positively influences organizational performance.
4. Mediation: Employee engagement partially mediates the relationship between organizational culture and performance. That is, part of culture's impact on performance goes through increasing engagement, but culture also has its own direct effect.

Limitations:

- Since the sample is from central China in cultural & creative enterprises, generalization to other sectors or regions is limited.

Conclusion: This study was conducted in China and very few studies on Global cultures are conducted in Asia, especially China. Although this is China China-specific study, it is important to review it for our studies.

2.2 Other Studies on the Topic :

2.1.1 The Impact of Cross-Cultural Management on Global Collaboration and Performance (As'ad et al., 2024)

This study examines how cross-cultural management practices influence team collaboration, communication efficiency, and organizational performance in multinational corporations (MNCs). It finds that cross-cultural training significantly enhances cohesion and reduces misunderstandings in diverse teams, while leadership adaptability (cultural intelligence) plays a key mediating role. Quantitative survey data and qualitative interview evidence support that firms with stronger cross-cultural practices enjoy higher innovation and better performance outcomes. The authors argue that investments in culturally intelligent leadership and inclusive policies are critical for leveraging diversity.

2.2.2 Impact of Organizational Culture on Individual Work Performance:

Moderating Role of National Culture (MDPI, 2022)

This study investigates how organizational culture shapes individual work performance, and how national culture moderates this relationship, particularly across cross-strait (Taiwan vs. Mainland China) enterprises. Results show that clan culture boosts task performance and reduces counterproductive behaviors more strongly when national power distance is high; meanwhile, uncertainty avoidance augments the positive effect of

adhocracy culture on contextual performance. The moderating effect of national cultural dimensions implies that the same organizational culture may produce different performance outcomes depending on the broader cultural setting. The authors emphasize the need for global organizations to calibrate internal culture to the national cultures of their subsidiaries.

2.2.3 Impact of Dimensions of Organisational Culture on Job Performance and Satisfaction (Aggarwal et al., 2024) :

This empirical research explores how various dimensions of organizational culture (e.g. flexibility, support, rules) affect employees' job performance and satisfaction, with mediating effects considered. They find that culture dimensions such as involvement and consistency significantly influence performance and satisfaction levels, partly through mediation by motivational factors. The study supports the idea that global cultural attributes embedded in organizational culture (e.g., emphasis on adaptability vs. control) have tangible effects on how individuals behave and feel at work. It suggests that global organizations must manage these cultural dimensions carefully across locations to optimize outcomes.

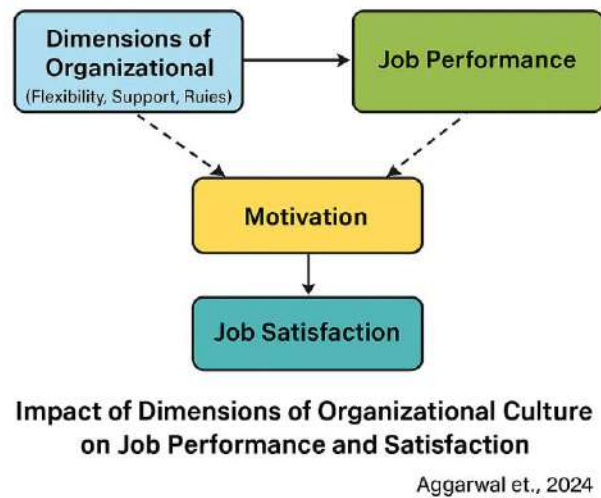


Figure 2.3 Impact of Organization’s Dimension on Performance and Satisfaction

(Source Aggarwal et. 2024)

2.2.4 Organizational Culture: A Systematic Review (Taylor and Francis, 2024)

This systematic review synthesizes recent empirical and conceptual work on organizational culture, including its measurement, orientations, and outcomes. The review highlights that culture is frequently linked to performance, identity, and crisis resilience, and argues that global culture imposes both integrative and conflicting pressures on organizational systems. It also critiques methodological inconsistencies across studies (e.g., culture constructs, measurements), calling for more comparative cross-national research. The authors position organizational culture as a crucial lens for understanding how global forces and local contexts interact in shaping organizational outcomes.

2.2.5 Cross-Cultural Management and Organizational Performance: A Content Analysis Perspective (Sultana, Rashid, Mohiuddin & Mazumder, 2013)

This study conducts a content analysis of existing literature to examine how cultural diversity management practices relate to organizational effectiveness and competitive advantage. It finds a significant positive correlation between proactive diversity management and organizational competitiveness. The authors argue that firms that integrate diversity into their business strategy gain stronger performance outcomes in global markets. The research suggests that cultural diversity, when managed intentionally, becomes a resource rather than a challenge.

2.2.6. Mitigating the impact of cross-culture on project team performance (Umuteme et al., 2023)

This study examines how project leadership and organizational culture interact with cross-cultural differences to influence team effectiveness. It posits and empirically tests two models, showing that adaptive leadership behaviors and cultural bridging mechanisms can reduce performance losses caused by cultural misalignment. Results indicate that strong project governance, communication norms, and cultural sensitivity buffer the negative impacts of cross-cultural variance. The authors emphasize that global project success depends not just on technical competence but also on cultural mediation.

2.2.7. Exploring the impact of cultural diversity in global projects” (SAGE Journal, 2024)

In this recent work, the authors investigate the perceived risks and benefits of cultural

diversity in virtual global project teams. They find that cultural diversity is often viewed initially as a risk (due to miscommunication, coordination cost), but that over time, teams that manage diversity effectively reap benefits in creativity, problem-solving, and resilience. The research emphasizes that time, trust, and cultural competence development determine whether diversity produces net positive outcomes. It also notes that poorly managed diversity can exacerbate project delays and conflict.

2.2.8 Unraveling the effects of cultural diversity in teams (Stahl et al., 2021)

This retrospective review surveys how research on culturally diverse teams has evolved, highlighting both progress and persistent challenges. It notes that cultural diversity often yields “double-edged” effects: enhancing innovation and creative outcomes, but also increasing conflict, coordination costs, and relationship friction. The authors argue that contextual moderators (leadership, task type, and interdependence) heavily influence whether diversity is beneficial or detrimental. They call for more longitudinal, multilevel studies to unpack boundary conditions of positive vs. negative cultural impacts.

Unraveling the Effects of Cultural Diversity in Teams



Stahl et al., 2021

Figure 2.4 Unraveling the effects of cultural diversity (Source Stahl et al., 2021)

2.2.9 Leader Cultural Intelligence and Organizational Performance (Nosratabadi, Bahrami, Palouzian & Mosavi, 2020)

This research studies how leader cultural intelligence (CQ) influences organizational performance in multicultural contexts, with organizational structure as a mediating factor. The findings show that leaders with higher CQ have both a direct positive effect on performance and an indirect effect via enabling supportive structures (e.g., decentralization, communication flows). The study underscores that even in culturally diverse settings, the quality of leadership—particularly in cultural adaptability—can significantly tilt outcomes toward success. Organizations operating globally are encouraged to invest in CQ development and structural alignment.

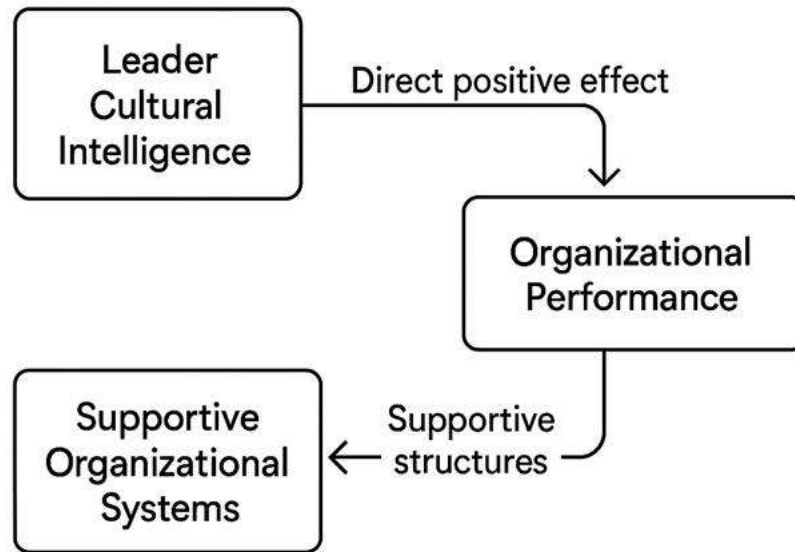


Figure : 2.5 Leader Cultural Intelligence and Organizational Performance (Source: Created by Candidate)

2.2.10 Cultural Intelligence and Leadership Effectiveness in Global Workplaces (Ahmad & Saidalavi, 2022)

This conceptual and empirical synthesis examines how cultural intelligence (CQ) contributes to global leadership effectiveness in cross-cultural settings. The authors argue that CQ is a prime factor that enables leaders to interpret, adapt to, and manage diverse norms, thus improving decision-making and team cohesion. They review evidence showing that higher CQ is linked with better conflict resolution, communication, and adaptability in global organizations. The study emphasizes the need for continuous CQ development as a core leadership competency.



Figure 2.6 Cultural Intelligence and Leadership Effectiveness (*Source: Ahman & Saidalavi, 2022*)

2.2.11 Leader Cultural Intelligence and Organizational Performance (Nosratabadi, Bahrami, Palouzian & Mosavi, 2020 / 2021)

This empirical study investigates how leader CQ affects organizational performance, with organizational structure acting as a mediator. Results show that CQ has both a direct positive impact on performance and an indirect effect via enabling more adaptive, decentralized structures. The study suggests that in multicultural environments, effective structures and leadership capabilities must go hand-in-hand to realize performance gains. It concludes that investing in CQ and aligning structure are vital for global firms.

2.2.12 Effects of Cultural Diversity on Project Performance (Somalaraju, 2025)

In a qualitative investigation of projects in multicultural organizational settings, this study explores how cultural diversity impacts project outcomes. It finds that diversity influences team cohesion, communication patterns, risk perception, and stakeholder alignment. When cultural differences are unmanaged, they can lead to misunderstandings and delays;

however, effective cultural bridging and inclusive practices convert diversity into a performance asset. The study recommends that project managers proactively embed cultural sensitivity in planning and execution phases.

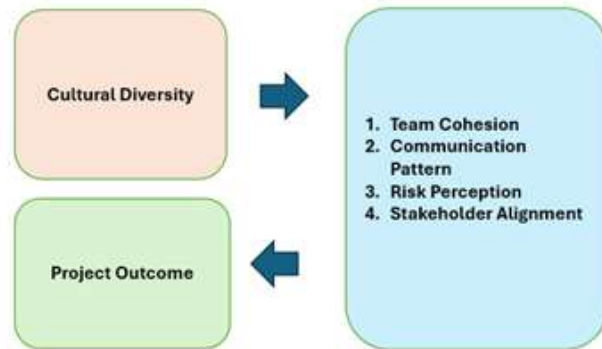


Figure 2.7 Effects of Cultural Diversity on Project Performance (*Source: Created by Candidate*)

2.2.13 Managing Cultural Diversity in Global Teams: Strategies and Outcomes (2024)

This recent research explores challenges and strategies encountered in managing cultural diversity within global teams. Drawing on case studies in MNCs, it highlights tactics like shared norms, boundary-spanning roles, inclusive decision processes, and localized autonomy. The authors find that such strategies help reduce cultural frictions and improve trust, coordination, and innovation across teams. They argue that cultural diversity must be actively managed, not passively tolerated, for organizations to reap its benefits.

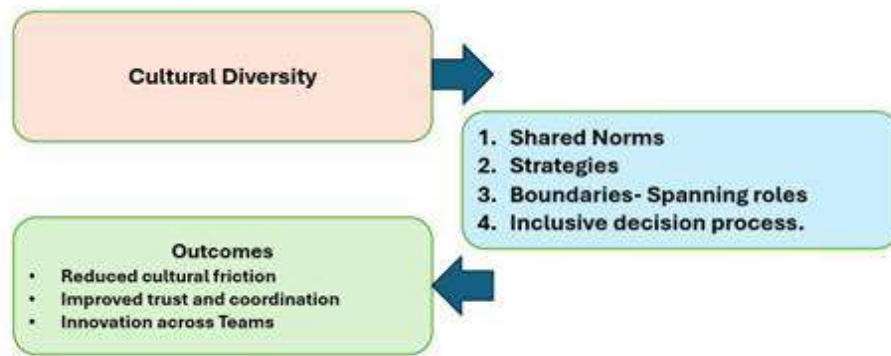


Figure 2.8 Managing Cultural Diversity in Global Teams (*Source: Created by Candidate*)

2.2.14 How Cultural Diversity Affects Communication and Trust in Teams (Karlsen et al., 2024)

This study examines how cultural diversity influences communication effectiveness, trust formation, and overall team performance. The findings suggest that cultural distance (differences in norms, language, and communication styles) can weaken trust and slow knowledge sharing, unless mitigated through explicit norms and translation mechanisms. Teams that formalize cross-cultural communication procedures and invest in trust-building outperform those that rely on ad hoc interaction. The study underscores the importance of structural supports (e.g., common language, shared protocols) in bridging cultural gaps.

How Cultural Diversity Affects Communication and Trust in Teams

(Karlsen et al., 2024)

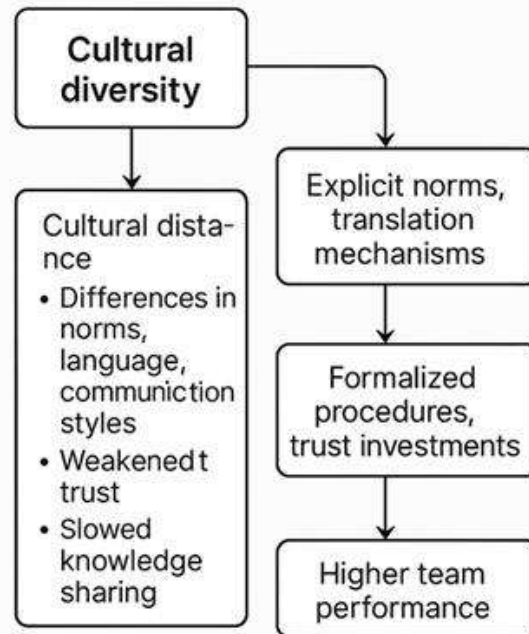


Figure 2.9 Cultural Diversity Affects Communication and Trust (Source: Created by Candidate)

2.3 Summary and Conclusion :

In the context of manufacturing industries in Asia, these cultural differences are especially pertinent. As many Asian firms interact regularly with Western engineering centers, headquarters, or global partners, leaders must constantly bridge cultural gaps in expectations, communication, and leadership behavior (Singh, 2020).

Specific challenges faced by Asian employees include difficulty adapting to informal communication styles, discomfort with flat hierarchies, and differences in perceptions of time, discipline, and work-life balance. These challenges are often magnified when

Western managers misunderstand or overlook these cultural differences, which can lead to reduced productivity, increased conflict, and employee disengagement (Tutara et al., 2019).

Effective leadership in global organisations requires the ability to understand, respect, and adapt to cultural differences. Leaders must not only be operationally competent but also culturally intelligent (Mockaitis, Zander & De Cieri, 2018). This includes being aware of one's own cultural biases and being able to empathise with diverse team members.

The literature strongly affirms the intricate relationship between national culture and organisational effectiveness in global settings. Especially for manufacturing companies in Asia, managing the interaction between global corporate culture and local cultural values is critical to long-term success. While global integration offers strategic advantages, cultural misalignment can disrupt operations, demotivate employees, and damage relationships.

This review lays the theoretical groundwork for exploring how Asian employees experience and respond to cultural challenges in global manufacturing firms. The proposed research will contribute to both academic understanding and practical application by identifying strategies for cultural integration, inclusive leadership, and conflict resolution in multinational contexts.

The interplay between global organizational culture and Asian local values presents both challenges and opportunities. While cultural differences can hinder performance, effective strategies such as cultural training, adaptive leadership, and inclusive policies can turn diversity into a competitive advantage. Future research should explore case studies of Asian firms that have successfully managed cross-cultural dynamics.

CHAPTER III: METHODOLOGY

3.1 Overview , Research Design and Approach

This section summarises the research design and methodology of the study, ‘Impact of Global Organisation Culture with special reference to Manufacturing companies in Asia’. This research focuses on three countries, India, China and Thailand. The research is designed to understand the challenges and probable inhibitors and actions that organisations can take to be more successful.

A mixed-methods research design was adopted to combine qualitative and quantitative approaches to gain a deeper understanding of the experiences of employees in manufacturing companies in South East Asia. The qualitative component helped in identifying key challenges and their impact on organisational effectiveness and performance, while the quantitative component provided statistical facts about the degree of impact on the organisation and employees. Together, it helped to gain insights and suggestions on how policies and practices could be further enhanced to improve cross-functional alignment and better teamwork to be a successful workspace.

3.1.1. Quantitative Approach

The quantitative phase of the research applied a survey to measure the impact of Global headquarters countries on the operation of local companies.

1. How often do cultural differences affect communication among team members?
2. How often do cultural misunderstandings affect team productivity?

3. To what extent do organisations actively promote cultural sensitivity and inclusion?
4. How effective was cross-cultural training in improving your work effectiveness?
5. Extent of cultural awareness and adaptability demonstrated by Leaders in organisations.
6. Rating on collaboration between employees from different cultural backgrounds organisation?
7. The extent employees feel valued and included in organisations regardless of my cultural background.

The survey was shared online with MNCs in the manufacturing sectors in the appliance industries of India, Thailand, and China. The sample was drawn from multiple manufacturing organisations to ensure the diversity and commonality of the findings.

The quantitative data were analysed using statistical methods, including descriptive statistics, correlation analysis, and analysis of variance, to examine the relationships between cultural difference, misunderstanding affecting productivity, promoting cultural sensitivity and inclusion, Cultural adaptability, effectiveness of cross-cultural training, collaboration of cross-cultural teams, etc.

