Cross-Cultural Management: A Systematic Literature Review (SLR)

Manajemen Lintas Budaya: Tinjauan Literatur Sistematis (SLR)

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ABSTRACT
Cross-cultural management is the understanding of cultural phenomena, customs and habits that are different from or contrary to the national culture and accepting the national and accepting and adapting with an inclusive attitude. In addition, the organisational climate is invisible and invisible and untouchable. The purpose of this study is to analyse cross-cultural management in various countries. The method used in this research is the Systematic Review method using VosViewer. Data sources obtained from Google Scholar for the period 2021-2023. The results obtained from 50 journals were then subjected to data reduction with inclusion and exclusion criteria obtained 29 and 10 journals to be reviewed. The results of this study call Cross-cultural management is the process of identifying and integrating cultures Company managers can help employees practice through more professional learning.
Keywords: *Cross-cultural management, Diversity Management*

ABSTRAK
Manajemen lintas budaya adalah pemahaman tentang fenomena budaya, adat istiadat dan kebiasaan yang berbeda atau bertentangan dengan budaya nasional dan menerima nasional dan menerima serta beradaptasi dengan sikap inklusif. Selain itu, iklim organisasi tidak terlihat dan tak terlihat dan tak tersentuh. Tujuan dari penelitian ini adalah untuk menganalisi manajemen lintas budaya di berbagai negara. Metode yang digunakan pada penelitian ini adalah metode Systematic Review dengan menggunakan VosViewer. Sumber data yang diperoleh dari Google Scholar periode tahun 2021-2023. Diperoleh hasil 50 jurnal selanjutnya dilakukan reduksi data dengan kriteria inklusi dan eksklusi diperoleh 29 dan jurnal yang akan direview 10 jurnal. Hasil penelitian ini menyebut Manajemen lintas budaya adalah proses identifikasi dan integrasi budaya Manajer perusahaan dapat membantu karyawan berlatih melalui pembelajaran yang lebih profesional.
Kata kunci: Manajemen lintas budaya; Manajemen Keragaman

1. Introduction

In the era of economic globalisation, the number of enterprises is increasing, and employees are integrated from different countries. Under such circumstances the corporate system is formulated following the international corporate management mode, customs, and culture (Jiang et al., 2019), it may affect the enthusiastic work of foreign employees to a certain extent and even raise questions about the corporate system. As a result, it cannot form better corporate cohesion (LiangLiang & Tungsawat, 2022).

According to Yang et al., (2009) Cross-culture is having a complete and correct understanding of cultural phenomena, customs, and habits that are different or contrary to the national culture and accepting and adapting with an inclusive attitude. In addition, organisational climate is invisible and cannot be touched (Jayasundera & George, 2017), but the corporate environment is certainly gradually formed in continuous communication and interaction between employees.

The business environment of organisations is becoming increasingly complicated and dynamic as companies' internationalisation strategies develop and deepen. Among these, multiculturalism has emerged as a difficulty that multinational companies have to face in their operations and management (Kravariti et al., 2023). As a corporate management practice, human resource management activities are also affected by multiculturalism in the context of internationalisation (Guttormsen & Lauring, 2018). Human resource management in international companies becomes more complicated and dynamic due to the cultural friction generated by various "cultural marginal fields". Adequate cross-cultural human resource management guarantees the success of multinational companies (Moore, 2015). companies should focus on the conflicts and diversity of cross-regional, cross-ethnic, and cross-company cultural systems in cross-cultural human resource management (Lim, 2002), as well as how to choose full-system, full-process cross-cultural human resource management activities (Gustafson et al., 2018). This has risen to become a top priority for human resource management in multinational companies (Kubicek et al., 2019). Individuals in the organization must be able to apply conflict management both inside and outside the organization based on the relationships they establish with internal and external parties (Haidarravy & Anshori, 2023).