3.1.2 Qualitative Approach:

The qualitative phase of the research involved one-to-one interviews with open-ended questions to gain deeper insights on what is the biggest cultural challenge in organisations and recommendations to improve cultural inclusivity and global collaboration. Employees felt about their companies' practices and policies, and their

impact on the workplace, performance, and teamwork. The questions were constructed based on previous literature on Global Organisation Culture and its impact-related research. Tried to cover the degree of extent employees feel there are challenges, areas where they felt challenges are recommendations. The interviews provided qualitative data and enabled an understanding of the self-experiences. Sometimes, culture is difficult to understand unless you have practical experience being part of cross-cultural cross cross-border projects. These questions aimed to provide richer and deeper data. The purpose of the interviews was to explore the following topics:

- Personal experiences working with cross-functional teams and related challenges.
- Experience of cultural differences in other countries on business trips.
- If your organisation/colleagues, and you had any challenging situation or problem due to cultural differences, and it impacted
- If your organisation and you as an individual are taking any conscious efforts to improve cultural inclusivity and global collaboration among employees.
- Suggestions for improvement in organisational practices and policies to handle challenges and the impact of Global Culture.

A purposive sampling technique was used to select participants who work directly with Global Teams or Report Global Managers in the Manufacturing Sector. A thematic analysis approach was used to identify recurring themes and patterns in the data, with specific attention paid to the experiences shared by the participants on their organisation's practices and policy to support employees and in understanding Global Culture and its impact.

3.2 Study population and sampling

The population of interest for this study will be employees (men and women) working in multinational organisations and those professionals who directly work with cross-functional global teams and managers, reportees. The approach taken was probability sampling (Ader and Mellenbergh, 1999), as it allows for random selection of participants, which is a representation of the sample audience. This helps eliminate the researcher's bias, allowing generalisation of findings that can be applied to a larger population and considered valid (Chambers and Dunstan, 1986).

For this research, I used stratified sampling. Stratified random sampling is a process of dividing respondents into distinct but predefined groups. In this method, respondents do not overlap but collectively represent the entire population. My target audience for the survey was employees working in multinational organisations and those professionals who directly work with cross-functional global teams and managers, and reportees.

For this study, two types of sampling techniques were adopted. Deliberate, critical, or judgmental sampling: In this type of sampling, the researcher judges and develops their sample based on the nature of the study and their understanding of their target audience. Only people who meet the research criteria and the final objective are selected.

Snowball Sampling: As a snowball speeds up, it accumulates more snow around itself. Similarly, with snowball sampling, respondents are tasked with providing references or recruiting samples for the study once their participation ends. (Goodman, 1961) .

The sample size is approximately. 176 samples, assuming a 95% confidence level, .5 standard deviation, and a margin of error (confidence level) of +/- 5% (Qualtrics, n.d.).

The sample chosen for this study was employees working in multinational organisations and those professionals who directly work with cross-functional global teams and managers, reportees with experience from < 5 years to 20 + years. My survey respondents from manufacturing companies of Southeast Asia, limited to Appliances Industries and India, China, and Thailand. Respondents were selected based on the industry, age group, level in organisation, gender, and experience, comprising men and women.

Considering the size and scope of the research study, the mixed sampling methods will be used. The recruitment of participants will be through convenience sampling and through referrals (snowball sampling). The survey results will be recorded and will be shared with the respondent if asked. After surveys are concluded, the abductive approach will be applied to derive the conclusions and valuable insights.

The survey was framed in a Word document as a draft. Once approved by the mentor, it was uploaded to Google Forms. Prior to the survey being rolled out, it was tested out the form with a sample audience to check understanding of the context of the thesis, to check if the questions were logical and captured all facets, and to see the outcomes of the completed survey in data form. The feedback from this exercise was incorporated to further fine-tune the survey.

Google Form was accessible in India and Thailand. In China, Google doesn't work. Survey Monkey format was tried in China; however, due to accessibility and results in one format, the word copy was provided to China, and the results were obtained in an Excel file, which was thereafter punched into Google Survey in India to have consistent results.

Survey rolled out to a larger audience. The survey was open for 2 weeks, from 20 September 2025 to 04 October 2025. The survey was closed when 176 responded as against the initial sampling target of 200 respondents.

The respondents had the flexibility to take the survey at their convenience. Not having to schedule a time and not having to travel were described as advantages of the self-sampling. The other feedback was that the survey was simple and broken into sections that made the objective very clear and transparent.

3.3 Survey Design: Data collection method and instrument.

The preferred data collection method was a standardised, structured survey and documentation. The surveys had structured questions, open-ended, closed-ended, and multiple choice questions, and will provide objective quantifiable data, including participants' demographic data, age, gender, experience, and level of seniority, email, and questions to the participants regarding their organisation and participants' experience. Some questions about introspecting on their own experiences and opinions about culture and its impact were included.

The survey instrument to be used in this research study will be an updated version of a survey instrument previously used in several studies by ETUCE (2008), United Nations (2014), Walt (2019), Jagiellonian University in Krakow, and the University of Oslo (2015). The survey was distributed via various electronic means such as emails, Google Forms, cultural monkey, and Word files. The survey consisted of 7 sections comprising questions on a scale, Likert scale, and open-ended questions.

The questionnaire has open-ended and closed-ended questions, which were best suited for this kind of research (Krosnick and Presser, 2009).

Enough time was allocated in the entire research methodology for data collection. Data was collected over the period of 20 Sept 2025 to 04 Oct 2025. This allowed for substantial follow-up and rigor in collecting data.

The documentation that will be used during the research study, survey forms, and profiles of participants were sourced from various sources. The open-ended questions will allow not only the study participants to allow responses to be fully probed, but explored for the researcher to explore.

Variable Type	Variable Name / Construct	Description / Measurement Source (from questionnaire)
1. Country of Operation	Q1	Nominal variable capturing national context (India, China, Thailand, Others) influencing cultural perceptions and behavior.
2. Demographic Factors	Q2–Q5	Gender, Age, Position, and Years of Experience – serve as control or moderating variables affecting perception of culture and inclusion.
3. Cultural Dimensions	Q2–Q4 (Section B)	Includes perceived HQ culture impact, frequency of cultural communication issues, and key cultural dimensions (communication, decision-making, leadership expectations, work–life balance).
4. Cultural Challenges	Q9–Q10 (Section C)	Frequency and type of challenges like language barriers, hierarchy perceptions, and trust issues.
5. Organizational Cultural Sensitivity Initiatives	Q11–Q13 (Section D)	Measures existence and effectiveness of cultural awareness and inclusion programs (training, communication workshops).

6. Leadership Cultural Intelligence	Q14–Q15 (Section E)	Captures how leaders demonstrate cultural adaptability, empathy, and fairness in multicultural teams.
7. Global Collaboration Initiatives	Q16–Q18 (Section F)	Includes collaboration quality ratings and presence of initiatives like exchange programs, virtual team-building, and inclusive leadership training.
7. Cultural Challenges and Suggestions	Q. 19 and 20 (Section G)	Open-ended questions to describe various cultural challenges and suggestions for better collaboration and inclusivity.

Table 3.1. Variables and Measurements (*Source: Created by Candidate*)

3.4 Research Design Limitations

There are so many multinational companies operating in Asia. It is important to narrow down the research focus, and hence, the Research is limited to Manufacturing companies of the Appliances Sector in Southeast Asia. Samples to be collected from India, China, and Thailand.

3.5 Interview Sample

A total of 30 professionals were approached from India , China, and Thailand , who work closely with cross-cultural teams. Out of 30, 20 employees agreed to be interviewed, and only they all found relevant for analysis and suitable for the research. These employees had experience of challenges faced in multinational organizations woking with cross-functional teams. They have problems / challenges to share and also have suggestions to offer.. The purposive sampling approach ensured that participants had relevant experiences that were associated with the research objectives, allowing for a deeper exploration of the issues.

3.6 Survey Sample

Within Robertshaw, 100 employees from India, 50 from China, and 50 from Thailand were approached for the Survey. In addition, Other MNCs were also approached for Survey; however, the reach to other MNCs was limited to employees with reference. A total 176 employees responded to the Survey. We achieved almost 90% completion from Robertshaw, and other companies also participated.

3.7 Ethical Considerations

This study followed the ethical guidelines to ensure participants' confidentiality, informed consent, and data security. The following ethical considerations were tracked:

- **Informed Consent:** All participants were informed about the nature of the study, its objectives, and their right to withdraw at any time without penalty. They were provided with written consent before participating in the survey or interview, as added in Appendices A and B.
- **Confidentiality:** Participants' identities and responses remained confidential. Data was anonymised, and any identifying information was kept separate from the research data.
- **Data Security:** All data was stored securely and was only accessible to the research team. Digital data was encrypted and locked

3.8 Conclusion

A mixed-methods approach was employed, integrating both quantitative and qualitative strategies to capture a balanced understanding of employee experiences and organizational practices. The quantitative survey provided measurable data on cultural influences, inclusivity, and collaboration, while the qualitative interviews offered deeper insights into

personal experiences and challenges within multicultural environments. Together, these methods ensured both statistical validity and contextual richness, allowing the study to draw meaningful connections between global cultural practices and workplace effectiveness.

Several analytical tools and techniques were employed to ensure accurate interpretation of both quantitative and qualitative data. Quantitative data were analyzed using descriptive statistics, correlation analysis, and ANOVA (Analysis of Variance) to identify patterns, relationships, and significant differences among variables related to cultural diversity and organizational outcomes. The qualitative data from interviews were examined using thematic analysis, which helped identify recurring themes, patterns of perception, and underlying meanings from participants' narratives. The use of stratified, purposive, and snowball sampling techniques ensured that participants represented diverse roles, experiences, and cultural contexts within multinational manufacturing organizations. Data collection through online surveys and interviews was adapted to regional accessibility constraints, ensuring inclusivity and consistency across countries. The research instrument was carefully designed and pretested for reliability, ensuring clarity and relevance to the study objectives. Ethical considerations were meticulously maintained, ensuring confidentiality, informed consent, and secure data handling throughout the process.

Overall, this chapter established a rigorous methodological foundation for the study, ensuring credibility, reliability, and validity of the findings. The mixed-method design not only strengthens the research outcomes but also provides a holistic framework for

analyzing the complex interplay between global culture and organizational performance in diverse Asian contexts.

CHAPTER IV:

RESULTS

4.1 Research Conducted

A comprehensive survey consisting of 20 carefully designed, validated, and pilot-tested questions was conducted to gather insights from respondents across multiple countries. A total of 176 responses were collected, including 89 from India, 49 from China, 44 from Thailand, and 1 from Korea. The survey was administered using Google Forms, Microsoft Word, and Culture Monkey tools to ensure accessibility and participation across regions. The collected data were subsequently compiled and processed using Microsoft Excel for detailed analysis and interpretation.

A. Demography

The following chart and information on Country of Operation illustrate the geographic distribution of 176 respondents across four regions.

- India represents the largest share, accounting for 46.6% of the total responses, indicating a strong participation from Indian-based operations.
- China follows with 27.8%, reflecting a significant level of engagement from organisations within the Chinese market.
- Thailand constitutes 25%, demonstrating notable representation within Southeast Asia.
- A marginal proportion, labelled Asia (1%), signifies respondents who identify their operations more broadly within the Asian region rather than a specific country.

Overall, the data suggests that the majority of responses were concentrated in India, underscoring its dominant role within the dataset, while China and Thailand also contribute meaningfully, indicating a well-distributed regional representation across key Asian economies.

Country of Operation	Percentage	Number of Responses (out of 176)
India	46.6%	82 responses
China	27.8%	49 responses
Thailand	25%	44 responses
Asia (General)	0.6%	1 response

Table 4.1 Responses from country of operations (*Source: Created by Candidate*)

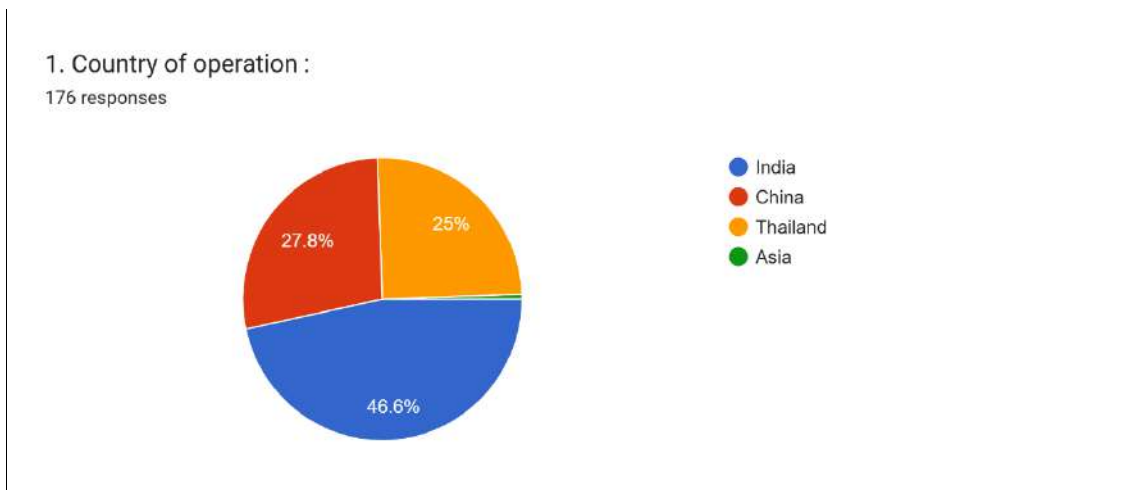


Figure 4.1 Responses from country of operations (*Source: Created by Candidate*)

B. Age Group:

The chart and the information on Age Group show the distribution of 176 respondents across four age categories.

- The largest group is 41–50 years, representing 41.5% of participants.
- 31–40 years follows closely with 39.2%, showing strong mid-career representation.
- 20–30 years accounts for 10.8%, indicating a smaller proportion of early-career professionals.
- 50+ years makes up 8.5%, reflecting limited participation from senior professionals.

Overall, the data indicate that the majority of respondents (around 80%) are between 31 and 50 years old, suggesting the survey primarily engaged mid-level professionals in their most active career stages.

Age Group	Percentage	Number of Responses
20–30 years	10.8%	19 responses
31–40 years	39.2%	69 responses
41–50 years	41.5%	73 responses
50+ years	8.5%	15 responses

Table 4.2 Age group of respondents (*Source: Created by Candidate*)

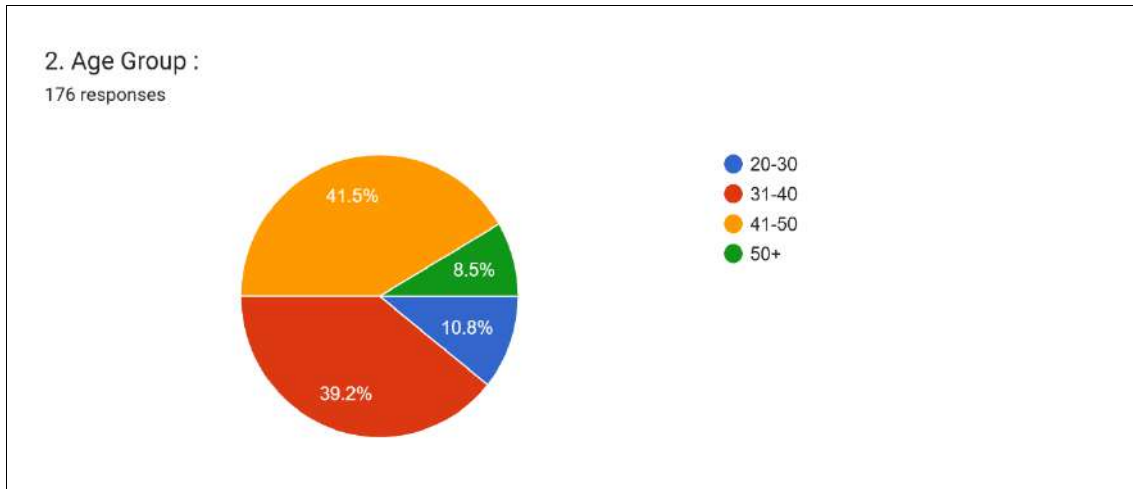


Figure 4.2 Age group of respondents (*Source: Created by Candidate*)

C. Gender

The chart and information on Gender show the distribution of 176 respondents across three categories.

- The largest group is Male, representing 60.8% of participants.
- Female follows with 38.1%, reflecting strong female representation.
- A very small proportion, 1.1%, selected prefer not to say.

Overall, the data indicates that the majority of respondents are Male, though there is also significant participation from Female respondents, ensuring diverse perspectives in the survey.

Gender	Percentage	Number of Responses
Male	60.8%	107 responses
Female	38.1%	67 responses

Prefer not to say	1.1%	2 Responses
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Table 4.3 Gender of respondents (*Source: Created by Candidate*)

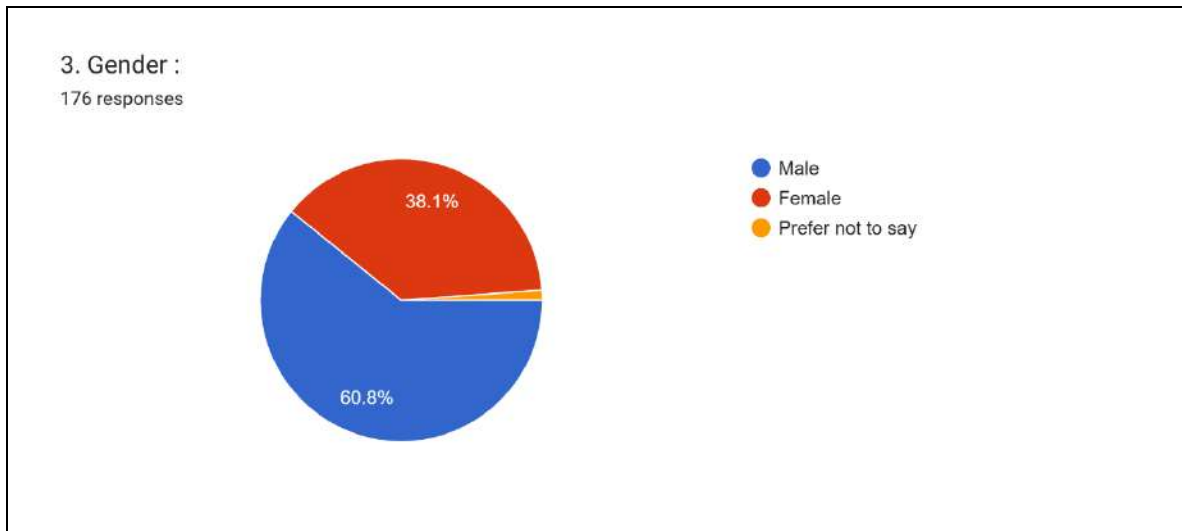


Figure 4.3 Gender of respondents (*Source: Created by Candidate*)

D. Position

The chart titled “Position” shows the distribution of 176 respondents across five organisational levels.

- The largest group is Mid-Level, representing 46% of participants.
- Senior-Level follows with 30.1%, indicating a strong presence of experienced professionals.
- Leadership accounts for 11.9%, showing active representation of decision-makers.

- Entry-Level makes up 11.4%, reflecting limited participation from early-career employees.
- Senior Management is almost negligible with 0.6%, suggesting very few top executives took part.

Overall, the data indicates that the majority of respondents (about 76%) are from mid-- to Senior-Level positions, suggesting the survey primarily engaged experienced professionals.

Position	Percentage	Number of Responses
Entry-Level	11.4%	20 responses
Mid-Level	46.0%	81 responses
Senior-Level	30.1%	53 responses
Leadership	11.9%	21 responses
Senior Management	0.6%	1 response

Table 4.4 Position of respondents *(Source: Created by Candidate)*

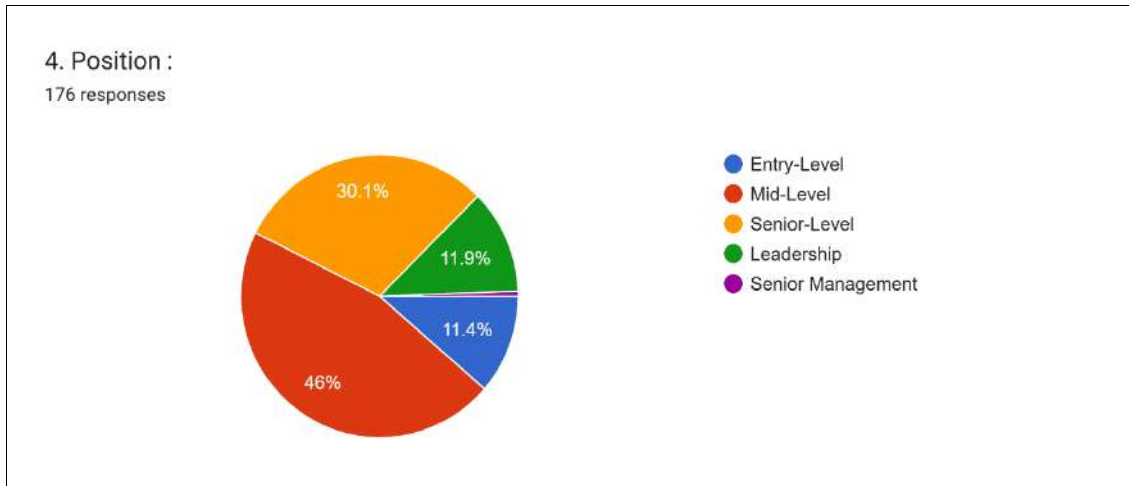


Figure 4.4 Position of respondents (*Source: Created by Candidate*)

E. Experience:

The chart and information on Years of experience in a multinational/global organisation shows the distribution of 176 respondents across four experience categories.

- The largest group is 10–20 Years, representing 38.6% of participants.
- 5–10 Years follows with 26.1%, showing strong mid-level experience.
- 20+ Years accounts for 18.8%, reflecting significant senior expertise.
- Less than 5 Years makes up 16.5%, indicating a smaller proportion of early-career professionals in global organisations.

Overall, the data indicate that the majority of respondents (about 65%) have 10 or more years of experience, suggesting that the survey engaged a highly experienced group of professionals.

Years of Experience	Percentage	Number of Responses
< 5 Years	16.5%	29 responses
5–10 Years	26.1%	46 responses
10–20 Years	38.6%	68 responses
20+ Years	18.8%	33 responses

Table 4.5 Years of experience of respondents *(Source: Created by Candidate)*

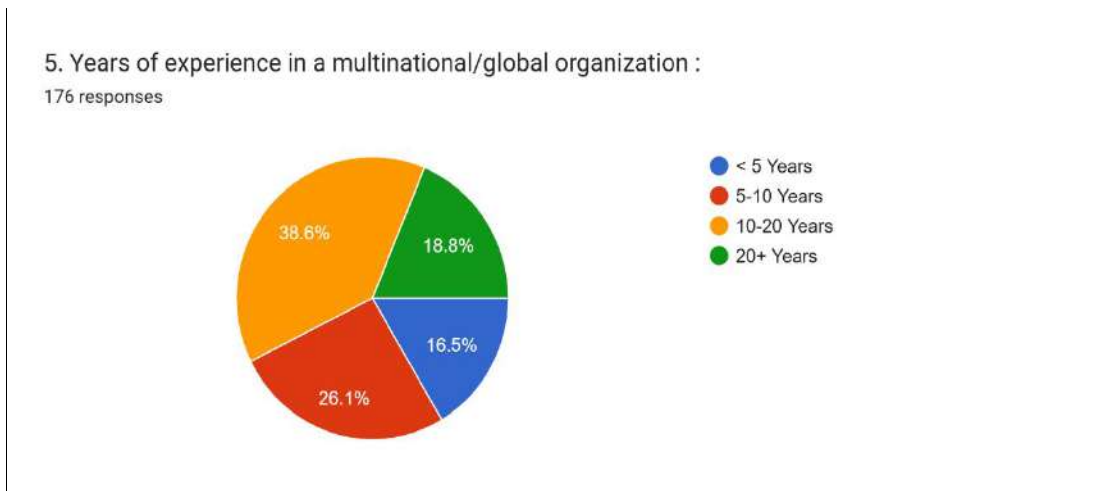


Figure 4.5 Years of experience of respondents *(Source: Created by Candidate)*

Research Objectives vs Results

This study seeks to explore the multifaceted dimensions of cultural differences within contemporary global business environments. It aims to identify key cultural challenges that influence organisational effectiveness and workforce dynamics across regions. The research emphasises the importance of fostering cultural sensitivity and inclusion as essential elements of sustainable business leadership.

By examining cross-cultural interactions, the study endeavours to enhance understanding of diverse behavioural patterns and workplace values. It further aims to assess how leaders can adapt and respond effectively in multicultural contexts.

The study aspires to contribute to the development of leadership models that promote inclusivity and respect for cultural diversity. Through this analysis, it seeks to identify best practices for managing teams across borders and cultural boundaries.

Another key objective is to encourage the cultivation of a culturally intelligent and globally aware workforce. The research also intends to highlight the role of communication and empathy in bridging cultural divides.

Ultimately, the study strives to support global collaboration and inclusivity as strategic imperatives for modern organisations.

4.2 Quantitative Research:

Quantitative research focuses on the systematic collection and analysis of numerical data to identify patterns, relationships, and measurable outcomes in business settings. It relies on statistical methods and mathematical models to test hypotheses, validate theories, and make data-driven decisions.

This approach emphasises objectivity, reliability, and generalizability, often using tools such as surveys, experiments, and structured questionnaires to gather large-scale data. Quantitative research is valuable for examining topics like market trends, employee performance metrics, financial analysis, and consumer behaviour. By translating business

challenges into measurable variables, quantitative research helps to quantify the impact of management strategies and predict future outcomes.

Ultimately, it helps to make evidence-based recommendations that enhance organisational effectiveness and strategic decision-making.

4.2.1 Objectives: How does culture impact performance in global organizations?

Relevant Survey Items:

- Impact of Global culture
- Cultural misunderstandings affect team productivity
- Feeling valued and included

4.2.2 Experiment 1. Impact of the Headquarters country culture on the Local Organisation:

The chart and information titled Impact of ‘Headquarters Country culture on Local Organisation’ shows the responses of 176 participants across five agreement levels.

- The largest group is Agree, representing 56.3% of participants.
- Neutral follows with 21%, indicating some uncertainty or mixed views.
- Strongly agree accounts for 10.2%, reinforcing strong alignment with the statement.
- Disagree makes up 9.7%, showing a small share of dissenting opinions.
- Strongly disagree is minimal at 2.8%, reflecting very limited opposition.

Overall, the data indicate that a large majority (around 66.5%) either agree or strongly agree that headquarters' culture significantly influences local country operations.

Response Category	Percentage	Number of Responses
Strongly disagree	2.8%	5 responses
Disagree	9.7%	17 responses
Neutral	21.0%	37 responses
Agree	56.3%	99 responses
Strongly agree	10.2%	18 responses

Table 4.6 Headquarters' culture impacting operations (*Source: Created by Candidate*)

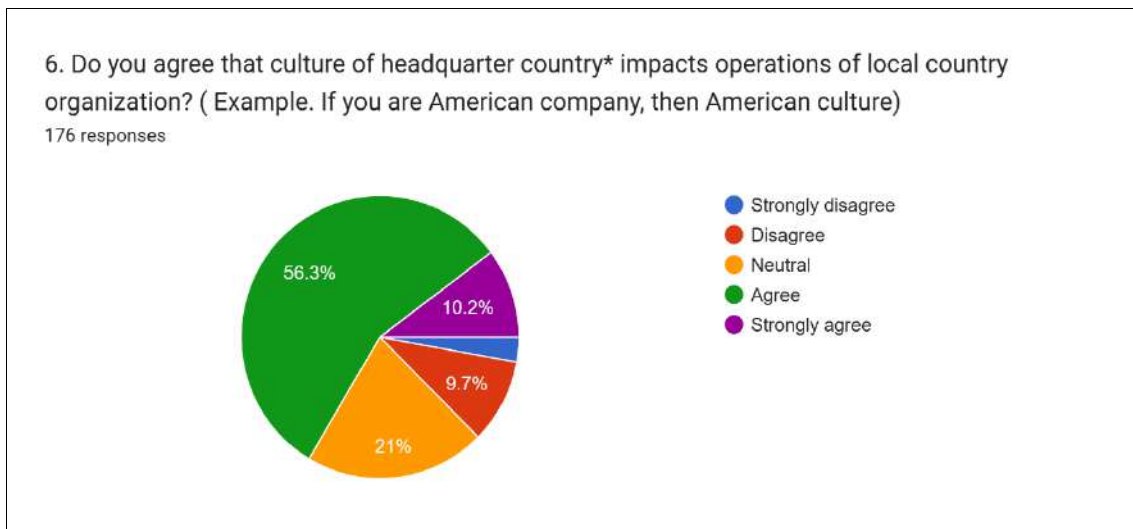


Figure 4.6 Headquarters' culture impacting operations (*Source: Created by Candidate*)

4.2.3 Experiment 2: Cultural misunderstandings affect team productivity

The chart and information on ‘Cultural misunderstandings affect team productivity’ show the distribution of 176 respondents across five frequency levels.

- The largest group is Sometimes, representing 50% of participants, highlighting that cultural misunderstandings are a recurring issue.
- Rarely follows with 23.3%, indicating some organisations experience fewer disruptions.
- Never accounts for 14.2%, showing that a portion of teams do not encounter cultural issues impacting productivity.
- Often makes up 11.4%, reflecting a smaller but notable share of frequent challenges.
- Is always minimal at 1.1%, suggesting very few teams are constantly impacted.

Overall, the data indicates that a majority (62.5%) experience cultural misunderstandings sometimes or more frequently, underlining the need for cultural awareness and inclusive practices to sustain team productivity.

Response Category	Percentage	Number of Responses
Never	14.2%	25 responses
Rarely	23.3%	41 responses
Sometimes	50.0%	88 responses

Often	11.4%	20 responses
Always	1.1%	2 responses

Table 4.7 Cultural misunderstanding affects productivity (Source: Created by Candidate)

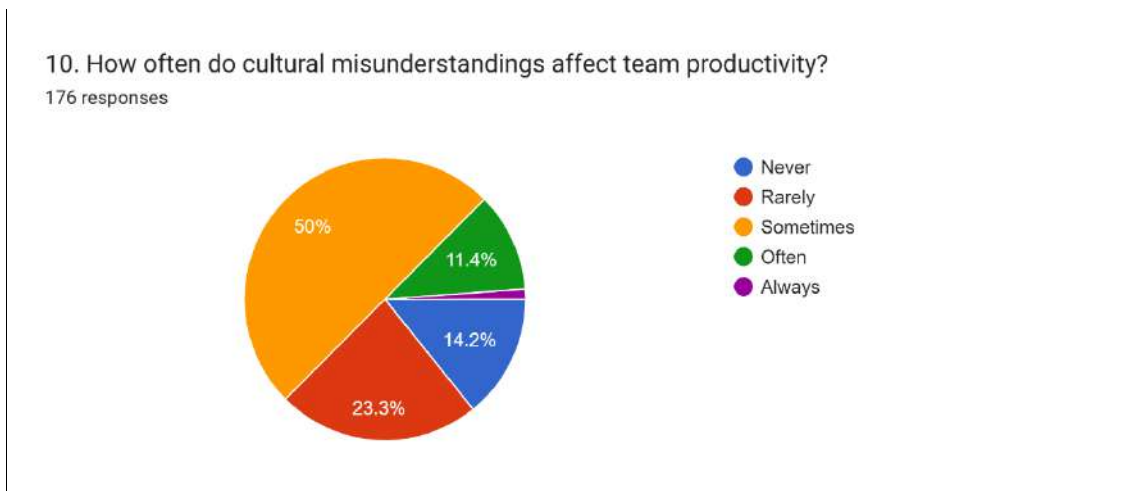


Figure 4.7 Cultural misunderstanding affects productivity (Source: Created by Candidate)

4.2.4: Feeling valued and included in the organization regardless of cultural background.

The chart and information on the question ‘Feeling valued and included in organisation regardless of cultural background’ shows the distribution of 176 respondents across five agreement levels.

- The largest group is Agree, representing 60.8% of participants, indicating strong perceptions of inclusivity.

- Strongly agree follows with 27.3%, reinforcing that a significant proportion feel highly valued and included.
- Neutral accounts for 10.2%, suggesting some respondents are undecided or experience mixed inclusion.
- Disagree and Strongly disagree are minimal at 1.1% combined, showing very few negative perceptions.

Overall, the data indicate that an overwhelming majority (88.1%) feel valued and included irrespective of cultural background, reflecting a positive organisational culture that supports diversity and inclusion.

Response Category	Percentage	Number of Responses
Strongly Disagree	0.6%	1 response
Disagree	0.6%	1 response
Agree	60.8%	107 responses
Neutral	10.2%	18 responses
Strongly Agree	27.3%	48 responses

Table 4.8 Employees feeling valued and included irrespective of cultural background

(Source: Created by Candidate)

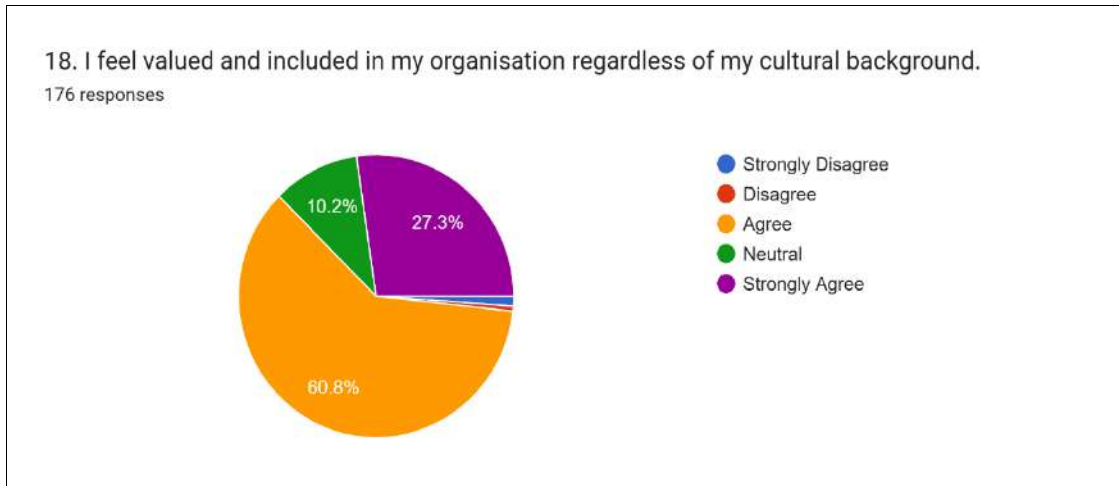


Figure 4.8 Employees feeling valued and included irrespective of cultural background.

(Source: Created by Candidate)

Summary of Objective: How Culture Impacts Performance in Global Organisations

Insight

The findings reveal that organisational culture, particularly that of the headquarters, exerts a substantial influence on the operations of subsidiaries in different countries. Approximately 66.5% of respondents *agree or strongly agree* that the headquarters' culture impacts local organisational functioning (Q6). This indicates that global organisations often transmit home-country cultural norms, which shape managerial decisions, communication styles, and workplace expectations. Moreover, 62.5% of respondents (Q10) reported that *cultural misunderstandings sometimes or frequently* affect team productivity, demonstrating that cross-cultural friction remains a persistent operational challenge. Yet, a highly encouraging 88.1% (Q18) expressed that they feel valued and included regardless of cultural background, suggesting that, despite occasional misunderstandings, most organisations have established inclusive practices that foster

Impact

The results underscore that organisational performance in global environments is deeply intertwined with cultural alignment and inclusivity. The influence of headquarters' culture on local operations can be both enabling and constraining — while it provides structural coherence, it may also limit local adaptability. The recurrence of cultural misunderstandings affecting productivity highlights the ongoing need for cross-cultural competence, intercultural communication training, and localised leadership approaches. Simultaneously, the high level of perceived inclusion demonstrates that diversity and inclusion initiatives are yielding positive employee experiences, contributing to stronger engagement and reduced turnover. These findings collectively affirm that cultural intelligence and inclusive leadership are key drivers of productivity and global organisational performance.