Indonesia as a developing country can take advantage of the globalisation era for the country's economic growth. Multinational companies can be used as a tool to achieve economic growth. The entry of multinational companies will provide benefits if addressed properly. Multinational companies can provide several benefits for developing countries such as export-based industrialisation, increasingly developed/cross-cultural technology, tools to reduce poverty, and build competence and skills (Ferdausy & Rahman, 2009).

The importance of multinational companies for developing countries is evidenced by the proliferation of multinational companies in Indonesia. The problems of multinational companies also arise along with this. The problems that are present not only come from individual problems, but can also come from organisations. Organisational problems have tended to be ignored (Khoiroh, 2012). Organisational problems in multinational companies that become important challenges are communication problems, cultural unawareness, attitude problems, perception problems and the impact of cultural diversity (Jayanthi & Rajandran, n.d.).

Multinational companies have different characteristics from local companies. So it is important for multinational companies to pay attention to diverse employee backgrounds, have communication knowledge and experience, and recognise, accept and turn these differences into advantages (Tutar et al., 2014) Leaders are obliged to create appropriate cultural differences management strategies. Cultural difference management strategy Cultural difference management strategy is to create an environment that allows employees from different cultures to use their potential to the fullest, and to direct and manage these differences in accordance with organisational goals. In other words, it is the activity of directing and managing the attitudes and behaviours of employees from different cultures in order to conform to organisational goals.

Multiculturalism and diversity that arise can be a competitive advantage / added value for the company. As in the research of Aichhorn & Puck (2017) and Tutara, Altinozb, & Cakirogluc (2014) which states that cultural differences are assets for multinational companies. With good organisational management, it is expected that these advantages can become a competitive advantage and added value of the Company.

This study found that there are still many agendas from previous studies that still raise several questions. These questions include what strategies are suitable for multinational companies (Rao et al., 2016). (Vlajčić et al., 2019) also questioned what characteristics and traits help leaders to define corporate strategy and questioned the elements that influence internalisation theory, such as the impact of thinking globally but acting locally. (Perdhana et al., n.d.) also discussed the need for variation in research across organisations in response to the diversity within them. This research will focus on a systematic literature review on Cross Cultural Management.

2. Methods

This section contains a complete and detailed description of the steps undertaken in conducting of research. This section describes the types of research and data types, population and sample, operational research variables, the data used (types and sources), data collection technique, and data analysis technique (model analysis). The method used in this research is Systematic Literature Review (SLR). According to Kitchenham (Putrifasari et al., 2023), the Systematic Literature Review (SLR) method is a method used to identify, evaluate, and interpret research results that are relevant to certain research questions, or topic areas, even phenomena that are the subject of attention. Meanwhile, the qualitative approach in the systematic review is used to summarise the results of descriptive qualitative research. The systematic literature review conducted in this study was based on the steps presented by Francis and Baldesari (Putrifasari et al., 2023). Meanwhile, literature research according to Sarwono (Putrifasari et al., 2023)states that literature research is research that examines various reference works as well as the results of previous similar research, and is useful for providing a theoretical basis for the problem under study.

Journals obtained from Google Scholar. The keyword used is Cross Cultural Management. The results obtained were 50 journals. Then the 50 journals were downloaded in RIS (Research Information System) format. The RIS format was entered into the Mendeley Reference Manager application. After being entered into the application, the RIS format of each journal was converted (export) into one RIS format for the entire journal. The next step, the RIS of the entire journal was entered into Vosviewer Software to produce a graphical representation of the Bibliometric map. Citation analysis is a recapitulation of journals cited by authors/researchers in the preparation of scientific papers (Prilatama, 2023).