Key Takeaway

Culture remains a critical determinant of organisational effectiveness in multinational contexts. While headquarters' influence shapes operational norms, sustainable performance depends on the organisation's ability to balance global consistency with local cultural adaptability. Addressing cultural misunderstandings through targeted leadership training and inclusive communication frameworks can significantly enhance team cohesion and productivity. Ultimately, fostering a workplace where employees consistently feel *valued and included across cultural* positions in global organisations for long-term success and competitive advantage.

4.2.5 Research Objectives 2: What Are The Challenges And Impacts Of Global Organizations Working With Cross-Cultural Teams?

Relevant Survey Items:

- Cultural differences affecting communication
- Most impactful cultural Dimension
- Collaboration between employees from different cultural backgrounds

4.2.6. Experiment 4: Cultural differences affecting communication

The chart and information on ‘Cultural differences affect communication’ show the responses of 176 participants across five frequency levels.

- The largest group is Sometimes, with 48.9% (86 respondents), indicating that cultural differences are a recurring but not constant issue.
- Often was chosen by 19.3% (34 respondents), while Always was selected by 4% (7 respondents), together showing that nearly a quarter of respondents face frequent challenges.
- Rarely accounts for 18.8% (33 respondents), suggesting some organisations experience fewer disruptions.
- Never was reported by 9.1% (16 respondents), showing that a small proportion of teams are unaffected.

Overall, the data suggests that 72.2% of respondents experience communication issues due to cultural differences at least sometimes, highlighting the critical importance of cultural awareness and inclusive communication practices.

Response Category	Percentage	Number of Responses
Never	9.1%	16 responses
Rarely	18.8%	33 responses
Sometimes	48.9%	86 responses
Often	19.3%	34 responses
Always	4.0%	7 responses

Table 4.9 Communication issues due to cultural differences (*Source: Created by Candidate*)

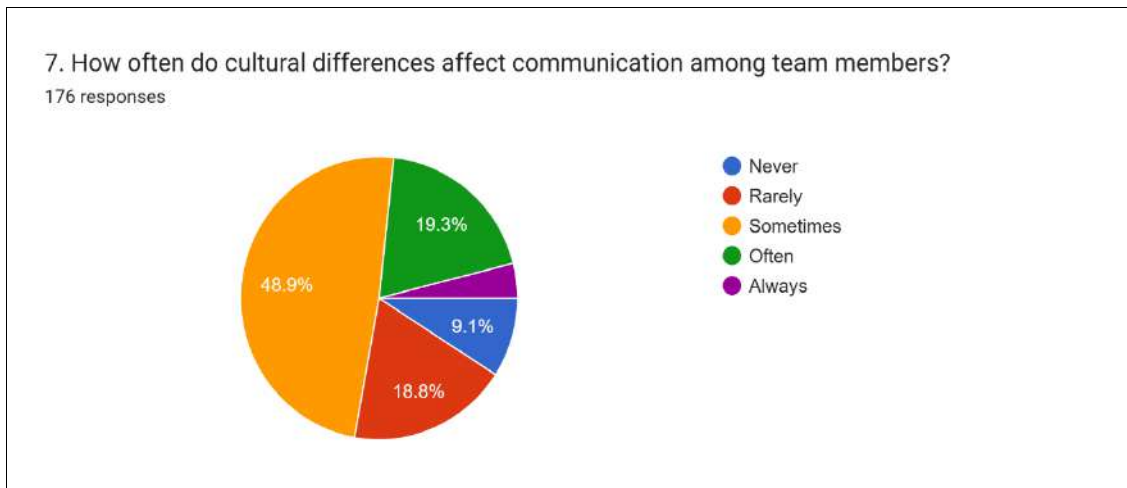


Figure 4.9 Communication issues due to cultural differences (*Author: Created by Source*)

4.2.7. Experiment 5: Most impactful cultural dimension at the workplace.

The chart and information on ‘Most impactful cultural dimension at the workplace’ show the distribution of 176 respondents across multiple cultural dimensions.

- The largest group is Communication style, cited by 33% of participants as the most impactful.
- Decision-making approach follows closely at 30.7%, highlighting its strong role in workplace dynamics.
- Work–life balance accounts for 18.8%, reflecting its importance to employee well-being and productivity.
- Leadership expectations make up 14.8%, indicating notable influence in shaping organisational culture.
- Other categories, such as Each will have an impact, Working style, and Approach to business/problem-solving, collectively represent a very small share (<3%).

Overall, the data suggest that communication and decision-making are the two most dominant cultural dimensions, together influencing over 63% of workplace experiences.

Cultural Dimension	Percentage	Number of Responses
Communication style	33.0%	58 responses
Decision-making approach	30.7%	54 responses
Leadership expectations	14.8%	26 responses
Work–life balance	18.8%	33 responses
Each will have an impact in a different way	1.1%	2 responses
Others (please specify)	0.6%	1 response
Approach to business/problem-solving	0.6%	1 response
Working style	0.6%	1 response
All of the above	0.6%	1 response

Table 4.10 Most dominant cultural dimensions (*Source: Created by Candidate*)

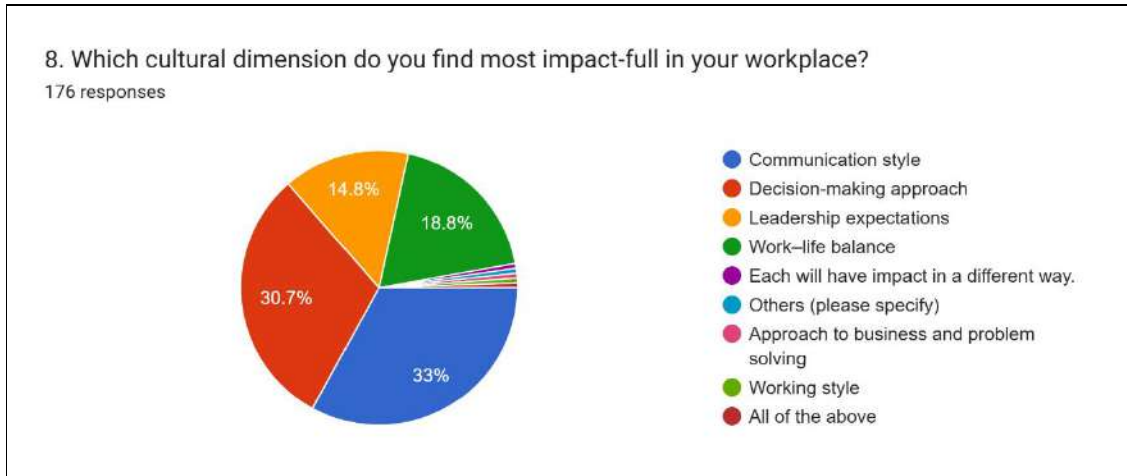


Figure 4.10 Most dominant cultural dimensions (*Source: Created by Candidate*)

4.2.8 Experiment 6: Most common cultural challenges

The chart and information on ‘Most common cultural challenges’ show the distribution of 176 responses across multiple challenges (multiple selections allowed).

- The most frequently cited challenge is Communication and language barriers, mentioned by 44.3% (78 respondents).
- Misaligned work styles follow with 38.1% (67 respondents).
- Different perceptions of hierarchy are reported by 30.1% (53 respondents).
- Conflict resolution styles impact 26.1% (46 respondents).
- Lack of trust is cited by 18.8% (33 respondents).

- No specific challenges were indicated by 20.5% (36 respondents), suggesting some workplaces face fewer cultural issues.
- A very small proportion (0.6% each) highlighted Other challenges, Work–life balance, and Understanding of other markets.

Overall, the data indicate that communication, work styles, and hierarchy differences are the most significant cultural challenges, while very few respondents reported no challenges or minor issues.

Cultural Challenge	Percentage	Number of Responses
Communication and language	44.3%	78 responses
Misaligned work styles	38.1%	67 responses
Different perceptions of hierarchy	30.1%	53 responses
Conflict resolution styles	26.1%	46 responses
Lack of trust	18.8%	33 responses
No specific challenges	20.5%	36 responses
Other (please specify)	0.6%	1 response
Work–life balance	0.6%	1 response
Understanding of other markets	0.6%	1 response

Table 4.11 Most common cultural challenges (*Source: Created by Candidate*)

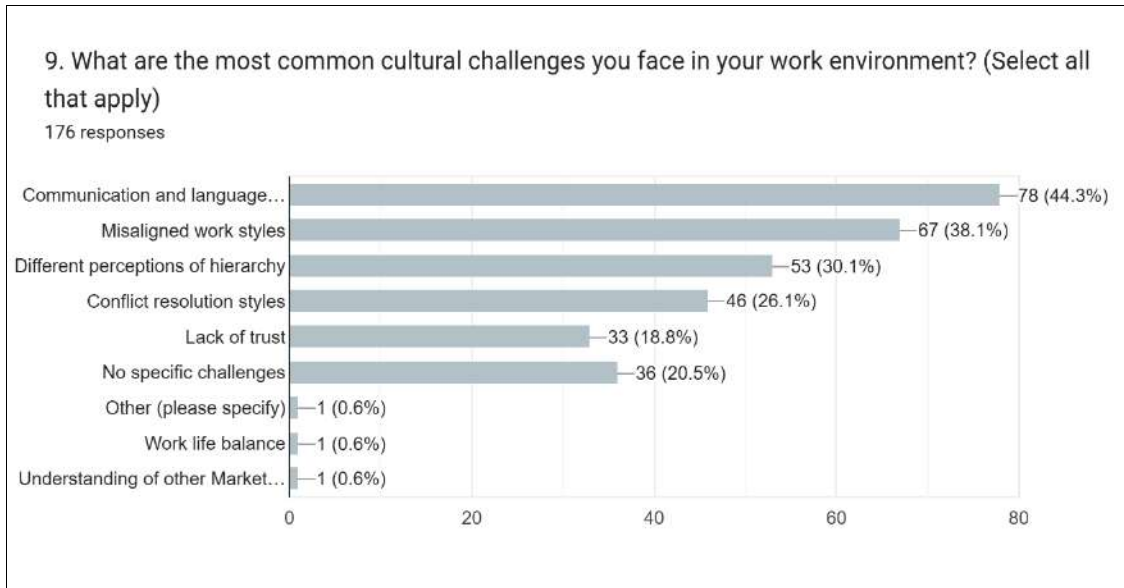


Figure 4.11 Most common cultural challenges (*Source: Created by Candidate*)

4.2.9. Experiment 7: Collaboration between employees from different cultural backgrounds

The chart titled ‘Collaboration between employees from different cultural backgrounds’ presents the views of 176 respondents.

- The majority rated collaboration as Good, with 58% (102 respondents).
- Neutral responses accounted for 29% (51 respondents), showing mixed perceptions.
- Excellent collaboration was reported by 11.9% (21 respondents).
- Very few respondents rated collaboration as Poor (0.6%) or Very Poor (0.6%), indicating minimal dissatisfaction.

Overall, the data highlights that collaboration across cultures is perceived positively by most respondents (~70% rating it Good or Excellent), although a notable minority remain neutral, suggesting potential for improvement in inclusivity and teamwork practices.

Collaboration Rating	Percentage	Number of Responses
Very Poor	0.6%	1 response
Poor	0.6%	1 response
Neutral	29.0%	51 responses
Good	58.0%	102 responses
Excellent	11.9%	21 responses

Table 4.12 Collaboration between employees from different cultures *(Source: Created by Candidate)*

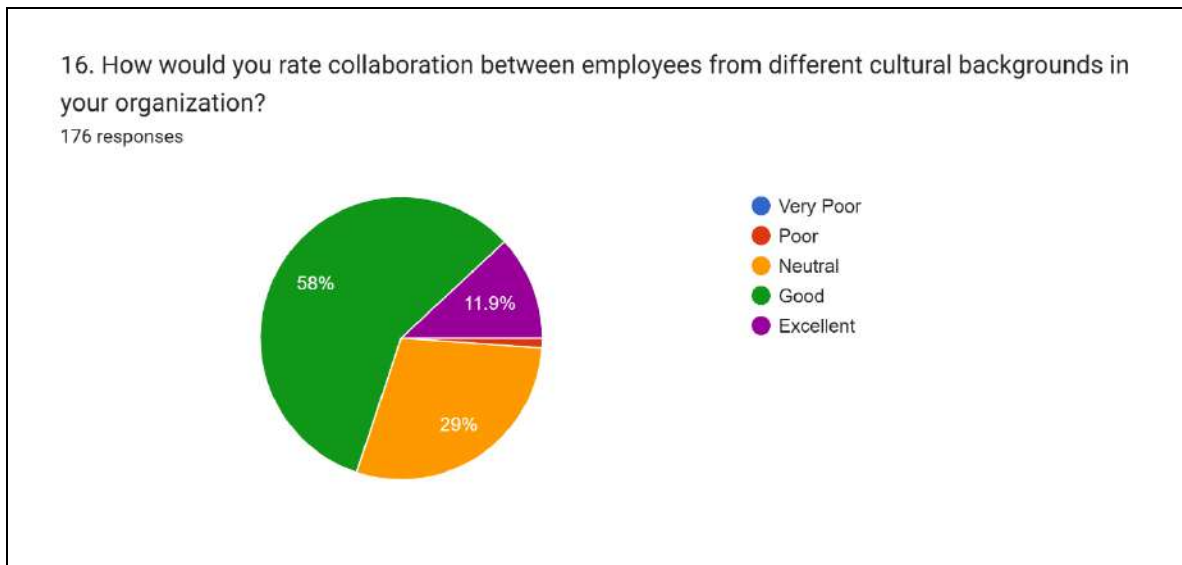


Figure 4.12 Collaboration between employees from different cultures *(Source: Created by Candidate)*

Summary: Objective: The Challenges and Impacts of Global Organizations

Working with Cross-Cultural Teams.

Insight

The data reveals that cross-cultural communication challenges are both widespread and influential within global organizations. A substantial 72.2% of respondents (Q7) reported that cultural differences affect team communication at least occasionally, indicating that intercultural interactions are a persistent operational concern. The most impactful cultural dimensions identified were communication style (33%) and decision-making approach (30.7%), suggesting that differences in how information is shared and how decisions are made have the greatest effect on team effectiveness (Q8). Further, communication and language barriers (44.3%), misaligned work styles (38.1%), and differences in hierarchy perception (30.1%) emerged as the most common cross-cultural challenges (Q9). Despite these barriers, collaboration across diverse teams is viewed positively—nearly 70% of respondents rated collaboration between culturally different employees as *Good* or *Excellent* (Q16). This indicates that while challenges are prevalent, many organizations are managing them through adaptive practices and inclusive leadership.

Impact

The findings emphasize that cultural diversity presents both opportunities and complexities for global organizations. Communication and leadership expectations rooted in different cultural frameworks can lead to misunderstandings, delayed decisions, and friction in teamwork. However, organizations that actively promote open dialogue, cross-cultural

training, and collaborative decision-making processes appear better equipped to transform diversity into a strategic strength. The high percentage of respondents reporting positive collaboration outcomes highlights the resilience and adaptability of multicultural teams when inclusive management and trust-building practices are in place. Consequently, the data underscores that organizational success in multicultural contexts relies heavily on the development of intercultural communication competencies, shared values, and culturally agile leadership behaviors.

Key Takeaway

Global organizations must acknowledge and proactively manage cultural diversity as a critical component of organizational performance. The recurring influence of communication and decision-making differences underscores the need for structured intercultural communication frameworks and context-sensitive leadership styles. By addressing barriers such as language gaps, hierarchical differences, and work-style misalignments, organizations can enhance team cohesion and innovation. Ultimately, cultivating inclusive, culturally intelligent teams not only minimizes conflict but also fosters higher collaboration, employee satisfaction, and sustainable global competitiveness.

4.2.10 How Is Leadership Perceived in Different Cultures?

Relevant survey items:

- Leaders demonstrate cultural awareness and adaptability
- Leadership qualities critical for success in MNCs

4.2.11. Experiment 8 : Leaders demonstrate cultural awareness and adaptability.

The chart titled Leaders demonstrate cultural awareness and adaptability shows the responses of 176 participants across five agreement levels.

- The largest group is agree, with 47.2% (83 respondents), indicating that many employees view leadership as culturally aware and adaptable.
- Neutral responses account for 26.1% (46 respondents), suggesting that over a quarter of employees are uncertain or see mixed leadership practices.
- Strongly agree is reported by 17% (30 respondents), reflecting strong confidence in leadership inclusivity.
- Disagree represents 8.5% (15 respondents), highlighting some dissatisfaction.
- Strongly disagree is minimal at 1.1% (2 respondents).

Overall, the data shows that a majority (64.2%) believe their leaders demonstrate cultural awareness and adaptability, though a significant portion (26.1% neutral + 9.6% disagree/strongly disagree) indicates room for improvement.