3. Results and Discussion

Results and Discussion is a section that contains all scientific findings obtained as research data. This section is expected to provide a scientific explanation that can logically explain the reason for obtaining those results that are clearly described, complete, det
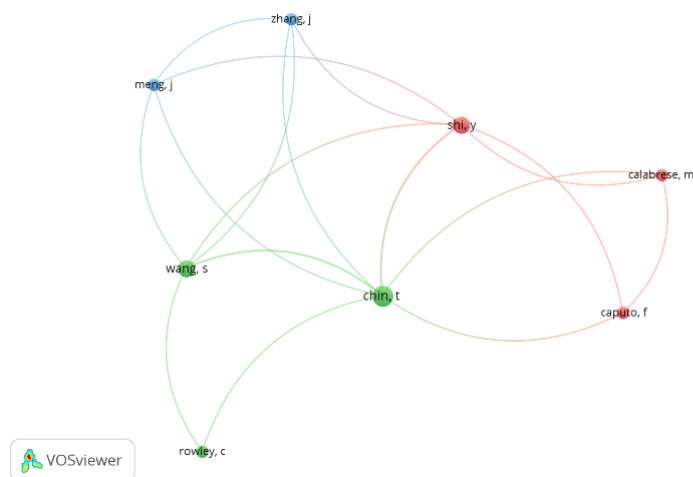
Bibliometrik (Co-Authorship)

Figure Co - Authorship (Interconnected)

Figure 1 describes the authors who have interconnected networks in conducting research. In addition, it can be explained that there are 3 clusters with a total of 17 links. There are 7 authors who have 3 or more links. Only 1 author by the name of Rowley C has links with other authors from 2 different clusters.
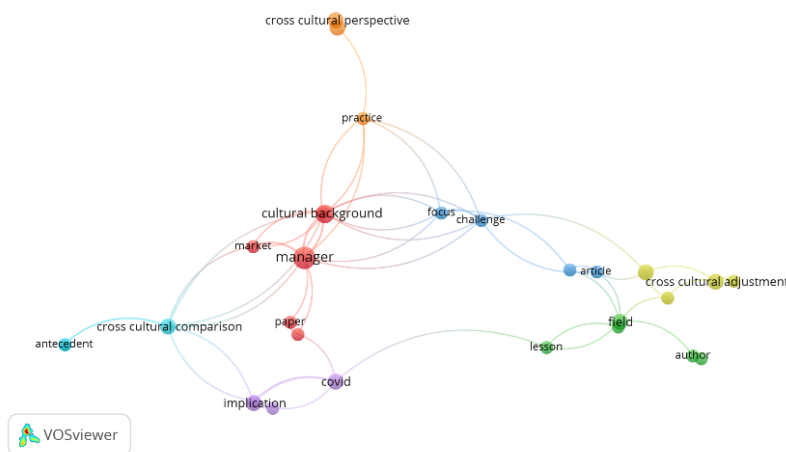
Co-Occurrence

Figure 2 Co-Occurence

From Figure 2, it can be seen that the cross-cultural adaptation background has a direct relationship with work. This is in accordance with research conducted which states that there are 8 dimensions of cultural values that are considered to have a major influence on the way managers and perform their duties. The function of the cultural value orientation model is to understand differences in international business.

Citation

From the 29 articles that have been obtained using SLR analysis, 10 journals that have the highest number of citations will be selected. Citation analysis is used to determine the number of times a person's work is cited by others (Aulianto & Nashihuddin, 2020).

The literature search was conducted in December 2023, the initial search process was carried out based on the year of publication in the 2021-2023 timeframe using the keywords "Cross Cultural Management". The search results in google scholar display 50 articles selected from the google scholar site. Furthermore, articles were selected based on predetermined criteria. The literature used is only

journal papers, the research study selection process is also carried out by looking at the title, abstract and full text and the main study results are obtained which will be used for further analysis. 10 relevant articles have been selected according to the quality assessment process. The following are the results of data processing obtained from previous research or relevant articles.