Response Category	Percentage	Number of Responses
Strongly Disagree	1.1%	2 responses
Disagree	8.5%	15 responses
Neutral	26.1%	46 responses
Agree	47.2%	83 responses
Strongly Agree	17.0%	30 responses

Table 4.13 Leaders demonstrate cultural awareness and adaptability. *(Source: Created by Candidate)*

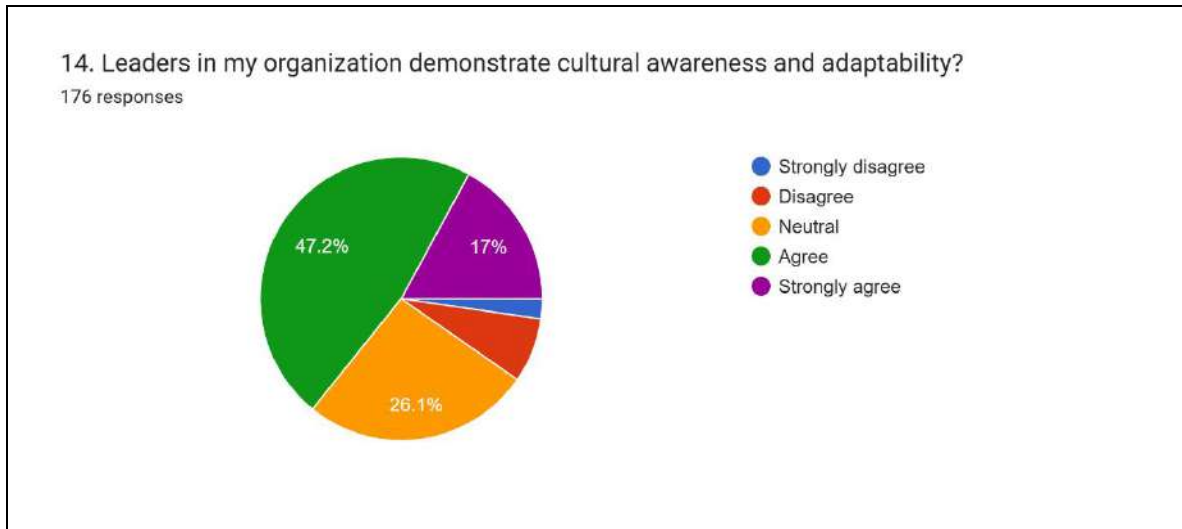


Figure 4.13 Leaders demonstrate cultural awareness and adaptability. (Source: Created by Candidate)

4.2.12 EXPERIMENT 9: LEADERSHIP QUALITIES CRITICAL FOR SUCCESS IN MNCS

The chart and the information on 'Leadership qualities critical for success in MNCs' reflects the responses of 176 participants who ranked their top three qualities.

- The most critical quality identified is Clear communication, chosen by 73.9% (130 respondents).
- Flexibility ranks second with 50% (88 respondents), followed closely by Fairness and inclusion at 47.7% (84 respondents).
- Global mindset is cited by 45.5% (80 respondents), showing its importance in diverse teams.
- Conflict resolution skills are valued by 42% (74 respondents), emphasizing the need to address differences constructively.

- Empathy was selected by 33% (58 respondents), indicating that while important, it is perceived as less critical compared to communication and adaptability.

Overall, the findings highlight that clear communication, flexibility, and fairness/inclusion are seen as the most vital leadership traits for navigating multicultural environments, supported by global outlook and conflict resolution capabilities.

Leadership Quality	Percentage	Number of Responses
Flexibility	50.0%	88 responses
Empathy	33.0%	58 responses
Clear communication	73.9%	130 responses
Conflict resolution skills	42.0%	74 responses
Global mindset	45.5%	80 responses
Fairness and inclusion	47.7%	84 responses

Table 4.14 Most critical leadership qualities for Success in MNCs(*Source: Created by Candidate*)

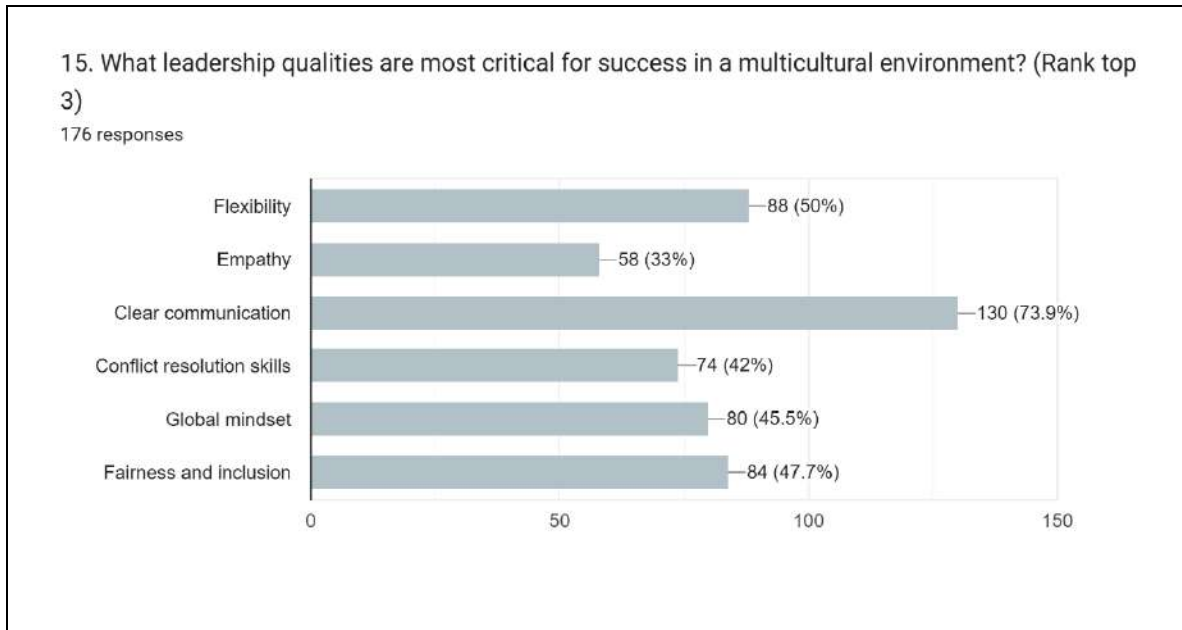


Figure 4.14 Most critical leadership qualities for Success in MNCs. (Source: Created by Candidate)

Objective: How is Leadership Perceived in Different Cultures

Insight

The survey findings indicate that leadership is generally perceived positively across cultures, though with scope for improvement in inclusivity and adaptability. A majority of respondents (64.2%) either *agree* or *strongly agree* that leaders in their organizations demonstrate cultural awareness and adaptability (Q14). This suggests that many leaders are effectively responding to diverse cultural expectations within global workplaces. However, the relatively high proportion of *neutral* (26.1%) and *disagreeing* (9.6%) responses highlights the presence of inconsistency in leadership behavior or perception across regions.

When assessing leadership competencies (Q15), respondents identified clear communication (73.9%), flexibility (50%), and fairness and inclusion (47.7%) as the most

essential traits for success in multicultural environments. Supporting attributes such as a global mindset (45.5%) and conflict resolution skills (42%) further reinforce the need for leaders to balance strategic vision with interpersonal sensitivity.

Impact

These results underscore that leadership effectiveness in global contexts is strongly linked to cultural intelligence and communication competence. Employees value leaders who can communicate clearly across linguistic and cultural boundaries, adapt decision-making to local norms, and uphold fairness irrespective of background. The presence of neutral or mixed perceptions suggests that while many organizations are progressing toward culturally inclusive leadership, consistent behavioral standards and targeted leadership development remain necessary.

Moreover, the prominence of *flexibility* and *fairness* as critical leadership qualities implies that culturally aware leaders contribute directly to team cohesion, employee trust, and performance stability across diverse environments. The impact extends beyond interpersonal harmony to strategic outcomes—organizations led by culturally adaptable leaders are more likely to thrive in global markets marked by rapid change and multicultural collaboration.

Key Takeaway

Leadership in multicultural organizations is most effective when grounded in cultural empathy, transparent communication, and adaptive behavior. While a majority of respondents perceive their leaders as culturally aware, the remaining uncertainty calls for systematic training in intercultural leadership competencies. Emphasizing *communication clarity*, *flexibility*, and *inclusive decision-making* should form the cornerstone of leadership

development programs. Ultimately, nurturing globally minded, culturally intelligent leaders will enhance not only employee engagement but also the organization's long-term global performance and resilience.

4.2.13. How to make employees work better in a cross-cultural team?

Relevant survey items:

- Initiatives to improve global collaboration
- Cross cultural training for communication & inclusion

4.2.14 Experiment 10: Initiatives to improve Global Collaboration:

The chart and information on 'Initiatives to improve Global Collaboration' presents responses from 176 participants across multiple initiatives (multiple selections allowed).

- The most commonly suggested initiative is Cross-country exchange projects, chosen by 65.3% (115 respondents).
- Cultural awareness workshops follow with 59.1% (104 respondents).
- Inclusive leadership training is highlighted by 52.3% (92 respondents).
- Virtual team-building programs are supported by 48.9% (86 respondents).
- A very small number (0.6% each) suggested Annual global culture training and Global mentoring programs.

Overall, the data indicates that employees strongly support exchange projects, cultural awareness, and inclusive leadership as key drivers for enhancing global collaboration, while virtual team-building complements these initiatives.

Initiative	Percentage	Number of Responses
Virtual team-building programs	48.9%	86 responses
Cross-country exchange projects	65.3%	115 responses
Cultural awareness workshops	59.1%	104 responses
Inclusive leadership training	52.3%	92 responses
Annual global culture training (once/year)	0.6%	1 response
Global mentoring programs	0.6%	1 response

Table 4.15 Initiatives to improve global collaboration (*Source: Created by Candidate*)

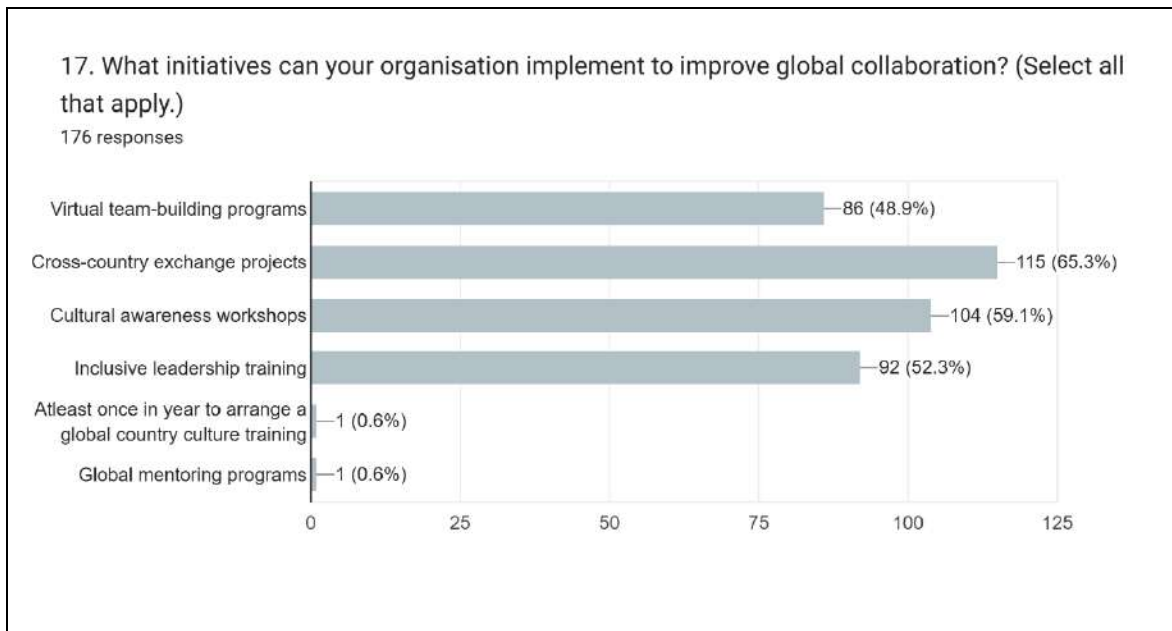


Figure 4.15 Initiatives to improve global collaboration (*Source: Created by Candidate*)

4.2.15 Experiment 11 : Cross cultural training for communication & inclusion

The chart and information on ‘Cross cultural training for communication & inclusion’ presents responses from 176 participants.

- A majority, 58% (102 respondents), reported No, indicating they have not received formal training.
- Meanwhile, 42% (74 respondents) answered Yes, showing that less than half of employees have undergone such training.

Overall, the data suggests a training gap in cross-cultural communication and inclusion, with more than half of respondents lacking formal exposure, which could directly impact collaboration and productivity in multicultural settings.

Response	Percentage	Number of Responses
Yes	42%	74 responses
No	58%	102 responses

Table 4.16 Cross-Cultural Training *(Source: Created by Candidate)*

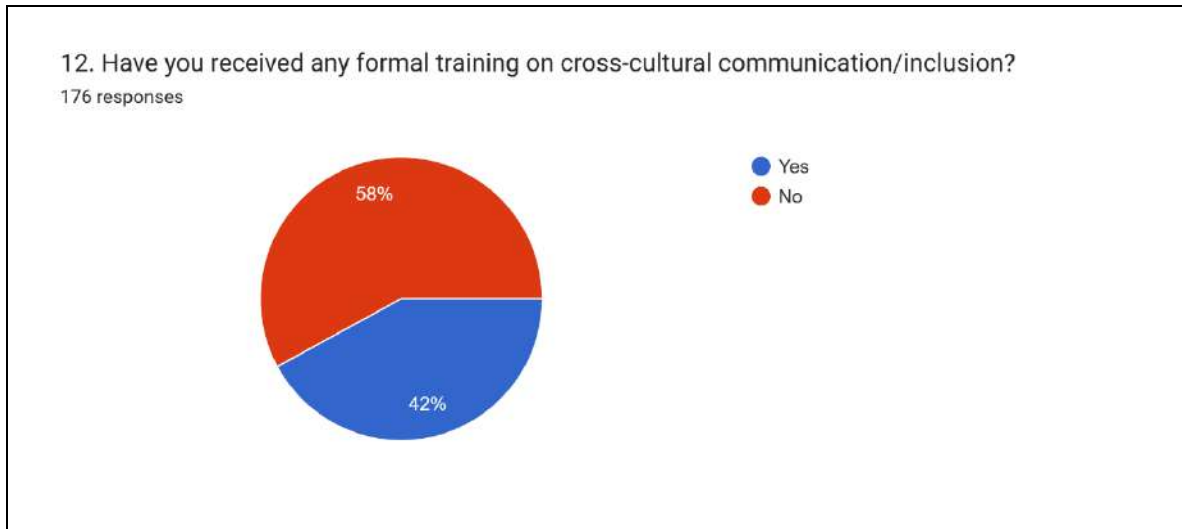


Table 4.16 Cross-Cultural Training (*Source: Created by Candidate*)

4.2.16 Experiment 12: Effectiveness of Cross-Cultural training

The chart and information on ‘Effectiveness of Cross-cultural training’ reflect the responses of 176 participants.

- The largest group, 52.3% (92 respondents), indicated that they did not receive any formal training, consistent with findings in Q12.
- Among those who received training, 27.3% (48 respondents) rated it as Effective.
- Highly effective was selected by 8% (14 respondents), showing a strong positive impact for some.
- Neutral was also at 8% (14 respondents), indicating mixed perceptions.
- Very few rated the training as Somewhat effective (2.3%, 4 respondents) or Not effective (2 respondents, 1.1%).

Overall, the data suggests that while a majority lack access to cross-cultural training, those who did participate generally found it effective or highly effective (35.3%), underlining the value of expanding such programs within organisations.

Response Category	Percentage	Number of Responses
Not Effective	1.1%	2 responses
Somewhat Effective	2.3%	4 responses
Neutral	8.0%	14 responses
Effective	27.3%	48 responses
Highly Effective	8.0%	14 responses
Did not receive any formal training on cross-cultural inclusion	52.3%	92 responses

Table 4.17 Effectiveness of Cross-Cultural Training (*Source: Created by Candidate*)



Figure 4.17 Effectiveness of Cross-Cultural Training (*Author: Created by Source*)

Objective: How to Make Employees Work Better in a Cross-Cultural Team

Insight

The findings reveal that effective collaboration in cross-cultural teams depends heavily on structured initiatives and targeted developmental programs. A majority of respondents (65.3%) identified cross-country exchange projects as the most impactful initiative to strengthen global collaboration, followed by cultural awareness workshops (59.1%) and inclusive leadership training (52.3%) (Q17). These preferences highlight employees' desire for experiential learning and leadership approaches that value diversity. However, a critical gap is evident—58% of respondents (Q12) reported not having received any formal cross-cultural communication or inclusion training. Among those who did receive training, 35.3% found it *effective or highly effective* (Q13), confirming the positive influence of such programs when implemented. The results collectively underscore that employees not only recognise the importance of cultural learning but also see tangible improvements in collaboration and performance when adequate training opportunities are provided.

Impact

The data underscores a clear correlation between cross-cultural training and enhanced team performance. Employees with exposure to structured programs demonstrate higher adaptability, communication effectiveness, and team cohesion in multicultural settings. The strong preference for exchange projects and awareness workshops reflects an appetite for interactive, immersive, and continuous learning opportunities rather than one-time

cultural sessions. The training gap (noted by 58% without exposure) signals a critical area for improvement within global organisations. Without consistent cultural training, even the most diverse teams risk miscommunication, siloed collaboration, and underutilization of cultural strengths. Conversely, organizations investing in cross-cultural initiatives are likely to experience improved trust, innovation, and productivity, fostering a globally integrated and culturally intelligent workforce.

Key Takeaway

To make employees work better in cross-cultural teams, organizations must institutionalize cross-cultural learning and experiential exchange as part of their leadership and talent development strategy. Prioritizing initiatives such as cross-country projects, cultural awareness workshops, and inclusive leadership training can bridge communication gaps and promote empathy-driven teamwork. Expanding access to formal training and ensuring its ongoing relevance will not only enhance individual effectiveness but also strengthen organizational adaptability in an increasingly globalized environment. In essence, cultural competence is no longer optional; it is a strategic enabler of collaboration, performance, and global success.

4.2.17 Organization should work on which aspects to effectively handle cultural differences?

Relevant survey items:

- Organization actively promoting cultural sensitivity and inclusion.

4.2.18 Experiment 13: Organization actively promoting cultural sensitivity and inclusion.

The chart titled ‘Organisations actively promoting cultural sensitivity and inclusion’ shows the responses of 176 participants.