Table 1 List of Journal Names

No.	Author	Title	Citation	Year	Publisher
1.	Peter Mantello, Manh-Tung Ho, Minh-Hoang Nguyen, Quan-Hoang Vuong	Bosses without a heart: socio-demographic and cross-cultural determinants of attitude toward Emotional AI in the workplace	74	2023	AI & SOCIETY
2.	Adnan ul Haque dan Fred A. Yamoah	The Role of Ethical Leadership in Managing Occupational Stress to Promote Innovative Work Behaviour: A Cross-Cultural Management Perspective	42	2021	MDPI Sustainability
3.	Peerayuth Charoensukmongkol	How Chinese expatriates' cultural intelligence promotes supervisor-subordinate Guanxi with Thai Employees: The mediating effect of expatriates' benevolence	40	2021	International Journal of Cross Cultural Management
4.	Sina Grosskopf dan Christoph Barmeyer	Learning from multi-paradigmatic sensitivity in cross-cultural management? Empirical and theoretical considerations	15	2021	International Journal of Cross Cultural Management
5.	Eimear Nolan dan Xiaoning Liang	Determinants of cross-cultural adjustment among self-initiated expatriate medical doctors working in Ireland	12	2022	Journal of Global Mobility: The Home of Expatriate Management Research
6.	Zheni Wang, et, all	Servant leadership and employee wellbeing: A crosscultural investigation of the moderated path model in Canada, Pakistan, China, the US, and Brazil	9	2022	International Journal of Cross Cultural Management
7.	Rogito,J.M., dan Nyamota,G	Cross Cultural Differences In Leadership And Management Of Agricultural Projects In Africa	4	2022	Journal of Innovations and Sustainability
8.	Raj Aggarwal & Yinglu Wu	Cross-Cultural Competence Development for Business Students	4	2021	Journal of Teaching in International Business
9.	Terence Jackson	Should counter-narratives be our output in cross-cultural management scholarship?	3	2021	International Journal of Cross

No.	Author	Title	Citation	Year	Publisher
					Cultural Management
10.	Baptista, N	The Management Of Cross-Cultural Virtual Teams	3	2022	European Journal of Human Resource Management Studies

In first place with 74 citations is the journal written by Mantello et al., (2023). In this journal, three fundamental issues for the future of job seekers in the international world are mentioned. The first is about privacy. The increased accuracy of emotion-sensing biometric technology relies on blurring personal/employee differences and harvesting from subjective states in real-time. The invasive discipline view of emotion recognition technology does not allow for disguise. The second is the concern for explanation, as learning capabilities move towards greater levels of complexity in automated thinking, many technologists believe that it will not be clear even to the creators of these systems how decisions are made (Mitchell, 2019). because, if unregulated, it will exacerbate labour relations tensions, especially conflicts that may arise due to culture, gender, social class, ethnicity, and disposition. third by being discursive. Namely, its proprietary logic of taking life as its object of reference yet willingness to compromise the human element to maximise population productivity. In conclusion, the observed empirical cross-cultural and socio-demographic differences seek to promote awareness and discussion and serve as a platform for further cross-cultural research on the ethical and social implications of being an emerging tool in non-human resource management.

The second place is a journal written by Haque & Yamoah, (2021) with a citation count of 42 which examines the role of ethical leadership in managing work stress to engender innovative work behaviour (IWB) in cargo logistics SMEs in the context of contrasting cross-cultural management in Canada and Pakistan. researchers utilised Trait Activation Theory to develop the conceptual and theoretical framework of this study. Using a connection and network approach, an equal proportional sample of nine SMEs was selected for the study. Analysis of data from semi-structured interviews via Skype and face-to-face interviews with 38 supervisors and 97 employees showed that ethical leadership plays an important role in reducing work stress and increasing IWB in both countries. Employees in both countries who perceived ethical leadership demonstrated more exhibited more creative and constructive behaviours. The results further showed that men compared to women in both countries had a higher tendency to exhibit risk-taking behaviour and IWB, resulting from support from leaders. Similarly, men have a higher tendency to challenge the prevailing "status quo" within the organisation than women. In general, the Pakistani workforce scored higher than the Canadian workforce in demonstrating IWB due to ethical leadership support, despite higher perceptions of job stress. The cross-cultural management implications have been well outlined.

The third is an article written by Charoensukmongkol, (2021). The article describes the main focus of examining the role of cultural intelligence (CQ) of Chinese expatriates who occupy supervisory positions in subsidiaries in Thailand, regarding the quality of the superior-subordinate guanxi they build with Thai employees. Based on the supervisor trust-building framework, this study tests whether the influence of Chinese expatriates' CQ on the guanxi built with Thai employees can be mediated by Chinese expatriates' benevolent characteristics. The study also tested whether superior-subordinate guanxi predicts Chinese expatriates' leadership effectiveness. Survey data were collected from 201 pairs of Chinese expatriates and Thai employees at a subsidiary of a Chinese multinational corporation in Thailand and analysed using Partial Least Squares Structural Equation Modeling. Subsequent results did not significantly support a direct relationship between Chinese expatriates' CQ and superior-subordinate guanxi with Thai employees. However, the influence of Chinese expatriates' CQ on supervisor-subordinate guanxi was shown to be fully mediated by supervisor benevolence. The

analysis also showed that superior-subordinate guanxi significantly explained the leadership effectiveness of Chinese expatriates. Spector, (2019) argues that using cross-sectional methods can be appropriate for exploratory research that aims to investigate patterns of relationships between variables that are unclear and lack theoretical support. It is also appropriate when a new concept is applied to a research context where its applicability is uncertain. Therefore, using a cross-sectional method is justifiable for the exploratory nature of this study, which aims to clarify the unknown and theoretically unsupported issue of how CQ may contribute to the development of superior-subordinate guanxi.

In fourth place is the article written by Grosskopf & Barmeyer, (2021) This article focuses on multi-paradigms in cross-cultural management research to achieve a more diverse representation of cultural phenomena. This is particularly relevant to the field of cross-cultural management, as it would be ethnocentric to consider intercultural situations from only one perspective, usually one's own culture. This argument corresponds to the ambition of cross-cultural management to respect and adopt multiple (cultural) perspectives and, analogously, to achieve 'paradigmatic ethnorelativism'. Based on intercultural situations, and therefore going beyond meta-theoretical reasoning, this article demonstrates a multi-paradigmatic sensibility in terms of functionalist, interpretative and critical paradigms. The use of these theoretical concepts leads to various viewpoints and positions that are less 'ethnocentric', and thus creates more nuanced knowledge related to intercultural situations. The 'blind spots' of each paradigm, but also complement each other. Therefore, this article provides theoretical and practical implications for cross-cultural management by offering a way to understand cross-cultural situations more richly through openness to different paradigms.

In fifth place is the article written by Nolan & Liang, (2022), The purpose of this study was to investigate the determinants of cross-cultural adjustment among medical doctors from outside Ireland and doctors from Ireland. Findings The study found that age, marital status, cultural novelty, previous international work experience, length of time working in the host culture did not affect the cross-cultural adjustment of SIE doctors. However, gender, language ability and perceived fair treatment were found to influence their cross-cultural adjustment in this study. In particular, female SIE doctors reported higher levels of general adjustment than male SIE doctors. Male SIE doctors. SIE doctors' language skills were found to influence their work adjustment, and those who perceived unfair treatment in the host culture reported lower levels of general adjustment. International migration of health workers is becoming an increasing focal point of debate in global health care policy (Okeke, 2013). To date, there has been limited research around health worker self-initiated expatriation, and in particular, physician self-initiated medical self-initiated expatriation, although there is a growing trend. Understanding expatriates and their cultural adjustment to their culture within the host culture is key to expanding the existing knowledge around SIE of different occupational groups.