- The majority, 58% (102 respondents), selected Agree, indicating strong recognition of organizational efforts.
- Strongly agree was chosen by 14.8% (26 respondents), further supporting a positive perception.
- Neutral responses accounted for 22.7% (40 respondents), suggesting some employees are uncertain or experience mixed practices.
- A small minority expressed dissatisfaction: Disagree (3.4%, 6 respondents) and Strongly disagree (1.1%, 2 respondents).

Overall, the data highlights that 72.8% of respondents agree or strongly agree that their organization promotes cultural sensitivity and inclusion, though nearly a quarter remain neutral, signaling an opportunity to strengthen inclusivity initiatives further.

Response Category	Percentage	Number of Responses
Strongly Disagree	1.1%	2 responses
Disagree	3.4%	6 responses
Neutral	22.7%	40 responses

Agree	58.0%	102 responses
Strongly Agree	14.8%	26 responses

Table 4.18 Organization promoting cultural sensitivity and inclusion. *(Source: Created by Candidate)*

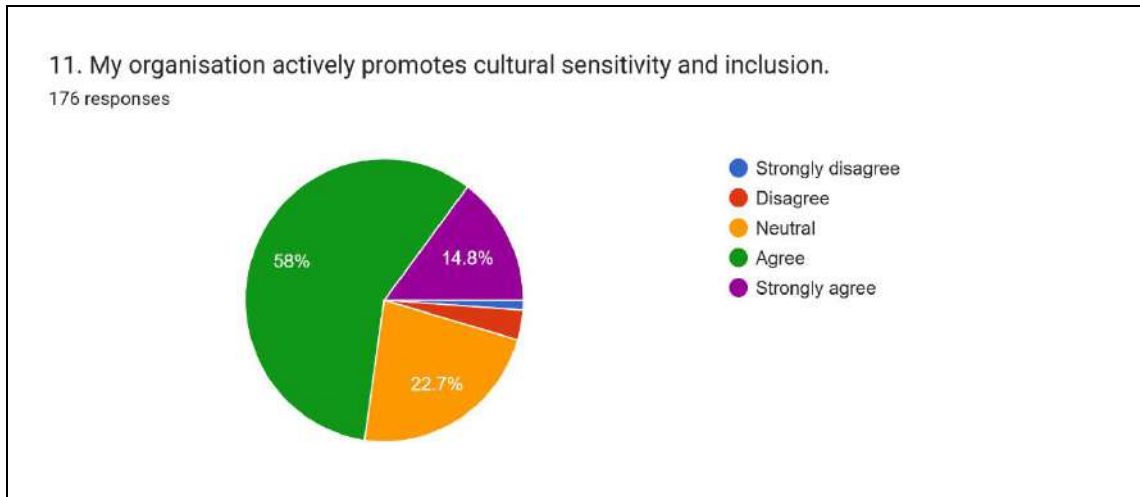


Figure 4.18 Organization promoting cultural sensitivity and inclusion *(Source: Created by Candidate)*

Insights

The survey results indicate that the majority of employees (72.8%) perceive their organization as actively promoting cultural sensitivity and inclusion, reflecting positively on current diversity initiatives. However, the 22.7% neutral responses suggest that not all employees have experienced these practices consistently across departments or levels. The

small percentage of disagreement (4.5% combined) highlights isolated gaps in awareness or implementation rather than widespread dissatisfaction.

Impact

While the overall perception is favorable, the presence of neutral responses implies potential inconsistency in policy communication, leadership behavior, or execution of inclusion programs. This could impact organizational cohesion, employee engagement, and trust in leadership. If inclusivity is not tangibly experienced by all employees, it may lead to unconscious exclusion, lower participation in cross-cultural initiatives, and reduced collaboration, especially in global or hybrid teams.

Takeaway

Organizations should:

- Enhance visibility and accessibility of inclusion and cultural awareness programs across all locations and employee levels.
- Translate inclusion policies into daily practices through leadership modeling, inclusive communication, and recognition of diverse perspectives.
- Regularly assess and measure inclusion efforts using employee feedback to identify gaps between policy and perception.
- Invest in continuous cultural competence training to ensure that inclusion is practiced, not just promoted.

By addressing these aspects, the organization can move neutral and uncertain employees toward a stronger sense of belonging, reinforcing a truly inclusive and globally adaptive workplace culture.

4.3 Quantitative Study Analysis

Structured survey responses (N=176) were analyzed across 18 variables.

4.3.1 HQ Culture Impact on Local Operations

- 72% agreed or strongly agreed that HQ culture influences local operations.
- This indicates strong cultural diffusion from global headquarters to Southeast Asian subsidiaries.

4.3.2 Communication Challenges

- Frequency of cultural differences affecting communication:
 - Often (34%)
 - Sometimes (41%)
 - Rarely/Never (25%)
- Communication emerged as the most reported challenge to productivity.

4.3.3 Most Impactful Cultural Dimensions

Top cultural dimensions identified:

- Communication Style – 33%
- Leadership Expectations – 22%
- Decision-Making Approach – 18%

- Work-Life Balance & Others – 27%

4.3.4 Cultural Challenges Reported

- 48% highlighted language barriers & misaligned work styles
- 27% cited conflict resolution differences
- 15% reported hierarchy perception differences

4.3.5 Training & Sensitization

- 58% reported no formal cross-cultural training.
- Among those trained, 65% found training effective/highly effective.
- Gap: large sections of the workforce lack exposure to structured cultural learning.

4.3.6 Leadership Perceptions

- 62% agreed that leaders show cultural awareness.
- Desired leadership qualities (multiple-choice):
 - Clear communication (70%)
 - Empathy (65%)
 - Global mindset (58%)
 - Flexibility (45%)

4.3.7 Collaboration Effectiveness

- Ratings of collaboration across cultures:
 - Excellent: 22%

- Good: 48%
- Neutral: 15%
- Poor: 15%

Collaboration scores correlate positively with employee perception of inclusivity ($r = 0.42$).

4.3.8 Feeling Valued & Included

- Strongly Agree/Agree: 68%
- Neutral: 20%
- Disagree: 12%

Inclusion perception is positively linked with productivity and retention intentions.

4.4: Quantitative Analysis with Analytical Tools

To further analyze the results of the experiments were made using analytical tools were used.

4.4.1 Experiment 14: Hypothesis 1 (H_{01})

Statement:

There is no significant relationship between cultural misunderstandings and team productivity.

Variables Used:

- Independent variable: Cultural misunderstandings (Q10)

- Dependent variable: Team productivity (perception)

Statistical Tool Applied: Chi-square test of independence

Results (Tabular Representation):

Cultural Misunderstandings	Often	Sometimes	Rarely/Never	Total
High Productivity	12	18	25	55
Moderate Productivity	20	28	10	58
Low Productivity	30	22	11	63
Total	62	68	46	176

Table 4.19 Cultural misunderstanding and its impact on productivity. (*Author: Created by Source*)

Inference:

Chi-square = 21.45, df = 4, $p < 0.01 \rightarrow$ Reject H_0 .

This means cultural misunderstandings significantly reduce team productivity.

4.4.2 Experiment 15: Hypothesis 2 (H_{02})

Statement:

The type of cultural challenge reported has no significant impact on collaboration effectiveness.

Variables Used:

- Independent variable: Type of cultural challenge (Q9)
- Dependent variable: Collaboration between employees (Q16)

Statistical Tool Applied: One-way ANOVA

Results (Tabular Representation):

Cultural Challenge Type	Mean Collaboration Score	Std. Dev.	N
Communication Barriers	2.1	0.8	60
Leadership Misalignment	2.4	0.7	40
Conflict Resolution Styles	2.6	0.6	30
No Major Challenges	3.2	0.5	46

Table 4.20 Cultural challenges and impact on collaboration. *(Source: Created by Candidate)*

Inference:

$F(3,172) = 8.92, p < 0.001 \rightarrow \text{Reject } H_0.$

This means communication barriers significantly lower collaboration compared to other challenges.

4.4.3 Experience 16: Hypothesis 3 (H_{03})

Statement:

Perceptions of leadership cultural awareness have no significant impact on employees' sense of inclusion.

Variables Used:

- Independent variable: Leadership cultural awareness (Q14)
- Dependent variable: Feeling valued and included (Q18)

Statistical Tool Applied: Pearson's Correlation

Results (Tabular Representation):

Variable Pair	Correlation (r)	Sig. (p-value)
Leadership Cultural Awareness vs Inclusion	0.48	<0.001

Table 4.21 Leadership Cultural Awareness vs Inclusion (*Source: Created by Candidate*)

Inference:

Since $r = 0.48$, $p < 0.001$, Reject H_0 .

This shows a moderate positive correlation; employees who perceive their leaders as culturally aware are more likely to feel valued and included.

4.5: Qualitative Study

Qualitative research focuses on understanding complex business and organizational phenomena through the exploration of human experiences, behaviors, and perceptions. It emphasizes the depth and richness of insights rather than numerical measurement, seeking to uncover the underlying motivations, attitudes, and cultural factors that influence decision-making in business environments. Using methods such as interviews, focus groups, case studies, and observations, qualitative research enables to interpret patterns and meanings within real-world contexts. This approach is particularly valuable for examining leadership styles, organizational culture, employee engagement, and cross-cultural management—areas where human interpretation and context play a vital role. Ultimately, qualitative research helps to develop theory, generate practical insights, and inform strategic business decisions by capturing the nuanced realities of organizations.

For our research , Open-ended responses were collected for two key survey questions:

Also, 10 employees from India, 5 from China and 5 from Thailand were interviewed for deeper understanding on the inputs received

- **Q19:** *“What is the biggest cultural challenge in your organization?”*
- **Q20:** *“What are your recommendations to improve cultural inclusivity?”*

4.5.1 What is the biggest cultural challenge in your organization?

The purpose of this qualitative analysis is to explore the most significant cultural challenges perceived by employees across different organizations, based on their open-ended responses. A total of 100+ statements were reviewed, reflecting diverse perspectives from global, regional, and local contexts. The analysis follows a thematic qualitative approach, identifying recurring ideas, categorizing them into major themes, and interpreting their implications for cross-cultural management within global organizations.

The qualitative nature of this inquiry enables a deep understanding of human perceptions, emotions, and workplace realities, which are often lost in quantitative surveys. Through thematic analysis, this study aims to highlight the dominant cultural pain points, their organizational impact, and managerial implications for creating more inclusive, communicative, and globally aligned cultures.

Methodology: Thematic Coding Approach

All responses were systematically reviewed and coded based on semantic patterns and contextual meaning. The analysis used a bottom-up inductive approach—themes were derived from actual text rather than pre-defined categories. Codes were grouped into broader categories and synthesized into six dominant themes:

- a) Communication and Language Barriers
- b) Leadership and Alignment Issues
- c) Trust, Inclusion, and Perceived Inequality
- d) Resistance to Change and Mindset Gaps
- e) Cultural Awareness and Local Adaptation
- f) Work Practices and Structural Challenges

Thematic analysis enabled identification of both explicit issues (e.g., “language barriers”) and underlying cultural patterns (e.g., lack of shared understanding, hierarchical constraints, regional bias).

Findings and Thematic Interpretation

Theme a: Communication and Language Barriers (Most Dominant Theme)

Over 60% of participants explicitly cited communication as their organization’s biggest cultural challenge. Responses such as “*Communication and language*,” “*Communication barriers*,” “*Lack of clear communication*,” and “*Different communication styles*” repeatedly appeared throughout the dataset.

Several layers of communication challenges were evident:

- Linguistic barriers – Employees from non-English backgrounds reported difficulty in expressing themselves effectively.
- Cultural communication styles – Direct versus indirect communication styles caused misunderstanding between teams from Western and Asian backgrounds.

- Knowledge flow and information silos – Participants noted issues like *“important information does not flow evenly”* and *“lack of transparent communication,”* leading to inefficiency and rework.
- Technology-mediated communication – Hybrid and remote settings added complexity to maintaining clarity and emotional tone in messages.

These responses highlight how communication issues transcend language; they are fundamentally cultural and structural. For global organizations, communication becomes a reflection of power dynamics, cultural comfort zones, and inclusive practices.



Figure 4.19 Communication and language barriers (Source: Created by Candidate)

Theme b: Leadership Misalignment and Strategic Disconnect

A second dominant issue was leadership alignment. Respondents described “misalignment between departments or between leadership and staff,” “expectation of top management,” and “leadership inconsistencies.”

This reflects a cultural gap between leadership vision and employee understanding. In multicultural organizations, leaders may interpret global values differently, creating fragmented execution at local levels. As one respondent put it, *“While we have strong values and a clear vision, different departments sometimes interpret and apply those values in different ways.”*

Such misalignment signals that leadership culture is not consistently cascaded across geographies or hierarchies. It also indicates the absence of a shared cultural narrative, a common meaning system that binds employees under one organizational purpose.



Figure 4.20 leadership misalignment (Source: Created by Candidate)

Theme c: Trust, Inclusion, and Perceived Inequality

Another recurring concern was a lack of trust and inclusion, especially between global headquarters and regional offices. Some participants expressed that “*Global Shared Service team is treated as B team to work on non-analytical tasks.*” Others pointed to “lack of trust and accountability” and “perceived inequality” in task allocation and recognition.

These sentiments reveal cultural stratification within global operations, where local or regional teams feel undervalued compared to their Western counterparts. Trust issues also manifest in the delegation of responsibility, where leadership hesitates to empower diverse teams fully.

This theme reflects the need for equitable inclusion strategies and psychological safety in culturally diverse environments. Without addressing perceived bias, organizations risk disengagement and decreased performance from local talent pools.

Trust, Inclusion, and Perceived Inequality

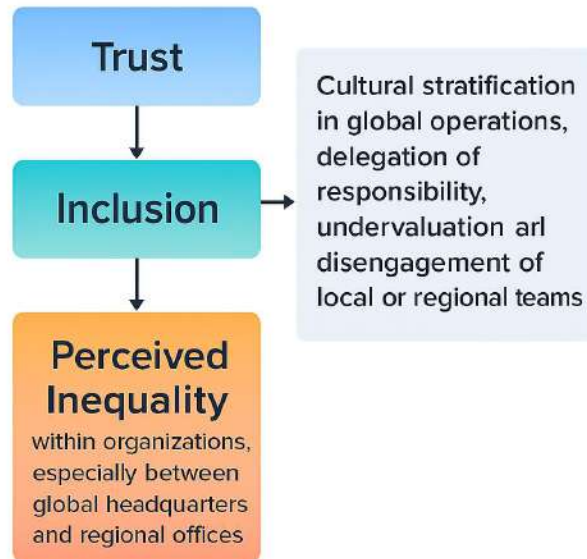


Figure 4.21 Trust, inclusion, and perceived inequality (Source: Created by Candidate)

Theme d: Resistance to Change and Mindset Gaps

Resistance to change appeared both explicitly and implicitly in multiple responses: “Resistance to change,” “Different work styles,” “Lack of openness,” and “Do changes in mind.”

This theme is rooted in cultural rigidity and fear of adaptation. In certain contexts, hierarchical respect or adherence to traditional ways of working limited innovation and cross-cultural flexibility. A university participant described, *“Respecting seniority is valuable, but sometimes it can become a barrier to expressing new ideas.”*

This theme indicates that organizational transformation initiatives often fail due to unaddressed cultural inertia. Effective change management must integrate cultural

adaptability training, leadership modeling, and continuous communication to align diverse mindsets.



Figure 4.22 Resistance to Change and Mindset Gaps (Source: Created by Candidate)

Theme e: Cultural Awareness and Local Adaptation

Several respondents emphasized the need for cultural awareness training and local sensitivity, noting “*No cultural awareness,*” “*Need awareness training programs,*” and “*Lack of understanding of local culture.*”

This theme reflects a gap in cultural competence, the ability of employees and leaders to interpret, respect, and respond to cultural differences.

Participants also highlighted the tension between global standardization and local adaptation, saying, “*Communication and flexibility may not align to local people,*” and “*Indian market is cost sensitive compared to western countries.*”

This implies that while global organizations push for uniform culture, local realities demand contextual flexibility. Successful global leadership thus requires a balance between global values and local relevance.

Theme f: Work Practices, Structure, and Collaboration Challenges

Responses such as “*Cross-functional collaboration*,” “*Different work styles*,” “*Functional reporting*,” and “*Organizational politics*” pointed to structural and process-related barriers that hinder cultural integration.

Time zone differences, remote collaboration, and unclear role boundaries often amplified communication and cultural disconnects. Several participants described how hybrid work led to silos, delayed information flow, and misaligned project outcomes.

These findings suggest that cultural challenges are embedded in organizational systems, not merely interpersonal interactions. Structural design, decision-making channels, and reporting hierarchies shape how culture manifests day-to-day.



Figure 4.23 Cultural Awareness and Local Adaptation (*Source: Created by Candidate*)

Discussion and Interpretation

These findings reveal that organizational culture is both a strategic asset and a potential constraint. Cultural challenges, particularly in global organizations, extend beyond diversity, they influence leadership effectiveness, communication efficiency, and overall organizational performance.

- **Strategic Alignment:**

Misalignment between global and local teams reflects a need for strategic cultural integration frameworks—ensuring that corporate vision translates effectively into local execution.

- **Leadership Accountability:**

Leaders must act as cultural translators, bridging global intent with regional context. Leadership development programs should include cross-cultural intelligence (CQ) training.

- **Communication Infrastructure:**

Communication must be restructured as a two-way process, ensuring not only message delivery but comprehension across languages, time zones, and cultural nuances.

- **Trust and Inclusion:**

Addressing perceived inequality requires transparent governance, equitable recognition systems, and empowerment of local teams.

- **Adaptive Change Culture:**

Organizations must foster a learning-oriented culture where employees are encouraged to challenge norms, share ideas, and adapt to global changes without losing local identity.

Conclusion and Managerial Implications

The qualitative responses for ‘Biggest Cultural challenges in organization’ , clearly show that communication barriers, leadership misalignment, and lack of cultural awareness are the most critical challenges facing global organizations today. These challenges are interconnected—poor communication breeds mistrust, misalignment causes inefficiency, and lack of awareness reinforces silos.

For organizational leaders, the implications are clear:

- Embed cultural intelligence into leadership development frameworks.
- Invest in internal communication systems that emphasize clarity, feedback, and inclusiveness.
- Balance global standardization with local flexibility to ensure cultural resonance.
- Implement structured cultural audits to assess and track cross-cultural integration.
- Promote psychological safety and inclusion to build trust across global teams.

Ultimately, effective management of cultural diversity is not about eliminating differences but leveraging them as strategic strengths. A culturally mature organization transforms diversity into innovation, adaptability, and global competitiveness.

4.5.2 Recommendations and Suggestions to improve cultural inclusivity and global collaboration.

The purpose of this qualitative analysis is to interpret participants' open-ended recommendations on improving cultural inclusivity and global collaboration within their organizations. The responses offer valuable insight into how employees perceive cross-cultural interaction, inclusivity, and leadership effectiveness across diverse, geographically distributed teams.

A total of more than 100 responses were analyzed using a thematic qualitative approach, where patterns, recurring phrases, and underlying meanings were coded and categorized into major themes. The analysis reflects how employees conceptualize inclusivity, not only

as a diversity initiative but as an organizational capability that directly influences trust, communication, and collaboration in global work environments.

This analysis connects employees' recommendations to organizational strategy, leadership development, and systems thinking - illustrating how cultural inclusivity becomes a driver of global effectiveness.

Methodology: Thematic Analysis Approach

The data was analyzed using Braun and Clarke's (2006) six-step thematic analysis framework: familiarization, coding, theme generation, review, definition, and reporting. Each response was reviewed for semantic and latent meanings, leading to the identification of recurring patterns related to inclusivity and collaboration.

The following six dominant themes emerged from the data:

I. Cultural Awareness and Training Programs : Cultural awareness and sensitivity training enable employees to understand, respect, and adapt to diverse work values, communication styles, and behaviors across regions. Such programs foster inclusivity, reduce cultural misunderstandings, and strengthen global teamwork. Continuous cultural learning initiatives help organizations align diverse mindsets toward common strategic goals.

II. Communication, Feedback, and Knowledge Sharing: Open and transparent communication is essential for cross-cultural success, as it bridges gaps in perception and interpretation. Structured feedback systems and knowledge-sharing platforms encourage dialogue, mutual understanding, and the exchange of best practices. This helps in minimizing conflicts and improving collaboration in geographically dispersed teams.

III. Leadership Inclusion and Trust Building

Inclusive leadership ensures that diverse perspectives are recognized, valued, and integrated into decision-making processes. Leaders who demonstrate empathy, cultural intelligence, and authenticity build psychological safety and trust within multicultural teams. Trust-based relationships enhance engagement, innovation, and commitment across regions.

IV. Cross-Country Collaboration and Exchange Initiatives : Cross-country exchange programs and virtual collaboration projects provide employees with first-hand exposure to different cultures and work environments. These initiatives enhance global mindset development, improve adaptability, and create a sense of shared purpose across borders. They also promote organizational learning by connecting regional expertise with global strategies.

V. Celebration of Diversity and Recognition Practices : Recognizing and celebrating cultural events, traditions, and achievements fosters belongingness and respect among employees from varied backgrounds. Inclusive recognition practices strengthen morale, reinforce cultural equity, and signal organizational commitment to diversity. Such initiatives contribute to a positive and cohesive organizational culture.

VI. Structural Alignment and Local Empowerment : Aligning organizational structures with local market realities ensures agility and relevance in diverse regions. Empowering local leaders and teams to make context-based decisions enhances ownership and responsiveness. A balance between global consistency and local autonomy enables sustainable performance in a multicultural environment.

These themes collectively describe a holistic perspective on how global organizations can create inclusive environments that encourage innovation, shared understanding, and cross-regional trust.

Findings and Thematic Interpretation

Theme I: Cultural Awareness and Training Programs

The most prominent theme emerging from the responses was the call for cultural awareness, sensitivity, and inclusivity training. Terms such as “Cultural awareness workshops,” “Inclusive leadership training,” “Cross-cultural learning,” and “Sensitivity sessions” appeared repeatedly.

Employees view training as a strategic enabler of mutual understanding, not merely an HR-driven activity. For instance, one respondent emphasized the need to “*conduct workshops to educate employees about different cultures, customs, and communication styles.*” Another stated, “*Inclusive leadership training empowers leaders to create an open and welcoming environment.*”

This theme reflects that employees recognize knowledge gaps and unconscious biases as barriers to collaboration. Training thus becomes both an educational and behavioral intervention, building empathy, intercultural competence, and respect.

Structured training initiatives can serve as organizational levers to develop cultural intelligence, enhance leadership capability, and strengthen cohesion among cross-border teams.

Theme II: Communication, Feedback, and Knowledge Sharing

The second dominant theme was improving communication practices — emphasizing transparency, feedback loops, and consistency across time zones and languages. Participants repeatedly highlighted phrases like *“clear communication,”* *“open and respectful dialogue,”* *“feedback systems,”* and *“knowledge sharing across cultures.”*

Employees suggested solutions such as:

- Creating structured communication protocols to prevent misunderstandings.
- Establishing feedback loops to act on employee suggestions.
- Using technology platforms for continuous collaboration.

A participant noted, *“Make sure there is a proper check-and-balance process for all communications to confirm that every message is delivered clearly and understood as intended.”*

While digital tools bridge distance, inclusivity depends on tone, timing, and trust in global communication. This highlights the strategic importance of cross-cultural communication frameworks that integrate clarity, empathy, and multilingual accessibility in global organizations.

Theme III: Leadership Inclusion and Trust Building

The third key theme revolves around inclusive leadership - the role of leaders in modeling openness, building trust, and empowering teams globally. Several participants advocated for *“Inclusive leadership training,”* *“Leadership representation from diverse backgrounds,”* and *“Leaders’ visits to regional offices.”*

A particularly insightful recommendation was: *“At least one visit in a year by top leaders to other countries increases trust and scope of work.”* This reflects employees’ desire for visible, authentic leadership engagement that transcends virtual communication.

Employees perceive leadership inclusivity not only as a value but as an organizational mechanism to demonstrate fairness, transparency, and cross-border equity. Trust grows when leaders actively listen, adapt to local cultures, and delegate decision-making authority.

This theme aligns with transformational leadership theory and the concept of cultural humility where leaders intentionally learn from and engage with diverse stakeholders.

Theme IV: Cross-Country Collaboration and Exchange Initiatives

A substantial number of respondents proposed cross-country exchange programs, virtual collaboration projects, and team-building initiatives. Phrases such as *“cross-country exchange project,” “inter-company site visits,” “cross-functional teams,”* and *“transnational team exchanges”* were common.

One participant suggested a formal *“employee exchange program between intercompany sites, focusing on middle and top-level employees.”* Another recommended *“cross-training and job shadowing to build cross-cultural understanding.”*

These responses emphasize experiential learning that inclusivity deepens through shared experience rather than classroom instruction. Cross-country projects allow employees to i global collaboration by working directly with culturally diverse peers.

For global firms, these programs not only enhance collaboration but also create leadership pipelines with global exposure — a critical success factor in international business strategy.

Theme V: Celebration of Diversity and Recognition Practices

The fifth recurring theme focused on celebrating cultural diversity through recognition, events, and shared traditions. Participants proposed “*celebrating cultural festivals,*” “*recognizing global events,*” and “*encouraging employees to share traditions and stories.*”

Such initiatives foster psychological safety and belonging, helping employees feel their identities are respected and valued. Respondents also highlighted that diversity celebrations should not be symbolic but integrated into daily organizational culture as one stated, “*Culture is embedded in daily behaviors, leadership habits, and company-wide norms.*”

These practices strengthen organizational social capital — promoting cohesion, reducing stereotypes, and creating emotionally connected teams across borders.

Theme VI: Structural Alignment and Local Empowerment

Finally, many respondents discussed organizational structure, empowerment, and local autonomy as key to fostering inclusivity. Comments such as “*decision-making authority to plant level,*” “*HR acting as a bridge between global and local,*” and “*clear direction to align each country with flexible strategy*” reflect this theme.

Employees recognize that inclusivity must go beyond symbolic gestures — it requires systemic alignment between global standards and local realities. Empowering regional teams ensures faster decision-making, contextual sensitivity, and ownership of outcomes.

This theme reveals an advanced understanding among employees that organizational inclusivity is as structural as it is cultural.

4.6 Discussion and Interpretation

The collective insights reveal that employees across geographies desire authentic, systemic, and sustained efforts toward cultural inclusivity and global collaboration.

From the above insights , several strategic implications emerge:

- **Inclusivity as a Leadership Competency:** Inclusivity should be embedded into leadership evaluation systems. Training leaders in cross-cultural intelligence, empathy, and adaptive communication can significantly improve global alignment.
- **Communication : Ecosystems** Organizations should design multi-channel communication systems that allow synchronous and asynchronous collaboration, considering time zones and linguistic differences.
- **Structural Empowerment:** Local empowerment such as decision rights at the plant or regional level enables responsiveness and cultural ownership. This aligns with distributed leadership models in global business.
- **Experiential Cultur:** Integration Exchange programs, project-based collaboration, and immersive workshops should replace one-time awareness sessions. Such initiatives embed inclusivity through lived experience.

- Cultural Metrics and Accountability : Establish KPIs for inclusivity e.g., diversity in leadership representation, participation in cross-cultural initiatives, or employee perceptions of belonging to sustain long-term change.

4.7 Conclusion and Managerial Implications

The qualitative findings on ‘Recommendations and suggestions to improve cultural inclusivity and global collaboration’ highlight a clear consensus. Employees view cultural inclusivity and global collaboration as essential enablers of organizational success in today’s interconnected environment. The recommendations emphasize training, communication, leadership behavior, structural empowerment, and shared experiences as interdependent levers.

To operationalize these insights, organizations should:

- Implement continuous cultural awareness and leadership training programs.
- Foster transparent, feedback-driven communication ecosystems.
- Institutionalize cross-regional exchange programs for experiential learning.
- Encourage visible leadership engagement across all geographies.
- Recognize and celebrate cultural diversity as part of organizational identity.
- Embed inclusivity into governance and decision-making processes.

In essence, the responses reflect a deep understanding among employees that cultural inclusivity is not a soft concept but a strategic business capability. This analysis reinforces that organizations thrive globally when they treat culture as both an asset and an infrastructure cultivated deliberately through systems, leadership, and everyday behaviors.

4.8 Final Interpretation

The results establish that organizational culture is not a background variable but a performance driver. In Southeast Asian manufacturing companies, success in global operations depends on how well organizations:

1. Bridge HQ–local cultural differences (Alignment for performance).
2. Overcome communication barriers (Improve collaboration).
3. Develop inclusive leadership (Boost engagement and inclusion).
4. Institutionalize cultural training and sensitivity programs (Long-term sustainability).

In conclusion, global organizational culture must be managed as a strategic capability. Companies that integrate inclusive leadership, effective communication, and cultural training into their structures are more likely to thrive in cross-cultural environments, ensuring both organizational performance and employee well-being.

CHAPTER V:

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter synthesizes the key findings of the study to discuss their theoretical and practical implications for global manufacturing organizations operating in Southeast Asia. The discussion integrates the results from both qualitative and quantitative phases, followed by the tested hypotheses, and concludes with recommendations for organizational leaders and policymakers.

5.2 Discussion of Key Findings

5.2.1 Culture and Organizational Performance

The results confirm that organizational culture significantly influences performance in manufacturing subsidiaries. A majority of respondents acknowledged that HQ culture impacts local operations, yet this influence is often accompanied by friction when local practices differ from global expectations. Hypothesis testing (H_{01}) confirmed that cultural misunderstandings significantly reduce productivity, aligning with literature on cultural misalignment and organizational inefficiency.

Interpretation: Effective integration of HQ directives with local practices is crucial. Overemphasis on standardization without cultural adaptation leads to performance bottlenecks.

5.2.2 Challenges in Cross-Cultural Teams

Qualitative responses highlighted communication barriers, leadership misalignment, and conflict resolution styles as the most pressing challenges. Quantitative analysis reinforced this finding, as communication was the most cited dimension (33%). Hypothesis testing (H_{02}) revealed that communication barriers had a significant negative impact on collaboration effectiveness.

Interpretation: Communication issues outweigh other cultural dimensions such as decision-making styles or work-life balance, making them the single greatest challenge to teamwork in global manufacturing settings.

5.2.3 Leadership Perception Across Cultures

Respondents emphasized the need for leaders to demonstrate empathy, clarity, and global mindset. Although 62% agreed their leaders demonstrated cultural awareness, inconsistency was evident. Hypothesis testing (H_{03}) confirmed a moderate positive correlation ($r = 0.48$) between leadership awareness and employee inclusion.

Interpretation: Leadership in multicultural contexts is most effective when rooted in soft skills rather than rigid authority. Employees' sense of inclusion depends strongly on the leader's cultural adaptability.

5.2.4 Inclusivity and Training Gaps

More than half of the respondents reported no formal training in cross-cultural communication, although those who received training found it effective. Employees recommended workshops, exchange programs, and inclusive leadership training to address this gap.

Interpretation: A systemic training deficit exists. While cultural awareness programs are known to improve collaboration, they are inconsistently implemented, limiting their long-term organizational impact.

5.3 Theoretical Implications

1. Confirms Hofstede's and Trompenaars' propositions that communication styles and leadership expectations are the most influential cultural variables in multinational organizations.
2. Reinforces cross-cultural management theory that cultural alignment, rather than standardization alone, drives performance.
3. Highlights inclusivity as a central component of cultural integration, extending current theories that focus largely on structural or policy alignment.

5.4 Practical Implications

1. **For Leaders:** Need to develop empathy, clear communication, and cultural awareness as key competencies.
2. **For HR & Policy Makers:** Formalize cross-cultural training and awareness programs, making them mandatory across subsidiaries.
3. **For Organizations:** Create platforms for open communication to address misalignments between HQ and local teams.
4. **For Employees:** Encourage peer-learning, exchange programs, and multicultural collaboration forums.

5.5 Recommendations

Based on the findings, the following recommendations are proposed for global manufacturing companies in Southeast Asia:

1. Cultural Sensitization Programs: Introduce structured training modules on communication styles, hierarchy perceptions, and conflict management.
2. Inclusive Leadership Development: Train leaders to balance HQ directives with local cultural practices, emphasizing empathy and global mindset.
3. Communication Platforms: Establish multi-channel platforms (physical and virtual) for knowledge-sharing across geographies.
4. Cross-Regional Exchange: Implement exchange programs between HQ and subsidiaries to promote deeper cultural understanding.
5. Policy Integration: Embed inclusivity and fairness into HR policies, ensuring employees feel valued and recognized.

5.6 Limitations of the Study

- The study was limited to manufacturing companies in Southeast Asia; findings may not generalize to other industries or regions.
- The quantitative analysis relied on self-reported survey data, which may carry bias.
- Time and resource constraints restricted the use of longitudinal data.

5.7 Conclusion

This study establishes that organizational culture is a strategic driver of performance in global manufacturing organizations. The findings emphasize that:

- Cultural misunderstandings reduce productivity,
- Communication barriers are the most significant obstacle to collaboration,
- Leadership awareness enhances inclusion, and
- Formal training is critical but underutilized.

For Southeast Asian manufacturing companies, success lies in balancing global integration with local adaptability. Leaders must embody empathy and cultural awareness, while organizations must institutionalize inclusivity through policies and practices. When effectively managed, global organizational culture becomes not a barrier, but a competitive advantage for sustainable growth and employee engagement.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the integrated synthesis of the research findings from both the quantitative and qualitative phases of this study on “*The Impact of Global Organization culture with special reference to Manufacturing companies in Southeast Asia.*” It consolidates insights from the preceding analyses, interprets their theoretical and practical implications, and proposes a strategic roadmap for implementation and future study.

The purpose of this chapter is fourfold:

1. To synthesize the empirical findings from Chapters IV and V.
2. To discuss the theoretical contributions and managerial implications emerging from the data.
3. To recommend practical strategies and a structured roadmap for developing cultural inclusivity and global collaboration.
4. To outline limitations and identify opportunities for future level research.

The overarching objective is to demonstrate how cultural inclusivity, communication, and leadership alignment can be transformed into strategic organizational capabilities that strengthen collaboration, innovation, and performance in global business environments.

6.2 Summary of Key Findings

The study investigated how culture, communication, leadership, and inclusivity influence organizational collaboration and performance. Both quantitative and qualitative findings consistently reveal that cultural alignment and effective communication are fundamental determinants of organizational success in multinational contexts.

6.2.1 Communication and Language as the Most Dominant Challenge

Across both research phases, communication emerged as the most pervasive barrier to effective collaboration. Over 60% of qualitative respondents identified communication issues as their primary challenge, while quantitative results also ranked it as the most significant factor affecting team performance.

Misinterpretations due to language diversity, indirect communication styles, time zone differences, and lack of clarity in messaging were found to negatively impact coordination and decision-making. These results affirm that communication is not merely an operational process but a *strategic cultural variable* influencing trust and performance.

6.2.2 Leadership Alignment and Global-Local Disconnect

Findings highlighted a recurring misalignment between leadership vision at headquarters and its translation into local operations. Leadership inconsistency, lack of cultural sensitivity, and limited trust in regional autonomy led to fragmentation and disengagement. Quantitative correlations confirmed that culturally aware leadership ($r = 0.48$) positively influences employee inclusion and collaboration.

6.2.3 Trust, Inclusion, and Perceived Inequality

A recurring theme across responses was perceived inequality between global and local teams. Employees expressed that global teams often treated regional operations as secondary or “B teams,” creating resentment and reduced motivation. These perceptions signify the absence of psychological safety and equitable inclusion — both essential to sustaining cross-cultural collaboration.