In sixth place is the article written by Wang et al., (2022). This research contributes to the field of enhancing international students' intercultural sensitivity through cross-cultural management of international students by proposing new teaching programmes and establishing effective guidelines. To better enhance students' intercultural sensitivity and competence, out-of-school experiential learning would be a better complement to formal in-school learning. Without proper guidance from outside the school, students will be easily influenced by negative information that reinforces their previous stereotypes. Therefore, education managers and teachers should maintain their influence with experiential learning. Further research should explore cross-cultural management in the field of out-of-school education and how to enhance students' intercultural sensitivity and competence more efficiently.

In seventh place is the article written by Rogito & Nyamota, (2022). This article explores leadership in dealing with cross-cultural differences in the management of agricultural projects in Africa. Cross-cultural differences are the result of cultural diversity. The differences are mainly in behaviour, attitudes, functions, and communication in the management of agricultural projects across Africa. Results Cultural variations were observed in the leadership of agricultural projects based on

the leadership styles of managers or leaders. Leadership styles range from servant leadership, and charismatic to transformational leadership, these differences sometimes lead to conflict. The culture of the community or society also influences the management of agricultural projects. This can be seen in the case of individualistic versus collectivistic societies; these two cultures bring cross-cultural leadership differences. Misunderstandings arise due to different beliefs, backgrounds or values. To overcome cross-cultural differences, both leaders and followers must do something, for greater impact on agricultural projects in Africa.

The eighth is an article written by Aggarwal & Wu, (2021). This article discusses Experts across key business functions have debated the role of cross-cultural competence in improving business outcomes. In marketing, CQ is needed to better understand and adapt to diverse customers. CQ training is important not only for marketing managers but also for frontline marketing employees. For example, marketing managers' CQ facilitates the adaptation of an organisation's marketing strategy in global markets and export performance (Magnusson et al., 2013). Service employees' CQ is associated with better customer loyalty outcomes in service encounters (Paparoidamis et al., 2019). Sales professionals can also benefit from CQ training with improved adaptive sales behaviour (Delpechitre & Baker, 2017).

The ninth is an article written by Jackson, (2021), the focus in this article is that cross-cultural management scholarship is multi-paradigm. Instead of trying to change paradigms, it should focus on changing narratives as the end product of research. All research must be critical in some way, and cross-cultural management studies begins its life by criticising existing narratives, in the positivist tradition. This counter-narrative eventually made its way into the mainstream of management studies and international business. It challenges the idea that American management principles apply everywhere. In existing studies, counter-narratives are few and far between, but such counter-narratives should be the subject of discussion.

In tenth place is the article written by Baptista, (2022) The rapid development of information and communication technologies, the increasingly global and competitive transformation of business activities, and the rise of knowledge- and information-based services led to the emergence of a new model of virtual teamwork, more flexible and adaptive, which transcends classic functional departmental barriers and requires the collaboration of employees with diverse skills, judgements and expertise. The events of the Covid-19 pandemic accelerated the adoption of this new working model worldwide on an unprecedented scale. Cross-cultural virtual teams can be found in several fields, such as product research and development, quality circles, affinity groups, outsourcing teams, customer service help desk services, academic and research groups. Under the framework of crossvergence theory this conceptual article explores the possibilities of cross-cultural virtual teams, discusses its main challenges and explores a set of practices for the management of multicultural multicultural teams in virtual environments.

4. Conclusions

Cross-cultural management is a process of cultural identification and integration. Company managers can help employees practice through more professional learning. At the same time, managers can deeply understand the social background of each employee of the company and encourage employees from different cultural backgrounds. Using the management style to influence them gradually and slowly integrate them into the corporate culture. This helps to increase employee confidence in the company's operations, reduce employee turnover and help the company stabilise human resources and performance results. Cross-cultural management in multinational companies, must have more competitive advantages in the global, management must pay more attention to the diversity of values and beliefs of employees from different countries and regions. Encourage employees and help them integrate into different cultural circles. As a result, it will be better to have better job opportunities or learn a higher level of expertise. This will also have a meaningful impact on the entire company's organisational structure and corporate management policies.

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