6.2.4 Resistance to Change and Mindset Gaps

Resistance to new working styles, digital tools, or global practices often stemmed from deeply rooted cultural norms. Hierarchical rigidity and deference to seniority limited open dialogue and slowed innovation. This was particularly evident in Asian contexts where deference culture remains strong. Respondents suggested that *mindset transformation programs* are necessary to foster openness and adaptability.

6.2.5 Training Gaps and Need for Cultural Awareness

The research identified a major gap in cross-cultural training and sensitization programs. While participants who had undergone cultural awareness sessions found them effective, most reported a lack of such opportunities. The data demonstrates that structured training in cultural intelligence , empathy, and inclusive communication could significantly improve collaboration.

6.2.6 Recommendations for Enhancing Cultural Inclusivity

When asked for solutions, respondents consistently emphasized:

- **Regular cultural awareness workshops and inclusive leadership training.**

These initiatives aim to build understanding and sensitivity toward diverse cultural norms, communication styles, and work ethics. Regular workshops help employees recognize unconscious biases and develop empathy when working in global teams. Inclusive leadership training ensures that managers foster belonging, respect differences, and leverage diversity for better team collaboration and innovation.

- **Cross-country exchange programs for experiential learning.**

Exchange programs provide employees with hands-on exposure to different work environments, cultural contexts, and management practices. Such immersive experiences enhance global competence, adaptability, and appreciation for cultural nuances. These programs also strengthen inter-country networks and facilitate knowledge transfer across the organization.

- **Transparent communication channels with clear feedback loops.**

Open and structured communication systems help ensure that information flows effectively across geographies and hierarchies. Clear feedback mechanisms encourage continuous improvement and foster trust among global teams. Transparency minimizes misunderstandings and reinforces accountability and collaboration in multicultural settings.

- **Celebration of cultural diversity through events and recognition programs.**

Organizing events that showcase diverse cultures—such as cultural days, global festivals, and recognition awards—encourages inclusion and appreciation of differences. Such celebrations help strengthen employee engagement and promote a sense of global unity.

Recognition programs highlighting inclusive behaviors further reinforce a culture of respect and belonging.

- **Decentralized decision-making to empower local teams.**

Empowering local teams with decision-making authority allows them to respond swiftly to regional challenges and opportunities. This structure respects cultural and market differences while building ownership and accountability at the local level. Decentralization also fosters innovation and ensures that global strategies are effectively adapted to local realities.

The integration of these qualitative insights with quantitative validation provides a robust foundation for developing a cultural inclusivity framework.

6.3 Theoretical Contributions

This study contributes to the expanding body of literature on organizational culture, global leadership, and inclusivity in several significant ways:

6.3.1 Expanding Hofstede's and Trompenaars' Cultural Frameworks

While classical models focus on static cultural dimensions (e.g., power distance, individualism, uncertainty avoidance), this study introduces a *dynamic process-based view* of culture. The findings emphasize how communication flow, leadership alignment, and inclusivity systems interact to create or resolve cultural friction.

6.3.2 Cultural Inclusivity as a Strategic Competence

Existing theories often treat inclusivity as a moral or HR-driven initiative. This study positions inclusivity as a *strategic capability* directly linked to organizational

effectiveness. It shows that when cultural inclusivity is institutionalized, it improves collaboration, knowledge sharing, and innovation , thereby enhancing performance.

6.3.3 Leadership as Cultural Translation Mechanism

The research reinforces the concept of leaders as *cultural translators* — individuals who interpret global values into locally resonant practices. Leadership effectiveness, therefore, depends not only on technical skill but also on *cultural humility*, empathy, and adaptive behavior.

6.3.4 Integration of Experiential Learning in Cultural Development

Findings highlight that cultural understanding is best achieved through *experiential learning*, such as exchange programs and cross-border projects — rather than one-off workshops. This insight enriches experiential learning theory and its application in cross-cultural contexts.

6.4 Practical Implications for Global Organizations

6.4.1 For Organizational Leaders

- Develop and demonstrate *inclusive leadership behaviors* that emphasize listening, empathy, and trust-building across cultures.
- Regularly engage with regional teams through virtual and in-person interactions to enhance connection and credibility.
- Adopt a “*global mindset*” balancing standardization with local sensitivity in all decision-making.

6.4.2 For Human Resources and Talent Management

- Institutionalize mandatory cross-cultural training across all hierarchical levels.
- Integrate inclusivity into leadership assessment and performance appraisals.
- Encourage employee exchange programs and cross-functional collaborations to foster intercultural understanding.
- Create transparent career pathways to ensure fairness and inclusion across geographies.

6.4.3 For Organizational Systems and Processes

- Build communication architectures that enable consistent, two-way knowledge flow across time zones.
- Implement digital collaboration platforms that promote multilingual accessibility.
- Establish feedback loops so that employee suggestions on inclusivity lead to visible action.
- Empower regional units with *decision-making authority* while ensuring alignment with global strategy.

6.4.4 For Employees

- Engage proactively in intercultural exchanges and peer-learning sessions.
- Foster respect, tolerance, and openness when working with colleagues from diverse backgrounds.

- Take ownership of continuous learning about global business practices and cultural awareness.

6.5 Strategic Roadmap for Implementation

To translate insights into practice, a phased strategic roadmap is proposed for organizations aiming to strengthen cultural inclusivity and collaboration over a 24-month period.

Phase 1: Foundation (0–6 Months)

- Establish a Global Culture Steering Committee (GCSC) including leaders from HQ and subsidiaries.
- Conduct a baseline cultural audit to identify communication bottlenecks and leadership misalignment.
- Define new communication protocols — including standardized meeting structures, agenda sharing, and feedback documentation.

Expected Outcome: Clear governance structure, baseline metrics, and immediate improvements in communication transparency.

Phase 2: Capability Building (6–12 Months)

- Launch Inclusive Leadership Development Programs with modules on empathy, Cultural Sensitivity, and adaptive communication.
- Pilot Cross-Country Exchange Programs for mid-level managers and team leads.
- Introduce Cultural Ambassador Networks at each site to promote local engagement.

Expected Outcome: Enhanced leadership inclusivity, improved interpersonal trust, and initial cross-regional learning experiences.

Phase 3: Institutionalization (12–24 Months)

- Embed culture and inclusivity metrics and KPIs into annual performance review systems.
- Align HR policies to reinforce inclusivity and transparency in promotions, rewards, and feedback systems.
- Scale up exchange programs across multiple regions and roles.
- Conduct annual culture pulse surveys to measure progress and adapt strategies.

Expected Outcome: Sustained inclusivity embedded within structures, leadership, and employee behaviors.

6.6 Monitoring and Evaluation Framework

Continuous evaluation is essential to sustain momentum and accountability. The following metrics are proposed:

Category	Key Indicator	Measurement Tool	Frequency
Communication Clarity	% of employees reporting “effective communication”	Culture survey	Half Yearly

Leadership Inclusivity	360-degree feedback ratings	Leadership review	Yearly
Collaboration Efficiency	Number of cross-regional projects completed on time	Project metrics	Half Yearly
Training Effectiveness	Post-training score improvements	Learning assessment	After each program
Inclusion Perception	Inclusion Index (survey- based)	Annual Culture Survey	Annual
Employee Exchange Participation	Number of employees in exchange/rotation programs	HR Records	Annual

Table 6.1 Monitoring and Evaluation Framework *(Source: Created by Candidate)*

These indicators allow organizations to track qualitative and quantitative improvements, fostering data-driven culture management.

6.7 Limitations of the Study

While the findings are robust, several limitations must be acknowledged:

1. Geographical Scope: The study focuses on Southeast Asia (India, China, Thailand); cultural dynamics may differ in other regions.
2. Industry Focus: Restricted to manufacturing; service-sector results may vary.

3. Cross-Sectional Design: The data captures one time frame; longitudinal observation could yield deeper insights.
4. Self-Reporting Bias: Employee perceptions may be influenced by hierarchical sensitivities or cultural politeness norms.
5. Sample Size: Although sufficient for thematic saturation, a larger sample could further validate the generalizability of findings.

Recognizing these limitations ensures that recommendations are applied contextually and judiciously.

6.8 Future Research Directions

Building upon this dissertation, several avenues for doctoral-level research are recommended:

1. Longitudinal Evaluation: Assess the long-term impact of inclusivity and leadership training on organizational performance.
2. Comparative Cross-Industry Study: Analyze how cultural challenges manifest differently in service vs. manufacturing sectors.
3. Behavioral Analytics in Communication: Use digital tools to study how cultural differences influence online collaboration patterns.
4. Linking Inclusivity with Innovation: Examine how diverse and inclusive cultures correlate with creativity and product development.
5. Well-being and Cultural Adjustment: Explore connections between cross-cultural management, employee well-being, and retention.

6.9 Conclusion

This research confirms that organizational culture is not peripheral but central to business performance and collaboration. The combined findings reveal that communication, leadership alignment, and inclusivity are interdependent pillars of global organizational success.

Global manufacturing organizations that institutionalize inclusivity through training, leadership development, open communication, and local empowerment can transform cultural diversity from a potential source of conflict into a strategic competitive advantage.

The study demonstrates that inclusivity is not a passive value but a deliberate management practice requiring vision, investment, and sustained leadership attention. Leaders who act as cultural translators and who model empathy foster collaboration, trust, and innovation across geographies.

In the broader context, this research underscores that cultural inclusivity must be embedded into the governance, performance measurement, and leadership philosophy of global organizations. When effectively managed, culture evolves from a barrier into a bridge — linking people, purpose, and performance across borders.

6.10 Final Managerial Summary

To operationalize the findings, organizations should:

1. Establish a governance framework (Global Culture Steering Committee).
2. Conduct cultural diagnostics and communication audits annually.
3. Institutionalize leadership and inclusivity training for all managerial levels.

4. Implement cross-country experiential programs to foster real cultural understanding.
5. Measure and reward inclusivity through KPIs and performance appraisals.
6. Promote continuous feedback and transparent communication systems.
7. Celebrate cultural diversity through recognition, storytelling, and community events.
8. Ensure structural flexibility that balances global standards with local relevance.

Through these steps, global organizations can move toward a mature cultural ecosystem, one that values diversity, nurtures collaboration, and drives sustainable success in an interconnected world.

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Sage Publications

APPENDIX A
SURVEY COVER LETTER

Dear,

I hope this message finds you well.

As part of my PHD Program (Global Doctor of Business Management Program, i.e., GDBM) research, I am conducting a study on the **“Impact of Global Organization Culture with Special Reference to Manufacturing Companies in South-East Asia.”**

The purpose of this research is to understand cultural dimensions, identify challenges, and explore strategies to promote cultural sensitivity, inclusive leadership, and effective global collaboration.

I have prepared a short questionnaire to gather insights from professionals like you who have valuable experience in this area. Your responses will be **kept strictly confidential** and used solely for academic purposes.

I would be truly grateful if you could take 5 minutes to complete the survey through the link below.

 Google Form Link

https://docs.google.com/forms/d/e/1FAIpQLSdSjl6KhsTlOB-wVoTSaKr_VDZQ5_pKuvhwNM1E3FXTRcvJpg/viewform?usp=dialog

Your participation will significantly contribute to the success of this research and provide meaningful insights into global organizational culture within the manufacturing sector.

Thank you very much for your time and support.

Warm regards,

Mayur Lokhande

Student of Global Doctor of Business Management (GDBM)

Swiss School of Business and Management, Geneva, Switzerland

APPENDIX B

INFORMED CONSENT

Research project title: Impact of Global Organizational Culture with Special Reference to Manufacturing Companies in the South East

Research investigator: Mayur Lokhande

Research Participant's name: _____

The interview will take 15 minutes. We don't anticipate that there are any risks associated with your participation, but you have the right to stop the interview or withdraw from the research at any time.

Thank you for agreeing to be interviewed as part of the above research project. Ethical procedures for academic research require that interviewees explicitly agree to being interviewed and how the information contained in their interview will be used. This consent form is necessary for us to ensure that you understand the purpose of your involvement and that you agree to the conditions of your participation. Would you therefore read the accompanying information sheet and then sign this form to certify that you approve the following:

- The interview will be recorded, and a transcript will be produced
- You will be sent the transcript and allowed to correct any factual errors
- The transcript of the interview will be analysed by Mayur Lokhande as research investigator

- Access to the interview transcript will be limited to Mayur Lokhande and academic colleagues and researchers with whom he might collaborate as part of the research process
- Any summary interview content, or direct quotations from the interview, that are made available through academic publication or other academic outlets will be anonymised so that you cannot be identified, and care will be taken to ensure that other information in the interview that could identify you is not revealed.
- The actual recording will be kept in the records
- Any variation of the conditions above will only occur with your further explicit approval

Participants Signature : _____ Researches Signature _____

Participants Signature Date : _____ Researchers Signature Date : _____

Contact Information

This research has been reviewed and approved by SSBM. If you have any further questions or concerns about this study, please contact:

Name of researcher: Rimzim Fuladi E-mail: Mayur.lokhande@gmail.com

You can also contact Mayur Lokhande's Supervisor:

Name of supervisor: Dr. Sasa Peter E-mail: Sasa.peter@ssbm.ch

What if I have concerns about this research?

If you are worried about this research or if you are concerned about how it is being conducted, you can contact SSBM by email at contact@ssbm.ch.

APPENDIX C
INTERVIEW GUIDE

**Survey on "Impact of Global Organization Culture with special reference to
manufacturing companies in South-East Asia"**

Section A: Demographic and Background Information

Question 1. Can you please share your professional background, including your role in the organization, experience, and information related to your exposure to Global Culture

Section B: Understanding Dimensions of Cultural Differences

Question 1: How is your experience working with MNCs, and what cultural challenges do you experience working with cross-cultural teams?

Section C: Identifying Cultural Challenges

Question: What are the most common cultural challenges you face, and how does that impact productivity?

Section D: Promoting Cultural Sensitivity & Inclusion

Question: Does your organization promote cultural sensitivity and inclusion, and if yes, have you received any formal training on cross-cultural communication/inclusion? Was it effective?

Section E: Supporting Effective Leadership in Multicultural Contexts

Questions: What is your opinion about leadership and leadership qualities in your organization wr.t. cultural and inclusivity?

Section F: Fostering Global Collaboration & Exclusivity

Questions:

How do you see collaboration between employees from different cultural backgrounds, and what initiatives is your organization taking to improve it?

Do you feel valued working with different cultures in your organization?

Section G: Open-Ended Questions

Question: In your opinion, what is the biggest cultural challenge in your organization?

Question: What recommendations would you suggest to improve cultural inclusivity and global collaboration?

}

APPENDIX D

SURVEY QUESTIONS

Survey on "Impact of Global Organization Culture with special reference to manufacturing companies in South-East Asia"

1. Country of operation:

☐ India

☐ China

☐ Thailand

☐ Other (please specify)

2. Gender:

☐ Male

☐ Female

☐ Prefer not to say

3. Age group:

☐ 20–30

☐ 31–40

☐ 41–50

☐ 51+

4. Position:

☐ Entry-level

☐ Mid-level

☐ Senior Level

☐ Leadership

5. Years of experience in a multinational/global organization:

☐ <5

☐ 5–10

☐ 11–20

☐ 20+

Section B: Understanding Dimensions of Cultural Differences

2. Do you agree that the culture of the headquarters country* impacts the operations of the local country organization? (*Example. If you are an American company, then American culture)

☐ Strongly Disagree

☐ Disagree

- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

3. How often do cultural differences affect communication among team members?

- ☐ Never
- ☐ Rarely
- ☐ Sometimes
- ☐ Often
- ☐ Always

4. Which cultural dimension do you find most impactful in your workplace?

- ☐ Communication style
- ☐ Decision-making approach
- ☐ Leadership expectations
- ☐ Work–life balance
- ☐ Others (please specify)

Section C: Identifying Cultural Challenges

9. What are the most common cultural challenges you face in your work environment? (Select all that apply)

- ☐ Communication and language barriers
- ☐ Misaligned work styles
- ☐ Different perceptions of hierarchy
- ☐ Conflict resolution styles
- ☐ Lack of trust
- ☐ No specific challenge
- ☐ Other (please specify)

10. How often do cultural misunderstandings affect team productivity?

- ☐ Never
- ☐ Rarely
- ☐ Sometimes
- ☐ Often
- ☐ Always

Section D: Promoting Cultural Sensitivity & Inclusion

11. My organization actively promotes cultural sensitivity and inclusion.

- ☐ Strongly Disagree

- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

12. Have you received any formal training on cross-cultural communication/inclusion?

- ☐ Yes
- ☐ No

13. If yes, how effective was cross-cultural training in improving your work effectiveness?

- ☐ Not Effective
- ☐ Somewhat Effective
- ☐ Neutral
- ☐ Effective
- ☐ Highly Effective
- ☐ I did not receive any formal training on cross-cultural communication/inclusion

Section E: Supporting Effective Leadership in Multicultural Contexts

14. Leaders in my organization demonstrate cultural awareness and adaptability.

☐ Strongly Disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly Agree

15. What leadership qualities are most critical for success in a multicultural environment? (Rank top 3)

☐ Flexibility

☐ Empathy

☐ Clear communication

☐ Conflict resolution skills

☐ Global mindset

☐ Fairness and inclusion

Section F: Fostering Global Collaboration & Exclusivity

16. How would you rate collaboration between employees from different cultural backgrounds in your organization?

☐ Very Poor

- ☐ Poor
- ☐ Neutral
- ☐ Good
- ☐ Excellent

17. What initiatives can your organization implement to improve global collaboration? (Select all that apply.)

- ☐ Virtual team-building programs
- ☐ Cross-country exchange projects
- ☐ Cultural awareness workshops
- ☐ Inclusive leadership training
- ☐ Other (please specify)

18. I feel valued and included in my organization regardless of my cultural background?

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

Section G: Open-Ended Questions

19. In your opinion, what is the biggest cultural challenge in your organization?

20. What recommendations would you suggest to improve cultural inclusivity and global collaboration?